



HEPBURN SHIRE COUNCIL ORDINARY MEETING OF COUNCIL PUBLIC MINUTES

Tuesday 19 October 2021

Virtual Meeting
via Video Conference

6:00PM

A LIVE STREAM OF THE MEETING CAN BE VIEWED
VIA [COUNCIL'S FACEBOOK PAGE](#)

Confirmed at the Ordinary Meeting of Council held 23 November 2021

A handwritten signature in black ink, appearing to read "Tim Drylie".

Chair, Cr Tim Drylie, Mayor

MINUTES

Tuesday 19 October 2021

Virtual Meeting

via Video Conference

Commencing at 6:00PM

TABLE OF CONTENTS

1	ACKNOWLEDGEMENT OF TRADITIONAL OWNERS	5
2	OPENING OF MEETING	5
3	APOLOGIES	6
4	DECLARATIONS OF CONFLICTS OF INTEREST	6
5	CONFIRMATION OF MINUTES	6
6	NOTICES OF MOTION	6
7	ITEMS OF URGENT BUSINESS	6
8	COUNCILLOR AND CEO REPORTS	7
8.1	MAYOR'S REPORT	7
8.2	COUNCILLOR REPORTS	7
8.3	CHIEF EXECUTIVE OFFICER'S REPORT	12
9	PUBLIC PARTICIPATION TIME	18
9.1	PETITIONS	19
9.2	PUBLIC QUESTIONS.....	19
9.3	REQUESTS TO ADDRESS COUNCIL	24
10	QUALITY COMMUNITY INFRASTRUCTURE	25
10.1	HEPBURN HUB AT THE REX OCTOBER UPDATE.....	25
10.2	CENTRAL SPRINGS MASTERPLAN UPDATE.....	33
10.3	NAMING OF AN UNNAMED ROAD IN NEWLYN NORTH	109
10.4	AWARDING OF A CONTRACT - TRENTAM SPORTS GROUND RESERVE PAVILION REDEVELOPMENT	115

10.5 AWARDING OF A CONTRACT - DOUG LINDSAY RECREATION RESERVE CIRCUIT PATH AND CARPARK CONSTRUCTION	119
10.6 AWARDING OF A CONTRACT - PUBLIC AMENITY UPGRADE - CONSTRUCTION PHASE 1 - CALEMBEEN PARK.....	124
11 ACTIVE AND ENGAGED COMMUNITIES.....	128
11.1 COMMUNITY PLANNING OVERVIEW.....	128
11.2 LYONVILLE COMMUNITY PLAN	159
11.3 CEO ANNUAL REPORT TO COUNCIL ON THE ACTIVITIES AND PERFORMANCE OF COMMUNITY ASSET COMMITTEES.....	175
11.4 MANAGEMENT OF GLENLYON DAM	179
12 HIGH PERFORMING ORGANISATION.....	185
12.1 REVIEW OF POLICY 64(C) - COMPLAINTS POLICY	185
12.2 ADOPTION OF LOCAL LAW NO. 2 GUIDELINES.....	197
12.3 ANNUAL REPORT 2020/2021	236
12.4 COUNCIL MEETING DATES FOR 2022.....	286
13 CONFIDENTIAL ITEMS.....	291
13.1 CLOSURE OF MEETING TO MEMBERS OF THE PUBLIC.....	291
14 CLOSE OF MEETING	293

BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

Tuesday 19 October 2021

CONDUCTING COUNCIL MEETINGS VIRTUALLY

Council continues to be guided by government directives and wants to do the right thing for the health of our community during the COVID-19 pandemic. In line with these directives, the public are unable to attend this meeting in person. This meeting is being held virtually to protect the health and wellbeing of Councillors, Council Officers, and the community.

In the spirit of open, transparent and accountable governance, this Ordinary meeting will be live-streamed on Council's Facebook page. The meeting will also be recorded and made available on Council's website as soon as practicable after the meeting.

Pursuant to the Ministerial Guidelines, should technology problems be encountered and we are unable to broadcast this meeting, the meeting will be adjourned until resolution or postponed.

Council's Ordinary meeting will be conducted tonight in accordance with:

- The Local Government Act 2020
- The COVID-19 Omnibus (Emergency Measures) Act 2020
- The Minister's Good Practice Guideline MGPG-1: Virtual Meetings
- Council's Governance Rules; and
- The Hepburn Shire Council Councillor Code of Conduct.

1 ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Hepburn Shire Council acknowledges the Dja Dja Wurrung as the Traditional Owners of the lands and waters we live and work on. On these lands, Djaara has performed age-old ceremonies of celebration, initiation and renewal. We recognise their resilience through dispossession and is a testament to their continuing culture and tradition, which is strong and thriving.

We also acknowledge the neighbouring Traditional Owners, the Wurundjeri to our South East and the Wadawurrung to our South West and pay our respect to all Aboriginal peoples, their culture, and lore. We acknowledge their living culture and the unique role they play in the life of this region.

2 OPENING OF MEETING

COUNCILLORS PRESENT: Cr Brian Hood, Cr Don Henderson, Cr Jen Bray, Cr Juliet Simpson, Cr Lesley Hewitt, Cr Tessa Halliday, Cr Tim Drylie

OFFICERS PRESENT: Mr Bradley Thomas - Chief Executive Officer, Mr Andrew Burgess - Director Organisational Services, Mr Bruce Lucas - Director Infrastructure and Delivery, Ms Leigh McCallum - Director Community and Development, Mr Chris Whyte – Manager Information and Communication Technology, Ms Krysten Forte - Manager People and Governance

The meeting opened at 6.02pm.

STATEMENT OF COMMITMENT

“WE THE COUNCILLORS OF HEPBURN SHIRE
DECLARE THAT WE WILL UNDERTAKE ON EVERY OCCASION
TO CARRY OUT OUR DUTIES IN THE BEST INTERESTS OF THE COMMUNITY
AND THAT OUR CONDUCT SHALL MAINTAIN THE STANDARDS OF THE CODE OF
GOOD GOVERNANCE
SO THAT WE MAY FAITHFULLY REPRESENT AND UPHOLD THE TRUST PLACED IN THIS
COUNCIL BY THE PEOPLE OF HEPBURN SHIRE”

3 APOLOGIES

Nil

4 DECLARATIONS OF CONFLICTS OF INTEREST

Nil.

5 CONFIRMATION OF MINUTES

RECOMMENDATION

That the Minutes of the Ordinary Meeting of Council held on 21 September 2021 (as previously circulated to Councillors) be confirmed.

MOTION

That the Minutes of the Ordinary Meeting of Council held on 21 September 2021 (as previously circulated to Councillors) be confirmed with the following amendment:

- *Item 8.2 of the minutes to note that Cr. Henderson presented a verbal report*

Moved: Cr Don Henderson

Seconded: Cr Jen Bray

Carried

6 NOTICES OF MOTION

Nil.

7 ITEMS OF URGENT BUSINESS

Nil.

8 COUNCILLOR AND CEO REPORTS

8.1 MAYOR'S REPORT

Councillor Lesley Hewitt, Birch Ward

It's starting to sound like Ground Hog Day but since the last Council meeting Hepburn Shire has still been operating under COVID restrictions and that has caused differences in the way we operate with many changes to meetings, cancellation of some events because of uncertainties introduced by COVID restrictions and the restructure of other events. The positive news is that a clear Road map has been announced by the state government and for Hepburn Shire the news that today just over 94% of residents have had first vaccination dose.

I've mentioned previously the impact of COVID restrictions on the community as a whole and specifically businesses and our children. I had the opportunity to represent Council at a Respect Victoria Webinar on elder abuse this month and a sobering statistic presented was the reported increase in elder abuse in rural and regional areas. This abuse, usually by family members is not something we generally want to acknowledge or consider but it does happen and a first step in prevention is to be able to speak up about it. Preventing family violence is a key area of focus for the Shire and this month all Councillors had the opportunity to take part in filming a leadership video to focus on this important issue. \

Another key issue for the community this month has been the proposal to rename Jim Crow Creek. There have been several media enquiries about this, and I have had a lot of contact from residents both in support of and against the proposal. The proposal is to reinstate DJAARA language in the landscape and to remove an offensive and derogatory name. Council will decide on the proposal after receiving community comment on the matter and I would encourage everyone to make their views known.

In addition to the weekly Councillor briefings on matters that we need to consider I have attended the re-opening of the Hepburn Pavilion, presided over a virtual citizenship ceremony visited the Creswick Transfer Station, attended the new Residents meeting in Creswick, chaired several Daylesford hospital Upgrade Committee meetings and attended (virtually) a WNTNP meeting with the Kingston Power Alliance, The Loddon Campaspe Mayors and CEO Meeting, Storm Recovery meeting and the Respect Victoria Elder Abuse Webinar

8.2 COUNCILLOR REPORTS

Councillor Brian Hood, Coliban Ward

No written report was presented.

Councillor Juliet Simpson, Holcombe Ward

On the 13 October I had a meeting about the Integrated Water Management Plan for Daylesford, Creswick, Clune and Hepburn Springs which was via zoom.

I raised my concerns about bore water being a finite source of water and when large amounts of water are pumped into Daylesford the impact it has on adjacent farms plus nearby large ancient Manor Eucalypts.

Climate change and the impact on water in this area was also discussed.

Feedback will be on the Council Website within the next month.

We had our first meeting with the new Heather Mutimer International Women's Day selection Committee.

Nominations opened last Monday 18 October on the SmartyGrants portal which is where you have to apply to nominate a potential candidate. The presentation of the new candidates will be at the Daylesford Town hall on the 8 March 2022.

I have had my first Immunization against COVID-19.

Councillor Jen Bray, Birch Ward

Activities since Tue 21 September 2021

- | | |
|------------|--|
| September | Working through community feedback on the Community Vision and Council Plan to make changes to the final draft. |
| Mon 27 Sep | Filmed a video interview to affirm council's role in preventing Domestic Violence for a Leadership Statement to go onto council's website. |
| Fri 1 Oct | Attended the official Opening of the Hepburn Pavilion Unisex Changerooms, for the Hepburn Football Netball Club & Hepburn Cricket Club at the Laurie Sullivan Reserve. It was good to see members of the clubs and committees there at the launch. They have worked so hard to raise \$100,000 to contribute towards the building along with funding from Hepburn Shire and Victorian Government. The new changerooms will be a great benefit to players, umpires and the community and will be more inclusive and accessible for people of all genders and abilities. Both Minister Mary-Anne Thomas and Mayor Lesley Hewitt paid tribute to the efforts of the clubs and community for their significant fundraising efforts and wished them well for a fresh start to the season next year. |
| Mon 4 Oct | Attended Citizenship Ceremony via Zoom for two Hepburn Shire residents. |

Attended the Western Victoria Transmission Network Project meeting, along with community action groups council staff and councillors working collaboratively to advocate our position against the proposed overhead network and terminal station.

- Mon 11 Oct Integrated Water Management Plan.
 Attended a zoom meeting with Alluvian Water, - consultants engaged by Central Highlands Water to work on the Integrated Water Management Plan.
 With fellow councillors, discussed ways to better protect our water ways, ground water, waste water management, find sustainable solutions to managing storm water and providing clean drinking water.
 A very productive session – Central Highlands Water are leading this plan and Hepburn Shire are one of the key stakeholders.
- Mon 18 Oct Visited the Composting Facility at the Creswick Transfer Station, which is processing the organic food and green waste from the Clunes FOGO green bin trial.
 It was great to see the waste – coming straight from peoples kitchens and gardens, with minimal contamination, how it is shredded, then “cooked” in the aerated shipping container, to its final product - a dark, rich compost suitable for gardens and agricultural fertilizer. This exciting project shows that soon Hepburn Shire will be able to remove most our food and green waste from landfill, well before the State Government’s 2030 target.
- Mon 18 Oct Briefing to discuss community feedback on Long Term Financial Plan. This will support and enable the Community Vision and Council Plan and will be coming to council at next week’s Special Council meeting.
- Attended: Councillor Briefings each Tuesday and other events and meetings.
 Council Meeting 19 Oct.
- Promoted: Storm Recovery Info session, Aussie Backyard Bird Count, Re-naming Jim Crow Creek, Wildlife Shelter fundraiser, Tree Management Plan, Petition Western Vic Transmission Lines Project, Rex Project Reference Group, Register Storm Damage, Local Laws No. 2 Guidelines, DELWP selling parkland at Cornish Hill, COVID 19 Alert,
- Community: Met with, spoke to and received correspondence from various members of the community regarding: Community Vision and Council Plan, Local Laws 2 Guidelines, Un-named Road Newlyn North, Creswick Trails, Daylesford Museum, Support for residents – Storm Recovery, Central Springs Reserve Masterplan, Agricultural Food Hub, Glenlyon Public Toilets, Rex Project Reference Group, DELWP selling Parkland at Cornish Hill, Drummond Primary School, Jim Crow Creek

re-naming, Speedway Lease Renewal, Transfer Station facilities, Powder Magazine Historical Building, Planning matters.

Councillor Tim Drylie, Creswick Ward

In the past month it has been pleasing to be able to attend a few events and official appointments in person, rather than virtually, or not at all. With Victoria fast approaching targeted vaccination rates for a staged reopening, there is reason for our community to have some optimism of emerging from the heavy restrictions imposed on us because of the COVID-19 pandemic. I am aware that the past month has again been difficult for people with the steady rise in case numbers and the separation from friends and family taking a toll on our mental and emotional reserves. I for one am looking forward to seeing people again in the community and in our homes in the coming weeks, albeit in a continuing limited fashion. Here are the things I have participated in this month:

- Meeting to discuss the development of the Integrated Water Management Plan
- WVTNP Monthly Catch Up
- Virtual Citizenship Ceremony
- Visit to Creswick Waste Transfer Station to look at in-vessel composting units
- Creswick New Residents Welcome Event
- Interview for Prevention of Violence Against Women and Children Leadership Statement.

Councillor Tessa Halliday, Cameron Ward

No written report was presented.

Councillor Don Henderson, Creswick Ward

I have attended a new residents welcome in Creswick. New residents were appraised of some of the opportunities open to them as residents in our community.

The historic Pasco site in Albert St has come to life with the latest addition being a garden centre and the owner tells me that locals have made the business very welcome and there has been excellent patronage.

It is pleasing to see some tenders being considered for works in Creswick at tonight's meeting. Some of these projects have been around for many years and will be a welcome addition to the amenity. Creswick people have shown amazing patience I must say

In what can only be described as an act of sheer destruction hundreds of plants have been destroyed at Park Lake botanical reserve in Creswick.

These trees and shrubs are part of an indigenous planting and were bought and planted by a community group to mark the 160 years of the park precinct. It is not believed to be the work of children.

There are many distressed farmers and rural residents as Ausnet have ramped up their entry to properties along the route of proposed Transmission lines. I have made sure that federal members as well as state ministers are aware of some of the tactics

being used to gain entry to properties. We should continue to do all that we can to support the residents in this battle. There is a great deal of mental stress and anguish as farmers see their very living and production on their farms threatened.

RECOMMENDATION

That Council receives and notes the Mayor's and Councillors' reports.

MOTION

That Council receives and notes the Mayor's and Councillor Reports.

Moved: Cr Juliet Simpson

Seconded: Cr Tessa Halliday

Carried

8.3 CHIEF EXECUTIVE OFFICER'S REPORT

The Chief Executive Officer Report informs Council and the community of current issues, initiatives and projects undertaken across Council.

- Nil

CHIEF EXECUTIVE OFFICER UPDATE

The September Ordinary meeting of Council was a very full meeting and we had a number of agenda items to get through. Thank you to those of you who watched the meeting online.

Two of the most significant items considered at the September Council Meeting were the presentation of the 2020-2021 Financial and Performance Statements and the draft 10-year Financial Plan.

The 2020-2021 Financial Statements shows us how COVID has impacted on the Shire, both in terms of increased expenditure and decreased revenue, and highlights the importance of being aware of the small amount of unrestricted cash we have to deliver new services or projects.

The ten-year Financial Plan outlines the resources needed to deliver the Council Plan and ensure that we are investing in assets that you value while ensuring that the services we provide remain affordable and accessible.

I look forward to Council considering adoption of our Community Vision, Council Plan and the Financial Plan at a Special Council Meeting on the 26th October.

At the September Council meeting we appointed the members of the Heather Mutimer International Women's Day (IWD) Advisory Committee. We warmly welcome members Sue Craven, Karen McAloon, Lisa Gervasoni, Barbara Curzon-Siggers, Elizabeth Boulton, Emma Whitfield-Rooney and Narelle Groenhout. Each year, as part of International Women's Day, we induct up to five names to the IWD Heather Mutimer Women's Honour Roll. The committee will promote the honour roll, call for nominations, assess the nominations and make recommendations to Council. It's a terrific way that Council and the community recognises the leadership and achievements of local women. We look forward to working with the new committee members.

On Monday 20 October we started our new organisation structure with Andrew Burgess and Leigh McCallum both commencing in their respective Director roles (congratulations, and welcome). The structure strongly responds to Councillor priorities, community feedback throughout the Hepburn Together Project and adds significant resources to the organisation. This restructure alone puts an additional resources into the organisation, and this builds upon growth over the last couple of

years with every unit across the organisation having greater resources than 3 years ago. We certainly still have plenty of work to do but I know we have been building the foundations over the last couple of years and the commencement of the new structure sees the accomplishment of another milestone as we move forward.

We also have the move to the Hepburn Hub at the Rex to look forward to in the not-too-distant future, and whilst this project has had its challenges, this is an exciting way forward when the project is completed. We hope to appoint a new builder at the November Council Meeting.

Unfortunately, the number of COVID cases continue to rise, as do the exposure sites – I encourage you to stay up to date with Government advice, ensure you practice safe hygiene, wear your mask and check in when we are out and about. There may be circumstances in the future in which proof of vaccination will be required.

Since my last CEO report we've also had school holidays and the AFL Grand Final - congratulations to all the Melbourne supporters out there.

We are working with Mount Alexander Shire Council, North Central Catchment Management Authority and Dja Dja Wurrung Clans Aboriginal Corporation (DJAARA), on the proposed renaming of Jim Crow Creek to Larni Barramal Yaluk. Larni Barramal Yaluk means 'Home or habitat of the Emu Creek'. The renaming of Jim Crow Creek is being proposed in recognition of Aboriginal heritage and the reinstatement of Dja Dja Wurrung language into the landscape, and the removal of a name that is offensive and derogatory. There are strict protocols that govern the renaming of roads, features and localities.

To find out more about this important project, visit <https://participate.hepburn.vic.gov.au/proposed-renaming-jim-crow-creek>.



Image of Barramal by Daikota Nelson

In late September Councillors and I filmed the reaffirmation of our commitment to Prevention of Violence Against Women and Children Leadership Statement. We are well underway with our 16 days Activism campaign planning.



On 01 October the Hepburn Pavilion Unisex Changerooms was officially opened by Mary-Anne Thomas MP. The new facility will benefit the Hepburn Football Netball Club, Hepburn Cricket Club and the wider community for many years.

The new build includes unisex changerrooms, toilet facilities, two additional private unisex umpire facilities rooms and a duty room suitable for female officiators along with an accessible toilet. The facility has been built in line with Sport and Recreation Victoria's Female Friendly Sports Infrastructure Guidelines and works towards compliance with AFL Preferred Facility Guidelines. The changerrooms will provide a more inclusive facility that caters for both players and umpires and will maximize participation for people of all genders.

The Hepburn Pavilion Project would not have been possible without the support of the Hepburn Football Netball Club, the Victorian Government (through the Country Football Netball 2019-2020 funding program), the Australian Football League, Netball Victoria and AFL Victoria.



On October 11, 12 & 13th we were pleased to hold the three-day free firewood trial in Trentham, Creswick and Daylesford. You may recall this trial was previously delayed due to COVID and all available spaces for these sessions were carried over from the previous postponed trial.

This trial will help us to iron out any issues and we'll then open the booking system for everyone to register a time for collection over the coming months. There is PLENTY of wood for everyone, so if you missed out on the trial please don't panic. If you can't make your scheduled time slot please notify us know so we can allocate that time to someone else. As the wood is green it will need to dry out for at least 12 months before it is suitable to burn. Thank you for your patience. We will keep you informed as we finalise this process to ensure the wood can be shared in a fair and equitable way. We appreciate the support of the Commonwealth and State Government funding to assist this project.

A travel exemption for the fire preparedness permit scheme, similar to the one that was run in 2020, has now been announced by the Victorian Government. This will allow an exemption to the current Chief Health Officer directions for some Victorians to travel beyond their existing limits for the purposes of fire preparedness activities.

Under the scheme owners of properties will be able to apply to Council for a travel exemption. Travel under the scheme can occur from 11 October 2021, however, given the time required for assessing applications please allow at least 5 working days.

We would appreciate your patience while we process what we expect to be a large number of applications.

As per State Government directives, if staff can work from home they should work from home so we have some staff working from the office and others still working from home.

Some of the other meetings I have attended either virtually or in person over the past few weeks include:

- Mayor and CEO meeting
- Executive Team meetings
- Leadership Development Workshop
- Citizenship Ceremony
- Loddon Mallee Area of Operations Control Team Meeting (AOCT) to discuss the
- COVID outbreaks in our area
- Grampians Area of Control Team (AOCT) Meeting to discuss the COVID outbreaks in our area
- Dept of Jobs, Precincts & Regions COVID briefing for Local Government CEOs
- Dept of Jobs, Precincts & Regions Local Government CEOs and MAV forum
- Meeting with Daylesford Lawn Tennis Club
- Various Storm Recovery Meetings
- Confidential Councillor Briefings
- Focus Group - Input into the Review of the Local Government Rate Capping
- Mechanism Administrative and Process Statutory Review
- One-on-one meetings with direct reports
- Liaison Meeting between Hepburn Shire Council and Department of Transport
- Quarterly Executive Team meeting to review progress on the Annual Plan
- Hepburn Hub Project Control Group meeting
- Western Victoria Transmission Network Project monthly meeting
- MAV Regional Meeting - Rural South Central
- One-on-one catch up with Councillor Hood
- Storm advocacy meeting with CEO's and Storm Recovery Managers from Macedon
- Ranges Shire Council & Moorabool Shire Council
- Meeting with Trentham Community Bank
- Loddon Campaspe Councils Group Meeting with CEO's and Mayors
- WVTNP Council CEO's | AusNet Services Meeting

- Visit to Creswick Waste Transfer Station to look at the in-vessel composting units being used for Clunes Organics Kerbside Trial
- Meeting to review submissions for the long term financial plan

When I go back through my diary, it really reminds me just how much we as a small rural Council are delivering, and how diverse our organisation is.

RECOMMENDATION

That Council receives and notes the Chief Executive Officer's Report for October 2021.

MOTION

That Council receives and notes the Chief Executive Officer's Report for October 2021.

Moved: Cr Tim Drylie

Seconded: Cr Juliet Simpson

Carried

9 PUBLIC PARTICIPATION TIME

This part of the Ordinary Meeting of Council allows for the tabling of petitions by Councillors and Officers and 30 minutes for the purposes of:

- Tabling petitions
- Responding to questions from members of our community
- Members of the community to address Council

Community members are invited to be involved in public participation time in accordance with Council's Governance Rules.

Individuals may submit written questions or requests to address Council to the Chief Executive Officer by 10:00am the day before the Council Meeting.

Some questions of an operational nature may be responded to through usual administrative procedure. Separate forums and Council processes are provided for deputations or for making submissions to Council.

Questions received may be taken on notice but formal responses will be provided to the questioners directly. These responses will also be read out and included within the minutes of the next Ordinary Meeting of Council to make them publicly available to all.

BEHAVIOUR AT COUNCIL MEETINGS

Council supports a welcoming, respectful and safe environment for members of the community to participate at Council Meetings regarding issues that are important to them. Council's Governance Rules sets out guidelines for the Mayor, Councillors, and community members on public participation in meetings. It reinforces the value of diversity in thinking, while being respectful of differing views, and the rights and reputation of others.

Under the Governance Rules, members of the public present at a Council Meeting must not be disruptive during the meeting.

Respectful behaviour includes:

- Being courteous when addressing Council during public participation time and directing all comments through the Chair
- Being quiet during proceedings
- Being respectful towards others present and respecting their right to their own views

Inappropriate behaviour includes:

- Interjecting or taking part in the debate
- Verbal abuse or harassment of a Councillor, member of staff, ratepayer or member of the public
- Threats of violence

9.1 PETITIONS

No petitions were tabled.

9.2 PUBLIC QUESTIONS

The Chair will read out and respond to questions received in accordance with Council's Governance Rules.

Question 1 – Trevor Armstrong

Has Council received the draft report of the Local Government Inspectorate into the Rex Project?

If so, when was the draft report received?

As it is now more two years since the matter was referred to the Inspectorate by Council, when can the residents and ratepayers of the Shire expect to have the report made public?

Response – Mayor Lesley Hewitt

Council is in regular contact with the Victorian Local Government Inspectorate, however given the nature of the review these questions will need to be referred to the Inspectorate to respond to.

Question 2 – David Moore and Kate McCrae

If the Council as part of the Integrated Water Management Strategy writes to the Coliban Water, the Central Highlands Water and Goulburn Murray Water authorities and the North Central Catchment Management Authority asking for statistics over the last 15 years that would represent how surface and ground water is being depleted or otherwise during this period, will the sustainable future of surface and ground water resources be assured if the new Hepburn Shire Planning scheme explicitly limits or qualifies water use? In particular the interplay with the Water Act 1989?

Response – Mayor Lesley Hewitt

Council has previously written to Goulburn Murray Water seeking details of groundwater monitoring. In response, GMW advised that the importance of long-term sustainability of groundwater resources in the Daylesford Mineral Spring Region is recognised in the Central Victorian Mineral Springs Groundwater Management Area – Local Management Plan 2013.

Groundwater levels are monitored through State observation bore network across 47 separate sites in the plan including 17 sites within a 5km radius of Daylesford.

GMW have advised of receipt of requests for historical data and Council will continue to advocate for sustainable use of our groundwater resources.

As you may be aware Council is also a key stakeholder in the preparation of an Integrated Water Management Strategy which is being led by Central Highlands Water for the towns of Clunes, Creswick and Daylesford. This strategy considers all water values including water catchment, stormwater drainage and infrastructure, potable water, domestic wastewater and alternative water sources.

Hepburn Planning Scheme has recently been reviewed and is currently with the Minister of Planning, with the intent to strengthen its water catchment protection through the Environmental Significance Overlay (ESO). The ESO triggers most planning applications received to be referred to the relevant authority for assessment/advice and sometimes determination.

Council will continue to advocate - as it's doing, and seek funding to further this work to protect our precious water resources.

Question 3 – David Moore and Kate McCrae

Will Council write to Victorian Government to provide proper notice and appeal provisions in the Water Act 1989, prioritising the use of water as a productive resource rather than for sale and regulate water mining under the Planning & Environment Act?

Response – Mayor Lesley Hewitt

Council will continue to advocate and seek funding to further protect our precious water resources. However, it is the water authorities responsibility to manage the commercialisation of water use, the Planning Scheme is limited as to its extent of management of these issues.

Question 4 – Elizabeth Burns

As a farmer heavily impacted by the recent storms over 3 months ago, I'm concerned that none of many support services are able to help farmers with damaged boundary fences with stock containment.

Can Hepburn Shire Council please explain why they're unable to help farmers given that the Planning Scheme and the Council Vision supports protecting our valuable agricultural land?

Response – Mayor Lesley Hewitt

Council is committed to protecting prime agriculture land as you have recognised and note your question relates to support for the agricultural sector following the June 2021 storm event.

Council's role in emergency management is to support the lead agencies and to support community with recovery and repairs of critical infrastructure and Council assets. We acknowledge that there are many affected property owners that have been significantly impacted.

As much as Council would like to assist and support all property owners with their respective recovery efforts, unfortunately, Council is not equipped to support and fund this approach. Council is only able to be reimbursed for works on critical infrastructure and as a result will have a significant funding shortfall from the storm recovery works. Whilst Property owner's no doubt consider their individual needs and risks against insurance options, further support can also be requested from Bushfire Recovery Victoria (BRV) if there are specific concerns.

Council's recovery team continue to undertake significant effort to implement the recovery program and we are certainly advocating to all agencies and State Government about the further support needed by property owners. This has included an option for BlazeAid. Councils last advice from BRV was that BlazeAid were not able to establish a camp in Hepburn Shire.

One of the ways Council is supporting the agricultural sector is through the three year Artisan Agriculture project to support the sector and mitigate many of the barriers that the small-scale agriculture sector face.

In addition, as part of our strategic planning program Council is committed to further strengthening agricultural land in Hepburn. This work will be undertaken through the Land Demand & Supply Assessment and Agricultural and Rural Settlement report.

Question 5 – Elizabeth Burns

My next question relates to building resilient communities to deal with the next emergency, which could well be a wildfire.

Given many people with whom I've had contact with have expressed issues with neighbours that increased their stress with the impacts of the storm.

With Counselling services already stretched to breaking point with COVID-19, it would make sense to explore other methods of providing mental health support.

What function does the Community Safety Officer play in building resilient & supportive communities?

Response – Mayor Lesley Hewitt

As you will appreciate mental health support is specialist field requiring professional training and experience. Our storm recovery team do have a number of case workers who are working with and connecting with partners to support community in the recovery process. These support mechanisms are designed to ensure impacted community members can access these services readily.

The Community Safety Officer role focusses on ensuring our community environment is safe and includes functions like identifying fire hazards in the lead up to the fire season, considering Local Law permits and compliance, animal management and are not able to provide mental health support to the community.

The Municipal Emergency Management Plan does identify the importance of Building resilient communities and all agencies partner to achieve this through raising awareness, community conversations, recovery and learnings from past events and keeping communities informed of most recent emergency management information.

Question 6 – Nikki Marshall

I was one of a number of residents who welcomed the opportunity to submit feedback on the draft Community Vision and Council Plan. We, as a group, also requested that second drafts be made available for community response prior to final adoption. I appreciate that a lot of work has gone into these documents and that Council is working within tight timelines. Given there won't be the opportunity to make comment, to question nor to recommend changes to the Community Vision and Council Plan between public release of the documents later this week and the special council meeting scheduled for next week, October 26th, my questions are asked in a spirit of hopefulness.

Will the final Vision Statement and Focus Areas clearly articulate the rural nature of our shire and include a strong emphasis on farming, and on valuing our rich food-growing soil and access to water?

Response – Mayor Lesley Hewitt

All submissions will be considered by Councillors and a decision made by Council as to whether or not there will be any change made to the Community Vision and Council Plan at a Special Meeting of Council on Tuesday 26th October. The submitters will be provided with a written response once Council has made their decision.

Question 7 – Nikki Marshall

Covid lockdowns have highlighted the importance of localisation, of drawing more directly on locally grown food and other essentials, of strengthening our resilience and our interconnectedness.

In what ways do the Community Vision and Council Plan strengthen localisation, for example, through the creation of a local or regional food hub and processing area?

Response – Mayor Lesley Hewitt

Council is currently undertaking a 3-year Artisan Agriculture project to support the sector and mitigate many of the barriers that the small-scale agriculture sector face. Two of the key barriers include; providing better access to shared infrastructure and market distribution channels; and raising the profile of the Hepburn Shire and greater Central Highlands Artisan Agriculture Producers more broadly.

Through this project Council officers, together with the Project Advisory Committee are currently investigating opportunities for both an online and physical food hub. This is still at concept stage with both officers and PAG members currently researching opportunities.

Question 8 – Sandipa Gould

I understand it is a lot of work to prepare the agendas but it should be a matter of planning to have it completed a bit earlier, and this seems a reasonable request that would go towards Community and Council mutual respect if Hepburn Shire Council could achieve this. Can Council and Councillors please consider to make Council meeting agendas be made public earlier than just the Friday before?

Response – Mayor Lesley Hewitt

Council acknowledges the community's keen interest in Council Meeting agendas, including officer reports and recommendations to Council. The preparation of reports for the agenda aligns to a set review and approval process, with associated deadlines, that allows Council staff and management to ensure that reports are prepared accordingly for each Council meeting.

For the remainder of 2021, the agenda preparation process will remain as status quo (being published on a Friday prior to a Tuesday Council meeting) to ensure that the reports that are currently in the pipeline for Council meetings continue to be prepared in line with officer deadlines and workload.

Consideration will be factored into agenda preparation for 2022 to determine a way forward.

Question 9 – Sandipa Gould

The protection of agricultural land from competing with non-agricultural development is seen as a way Council can contribute to supporting food-producing jobs and opportunities into the future, since land affordability is cited by stakeholders as a main barrier inhibiting smaller and mid-sized growers, so can our Council work with members of the Community in supporting an initiative for local food and agriculture, including a food hub and processing area?

Response – Mayor Lesley Hewitt

Council is committed to the ongoing protection of agricultural land this is also consistent with the state governments protection of agricultural land and Melbourne's food bowl. As part of our strategic planning program we have identified the need for further land investigations to ensure we continue to strengthen protection of agricultural land. This commences with our land demand and supply assessment which reviews all of Hepburn's zones and determines where we have an under supply and over supply of each zone. We will then undertake our agricultural and rural settlement report which will further strengthen the protection of agricultural land and focusing in development into appropriate residential, commercial and industrial areas.

As mentioned in response to two previous questions, Council is committed to protecting prime agriculture land, this is evidenced through the work currently being undertaken by Councils Strategic Planner and also through the Artisan Agriculture project. One of the key focus areas for this project is to increase awareness of competing land use pressures on the sector to LGA's and State Government. This project is currently investigating opportunities for a local food hub.

9.3 REQUESTS TO ADDRESS COUNCIL

Members of our community who have submitted a request in accordance with Council's Governance Rules will be heard.

Mr David Smith addressed Council regarding the Road Naming in Newlyn.

Cr Lesley Hewitt left the meeting at 6:46pm due to technical issues.

Cr Lesley Hewitt returned to the meeting at 6.48pm.

10 QUALITY COMMUNITY INFRASTRUCTURE

10.1 HEPBURN HUB AT THE REX OCTOBER UPDATE DIRECTOR INFRASTRUCTURE AND DELIVERY

In providing this advice to Council as the Project Manager – Hepburn Hub, I Bruce MacIsaac have no interests to disclose in this report.

ATTACHMENTS

- Nil

EXECUTIVE SUMMARY

The purpose of this report is:

- To provide an appropriate level of information to allow Council to properly monitor the progress of the project against the Project Plan as amended on 15 June 2021;
- To acquit Council's resolution that management provide periodic reporting to Council on the progress of the Hepburn Hub at the Rex.

OFFICER'S RECOMMENDATION

That Council:

- 1. Receives and notes the October 2021 project update report regarding the Hepburn Hub at the Rex Project;*
- 2. Notes that a new procurement process is in progress;*
- 3. Notes that an Expression of Interest has commenced for community members to participate in the Project Reference Group; and*
- 4. Notes that monthly reporting to Council and the community will continue.*

MOTION

That Council:

- 1. Receives and notes the October 2021 project update report regarding the Hepburn Hub at the Rex Project;*
- 2. Notes that a new procurement process is in progress;*
- 3. Notes that an Expression of Interest has commenced for community members to participate in the Project Reference Group; and*
- 4. Notes that monthly reporting to Council and the community will continue.*

Moved: Cr Brian Hood

Seconded: Cr Tim Drylie

Carried

BACKGROUND

On the 18 February 2020 Council endorsed the Project Plan for the Hepburn Hub at the Rex setting out the governance for the project. This plan outlines the project scope, budget, funding and delivery program and has been subsequently revised by Council as required.

In summary, Council has endorsed a revised scope and budget to attend to the site conditions and to provide certainty for the tender process. A revised program has been noted by Council with the completion of construction scheduled in August 2022 with occupation the following month.

KEY ISSUES

The endorsed project scope remains a facility of 2,052 square metres of enclosed space. The revised scope includes a library, community auditorium, coworking space, customer service and council offices.

It also responds to the existing site conditions and allows for those identified to be rectified as part of the new works to bring the facility up to contemporary standards. Further, a number of tender options have been included to respond to Council's intention to improve sustainability outcomes.

The program has also been amended to allow for a new procurement process and for the works to be completed in August 2022 with occupation in September 2022 as previously noted by Council. (Refer **Table 1** below).

Table 1 Project Plan Summary

Project Metric	Current Endorsed Metric	Current Forecast Outcome	Current Forecast Variance
Project Scope (Enclosed Area)	2,052Sqm	2,052Sqm	NIL Sqm
Project Budget	\$8.755M	\$8.755M	NIL \$
Project Program (Date for PC)	01/09/22	01/09/22	NIL weeks

Project Scope

The forecast functional areas endorsed by Council are those outlined in the table below. (Refer **Table 2** below). These areas remain unchanged although some parts are to be demolished and replaced with new. The risks associated with the project scope are outlined in the following section.

Although a building permit has been obtained to complete the works, the existing building itself is between 15 to 90 years old. It has been identified that some

upgrades are required to existing building elements to overcome deferred maintenance, building defects, to improve performance and to meet current standards. This includes the replacement of the existing staff amenities or toilets located in the rear portion of the building and an upgrade to the storm water system.

Further, tender options have been sought for the following enhancements so that they may be considered by Council:

- Acoustic separation of the mezzanine level from the carpark structure
- Photovoltaic system and associated roof upgrades
- Substitution of gas boilers with electric heat exchanges

Table 2 Project Scope Summary

Scope Element	Current Endorsed Area Sqm	Current Forecast Area Sqm	Current Forecast Variance Sqm
Council Offices	944	944	NIL
Customer Services	122	122	NIL
Library	348	348	NIL
Community Auditorium	106	106	NIL
Tenancies 1, 2 & 3	111	111	NIL
Tenancies 4	136	136	NIL
Entry & Amenities	285	285	NIL
Enclosed Area	2,052	2,052	NIL
Carpark	1,298	1,298	NIL
Open Space	120	120	NIL
External Space	1,418	1,418	NIL
Total	3,470	3,470	NIL

Scope Risks

The scope including responses to the site conditions have been documented so they can be allowed for by the tenders.

Latent conditions are site conditions that are not visible before tender. These are encountered during the works and an allowance to respond to these circumstances has made in the contingency.

Project Budget

The tender documentation has been amended to include the changes to respond to the identified site conditions, the enhancement and upgrades endorsed by Council and also to include the tender options for pricing.

The project budget endorsed on the 15 June 2021 was \$8.755M. This was based on the existing cost as at the 31 May 2021, the forecast cost of construction as at 4 June 2021 and a forecast of other costs including consultants and the contingency as at the 7 June 2021 based on a forecast for completion in May 2022.

The estimate of costs including the changes to accommodate the site conditions were informed by a quantity surveyor's estimate and shall be confirmed when tenders are received, and a contract sum accepted by Council.

Budget Risks

The construction contract provides a fixed price which should provide certainty in relation to the great majority of the remaining budget to be spent.

The fixed price does not allow for any variations identified during the construction period which are associated with: latent (hidden) conditions; documentation omissions; principal generated changes, and prolongation of the program. These variations are usually funded from an allowance in the budget known as a contingency.

Project Program

The program was endorsed at the Council meeting held on the 15 June 2021 with the completion of construction scheduled for mid-next year. Council has subsequently noted construction is anticipated to be completed by August 2022 with occupation the following month in September.

The new tender process is underway and it is anticipated a report will be presented to Council for its consideration at the November meeting.

It is desired that works be commenced prior to Christmas, if possible, to ensure the building is watertight over the summer. The Date for Practical Completion is anticipated in August 2022 however will be confirmed upon execution of the contract and a notice being given to the contractor to commence works.

Once construction is completed a further month has been allowed to decant staff, furniture and equipment and to prepare for operations at the new site.

The program summary is outlined in the table below (Refer *Table 4* below). The risks to the Program are noted below the table.

Table 4 Project Program Summary

Program Element	Current Endorsed Program End Date	Current Forecast Program End Date	Current Forecast Variance Weeks
Direction	06/07/21	06/07/21	NIL
Documentation	5/08/21	27/08/21	*3
Tender	9/09/21	*15/10/21	**5
Contract	19/10/21	23/11/21	4
Mobilisation	18/11/21	6/12/21	3
Construction	18/07/22	01/08/22	***2
Occupation	01/08/22	01/09/22	0

* Documentation complete 3 weeks later than anticipated delaying tender to 1 September 2021

** COVID delay associated with a two week construction lockdown period.

*** This will be confirmed once the tenders are received.

Program Risk

Once a contractor is procured, the Date for Practical Completion can be confirmed.

Any forecast variations to the endorsed program shall be monitored by the Project Control Group and reported to Council monthly. These changes will mostly be associated with the construction program. These are usually associated with changes to the works which also delay the builder's critical path.

Recent Activities

Recent activities over the past period include:

- Receipt of Point of Discharge permit
- EOI and receipt of applications for members of the Project Reference Group

- Site inspections for Tenderer's

NEXT STEPS

Foreshadowed activities over the next period include:

- Officer assessment of tender offers
- Officer assessment of applications for the Project Reference Group

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2017:2021:

Strategic Objective – Quality Community Infrastructure

Key Strategic Activity:

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.

Strategic Objective – Active & Engaged Communities

Key Strategic Activity:

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.

Strategic Objective – Vibrant Economy

Key Strategic Activity:

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.

Strategic Objective – High Performing Organisation

Key Strategic Activity:

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.

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.
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.

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

SUSTAINABILITY IMPLICATIONS

The proposed facility will comply with contemporary standards of environmental design and improve the sustainability of Council operations.

FINANCIAL IMPLICATIONS

The contract will be funded from the approved Council capital works Budget.

RISK IMPLICATIONS

Due to the value of the contract, and in accordance with Council's Procurement Policy, the preferred tenderer will be subject to an independent financial check and the procurement process subject to an independent review.

Construction related risks shall be addressed in the builder's Construction Management Plan and pre-commencement site meetings. The builder will be required to confirm that the risks have been addressed and responded to appropriately. This will include managing the work site safely and providing Traffic Management Plan in accordance with AS 1742.3.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Stakeholders have been consulted during the design process with updates provided to the community. Council's decision has been communicated in a media release and regular updates on progress shall be made during the works. Directly affected property owners and adjacent businesses will be informed prior to construction commencing.

Council has also resolved to establish a Project Reference Group. This is intended to improve communication between council, the community and stakeholders on construction progress and occupation process.

10.2 CENTRAL SPRINGS MASTERPLAN UPDATE DIRECTOR INFRASTRUCTURE AND DELIVERY

In providing this advice to Council as the Project Manager, I Elizabeth Atkin have no interests to disclose in this report.

ATTACHMENTS

- Central Springs Reserve Master Plan – Final – Volume One
- Central Springs Reserve Master Plan – Final – Volume Two

EXECUTIVE SUMMARY

This report provides a summary of the master plan development for Central Springs Reserve, Daylesford.

The master plan provides direction for the future improvement of Central Springs Reserve, incorporating Indigenous and European elements, and feedback from the community. These improvements may be funded from the Mineral Springs reserve account, external funding, or general council budget.

A range of Council officers have been involved in the project working group to shape the development of the master plan. This has been enhanced by engagement with the community, Mineral Spring Reserves Advisory Committee, Daylesford Rotary, Friends of Lake Daylesford, Djaara and DELWP.

OFFICER'S RECOMMENDATION

That Council adopts the Central Springs Reserve Master Plan.

MOTION

That Council adopts the Central Springs Reserve Master Plan.

Moved: Cr Juliet Simpson

Seconded: Cr Don Henderson

Carried

BACKGROUND

In 2010 the Victorian Mineral Water Advisory Committee completed a master plan of all mineral spring reserves in Victoria, and identified that the Central Springs Reserve in Daylesford required a more detailed master plan to be undertaken. In 2011, Council officers engaged Land Design Partnership to deliver a master plan for the Reserve. Subsequently, some action items were undertaken along with other works that were not identified in the master plan.

In 2018, a large tree fell and damaged the already deteriorated bandstand beyond repair. Given the risk to public safety of leaving the bandstand unsecured and the

divided opinion on where any future shelter structure should be sited, Council resolved in 2019 to undertake a new master plan to consider this issue and future works at the Reserve more broadly. The bandstand was demolished in 2020 as per Councils' determination.

A request for quote commenced in late 2020 and in January 2021, Sentient Design was appointed as the lead consultant to undertake the new master plan. The development of the master plan has been supported by a working group of officers from parks and gardens, biodiversity, access and inclusion and reconciliation. A summary of the project's progression this year is provided below:

February	Feature and level survey and arborist report completed
March	First project working group meeting and community survey launched (25 March 2021) Project presented at the Disability Advisory Committee
April	Community survey closed (11 April 2021) and results analysed and considered in relation to the direction of the master plan
May	Preliminary draft masterplan delivered Second project working group meeting Project presented to Daylesford Rotary and Friends of Lake Daylesford
June	Project presented to Dja Dja Wurrung Clans Aboriginal Corporation Draft masterplan and report delivered Third project working group meeting Project presented to DELWP Graphical representation of the community survey results shared with the community
July	Project presented to Mineral Spring Reserves Advisory Committee Public exhibition of draft master plan (12 July 2021 to 1 August 2021) results analysed and considered in the finalisation of the draft master plan
August	Forth project working group meeting
September	Final master plan delivered

KEY ISSUES

Given the limited implementation of the 2011 master plan, this master plan had the objective of addressing specific issues and delivering a realistic and achievable

master plan and accompanying package of future works for the Reserve. The proposed master plan has an estimated cost of approximately \$1.1M over six years. Whilst some works packages are interdependent, opportunities exist to vary the order of delivery dependent on the availability of funding.

Three key issues have been detailed below for their connection to Council's strategies, resolutions and the community's interest as revealed in the community survey. Other issues are covered in detail in the master plan report document.

Accessibility

Currently there is no Disability Discrimination Act (DDA) compliant access into the Reserve. The asphalt pathway from the Lake Daylesford approach is steep and without rest points. The gravel sloped and stepped pathways from Fulcher Street are inconsistent and in poor condition (particularly after rain events).

The master plan has indicated a combination of at-grade and raised pathways that provide a compliant pathway from a proposed DDA parking bay below Fulcher Street into the Reserve. Access from Lake Daylesford will also be significantly improved. Although preliminary investigations indicate that possibly not all of the approach will be compliant, the grade will approach the required 1:14 grade and other measures such as informative signage will assist visitors to the locale assess their capacity to travel on the pathway.

The type and alignment of pathways down the valley slope is a delicate balance of cost of construction and minimising vegetation removal or impacting on tree protection zones and structural root zones. Nearly all trees classified on the north valley slope are indigenous and also serve the purpose of stabilising the slope.

Shelter

The bandstand removed in 2020 was one of at least three shelter structures that have stood in the reserve since the early 1920s. The other two shelters were a rotunda and a large rectangular shaped dance hall located on the northern side of Wombat Creek.

Providing an option of shelter was considered a key issue to be addressed by the master plan, but the solution needed to align with other guiding objectives including accessibility and also be a realistic and achievable option. Past work by officers has demonstrated that constructing on the old bandstand site would be costly and achieving DDA compliant access difficult.

This master plan proposes to locate a shelter structure on the site of the old dance hall. The footprint of the structure and surrounding amenity area, that may include picnic tables, BBQs and a toilet, is reflective of the dance hall footprint. This siting makes use of the existing retaining wall at the base of the valley slope thereby not causing further impact to tree roots by requiring a new cutting of the slope. This site

also maximises the highly valued open space of the Reserve by keeping the structure to the northern edge.

Indigenous and European History

Highlighting the history of how this pocket of land has been used over time is recognised as an important drawcard for visitors to the Reserve.

Evidence of European involvement in the site in the form of the mineral pumps, shelter structures and pumphouse are obvious, if somewhat neglected. The master plan seeks to improve the appearance of these elements and provide logical pathway connections between them. Stone borders around the European elements will highlight the structures from the surrounding surface and provide clear visual linkages for visitors at the Lake Daylesford and Fulcher Street approaches.

There is currently no recognition of indigenous history at the Reserve. Provision of interpretative signage will be included, but this is considered minimum standard. Officers and the landscape consultant have met with a representative of the Dja Dja Wurrung Clans Aboriginal Corporation to discuss options for increasing the representation of indigenous history in the Reserve. Officers have elected to indicate that the proposed shelter structure will be an indigenous-inspired design. Similar projects have been undertaken at Parks Victoria sites within the region including Mount Franklin and La Larr Bar Gauwa Park.

POLICY AND STATUTORY IMPLICATIONS

The project helps achieve aims of a number of strategic Council documents.

Council Plan 2017-2021

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.
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.

Sustainable Environment

9. 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.

Disability Access and Inclusion Plan 2018-2022

1. To ensure all Council services, recreation and infrastructure is accessible to people with a disability
3. To ensure that Council provides opportunities for people with a disability to participate in events, meetings or celebrations

Reflect Reconciliation Action Plan 2018/2019

While technically not a current reference document, this plan is still considered representative of Council's position in relation to reconciliation. The plan acknowledges the Shire's rich Aboriginal past, present and future and that *"Council seeks to recognise and promote the collections of stories that make up the shared history of the Shire."*

HSC Biodiversity Strategy 2018–2021

1. Protect and enhance biodiversity
3. Support Community action and awareness

Recreation and Open Space Strategy 2016–2021

Lake Daylesford Reserve Management Plan 2009

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

The Reserve is Crown land maintained by Council as Committee of Management. There are no proposed changes to this ownership/management structure as a part of the master plan.

SUSTAINABILITY IMPLICATIONS

Sustainability has been a key guiding consideration in the development of the master plan.

The master plan has been intentionally restrictive in the breadth of scope in order to become a realistic and achievable approach to shaping the future of the Reserve. There are external funding opportunities to supplement Council contributions in the implementation of the master plan. The master plan is structured so that works can be delivered in a staged approach.

The master plan seeks to preserve and enhance the natural environment of the Reserve through strategic weed removal programs, indigenous planting and creating an environment where the biodiversity can naturally regenerate over time.

FINANCIAL IMPLICATIONS

There are no financial implications for the delivery of the master plan and report. Delivery is expected to be in October 2021. The available budget is sufficient to complete this project.

The draft master plan report indicates implementation of the master plan to be approximately \$1.1M over six years. This figure could be substantially supplemented by external funding opportunities.

Implementation of the master plan will be considered separately in future budgets.

RISK IMPLICATIONS

Officers are consulting and collaborating widely to address issues in this planning phase that will aid in mitigating risks that may emerge in latter phases of delivery and implementation.

As the Reserve currently exists, access into and throughout the Reserve is highlighted as a risk to public safety. The pathway approaches from Fulcher Street are inconsistent in surface condition, covered in part with loose gravel and for the most part, are without railings. Visitors to the Reserve without appropriate footwear risk slips and falls on this approach.

The community have been informed of the project through social media, the Council website and Hepburn Life. Not delivering the master plan and not implementing the action plan will give rise to a reputational risk to Council.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The project was assessed against Council's Community Engagement Policy. The total project score was 11, and a medium level of community engagement was undertaken.

Community engagement on this project has taken the form of an online community survey to determine usage data, likes/dislikes and preferences. The results of this survey were shared with the community to create an understanding of how the input helped to shape the direction of the master plan. The draft master plan was shared with the community and feedback invited prior to finalising the master plan. This level of engagement activity satisfies the requirement of low-level community engagement and displays some aspects of medium level engagement.

In addition to the community, officers have consulted with other organisations connected to the Reserve. These are Mineral Spring Reserves Advisory Committee, Daylesford Rotary, Friends of Lake Daylesford, Dja Dja Wurrung Clans Aboriginal Corporation and DELWP.

The Mineral Springs Reserves Advisory Committee reviewed the master plan and undertook an online meeting with officers. The overall impression of the master plan

was positive. The Committee provided valuable background information on the history of the Reserve. The Committee provided some feedback about the inclusion of a public toilet and the management of potential impact on the mineral spring groundwater. Further investigation would be required before the location of a public toilet could be finalised.

With past connections to the Reserve, Daylesford Rotary have expressed an interest in collaborating on the delivery of the master plan. COVID-19 restrictions have limited Rotary's ability to meet regularly over the course of the project. Following the public exhibition of the master plan, a representative from Daylesford Rotary advised that the group members were positive about the plan and proposed improvements.

The jurisdiction of Friends of Lake Daylesford does not extend to the Reserve, but as a close neighbour, the group has expressed a keen interest in the development of the masterplan and provided valuable feedback on the plans. The pathway connection to Lake Daylesford will provide a clear link between the two open spaces. Similarly, the proposed rejuvenation of the Fulcher Street carpark can also service visitors to the Lake.

The Dja Dja Wurrung Clans Aboriginal Corporation's business arm of Djandak were invited to participate in the project to increase the indigenous-focused component of the master plan beyond the standard provision of recognition and interpretative signage. The master plan incorporates an indigenous-inspired shelter structure. In their final review of the master plan, Djandak advised they have capability to be involved in other aspects of the master plan delivery such as water way improvements.

Officers completed online and in-person consultation with representatives of DELWP. On-site, the primary concern of DELWP officers was the minimisation of impact of the master plan on native vegetation. DELWP highlighted other aspects for further consideration in the master plan report including the need for a public toilet and its potential impact on the mineral spring groundwater. As a result of this recurring concern, a second potential location for a public toilet was nominated together further text in the master plan report emphasising the need for a more detailed investigation on the viability of providing this facility. The level of investigation required, is beyond the scope of the masterplan. As there are no committed plans to upgrade the nearest public toilets that are dated and do not provide an accessible option, this should be reviewed again in the future at the time of considering the potential Central Springs Reserve public toilet.

Officers made contact with Hepburn Wind, and during the delivery of master plan, this organisation will be contacted again to ensure collaboration is maximised. As mentioned above, there are no committed plans to upgrade the Lake Daylesford "beach" toilet block. This is the closest option (approximately 250 metres or a three minute walk) to Central Springs reserve, but it is dark, out-dated and does not provide an accessible option. The next closest toilet is at the boathouse carpark. This

is not an appropriate option for users of Central Springs Reserve due to distance. The lack of a public toilet may negatively impact Central Springs Reserve as a destination for family groups or groups with accessibility needs that would find this travel distance to a public toilet impractical.

Further, given the intention of the master plan to improve the appearance and functionality of the Fulcher Street car park, it can be reasonably considered that users of the Goldfields Track that connects into Central Springs Reserve may preference Central Springs Reserve as their commencement point over the busier boathouse carpark. This would lend further weight to the need for a public toilet at the Reserve.



Hepburn
SHIRE COUNCIL

**CENTRAL SPRINGS RESERVE
MASTER PLAN**
October 2021

Acknowledgements:

Elizabeth Atkin - Project Manager, Hepburn Shire Council
Sean Ludeke - Coordinator Parks & Open Spaces, Hepburn Shire Council
Brian Bainbridge - Biodiversity Officer, Hepburn Shire Council
Yusef Kasap - Access Officer, Hepburn Shire Council
Donna Spiller - Reconciliation Officer, Hepburn Shire Council
Denise Robinson, Friends of Lake Daylesford
Victor Szwed, Rotary Club of Daylesford
Mineral Springs Reserves Advisory Committee
Steve Jackson, Dja Dja Wurrung
Madeleine Zamora, DELWP
Emily Lee, DELWP

Prepared for:
Hepburn Shire Council
PO Box 21
Daylesford VIC 3460

Prepared by:
Sentient Design
41 Wooling Road, New Gisborne VIC 3438
0457 412 274
www.sentientdesign.com.au

Version: Final
Date: 11 October 2021

This report is designed to be printed double sided with A3 inserts.

Table of Contents

EXECUTIVE SUMMARY	vii
E1 CONTEXT	vii
E2 EXISTING CONDITIONS	vii
E3 PROPOSED CHANGES	vii
E4 CONSULTATION	viii
SECTION 1: INTRODUCTION	1
1.1 BACKGROUND	1
1.2 PURPOSE	1
1.3 METHOD	2
1.4 PROJECT MANAGEMENT	2
SECTION 2: VALUES & SIGNIFICANCE	3
2.1 EXISTING CONDITIONS	3
2.2 NATURAL VALUES	9
2.3 CULTURAL VALUES	11
2.4 USE VALUES	13
2.5 SIGNIFICANCE OF CENTRAL SPRINGS RESERVE	16
SECTION 3: PLANNING CONTEXT	17
3.1 TRADITIONAL OWNERS	17
3.2 LAND STATUS & ZONING	17
3.3 EXISTING STRATEGIES & PLANS	17
3.4 STAKEHOLDERS	21
SECTION 4: VISION & STRATEGIC GOALS	23
4.1 VISION STATEMENT	23
4.2 STRATEGIC OBJECTIVES	23
SECTION 5: THE CONCEPT PLAN	27
5.1 NEW ACCESS PATHS	38
5.2 SHELTER STRUCTURES	39
5.3 PAVING AND WALLING	39
5.4 FURNITURE	40
5.5 WAYFINDING SIGNAGE	40
5.6 INTERPRETIVE SIGNAGE	40
5.7 MINERAL SPRINGS SIGNAGE	40
5.8 LIGHTING	40
5.9 COMMUNITY PARTNERSHIPS	40
5.10 FURTHER AREAS OF INVESTIGATION	41
5.11 IMPLEMENTATION	41
APPENDIX 1: PLANNING MAPS	49
APPENDIX 2: CONSULTATION & ENGAGEMENT	55
APPENDIX 3: LOCAL WALKING TRACKS	57



EXECUTIVE SUMMARY

E1 CONTEXT

The Central Springs Reserve is an open space reserve to the south of Lake Daylesford significant for its mineral springs and links to bush trails. The Crown land reserve is located on Dja Dja Wurrung country.

Hepburn Shire Council (HSC) engaged Sentient Design in February 2021 to develop an updated Master Plan for the Reserve that reflects the current aspirations of the community and significant stakeholders.

The purpose of this document is to detail a plan for the short-medium term development and management of the open space by the Shire and other stakeholders

E2 EXISTING CONDITIONS

The flat valley floor of the reserve is characterised by mature deciduous trees planted next to the Wombat Creek. The surrounding hill slopes rise steeply and are well covered with semi-mature indigenous trees, creating a sharp visual contrast reflective of the post-European influence on the landscape managed by the Traditional Owners.

Several features exist in the reserve including the three Central Springs, the Hard Hills Spring and the pumping infrastructure that once harnessed hydroelectric power.

Access into the site from Fulcher Street and Lake Daylesford is steep and poorly surfaced. Existing stairs are non DDA compliant and, at some points, hazardous. The reserve itself is dilapidated and in need of an upgrade to paths and furniture.

The replacement of a recently demolished shelter (on the opposite bank) is strongly supported by the local community, along with other aesthetic and access improvements.

E3 PROPOSED CHANGES

This Master Plan proposes the development of the reserve as *"a well-presented and accessible passive reserve that presents cultural stories in a shaded setting with links to the surrounding bushland."* Strategic objectives have been identified for improvements in the areas of presentation & amenity, accessibility, , culture & history, connectivity & wayfinding, biodiversity, indigenous vegetation, exotic vegetation.

The proposed improvements include:

- New landscaping to the reserve generally including an Indigenous designed shelter structure, amenity area, paths, furniture and signage.
- New setting for the Central Springs including new accessible pumps, paving, furniture and stone wall
- Interpretation and presentation of the existing historic features
- Edge stabilisation and planting treatments to the Wombat Creek
- A new DDA car park off Fulcher Street with accessible path to the reserve
- New paths from the reserve to both the main car park and to Lake Daylesford to allow a higher degree of safety and access.
- Formalisation and renewal of the existing main car park
- New wayfinding and interpretation signage throughout.

The projected time frame for implementation is six years, and the estimated construction cost of \$1.076 million.

E4 CONSULTATION

Extensive consultation has been conducted in the development of this Master Plan.

An internal Project Working Group was created to guide the project and ensure that it is in line with HSC policy and operations. This group met at four points through the project period.

The Draft Master Plan was presented to Hepburn Shire Councillors and also made available to the public throughout a three week consultation period. Meetings were held with representatives from DELWP, the Dja Dja Wurrung, the Friends of Lake Daylesford and Rotary.

A complete list of consultation activities is included as an Appendix.



SECTION 1: INTRODUCTION

1.1 BACKGROUND

The Central Springs Reserve forms part of the wider Lake Daylesford precinct and is located just beyond the outflow of the lake at the south-western corner. The three bores within the reserve are one component of the largest concentration of natural mineral springs in Australia. Lake Daylesford is an engineered lake located within central Daylesford and a significant focus for tourism and passive recreation in the town.

Located in Jaara country of the Dja Dja Wurrung, the area became further populated during the 1850's gold rush. Daylesford and the district became well known for the healing powers of the mineral waters, and the recent history of the town has been shaped largely by these two influences.

A Master Plan for the Reserve was prepared by Land Design Partnership in 2012 following the June 2010 Master Plan Review by the Victorian Mineral Water Advisory Committee (VMWAC). This review was updated in 2015 and provides high level guidance to future plans and implementation and management of the Reserve and Springs.

Hepburn Shire Council (HSC) engaged Sentient Design in February 2021 to develop an updated Master Plan for the Reserve that reflects the current aspirations of the community and significant stakeholders.

1.2 PURPOSE

The project brief states that *"Council has committed to delivering an updated Master Plan with a focus on user group and broader community consultation informing the updated plan."*¹

The purpose of this document is to detail a plan for the short-medium term development and management of the open space by the Shire and other stakeholders. The plan proposes an amended layout for Reserve as well as new access walkways to provide improved accessibility to the site. The plan also proposes a suite of materials and locations for new furniture to improve the appearance of the reserve and align it to the Lake Daylesford context. It also nominates locations for wayfinding and interpretive signage.

The plan is designed to aid implementation by the identification and specification of individual projects and works packages. The plan includes a table of proposed actions with a relative priority and indicative costs.

2 CENTRAL SPRINGS RESERVE MASTER PLAN

1.3 METHOD

The project commenced with an analysis of the physical form, character and condition of the site. This was guided by a Feature and Level Survey and the identification of the species, size and health of all tree species across the project site.

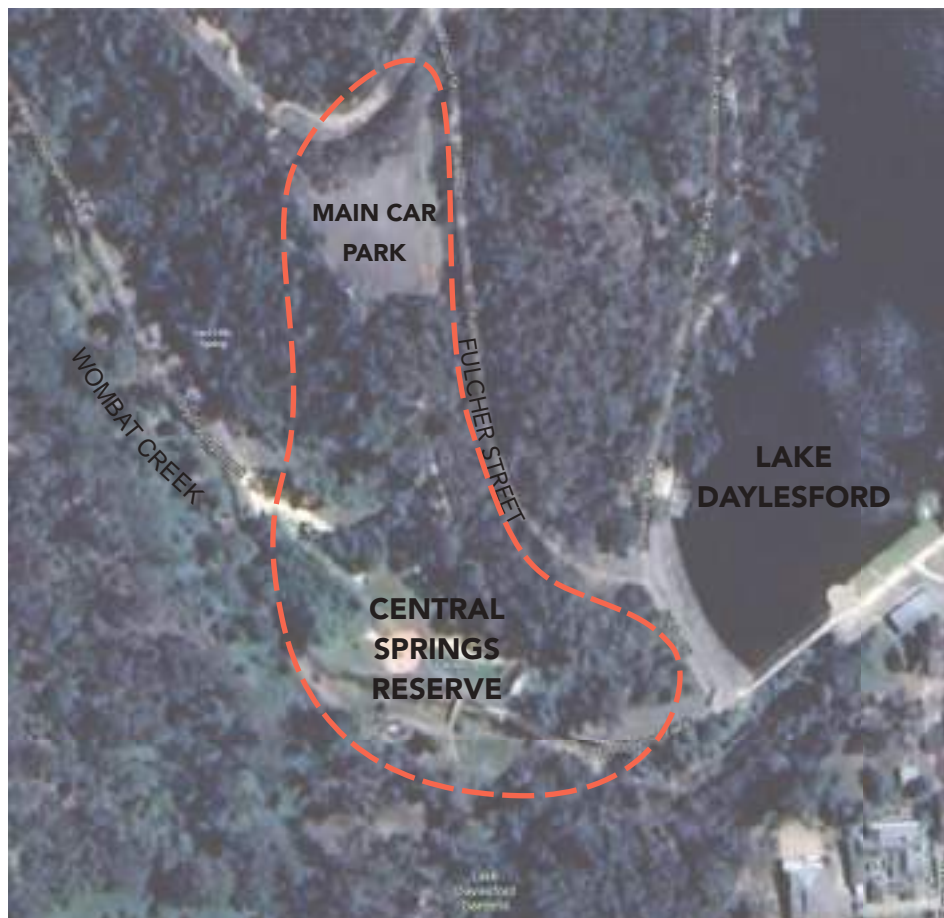
An initial Project Working Group (PWG) meeting was conducted with HSC officers with interests in reserve presentation, biodiversity, access and inclusion and reconciliation.

Relevant strategies, plans and policies from both the Shire and State Government were reviewed for potential guidance and constraints.

A Preliminary Master Plan was presented to the PWG as well as representatives of the Friends of Lake Daylesford, Rotary and the Dja Dja Wurrung. Feedback was consolidated into this Draft Master Plan.

1.4 PROJECT MANAGEMENT

The project is being managed by the Major Projects team of HSC.



Map 1: Aerial view showing the project area

SECTION 2: VALUES & SIGNIFICANCE

2.1 EXISTING CONDITIONS

GENERAL ARRANGEMENT & CIRCULATION

The extent of the Reserve under consideration within this Master Plan is bound by the Wombat Creek, Fulcher Street, the dam wall of Lake Daylesford and the main car park off Fulcher Street.

The creek runs down from the dam wall along the south-eastern side of the relatively flat valley floor. The hill slopes rise steeply either side, although the north-western slope has previously had significant physical modification to build paths and allow for buildings.

The three mineral springs that the Reserve is named for are arranged near the creek in a brick paved area bound by a stone retaining wall in disrepair. The Hard Hills spring (currently closed) is found further south under the canopy of some large mature deciduous trees. Pedestrian movement in this area is dispersed with some evidence of compaction over the tree root zones.

A small shed sits at the foot of the dam wall with pumps that were used in a hydroelectric scheme. This area is currently partially under water.



Photograph 1: Central Springs Mineral Spring C



Photograph 2: Looking down into the Hard Hills Spring

4 CENTRAL SPRINGS RESERVE MASTER PLAN

Three lights on poles with overhead cables between provide a network of lighting to the space. This lighting is visually bulky and the overhead cables are unattractive. The age of the luminaires implies less efficient lighting technology.

The Reserve is currently in a fairly dilapidated condition. Paths have unclear edges and are damaged by stormwater and resulting erosion.

CONNECTIONS

A steep asphalt path runs between Lake Daylesford and the springs area, though there is little visual connection between the two spaces. To the south further springs can be reached along a gravel path adjacent to the Wombat Creek.



Photograph 3: Existing non-DDA compliant stairs to the east of the Central Springs

Two sets of stairs enable people to move between the Reserve and Fulcher Street (and the car park). The stairs and sloping paths are non-DDA compliant and in an unsafe condition in places.

FURNITURE, SURFACE FINISHES & MATERIALS

Furniture is not well located and is generally very poor condition. A number of different styles and materials are present, evidence of an ad hoc supply over previous decades. The recently installed timber sleeper palisade wall against the bottom of the hill slope is quite incongruous.

The valley floor is mostly grassed, with gravel installed under the dense shade of the deciduous trees. Paths are a mix of gravel, asphalt and brick paving. Sandstone has been used in a few applications, notably around the Central Springs and as retaining walls. While the material is appropriate the quality of construction and current condition is poor.

The hill slopes are generally surfaced in natural leaf litter of varied depths.

Plan 1 (opposite): Existing Conditions - Main Reserve

Plan 2 (overleaf): Existing Conditions - Car Park

LEGEND

- Existing grass
- Existing gravel
- Existing asphalt
- Existing granitic sand
- Existing stone element
- Existing handrail

- Existing vegetated slope
- Existing low planting
- Existing brick paving
- Existing park light & overhead line
- Exotic/native tree canopy extent



KEY FEATURES

- 1 Central Springs mineral water pumps
- 2 Steep asphalt path to Lake Daylesford
- 3 Stairs to Fulcher Street
- 4 Hard Hills Spring set in granitic sand paving
- 5 Wombat Creek
- 6 Gravel path to main car park
- 7 Gravel path to Fulcher Street
- 8 Footprint of former dance hall
- 9 Pump Shed with pump infrastructure
- 10 Shaded area with deciduous trees

0 1 2 4 6 8 10m
1 to 200@A1, 1:400@A3

Client:
Hepburn Shire Council

Project:
Central Springs Reserve

Drawing Title & Version:
Existing Conditions - Main Reserve

Date:
1 June 2021

Hepburn
SHIRE COUNCIL

Sentient Design

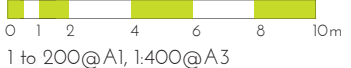
41 Wooling Road
New Gisborne VIC 3438
www.sentientdesign.com.au
0457 412 274

KEY FEATURES

- 1 Main car park with asphalt surface
- 2 Car park entrance from Fulcher Street
- 3 Current grassed pedestrian path from car park to Central Springs Reserve
- 4 Retaining walls to car park
- 5 Gravel path to Central Springs Reserve
- 6 Decommissioned path down embankment to Central Springs Reserve

LEGEND

- Existing grass
- Existing gravel
- Existing asphalt
- Existing begetated slope
- Existing stone element
- Native tree canopy extent



Client:
Hepburn Shire Council
Project:
Central Springs Reserve
Drawing Title & Version:
Existing Conditions - Car Park
Date:
1 June 2021

Hepburn
SHIRE COUNCIL

Sentient Design

41 Wooling Road
New Gisborne VIC 3438
www.sentientdesign.com.au
0457 412 274

EXISTING VEGETATION

The dominant vegetative feature of the valley floor is the cluster of large deciduous trees. These exotic tree species include mature individuals of *Quercus robur* English Oak and *Fraxinus excelsior* and recently planted *Quercus coccinea* Scarlet Oak. The mown grass and grasses along the dam wall are also introduced species. A mature *Salix fragilis* Basket Willow provides shade, but is a weed of concern adjacent to waterways.

Most of the surveyed trees between the Reserve and Fulcher Street are indigenous species that have grown naturally on the disturbed slope. The species present include *Eucalyptus rubida* Candlebark, *Eucalyptus radiata* Narrow-leaf Peppermint, *Acacia melanoxylon* Blackwood and *Acacia dealbata* Silver Wattle.

There is some evidence of natural regeneration of indigenous species occurring, while other areas are dominated by woody weeds or exotic grasses. There are environmental weeds present in the riparian zone.

2.2

NATURAL VALUES

GEOLOGY & UNDERLYING HYDROLOGY

The underlying geology of the Central Springs site is Lower Ordovician marine derived sandstones. This region is part of the Castlemaine Supergroup.¹ Materials include sandstone, siltstone and mudstone.

The ordovician sedimentary bedrock aquifer comprises both shallow local flow systems and deeper systems that include those that host carbonated mineral water with flow paths extending up to 40km.

The ground water extracted in the springs in its natural state contains "carbon dioxide and other soluble matter in sufficient concentration to cause effervescence or impart a distinctive taste"².



Photograph 4: Looking upstream along the Creek from the stand of deciduous trees

- 1 Source: Geological Survey of Victoria, Department of Manufacturing and Industry Development 1992
- 2 Central Victorian Mineral Springs GMA Local Management Plan, Goulburn-Murray Water 2013

10 CENTRAL SPRINGS RESERVE MASTER PLAN

SURFACE HYDROLOGY

The Central Springs Reserve is located along the Wombat Creek. Prior to the construction of Lake Daylesford this waterway would have provided a potentially ephemeral water source, and would have been a significant movement corridor and habitat for many animal species.

Since the construction of the dam wall retaining Lake Daylesford, a consistent minimum flow is provided to Wombat Creek. After heavy rain a higher volume of water is released from the lake, and the base of the Reserve has been known to flood.

Water flowing from Lake Daylesford passes through the Cascades, a picturesque natural rock feature.



Photograph 5: The Cascades feature with built stone retaining wall behind.

This supply of water allows for the presence of a variety of riparian plants species which contributes to the biodiversity potential of the area. The reliable supply and generally consistent level would allow for relatively easy revegetation activities.

VEGETATION

The Central Springs site is located within the Central Victorian Uplands bioregion. The Ecological Vegetation Class (EVC) is considered to be Valley Grassy Forest (47), although the varied topography of the valley may allow for micro-climates that support additional indigenous species. This EVC has a State Conservation status of 'Vulnerable'.

The mature exotic deciduous trees are prized by the local community and visitors for their shade and coolness in summer and contribution to the Daylesford autumn display. Some additional exotic trees have been planted recently in open areas of the valley floor.

An assessment has been undertaken of all existing trees within the reserve including species, health and structure. A species survey has not been carried out to identify existing understory plants.

FAUNA

There is no recent survey evidence of the presence of particular faunal species to consider for this specific site. The fact that the site is contiguous with surrounding forest areas would suggest that a variety of native birds, reptiles and mammals may be present.

Given the adjacent housing it is certain that cats are present within the gully, along with other introduced species.

2.3 CULTURAL VALUES

ABORIGINAL CULTURAL HERITAGE

*"Prior to European colonisation, all natural places within Dja Dja Wurrung country were well known, had a name and song and were celebrated as a part of country and culture."*³

The Dja Dja Wurrung People are the Traditional Owner Group for this country, a position formalised in the Recognition Statement and Settlement Agreement developed between the State Government of Victoria and the Dja Dja Wurrung Clans Aboriginal Corporation. This agreement "binds the State of Victoria and the Dja Dja Wurrung People to a meaningful partnership founded on mutual respect."⁴

While the physical landscape has been heavily modified by more recent settlement and mining activities, as a source of reliable water, the valley would once have been a cultural place for the Dja Dja Wurrung people connected to their traditions and spiritual ancestors.

COLONIAL HERITAGE

When the Daylesford area was opened to pastoralists, the area was known as 'Wombat Run'. In 1851 gold was discovered in the bed of Wombat Creek under what is now Lake Daylesford. Within 10 years the influx of miners had largely displaced the Indigenous population and exhausted the alluvial gold reserves.

A secondary timber harvesting industry developed to provide timber for construction and fuel, leading to the de-forestation of many surrounding areas.

The extraction and bottling of mineral water began at Hepburn Springs in 1884 and the area became known for the health-giving properties of the water.

³ Source: <http://www.djadjawurrung.com.au>, Recognition & Settlement Agreement 28 March 2013, Accessed May 2021

⁴ Source: <http://www.djadjawurrung.com.au>, Recognition & Settlement Agreement 28 March 2013, Accessed May 2021

12 CENTRAL SPRINGS RESERVE MASTER PLAN

The lake was created in the 1920s by constructing the dam wall at the east of the Central Springs Reserve, thus providing the centrepiece of Daylesford as a recreation destination.

Many historic photographs exist of the Reserve showing the characteristic broad paths and clear understory. The former location of a large timber building and rotunda can be estimated based upon the location of existing elements. Ornamentation was simple with painted timber fences and furniture.



Photograph 6: The official opening of Lake Daylesford in 1929

Source: Thelma Studios ca. 1930, State Library of Victoria

RECENT HISTORY

The band stand structure to the south-west of Wombat Creek was severely damaged by a falling tree in 2018, and subsequently demolished. There has been a clear desire within the local community to provide a replacement structure, although there is not a clear preference for the location for this.

The rest of the Reserve, while fairly well-maintained, requires renewal. Significant rain events cause gravel to move across footpaths and erode the surfacing. The furniture is largely in disrepair and the location of signage is ad hoc.

LANDSCAPE CHARACTER

The character of the Reserve is shaped by the striking visual contrast between the exotic trees of the relatively flat valley floor and the enclosing hill slopes and their canopy of indigenous trees.

It is a visual metaphor referencing the abrupt and long lasting effect of colonisation on the existing Traditional Owner population and the indigenous vegetation. The dam wall itself is also a signifier of the environmental change wrought by large scale engineering works on the flora and fauna of the valley.



Photograph 7: The Lake Daylesford boathouse with a background of both exotic and native vegetation. Source Pixabay under Creative Commons Licence

The planting of exotic tree stock was done to 'beautify' the Australian landscape, and to mitigate the extreme heat. The combination of large deciduous trees enclosed within patches of remnant *Eucalypt* dominated sclerophyll forest is strongly characteristic of the central Victorian townships that developed during the gold rush.

2.4

USE VALUES

SOCIAL

27% of respondents to a community survey conducted by HSC utilise the Reserve for socialising with family or friends. There was strong support for improvements to presentation, a shelter and park furniture.

It is likely that current use of the Reserve for social events is limited by the lack of suitable infrastructure.

RECREATION

95% of survey respondents visited the reserve to exercise and over 50% arriving by either walking, running or riding. In addition over 50% of respondents identified the physical link that the Reserve provides to the bush trails. A map of local connecting walking trails is included as an Appendix.

14 CENTRAL SPRINGS RESERVE MASTER PLAN



Photograph 8: Group gathering at the mineral springs with kiosk and dance hall behind

Source: Victorian Railways ca. 1945 - 1954, State Library of Victoria



Photograph 9: View from the southern bank towards the dance hall and rotunda

Source: Postcard ca. 1920-1954 Rose Stereograph Co., State Library of Victoria collection



Photograph 10: Looking upstream along the Creek with the springs in the foreground

Source: Victorian Railways ca. 1945 - 1954, State Library of Victoria



Photograph 11: Hard Hills Spring with the rotunda behind

Source: Postcard ca. 1938 Rose Stereograph Co., State Library of Victoria collection



Photograph 12: Hard Hills Spring showing the demolished bandstand behind

Source: Postcard ca. 1938 Rose Stereograph Co., State Library of Victoria collection



Photograph 13: The pump shed from the Lake Daylesford dam wall embankment

Source: Postcard ca. 1920-1954 Rose Stereograph Co., State Library of Victoria collection

16 CENTRAL SPRINGS RESERVE MASTER PLAN

TOURISM

Lake Daylesford and surrounds are an integral part of the tourism experience for visitors coming to this region. Though not captured in the survey, incidental observations suggest that “exploring the springs” is a regular activity for visitors walking around the lake. The current presentation level is in stark contrast to the mid-high end tourism experience that Daylesford offers generally.

GOLDFIELDS TRACK

The reserve connects to the Goldfields Track; a state level recreation trail. and provides an opportunity to advertise Dayslesford to walkers on the track as a worthwhile destination

2.5 SIGNIFICANCE OF CENTRAL SPRINGS RESERVE

The significance of the Central Springs Reserve is centred around three notions;

1. The Indigenous and Colonial history of use of the site,
2. The presence of mineral springs and link to historic usage, and
3. Its potential as a present-day reserve that provides social and recreational opportunities.

The Central Springs Reserve is not listed on the Victorian Heritage Register, (it is included within the Victorian Heritage Inventory) but the community survey revealed that the site’s history is of interest to many. There is an opportunity to understand Indigenous land management and the subsequent physical modifications of the landscape wrought by gold mining and the creation of Lake Daylesford.

The early 20th Century use of the site as a passive recreational space for “taking the waters”, picnicing and dancing provides a direct link to the shaping of the Daylesford district and its role as a destination for health and tourism.

The Reserve’s location at the edge of Lake Daylesford provides a strategic opportunity to link existing walkings paths and encourage active recreation in the local community.

The established trees and strong sense of character that people enjoy also suggest an opportunity to encourage use as a gathering space for small and larger groups, supporting community connections. People are more likely to use a space that is attractive and well-maintained.



SECTION 3: PLANNING CONTEXT

3.1 TRADITIONAL OWNERS

The Dja Dja Wurrung are recognised as Traditional Owners of Crown Land within this area of Victoria under the Traditional Owner Settlement Act 2010.

These lands are jointly managed in perpetuity by the Traditional Owners and the State of Victoria.

Under the settlement agreement, the Dja Dja Wurrung people have traditional rights and will contribute to decisions on activities undertaken on all Crown land in the agreement area.

3.2 LAND STATUS & ZONING

Detailed Plans are provided as an appendix.

LAND STATUS

The Central Springs Reserve is included within the land parcel known as Allotment 15, Section 27 Township of Daylesford (15-27\PP5231, also known as 2 Leggatt Street, Daylesford VIC 3460. It is a Crown Land reserve with Hepburn Shire Council as the Committee of Management of the site on behalf of the State Government of Victoria.

ZONING

The land is zoned Public Parks and Recreation (PPRZ), with a Schedule to the PPRZ.

PLANNING OVERLAYS

Planning Overlays include Bushfire Management (BMO), Design & Development (DDO), DDO Schedule 4, Environmental Significance Overlay (ESO, ESO Schedule 1 and ESO Schedule 2.

Although not listed on the Victorian Heritage Register, the area of Central Springs is included in the Victorian Heritage Inventory, indicating a potential requirement for approval from Heritage Victoria.

The property report also states that "All or part of this parcel is an 'area of cultural heritage sensitivity'.

3.3 EXISTING STRATEGIES & PLANS

The Hepburn Shire Council has obligations under Federal and State legislation to provide equitable access and manage native vegetation.

The Victorian State Government assists land managers in the 'cohesive and sustainable management of mineral springs located on Crown Land.'

18 CENTRAL SPRINGS RESERVE MASTER PLAN

MINERAL SPRINGS STRATEGIC MASTER PLAN 2015 - 2024 (MSSMP),
VICTORIAN MINERAL WATER ADVISORY COMMITTEE (now dissolved)

The MSSMP provides strategic guidance for improvement and sustainability of Victoria's mineral springs. It also provides the basis for a Victorian Mineral Springs Reserves Grants Program. This is a potentially important source of external funding.

Objectives in the plan relevant to this master plan include:

- Visitors of all abilities should be able to access the range of mineral springs environments
- Mineral springs must be planned to ensure the natural and physical environment of each mineral spring is maintained, enhanced and developed to appropriate standards.
- Interpretive information provided at mineral springs should vary according to the attributes of the individual setting, but all should provide a basic range of information. The community's knowledge of Traditional Owner and post-European settlement cultural histories and the comprehensive value of each mineral spring should be articulated.

The plan lists the following opportunities and management priorities:

- Assist the Dja Dja Wurrung Traditional Owners and Hepburn Shire Council as partners on projects of joint relevance
- Implement aspects of the Lake Daylesford and Central Springs Reserve Master Plan that are relevant to the mineral springs
- Enhance walking tracks and the Central Springs landscape
- Provide signage to interpret both the diverse nature of the mineral springs and the heritage associated with the reserve

This document provides critical guidance in the development of the Central Springs Reserve Master Plan, which should align well with the above priorities to maximise opportunities for strategic and financial support.

The authoring body for this work has now been dissolved. DELWP maintains an interest in mineral springs located on Crown Land, and the Mineral Springs Reserves Advisory Committee has been formed as a local body coordinated by HSC to oversee activities relating to mineral springs within the Shire.

*"The Mineral Springs Reserves Advisory Committee (MSRAC) will provide advice to assist Hepburn Shire Council plan for, prioritise and implement maintenance works and major projects across all Mineral Springs Reserves within the given parameters and funding opportunities."*¹

Existing HSC produced Strategies and Plans with relevance to Central Springs have been reviewed as follows to ensure that the master plan is in strong alignment.

HSC COUNCIL PLAN 2017 - 2021

The plan includes the following Key strategic actions:

- 1.1 Continue to invest in our assets at a level greater than depreciation by delivering the annual asset renewal capital works program
- 2.2 Implement improvements in accordance with agreed programs and master plans to reserves, botanic gardens and other recreational spaces.
- 4.3 Implement Hepburn Shire Disability Access & Inclusion Plan actions
- 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.
- 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.
- 9.2 Implement actions to increase Council's control and management of noxious weeds on reserves and roadsides under Council's management.

DISABILITY ACCESS & INCLUSION PLAN 2018 - 2022

This plan includes the following objectives:

- 1. To ensure all council services, recreation and infrastructure is accessible to people with a disability
- 3. To ensure that Hepburn Shire Council provide opportunities for people with a disability to participate in events, meetings or celebrations and feel valued and included in the community.

¹ Mineral Springs Reserves Advisory Committee Terms of Reference, Hepburn Shire Council November 2018

20 CENTRAL SPRINGS RESERVE MASTER PLAN

The objectives set specific goals for access and inclusion within the Reserve and as a reflection of federal legislation carry significant weight.

REFLECT RECONCILIATION ACTION PLAN JUNE 2018 - JULY 2019

While technically not a current reference document, this plan is still considered representative of HSC's position in relation to reconciliation.

The plan acknowledges the Shire's rich Aboriginal past, present and future and that *"Council seeks to recognise and promote the collections of stories that make up the shared history of the Shire."*²

HSC BIODIVERSITY STRATEGY 2018 - 2021

The Strategy includes the following aims:

1. Protect and enhance biodiversity
3. Support Community action and awareness

This master plan should therefore be developed to support the protection of existing mature vegetation, encourage further improvements in local ecosystems and make visible the management actions that promote this objective.

HSC RECREATION & OPEN SPACE STRATEGY 2016 - 2021

This Strategy identifies strategic pillars for recreation and open space.

In Section 4.1 Facilities, the highest priority for the community was to develop cycling and walking paths and improve the maintenance of open space areas for recreation.

In Section 4.4 Utilisation & Participation, it is noted that facilities should be "designed according to Universal Design Principles and also meet Disability Discrimination Act (DDA) requirements. "

This Strategy provides additional rational for the provision of safe equitable access that promotes passive recreation and links into existing walking trails.

LAKE DAYLESFORD RESERVE MANAGEMENT PLAN 2009

The Management principles identified in this document have strong relevance to Central Springs Reserve. These include:

1. Manage the interface between historic, exotic landscape and surrounding natural bushland by protecting exotic trees, managing invasive weeds and implementing an indigenous planting program.
2. Providing a connection to the Great Dividing Trail

2 Reflect Reconciliation Action Plan July 2018, June 2019, HSC

5. Maintenance works should address conservation principles in terms of environmental sensitivity and sustainability, with improvement to areas of the reserve which provide for a variety of activities.
6. Built form to reflect historic and natural character of site, be accessible and utilise appropriate materials.
7. Protect historic landscape and interpret history including Aboriginal land ownership
8. Provide themed wayfinding and interpretive signage.

The plan also provides guidance on a revegetation palette and weed management strategies.

The plan proposes that “The concept of developing a historical interpretive trail should be further explored within the context of creating a Mineral Springs Trail with interpretive signage in partnership with the VMWC”.

3.4 STAKEHOLDERS

Within the land manager Hepburn Shire Council, several operational units have an interest in the development of the Master Plan. These include the Major Projects team delivering the Master Plan, Parks & Open Spaces who maintain the site, as well as officers representing the interests of biodiversity, access & inclusion and reconciliation.

The Department of Environment, Land, Water and Planning (DELWP) are the owner of the Crown land on which Central Springs is located.

The Dja Dja Wurrung are the Traditional Owners of the land on which Central Springs is located.

The Mineral Springs Reserves Advisory Committee is a formal body overseen by HSC to review the planning and operation of mineral springs on public land within the Shire.

The Daylesford branch of Rotary are a community service organisation with ongoing ties to the site.

The Friends of Lake Daylesford group are a local community organisation focused on the presentation and function of the Lake Daylesford area.

Central Highlands Water is the water corporation responsible for water and sewerage in the Central Highlands region of Victoria.

Consideration should be given to engaging with Hepburn Wind when undertaking works in relation to hydroelectric infrastructure.



SECTION 4: VISION & STRATEGIC GOALS

This section of the report sets the way forward for the planning, development and management of the Central Springs Reserve.

A Vision Statement is proposed that sets a defined path for the future of the Central Springs Reserve. This is supported by a series of Strategic Objectives and Priorities that establish a framework for future decision making.

4.1 VISION STATEMENT

The Vision Statement has been developed as a result of the investigation and consultation processes conducted. It considers individual factors, issues and preferences, and synthesises them into a wholistic objective for the Reserve.

Central Springs Reserve: a well-presented and accessible passive reserve that presents cultural stories in a shaded setting with links to the surrounding bushland. The Reserve will be a place:

- for people of all abilities to gather in comfort
- to start exploring the local area
- to learn about the history of local Indigenous people, European and Chinese cultures
- where biodiversity is encouraged

4.2 STRATEGIC OBJECTIVES

PRESENTATION & AMENITY

Improve the presentation and amenity features of the reserve to improve user experience.

Rationale: The reserve exhibits a history of isolated and sometimes poorly constructed elements that detract from the aesthetic experience.

Priorities:

- Remove inappropriate or redundant site elements
- Site a multi-purpose shelter to provide shade, shelter, gathering and small performance opportunities
- Develop a simple palette of durable and aesthetically suitable materials
- Select furniture based upon the Hepburn Shire Furniture Palette

24 CENTRAL SPRINGS RESERVE MASTER PLAN

CULTURE & HISTORY

Communicate the Indigenous and more recent settlement history of the site.

Rationale: The community value the historic elements of the site including the mineral springs themselves. The Shire has a commitment to honour the Traditional Owners of the land and by extension identify their history in relation to the site.

Priorities:

- Install a shelter referencing the history and use of the site by the Traditional Owners
- Renovate and represent existing elements including mineral springs and the Pump Shed
- Reference aspects of the previous presentation style of the site (early 20th Century) in a new overall layout
- Install interpretive signage to communicate information about past use and cultural diversity of the site

CONNECTIVITY & WAYFINDING

Establish Central Springs Reserve as a significant place within the Lake Daylesford context.

Rationale: Wayfinding signage will aid visitors in experiencing more of the Lake Daylesford Regional Park

Priorities:

- Provide continuity with Lake Daylesford by installing the same family of furniture and fittings.
- Provide standard HSC wayfinding signage both inside and outside of the reserve to identify locations and amenities.

ACCESSIBILITY

Develop a DDA compliant path network that links the Reserve to accessible parking together with improved access to both Lake Daylesford and the existing car park.

Rationale: Current access to the reserve is not DDA compliant and dangerous in many places. The Shire has commitments to equitable access and needs to manage risks in public space.

Priorities:

- Identify an accessible entry to the Reserve from Fulcher Street with consideration from car park through to the Reserve
- Build upon this path to provide improved access for able-bodied users to the existing car park
- Identify an improved connection between Central Springs and Lake Daylesford.
- All paths within and to the Reserve should be designed to consider fatigue with appropriate resting points and furniture.
- Install signage at critical points to enable users to have confidence in wayfinding and the physical nature of the path ahead.
- Utilise universal design principles to maximise access and use of the Reserve generally.
- Review the need for provision of a public toilet in collaboration with Council's facilities department to ensure a reasonable level of service is provided in the locality.

BIODIVERSITY, INDIGENOUS VEGETATION & NATURAL PROCESSES

Encourage natural regeneration of the bush environment through weed management, improvements in soil cover and targeted revegetation.

Rationale: The surrounding indigenous forest is valued by the community, and natural regeneration processes will encourage a rich soil biome and biodiversity.

Priorities:

- Control native and exotic woody weeds on hillsides and environmental weeds along creekline
- Encourage management of leaf litter to cover bare soil but allow natural regeneration
- Avoid modification of sloped areas
- Improve soil moisture through areas of recharge and increased permeability generally
- Revegetate riparian areas with indigenous plants that will secure slopes, filter water and provide habitat.

26 CENTRAL SPRINGS RESERVE MASTER PLAN

EXOTIC VEGETATION

Preserve the emblematic landscape of the Reserve by preserving the shaded valley of deciduous trees set within the indigenous forest.

Rationale: The shade of the deciduous trees along with the history of the Reserve is highly valued by the local community.

Priorities:

- Ensure the root zones of the mature deciduous trees are enhanced by proposed works
- Ensure the mature deciduous trees are monitored and pruned as necessary to maintain health and vigour
- Increase soil moisture through permeable ground finishes and reducing compaction
- Monitor potentially invasive exotic weed species (such as the identified Basket Willow) and remove if necessary to improve local biodiversity and waterway health.



SECTION 5: THE CONCEPT PLAN

The individual priorities detailed above have been brought together in a series of drawings that illustrate the potential development of the Central Springs Reserve.

The development is shown at level anticipated six years into the project. This includes the complete implementation of all proposed actions (listed later in this document).

KEY FEATURES MAIN RESERVE PLAN

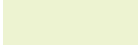

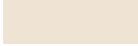


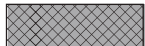

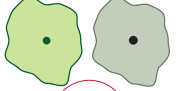










- 1 New DDA compliant car park
 - New accessible parking bays with asphalt access from Fulcher Street. Bays to be able to accommodate a minibus to maximise functionality.
 - A landing with views down to the reserve, interpretive and wayfinding signage.
 - Review the need for provision of a public toilet in collaboration with Council's facilities department to ensure a reasonable level of service is provided in the locality and also in relation to utilities and groundwater constraints (further investigation required)
2. New DDA compliant path to Reserve
 - Concrete ramped path with landings, handrail and integrated drainage to allow access from the DDA car park to the Reserve. Where ground level grades are steeper than 1 in 14, path to be a simple elevated steel structure.
 - Infrastructure to be designed to avoid and minimise destruction of native vegetation.
 - Vegetation in this area is to be managed as indigenous forest, opening strategic views to increase appreciation of the Reserve and perception of safety. Identify and control of environmental weeds and management of leaf litter to encourage natural regeneration processes.

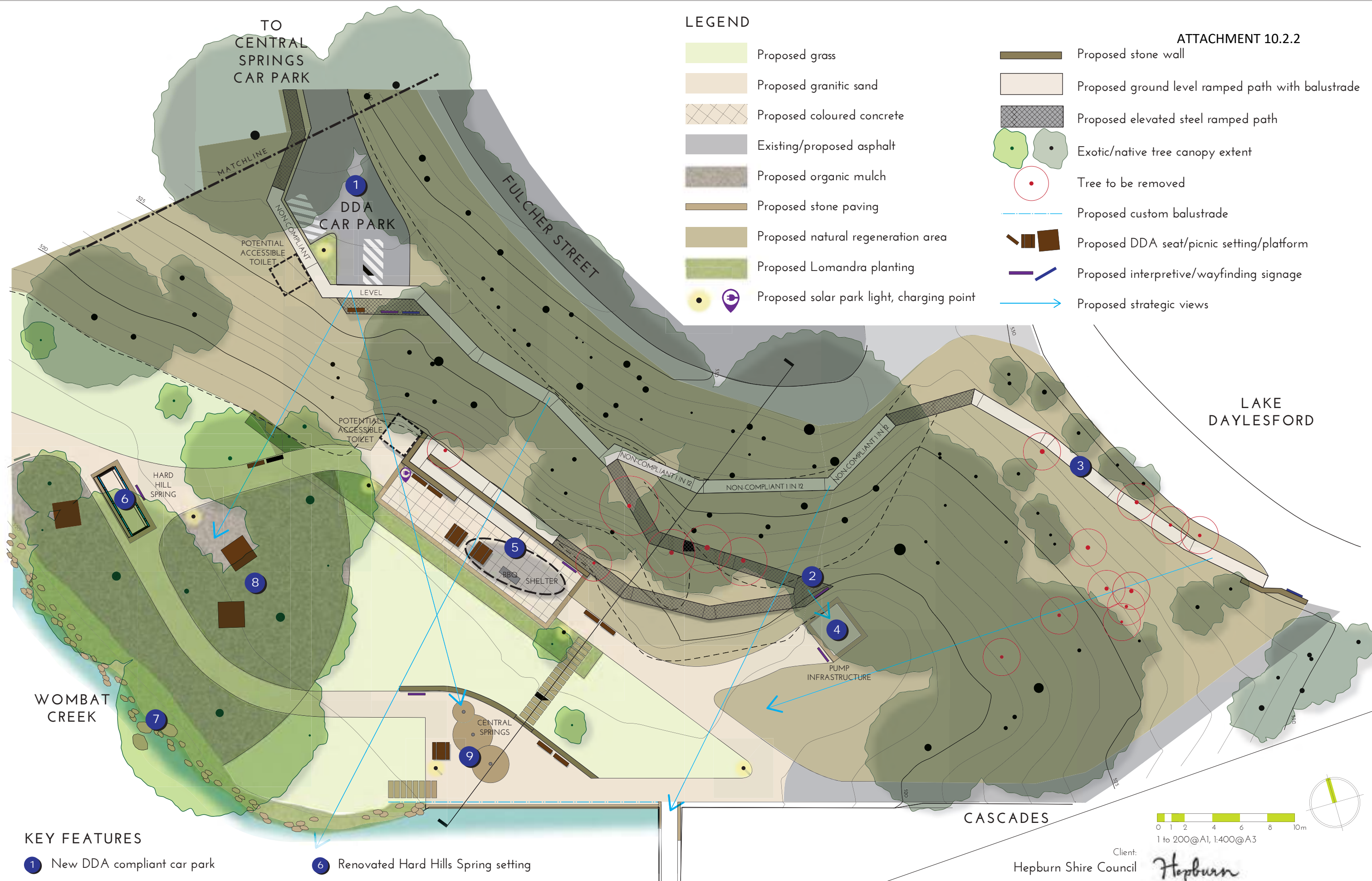
Plan 3 (opposite): Master Plan Layout - Main Reserve

Plan 4 (overleaf): Master Plan Layout - Car Park

Plan 5 (overleaf): Precedent Images

LEGEND

	Proposed grass		Proposed stone wall
	Proposed granitic sand		Proposed ground level ramped path with balustrade
	Proposed coloured concrete		Proposed elevated steel ramped path
	Existing/proposed asphalt		Exotic/native tree canopy extent
	Proposed organic mulch		Tree to be removed
	Proposed stone paving		Proposed custom balustrade
	Proposed natural regeneration area		Proposed DDA seat/picnic setting/platform
	Proposed Lomandra planting		Proposed interpretive/wayfinding signage
	Proposed solar park light, charging point		Proposed strategic views



KEY FEATURES

- 1 New DDA compliant car park
- 2 New DDA compliant path to Reserve
- 3 New path between Reserve and Lake
- 4 Renovated pumping infrastructure
- 5 New amenity area with shelter
- 6 Renovated Hard Hills Spring setting
- 7 Creek edge improvements
- 8 Renovated shade zone
- 9 Renovated Central Springs pump setting

CASCADES

Client:
Hepburn Shire Council

Project:
Central Springs Reserve

Drawing Title & Version:
Master Plan Layout - Main Reserve

Date:
20 August 2021

0 1 2 4 6 8 10m
1 to 200@A1, 1:400@A3

Hepburn
SHIRE COUNCIL

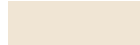


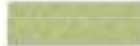

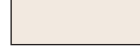






Sentient Design

41 Wooling Road
New Gisborne VIC 3438
www.sentientdesign.com.au
0457 412 274

KEY FEATURES

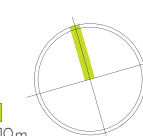
- 1 Improved entrance at Fulcher Street
- 2 New entrance to DDA compliant car park
- 3 New Central Springs Reserve 'Trailhead'
- 4 New car park median
- 5 Car park formalisation
- 6 New standing area
- 7 New long vehicle bay
- 8 New path to Central Springs Reserve

LEGEND

-  Proposed granitic sand
-  Existing/proposed asphalt
-  Proposed organic mulch
-  Proposed natural regeneration area
-  Proposed Lomandra planting
-  Proposed solar park light
-  Proposed stone wall
-  Proposed ground level ramped path with balustrade
-  Proposed elevated steel ramped path
-  Native tree canopy extent
-  Tree to be removed
-  Proposed DDA seat
-  Proposed interpretive/wayfinding signage
-  Proposed new tree planting



0 1 2 4 6 8 10m
1 to 200@A1, 1:400@A3



Client:
Hepburn Shire Council
Project:
Central Springs Reserve
Drawing Title & Version:
Master Plan Layout - Car Park
Date:
20 August 2021



Sentient Design

41 Wooling Road
New Gisborne VIC 3438
www.sentientdesign.com.au
0457 412 274

The canopy of the existing mature deciduous trees is a significant landmark from many points around the Reserve. Providing physical protection of the tree root areas is an important component.

Broad timber platforms under the tree canopy provides flexible spaces for groups or individuals.

The mineral spring pumps need to be modernised to improve access, functionality and drainage.

Stepping stones out across the water can encourage access and build engagement with the natural environment.

Locally quarried sandstone rock is proposed to be used as ground level paving and as walling material. Excellent construction quality is very important to the service life.

Improving the stability of the bank and extensive planting of indigenous riparian species will improve water quality and biodiversity in both this site and further downstream.

An open shelter structure is proposed that reflects the relationship of the site to the Traditional Owners; the Dja Dja Wurrung. Image from the Djandak website.

A steel elevated walkway down the slope would allow minimal disruption to roots and storm water flow down the hillside while providing great opportunities for views. In this application most sections would not require a full balustrade, just a handrail.

Granitic sand paving provides a safe and well-compacted surface that also allows for permeability.

It is proposed to use an indigenous species (*Lomandra longifolia* or *filiformis*) in a formal linear arrangement to underscore the interaction of European settlers on this country.

Active weed management of the treed slopes will allow for natural regeneration of the Valley Grassy Forest EVC.

Formative pruning and thinning will aid in improving the health and sustainability of this section of largely indigenous forest.

0 1 2 4 6 8 10m
1 to 200@A1, 1:400@A3

Client:
Hepburn Shire Council
Project:
Central Springs Reserve
Drawing Title & Version:
Master Plan Precedent Images
Date:
20 August 2021

Hepburn
SHIRE COUNCIL

Sentient Design

41 Wooling Road
New Gisborne VIC 3438
www.sentientdesign.com.au
0457 412 274

20 OCTOBER 2021

3. New path between Reserve and Lake
 - Ramped path with landings, handrail and integrated drainage to allow access from the Reserve to the Lake Daylesford promenade. Some sections of path may not achieve DDA compliance due to the existing grades, but would offer improved access and safety for many users.
 - Some tree removals will be necessary to locate the new path and open strategic views. Removals of indigenous species are to be offset within the Central Springs area (if possible).
 - Vegetation along the lake wall is to be managed as an indigenous grass understory with some established trees.
4. Renovated pumping infrastructure
 - Existing pump shed superstructure to be removed and the area drained. Pumping infrastructure to be renovated (for presentation not functional purposes) and set in an area of stone paving infilled with granitic sand paving. Investigate partnership with local organisations such as the Historical Society and Hepburn Wind to inform the project.
 - Viewing platform along the path above overlooks the pump area and provides interpretation.
5. New amenity area with shelter
 - Coloured concrete paved amenity area with stone edge that reflects the footprint of the early 20th Century dance hall.
 - Stone retaining walls at the rear lead to the path up the hill built over the most modified section of the slope.
 - An open sided shelter to be designed by the Dja Dja Wurrung that references the history and use of the site by the Traditional Owners. The shelter will provide shade for a BBQ and picnic setting. It could also service larger gatherings and small performances.
 - Planting in front of the amenity area delineates the boundary between exotic and indigenous, referencing European colonisation of the area.
 - Charging point for electric wheelchairs is included.
 - Review the need for provision of a public toilet in collaboration with Council's facilities department to ensure a reasonable level of service is provided in the locality and also in relation to utilities and groundwater constraints (further investigation required)

36 CENTRAL SPRINGS RESERVE MASTER PLAN

6. Renovated Hard Hills Spring setting
 - A new visually lightweight balustrade references the historic design. A band of stone paving around the perimeter defines it as one of the heritage elements of the Reserve. Interpretation is relocated adjacent to the structure.
7. Creek edge improvements
 - Stability of the existing creek edge to be improved with strategic placement of local rocks and planting of indigenous riparian species. Large boulders to be placed to allow people to physically access the creek in places.
 - Adjacent tree root zones to be surfaced with a layer of organic mulch.
8. Renovated shade zone
 - New surfaced path to be constructed with minimal excavation to reduce pedestrian activity.
 - Adjacent tree root zones to be surfaced with a layer of organic mulch. Large timber platforms are located to allow people to enjoy the shade of the existing exotic trees.
9. Renovated Central Springs mineral pump setting
 - Space allowed around the existing pumps to allow for future location adjustments.
 - Stone paving used to emphasise the position of each pump.
 - New accessible hand pumps to be installed.
 - Low stone wall enclosing the pump area and retaining grass.
 - Informal stone stepper paths lead to the amenity area and encourage exploration of the Creek.

KEY FEATURES CAR PARK PLAN

1. Improved entrance at Fulcher Street
 - Minimal physical modification with new signage to clearly identify it as the main car park for Central Springs Reserve and location of accessible car parks.
 - Existing retaining walls to be maintained, with new granitic sand paving and simple planting to improve its appearance.
2. New entrance to DDA compliant car park
 - New widened and formalised vehicle entrance with asphalt surfacing, signage and drainage.

3. New Central Springs Reserve 'Trailhead'
 - Focal point of the car park, clearly identifying how to get to the Reserve. To include a small shelter structure, accessible seating, interpretive and wayfinding signage.
 - A low stone wall to enclose the space and frame the view behind.
4. New car park median
 - Asphalt to be cleanly sawn and removed this area along with the compacted material beneath. To be backfilled to existing grade with clean local fill mixed with organic matter suitable for tree growth. Wheelstops installed to control parking.
 - Indigenous trees to be planted in mulch to improve the appearance, microclimate and shade provision of the car park.
 - Pedestrian path to be incorporated to provide safer pedestrian movement towards the Trailhead area.
5. Car park formalisation
 - Wheelstops and line markings are proposed to define 60° angle parking bays. The wheelstops not to prevent the movement of water across the car park, allowing recharge into non-paved areas.
6. New standing area
 - A defined area to drop pedestrians off at the 'Trailhead' or by Shire maintenance staff as a hardstand.
7. New long vehicle bay
 - A defined area for larger vehicles including those towing caravans (subject to further engineering design).
8. Path to Central Springs Reserve
 - Pedestrian link between the car park and the Central Springs Reserve. Path includes ramps and stairs with approximate distance 120m.
 - Path to follow an alignment that causes minimal impact to trees of higher value and also capture views down into the Reserve.

5.1 NEW ACCESS PATHS

PATH ALIGNMENT

The feasibility of new 1.5m width accessways is based upon topography and the surveyed location of existing trees.

Compliance with DDA requirements (1 in 14 grade with landings and handrails) is a mandatory objective for the path between the Reserve and the accessible car park. For other paths accessibility should be maximised where possible.

A detailed design process should be undertaken to confirm the exact alignment and construction methodology for the combination of concrete ramps and elevated steel structures.

The design of drainage should be integral to the design of the path to prevent the movement of water and loose materials over concrete. Water should be allowed to move unimpeded down the slope under elevated structures.

Construction impacts on the existing trees should be actively minimised using a range of strategies including the following:

- Align paths to avoid root areas of existing trees
- Protect higher rated trees over lower rated trees
- Utilise existing topographical forms such as cut that may limit root encroachment
- Construct concrete path sections with minimal excavation
- Construct elevated path sections with minimally intrusive footings (such as screw piles)
- Minimise changes to the existing surface hydrology.

CONCRETE PATH

Concrete path sections should be neatly formed with a broomed finish perpendicular to the direction of travel. The concrete should be integrally coloured with Abilox Raw Umber 4% (or approved equivalent) in grey cement. Tactile indicators should be incorporated as required and achieve required luminance contrast.

ELEVATED PATH

Elevated sections of path including ramps, stairs and landing are to be constructed from a galvanised steel frame and steel grating infill.

The structure should be engineered to be visually lightweight. Footings should be designed to be minimal in number and to require minimal ground disturbance.

HANDRAILS

Handrails and kickrails shall be continuous galvanised steel. They should be visually unobtrusive.

BALUSTRADES

Where the fall height requires a full balustrade, these should be constructed using galvanised steel pickets. Balustrades should be avoided where not required, but can also be used to deter pedestrians from leaving the path.

5.2 SHELTER STRUCTURES

This dominant physical feature is to interpret the relationship of the site to the Traditional Owners and illustrate the commitment of the HSC to Reconciliation. As such the structure should be designed by Djandak, an organisation that is owned and operated by Dja Dja Wurrung elders.

The shelter should be open to all sides and feature timber and/or Corten steel. The shelter should fit approximately within a 12 x 4m footprint, and should allow for the arrangement of site furniture and a BBQ underneath and adjacent.

A smaller structure is to be located at the 'Trailhead'. This should be visually, thematically and materially related to the main shelter, but with simpler detailing and smaller scale.

5.3 PAVING AND WALLING

Paths in the reserve generally are to be finished in granitic sand paving. This porous finish allows water and oxygen to infiltrate into the soil, and the natural finish blends well into the natural environment. The sand should be coarse and sourced locally.

The main amenity area is proposed to be finished in coloured concrete to provide a maintainable and compliant surface for higher intensity usage. The concrete should be integrally coloured and matched to the colour of the selected granitic sand material.

Feature stone paving is nominated to signify historic interest and to provide continuity across the different elements of the space. Locally sourced stone in random shapes should be laid as 'crazy paving' with mortared joints. Edge of paving areas should be straight but prepared with a chisel rather than sawn.

Retaining walls in both the main amenity area and the pump setting area should be constructed from similar locally sourced stone laid in a coursed rubble style.

40 CENTRAL SPRINGS RESERVE MASTER PLAN

5.4 FURNITURE

Park furniture should be drawn from the standard Hepburn Shire Furniture Palette and feature oiled timber components.

The seating platform is to be "Hills Platform Bench 1800 x 1800" sourced from Commercial Systems Australia.

5.5 WAYFINDING SIGNAGE

Signage has been nominated at specific points to allow visitors to better understand how to navigate to the Central Springs Reserve and how to access other landmarks.

These signs will also carry information regarding the length of the route, difficulty of access and amenities that are present at the destination.

Signage should be designed with reference to HSC standard signage and assessed by the Shire Access officer prior to fabrication.

5.6 INTERPRETIVE SIGNAGE

Specific locations for interpretive signage have been identified. Interpretation information should be presented using the same sign style as at Lake Daylesford and other areas within the Shire.

Interpretation themes should be pluralistic, including both Indigenous, European and Chinese history. Geology, flora and fauna may also be considered as additional themes. A specialist interpretation designer should research the subject matter to ensure accuracy.

5.7 MINERAL SPRINGS SIGNAGE

A single sign in the DELWP blue Mineral Springs livery is proposed to be placed near the Central Springs.

5.8 LIGHTING

New solar powered pole lights are proposed in several locations. These do not require any fixed supply, can be fitted with motion detectors, and utilise energy-efficient lamps.

5.9 COMMUNITY PARTNERSHIPS

In the development of the Central Springs Reserve, HSC should seek to form ongoing relationships with existing community organisations. Suitable projects should be identified by either the Shire or community group to work on in partnership and build community capacity and engagement.

5.10 FURTHER AREAS OF INVESTIGATION

This master plan is not an exhaustive and complete project scoping document. There remain other areas that require further investigation and design.

CULTURAL HERITAGE

HSC needs to carry out their obligations under the Settlement Package agreed to by the Stage Government of Victoria commencing 24 October 2013 with the Dja Dja Wurrung. As the project site is Crown Land, a Land Use Activity Agreement (LUAA) may need to be negotiated for the works proposed in this master plan.

It is also recommended that a Cultural Values assessment be undertaken by Djandak to provide foundational knowledge to inform the detailed design of the shelter structures and interpretive signage content.

PATHWAY DETAILED ENGINEERING DESIGN

The alignment, proposed levels and construction details need to be further developed in order to allow for a detailed project cost estimate.

MAIN SHELTER DESIGN & DOCUMENTATION

The detailed design of this shelter structure will affect the specific placement of furniture underneath and around. The shelter style will also be used as the basis for the design of the smaller Trailhead shelter.

CREEK IMPROVEMENT PLAN

A specific plan should be prepared for remediation work along the Wombat Creek. This will include details of weed management, edge stabilisation, additional larger rocks for access, riparian planting and sediment control measures.

5.11 IMPLEMENTATION

CONSTRUCTION STAGING & PRIORITY

Although the Master Plan can be broken down into a number of projects, there are dependencies that will affect the order of works.

The order of works will also likely be subject to the availability of both external grant money and the success of internal Capital Works funding budget bids.

The establishment of the main amenity area together with shelter and furniture and path connections (on the valley floor) will immediately increase the amenity leading to increased visitation and engagement.

42 CENTRAL SPRINGS RESERVE MASTER PLAN

Improvements to the Mineral Springs area including paving, walling, furniture and connecting paths will also contribute greatly to improved aesthetics and function of the Reserve.

The new DDA path from the Reserve to the new DDA compliant car park can be completed before or after the amenity area is established, but should be in parallel with the delivery of this car park.

The additional segments of path to the main car park and to Lake Daylesford may be completed at a later point, along with improvements to the main car park.

Some projects can be flexible in timing and responsive to available funding. These include the creek improvement works and the restoration of the pump infrastructure and surrounds.

COST ESTIMATION

Approximate costs have been provided for nominated works. These are coarse estimates and will depend upon the exact project brief prepared, packaging together of elements and constraints that may apply.

The nominated estimates include 25% contingency and 5% preliminaries.

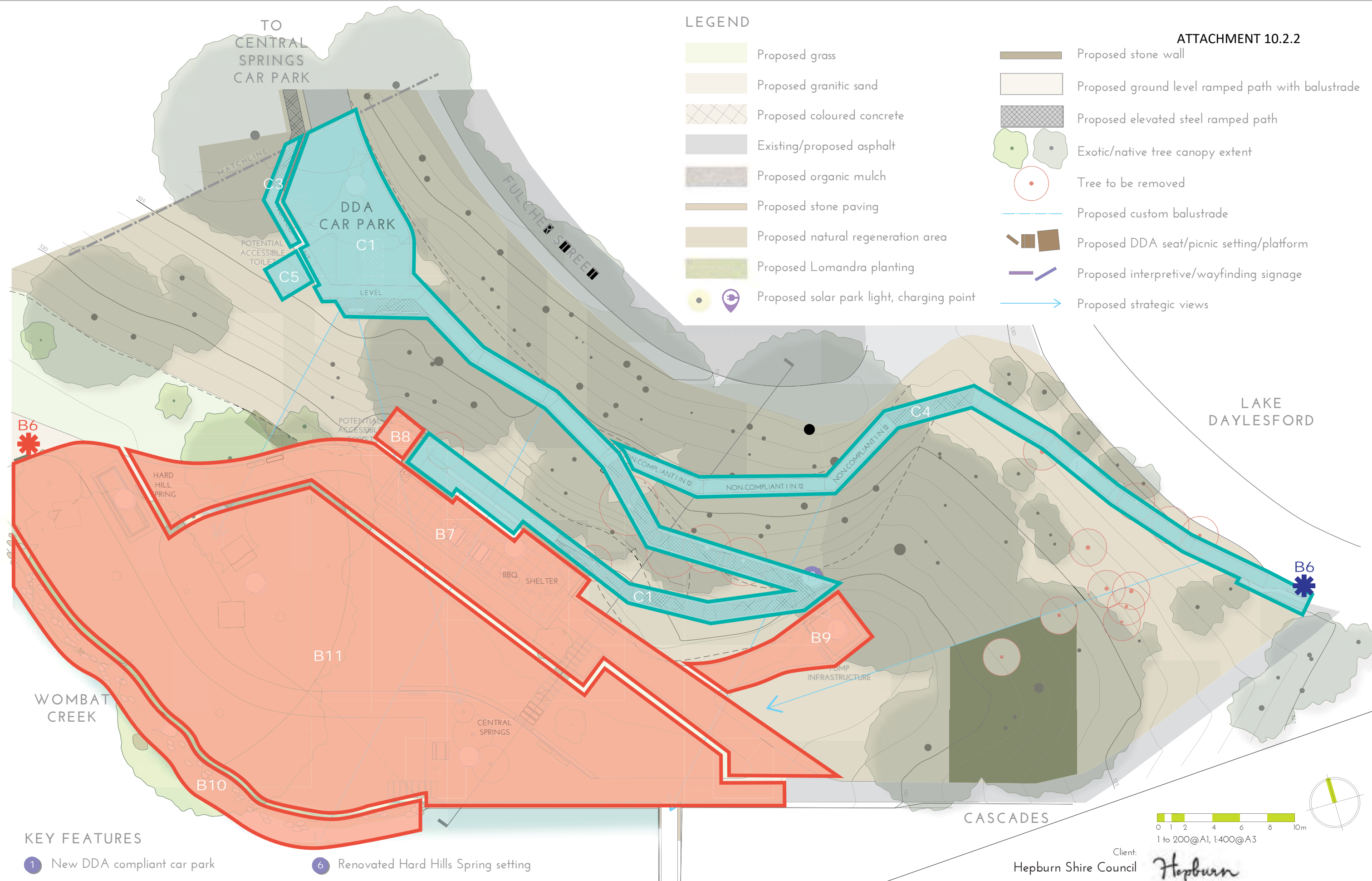
Escalation of 4% per year should be applied to the nominated figures.

Estimates are excluding GST.

PROPOSED ACTIONS						
A - Ongoing or Recurrent		Responsibility	Partner	Resource	Estimated Cost	Funding Source Options
A1	Weed management of the Wombat creek (quarterly)	HSC	DELWP	Contractor	\$1,500 quarterly	HSC Operational, DELWP
A2	Weed management and revegetation of the hillside slopes (quarterly)	HSC	DELWP	Contractor	\$2,000 quarterly	HSC Operational, DELWP
A3	Tree canopy management & remediation for tree health (annually)	HSC	DELWP	Contractor	\$4,000 annually	HSC Operational
A4	Vegetation management for mitigation of fire risk (annually at a minimum)	HSC	DELWP	Contractor	\$4,000 annually	HSC Operational, DELWP
A5	Maintenance of mineral spring pumps <i>*not a dedicated allocation</i>	HSC	DELWP	Contractor	\$5,000 annually	HSC Operational, DELWP
B - Short Term (0 - 3 years)						
Planning & Design (numbering does not represent proposed sequential order of works)						
B1	Negotiate a LUAA with Dja Dja Wurrung for all proposed works within the masterplan and conduct a Cultural Values assessment	HSC	Dja Dja Wurrung		\$30,000	HSC Capex
B2	Prepare a plan for Wombat Creek improvement works	HSC	DELWP	Consultant/Djandak	\$4,000	HSC Capex
B3	Prepare engineering design and documentation for all proposed pathways, new DDA car park and modifications to main car park. Organise into separate tender packages.	HSC		Consultant	\$40,000	HSC Capex
B4	Design and documentation of main shelter structure	HSC	DELWP	Djandak	\$20,000	HSC Capex
B5	"Landscape documentation of paths, finishes and furniture in whole valley floor area. Organised into in three tender packages; 1. Amenity area paving, furniture, lighting and planting 2. Central Springs, Hard Hill Springs paving, furniture, surrounding paths and lighting. 3. Pump infrastructure area	HSC	DELWP	Consultant	\$20,000	HSC Capex
Construction Works (numbering does not represent proposed sequential order of works)						
B6	Install wayfinding signage to entry points at Lake Daylesford and Wombat Creek	HSC	DELWP	Contractor	\$6,000	HSC Operational
B7	Construction of amenity area landscape works and shelter including installation of furniture, lighting and signage (including removal of concrete stairs	HSC	DELWP	Contractor	\$234,000	HSC Capex, VMWC, External grant
B8	Installation of toilet facility (if location supported after feasibility check)	HSC	DELWP	Contractor	\$120,000	HSC Capex, VMWC, External grant
B9	Restoration of pump infrastructure area including removal of shed, restoration of equipment, drainage and paving	HSC	Community Partner	Contractor	\$49,000	HSC Capex, VMWC
B10	Improvement works to Wombat Creek including reconstruction of creek edge, access rockwork, riparian planting	HSC	DELWP	Contractor/Djandak	\$30,000	HSC Capex, DELWP
B11	Construction of Central Springs & Hard Hill Springs landscape works including paving, furniture, surrounding paths and lighting	HSC	DELWP	Contractor	\$268,000	HSC Capex, VMWC, External grant
C - Medium Term (4 - 6 years)						
(numbering does not represent proposed sequential order of works)						
C1	Construct new DDA compliant car park and path between car park and amenity area including signage (including removal of existing sleeper stairs)	HSC	DELWP	Contractor	\$249,000	HSC Capex, external grant
C2	Construct modifications to main car park including de-paving, Trail head, walling, furniture and signage	HSC	DELWP	Contractor	\$137,000	HSC Capex, external grant
C3	Construct path between DDA car park and main car park	HSC	DELWP	Contractor	\$62,000	HSC Capex, external grant
C4	Construct connecting path segment to Lake Daylesford including walling and relocation of signage	HSC	DELWP	Contractor	\$62,000	HSC Capex, external grant
C5	Installation of toilet facility (if location supported after feasibility check)	HSC	DELWP	Contractor	\$120,000	HSC Capex, VMWC, External grant

LEGEND

	Proposed grass		Proposed stone wall
	Proposed granitic sand		Proposed ground level ramped path with balustrade
	Proposed coloured concrete		Proposed elevated steel ramped path
	Existing/proposed asphalt		Exotic/native tree canopy extent
	Proposed organic mulch		Tree to be removed
	Proposed stone paving		Proposed custom balustrade
	Proposed natural regeneration area		Proposed DDA seat/picnic setting/platform
	Proposed Lomandra planting		Proposed interpretive/wayfinding signage
	Proposed solar park light, charging point		Proposed strategic views



KEY FEATURES

- | | |
|-------------------------------------|--|
| 1 New DDA compliant car park | 6 Renovated Hard Hills Spring setting |
| 2 New DDA compliant path to Reserve | 7 Creek edge improvements |
| 3 New path between Reserve and Lake | 8 Renovated shade zone |
| 4 Renovated pumping infrastructure | 9 Renovated Central Springs pump setting |
| 5 New amenity area with shelter | |

Client:
Hepburn Shire Council

Project:
Central Springs Reserve

Drawing Title & Version:
Works Packages - Main Reserve

Date:
20 August 2021

0 1 2 4 6 8 10m
1 to 200@A1, 1:400@A3

Hepburn
SHIRE COUNCIL

Sentient Design

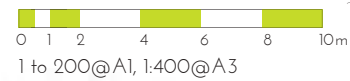
41 Wooling Road
New Gisborne VIC 3438
www.sentientdesign.com.au
0457 412 274

KEY FEATURES

- 1 Improved entrance at Fulcher Street
- 2 New entrance to DDA compliant car park
- 3 New Central Springs Reserve 'Trailhead'
- 4 New car park median
- 5 Car park formalisation
- 6 New standing area
- 7 New long vehicle bay
- 8 New path to Central Springs Reserve

LEGEND

- Proposed granitic sand
- Existing/proposed asphalt
- Proposed organic mulch
- Proposed natural regeneration area
- Proposed Lomandra planting
- Proposed solar park light
- Proposed stone wall
- Proposed ground level ramped path with balustrade
- Proposed elevated steel ramped path
- Native tree canopy extent
- Tree to be removed
- Proposed DDA seat
- Proposed interpretive/wayfinding signage
- Proposed new tree planting



Client:
Hepburn Shire Council
Project:
Central Springs Reserve
Drawing Title & Version:
Works Packages - Car Park
Date:
20 August 2021

Hepburn
SHIRE COUNCIL
Sentient Design
41 Wooling Road
New Gisborne VIC 3438
www.sentientdesign.com.au
0457 412 274

APPENDIX 1: PLANNING MAPS

SG3 DELWP Map



254 0 127 254 Meters

Map Created on 01-Jun-2021

GDA_1994_VICGRID94

Legend

- | | |
|-----------------------------|-------------------------------|
| DELWP Region | All Tenure Outline |
| Lease | General Licence |
| Riparian Management Licence | Grazing Licence |
| Water Frontage Licence | Unused Road Licence |
| Government Road | Government Road |
| Dual Status Government Road | Delegated Management Reserve |
| Direct Management Reserve | Public Land Detailed 0-1 |
| Alpine Resort | Coastal Reserve |
| Commonwealth Land | Community Use Area |
| Earth Resources | Essentially Natural Catchment |
| Forest Park | Historic Reserve |



Disclaimer: This map is a snapshot generated from Victorian Government data. This material may be of assistance to you but the State of Victoria does not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for error, loss or damage which may arise from reliance upon it. All persons accessing this information should make appropriate enquiries to assess the currency of the data.

© The State of Victoria, Department of Environment, Land, Water and Planning 2021

50 CENTRAL SPRINGS RESERVE MASTER PLAN

MSG3 DELWP Map



508 0 254 508 Meters
GDA_1994_VICGRID94

Map Created on 01-Jun-2021

Legend

- | | |
|-----------------------------|-------------------------------|
| DELWP Region | All Tenure Outline |
| Lease | General Licence |
| Riparian Management Licence | Grazing Licence |
| Water Frontage Licence | Unused Road Licence |
| Government Road | Government Road |
| Dual Status Government Road | Delegated Management Reserve |
| Direct Management Reserve | Public Land Detailed 0-1 |
| Alpine Resort | Coastal Reserve |
| Commonwealth Land | Community Use Area |
| Earth Resources | Essentially Natural Catchment |
| Forest Park | Historic Reserve |



Disclaimer: This map is a snapshot generated from Victorian Government data. This material may be of assistance to you but the State of Victoria does not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for error, loss or damage which may arise from reliance upon it. All persons accessing this information should make appropriate enquiries to assess the currency of the data.

© The State of Victoria, Department of Environment, Land, Water and Planning 2021



PROPERTY REPORT



From www.planning.vic.gov.au at 01 June 2021 12:35 PM

PROPERTY DETAILS

Crown Description: **Allot. 15 Sec. 27 TOWNSHIP OF DAYLESFORD**
 Address: **2 LEGGATT STREET DAYLESFORD 3460**
 Standard Parcel Identifier (SPI): **15-27\PP5231**
 Local Government Area (Council): **HEPBURN**
 Council Property Number: **200113**
 Directory Reference: **Vicroads 582 D11**

www.hepburn.vic.gov.au

This parcel is in a designated bushfire prone area.
Special bushfire construction requirements apply. Planning provisions may apply.

Further information about the building control system and building in bushfire prone areas can be found on the Victorian Building Authority website <https://www.vba.vic.gov.au>

SITE DIMENSIONS

All dimensions and areas are approximate. They may not agree with those shown on a title or plan.



Area: 561257 sq. m (56.13 ha)

Perimeter: 4818 m

For this property:

— Site boundaries

— Road frontages

Dimensions for individual parcels require a separate search, but dimensions for individual units are generally not available.

67 overlapping dimension labels are not being displayed

Calculating the area from the dimensions shown may give a different value to the area shown above

For more accurate dimensions get copy of plan at [Title and Property Certificates](#)

UTILITIES

Rural Water Corporation: **Goulburn-Murray Water**
 Urban Water Corporation: **Central Highlands Water**
 Melbourne Water: **Outside drainage boundary**
 Power Distributor: **POWERCOR**

STATE ELECTORATES

Legislative Council: **NORTHERN VICTORIA**
 Legislative Assembly: **MACEDON**

Copyright © - State Government of Victoria

Disclaimer: This content is provided for information purposes only. No claim is made as to the accuracy or authenticity of the content. The Victorian Government does not accept any liability to any person for the information provided.

Read the full disclaimer at <https://www2.delwp.vic.gov.au/disclaimer>

Notwithstanding this disclaimer, a vendor may rely on the information in this report for the purpose of a statement that land is in a bushfire prone area as required by section 32C (b) of the Sale of Land 1962 (Vic).

PROPERTY REPORT: Allot. 15 Sec. 27 TOWNSHIP OF DAYLESFORD

Page 1 of 3

52 CENTRAL SPRINGS RESERVE MASTER PLAN



Planning Map





APPENDIX 2: CONSULTATION & ENGAGEMENT

PRE-COMMENCEMENT

- | | |
|------------|---|
| MARCH 2021 | Community Survey about the development of the Central Springs Reserve (40 submissions received) |
| MARCH 2021 | Onsite PWG meeting 1 |

PRELIMINARY MASTER PLAN

- | | |
|----------|---------------|
| MAY 2021 | PWG Meeting 2 |
|----------|---------------|

DRAFT MASTER PLAN

- | | |
|-------------|--|
| MAY 2021 | Meeting with Friends of Lake Daylesford representative |
| | Meeting with Daylesford Rotary Group representative |
| | Meeting with Dja Dja Wurrung/Djandak representative |
| JUNE 2021 | PWG Meeting 3 |
| | Meeting with DELWP representatives |
| JULY 2021 | Onsite meeting with DELWP representatives |
| | Online Community Survey (6 submissions received) |
| AUGUST 2021 | PWG Meeting 4 |

APPENDIX 3: LOCAL WALKING TRACKS

Tipperary Walking Track



All trails are
suitable for:
Walkers only

Looking for a longer walk?
Combine all three trails for a 14 km walk.

Lake Daylesford to Twin Bridges

RED TRAIL 

Distance: 2.6 km

Time: 1 hour

Grading: 

Starting at the picturesque Lake Daylesford, walk down to Central Springs Reserve, where the lake flows into Wombat Creek, follow the narrow trail along the side of this creek to the Twin Bridges picnic area. Cross to the other side of the creek for the walk back to Lake Daylesford. Take care when crossing the highway to the Twin Bridges picnic area.

Twin Bridges to Tipperary Springs

BLUE TRAIL 

Distance: 4.6 km

Time: 1.5 hours

Grading: 

For those feeling a little more energetic, cross over the footbridge and continue following the walking track on the west side of the creek from Twin Bridges to Tipperary Springs. Once at Tipperary taste the natural mineral water then head back up the road to connect with the walking track back to Twin Bridges and Lake Daylesford.

Tipperary Springs to Bryces Flat

GREEN TRAIL 

Distance: 6.6 km

Time: 2.5 hours

Grading: 

Cross the footbridge past the picnic area to join the walking track along the west side of the creek. Continue along the walking track through old gold diggings and take the stepping stones across the creek at Bryces Flat. Take the trail on the east side of the creek and look out for the disused Mistletoe Mine on your return journey.

58 CENTRAL SPRINGS RESERVE MASTER PLAN





10.3 NAMING OF AN UNNAMED ROAD IN NEWLYN NORTH DIRECTOR ORGANISATIONAL SERVICES

In providing this advice to Council as the Director Organisational Services, I Andrew Burgess have no interests to disclose in this report.

ATTACHMENTS

- Nil

EXECUTIVE SUMMARY

Council received a request to name a road in Newlyn North that is currently unnamed and have undertaken community consultation to consider naming options.

Council initially proposed the name 'Volcanic Hills Road' and advertised the name in accordance with the Geographic Names Victoria guideline.

Initial consultation was conducted in the Newlyn community as a result of which Council received 8 submissions from eight submission. Four residents suggested either **Stephens Road** or **Stephens Lane**. This was the only name submitted that had more than one submission. Stephens Road was subsequently proposed as an alternate name for the road.

At the Ordinary meeting of Council held 18 May 2021, Council determined that the naming of this road be deferred, and directed that additional community consultation undertaken.

A second round of community consultation was subsequently undertaken resulting in 14 submissions being received from a total of 17 submitters. The original name Volcanic Hills Road was again rejected by all submitters. Five letters of support were received for 'Stephens Road' from seven submitters, 8 letters of support were received for 'Yates Road' from 9 submitters and one letter of support was received for 'Torpys Road'.

All submissions received in the second round of consultation were of a high quality with detailed information provided on both the 'Yates' and 'Stephens' families strong historical and community service connection to the region.

Officers have considered naming principles identified in the Naming Rules for Places in Victoria. Specifically referencing Principle (H) Using commemorative names. Both the Stephens and Yates submission satisfy this principle. Both families have demonstrated a relevant history and association to the area with submitters detailing significant community involvement.

After reviewing all submissions Officers are of the opinion that in addition to the historical connection to Newlyn, the Yates submissions documents a more extensive history and association to the Newlyn Area with detailed submissions outlining a comprehensive record of community involvement and leadership over a substantial period of time.

OFFICER'S RECOMMENDATION

That Council:

- 1. Adopts the name 'Yates Road', for the unnamed road in Newlyn North and 'Stephens road' be recorded as a name for future unnamed roads in the area;*
- 2. Lodges the naming proposal with the Office of Geographic Names seeking endorsement and registration of the name; and*
- 3. Following registration, notifies the relevant local organisations and stakeholders of the new road name.*

MOTION

That Council:

- 1. Adopts the name 'Yates Road', for the unnamed road in Newlyn North and 'Stephens road' be recorded as a name for future unnamed roads in the area;*
- 2. Lodges the naming proposal with the Office of Geographic Names seeking endorsement and registration of the name; and*
- 3. Following registration, notifies the relevant local organisations and stakeholders of the new road name.*

Moved: Cr Juliet Simpson

Seconded: Cr Brian Hood

Carried

BACKGROUND

At the Ordinary Council Meeting 18 May 2021, Council passed the following motion;

'That Council defers the decision on the unnamed road in Newlyn until further community consultation has been undertaken.'

The following additional consultation was undertaken:

- All original submitters were notified that additional consultation was occurring and offered the opportunity to resubmit
- Signage was re-erected at the site.
- Additional advertising was conducted in The Ballarat Courier, The Local and The Creswick News calling for submissions for the name Volcanic Hills Road.
- Online advertising was undertaken through the Participate Hepburn website calling for submissions for the name Volcanic Hills Road
- Ward Councillors were notified of re-advertisement
- Submissions were called for from interested persons including adjacent landowners to either agree with the proposal or suggest an alternative.

The proposed name, Volcanic Hills Road, wasn't accepted, and Council received numerous alternatives for the road.

KEY ISSUES

Geographic Names Victoria guidelines require the name to have either a historical link, relate to a geological or topographical feature, or be locally known.

Map of Road Requiring Naming in Newlyn North



In the first round of consultation Council received eight submissions from surrounding residents. The submissions were as follows:

- **Torpys Road** (2 residents, after a local family and former landowners);
- **Stephens Road** (2 residents, current landowners, developers of the road and current residents on the road);
- **Canola Court** (2 residents, current landowners, developers of the road and current residents on the road);
- **Reservoir Views Road** (2 residents, current landowners, developers of the road and current residents on the road);
- **Millers Court** (2 residents, after a local family and former landowners);
- **Webb Court** (2 residents, after a local family and former landowners);
- **Stephens Lane** (2 residents, after a local family and landowners);
- **Redgum Road** (1 resident, no reason given).

In the second round of engagement 14 submissions were received from a total of 17 submitters. Extensive information was provided to Council in relation to both the Stephens and Yates family history, community service and connection to Newlyn.

The original name Volcanic Hills Road was again rejected by all submitters.

A breakdown on total number of submissions received is listed below:

Stephens Road	5	Letters of support from 7 submitters
Yates Road	8	Letters of support from 9 submitters
Torpys Road	1	Letter of support

Summary of key points submitted re Stephens Road:

- Naming is consistent with previous practice of naming roads in area after long term residents / local families.
- Stephens family has farmed in area for many generations
- Strong history of community involvement / connection including football clubs, cricket clubs, fire brigade, churches, land care and CWA.
- Stephens family developed unnamed road and currently reside on road
- Name will allow property mapping and easier identification by emergency services
- During the initial consultation process multiple submissions were received for Stephens Road and all interested parties were in agreeance that Stephens Road be adopted
- Name satisfies Geographic Names Victoria guidelines of a historical link

Summary of key points submitted re Yates Road:

- Naming is consistent with previous practice of naming roads in area after long term residents / local families.
- Yates is the surname of a long-standing farming family in the area with four generations who resided in the district and farmed locally for over 150 years.
- Family held key leadership roles in the community
- Strong history of community involvement and support of local sport including Newlyn Football and Tennis Clubs, schools, churches, Newlyn Mechanics Institute and various local community events over generations, holding many office positions during these times
- One of the Founders of A.N.A. at Mt Prospect
- Three generations of family members were councillors in the Creswick Shire between 1877 and 1970.
- Family helped establish Sutton Park in Newlyn, as a Soldiers Settlement Scheme for returned soldiers after WW1
- Original family property was located near the unnamed road.
- No Yates family currently live in the Newlyn district, in line with guidelines from the Office of Geographic Place / Street names

Summary of key points submitted re Torpys Road or alternate Prendergasts Road

- Name reflects that fact that Torpy's owned land on both sides of the road and are still farmers in the district.

- Cadastral Plan for Newlyn North reviewed. Identifies names of people who purchased land back in the 19th Century. Largest land holder on the road was Mr T Prendergast. There are still Prendergasts residing in Newlyn

Residents in Newlyn North submit that the road to receive a name that reflects the way roads in the area have been named in the past, and reflect the history of the Newlyn North area. Roads in the area have previously been named after local families and landowners. Roads such as Myles Road, Inverarity Road, Yelland Road (adjoining) and McKay Road were named after local families and landowners, some of whom still reside in the area today.

Extensive information was provided to Council in relation to both the Stephens and Yates family history, community service and connection to Newlyn. Officers have considered naming principles identified in the Naming Rules for Places in Victoria. Specifically referencing **Principle (H) Using commemorative names** extracts of which are copied below.

Naming often commemorates an event, person or place. When considering a commemorative name, the following points must be considered.

- *If named after a person, that person should be or have been held in strong regard by the community, with preference given to unofficial names used by the local community.*
- *When deciding on the assignment of a commemorative name, naming authorities should consider the person's achievements, relevant history and association to the area, and the significance of the family/person to the area/land. For example, a family that has been associated with an area for at least 50 years.*
- *The names of people who are still alive must be avoided because community attitudes and opinions can change over time.*
- *A commemorative name applied to a locality or road should use only the surname of a person, not first or given names.*
- *A commemorative name applied to a feature can use the first name and surname of a person; although, it is preferred that only the surname be used.*
- *The initials of a given name are not to be used in any instance.*

Both the Stephens and Yates surname satisfy this principle. Both families have demonstrated a relevant history and association to the area with a history significant community involvement. After reviewing all submissions Officers are of the opinion that the Yates submissions document a more extensive history and association to the Newlyn Area.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2017-2021

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.

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications associated with this report.

FINANCIAL IMPLICATIONS

Council will bear the cost of signage and installation within existing budget.

RISK IMPLICATIONS

Any Council decision to name the road either 'Stephens Road' or 'Yates Road' risks alienating a percentage of the community. Both families have substantial historical connections to the township and have provided strong background history to support their claims. A risk mitigation strategy Council may consider includes naming this road after one family and passing a motion to name a future unnamed road after the other family.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Refer to background above for Community Engagement undertaken.

10.4 AWARDING OF A CONTRACT - TRENTHAM SPORTS GROUND RESERVE PAVILION REDEVELOPMENT DIRECTOR COMMUNITY AND DEVELOPMENT

In providing this advice to Council as the Project Manager, I Elizabeth Atkins have no interests to disclose in this report.

ATTACHMENTS

1. CONFIDENTIAL - Tender Evaluation Report Trentham Sports Ground Reserve Pavillion [10.4.1 - 6 pages]

EXECUTIVE SUMMARY

This report seeks Council's endorsement to award contract HEPBU.RFT2021.135 to undertake the construction of the Trentham Sports Ground Reserve Pavilion Redevelopment to 4Front Construction for the fixed lump sum of \$1,871,847 (Exc GST).

Four (4) tender submissions were received through a public tender process undertaken in accordance with Council's Procurement Policy. The tender submissions were evaluated against relevant criteria to determine the most suitable contractor to undertake the project.

The Trentham Sports Ground Reserve Pavilion Redevelopment Project is an identified priority project for Council that will deliver a contemporary multi-purpose community sports pavilion that has been designed to meet the requirements of use by the tenant sports clubs and the wider Trentham community.

In May 2021, the project was successful in securing a significant funding contribution through Round Two (2) of the Victorian State Government's, Community Sports Infrastructure Stimulus Program.

The purpose of this report is for Council to award contract HEPBU.RFT2021.135 - Trentham Sports Ground Reserve Pavilion Redevelopment.

OFFICER'S RECOMMENDATION

That Council:

1. *Award contract number HEPBU.RFT2021.135 for the fixed lump sum of \$1,871,847 exclusive of GST to 4Front Construction;*
2. *That the Chief Executive Officer be delegated to sign the contract documents on behalf of Council; and*
3. *That contract variations be delegated to the financial delegate for each variation, up to a cumulative variation amount of 10% of the original contract sum.*

MOTION

That Council:

- 1. Award contract number HEPBU.RFT2021.135 for the fixed lump sum of \$1,871,847 exclusive of GST to 4Front Construction;*
- 2. That the Chief Executive Officer be delegated to sign the contract documents on behalf of Council; and*
- 3. That contract variations be delegated to the financial delegate for each variation, up to a cumulative variation amount of 10% of the original contract sum.*

Moved: Cr Brian Hood

Seconded: Cr Don Henderson

Carried

BACKGROUND

The redevelopment of the Trentham Sportsground Pavilion is a key priority identified by the Trentham Sportsground Masterplan adopted at Ordinary Meeting of Council on 15 September 2020.

In October 2019, architects were engaged to undertake the concept planning for the redevelopment of the pavilion. At the 18 February 2020, Ordinary Council Meeting, a concept design for the project was endorsed for public exhibition and key stakeholder engagement. Subsequently, the pavilion design was progressed to a detailed schematic design to ensure that it would best meet the design expectations of the funding body. The schematic design for the Trentham Sportsground Pavilion Redevelopment Project was endorsed to progress the design to a delivery ready design package at the 15 September 2020 Ordinary Council Meeting. This design was used for a submission to the Community Sports Infrastructure Stimulus Program (Round 2) and Council was ultimately advised of this being a successful submission in May 2021. The design was progressed into a detailed phase and a request for tender for a construction contractor released in July 2021.

The redevelopment of the Trentham Sports Ground Reserve Pavilion will provide a welcoming and inclusive community sports facility that will meet contemporary standards for universal access, gender equity and family friendly design. This facility will accommodate sports club use and the needs of the broader community in providing multi-purpose community meeting spaces.

KEY ISSUES

Council sought tenders for Trentham Sports Ground Reserve Pavilion Redevelopment. The tender was advertised on Council's website, the Bendigo

Advertiser and the Ballarat Courier on 31 July 2021. A total of four companies have provided tender submissions for the construction of these works and the submissions were evaluated by a panel.

The evaluation panel evaluated the tenders received against the mandatory criteria as set out on the procurement policy.

Criteria	Weighting
Price	25%
Criterion One (1) – Risk / OHS/ Quality Management	5%
Criterion Two (2) - Local Content	10%
Criterion Three (3) – Response to Specification	25%
Criterion Four (4) - Experience and Qualifications	25%
Criterion Five (5) - Business and Financial Capacity	5%
Criterion Six (6) - Sustainability	5%
SUBTOTAL	100%

The outcome of the tender evaluation is detailed in the attached Confidential Tender Evaluation Report.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2017-2021

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.

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

SUSTAINABILITY IMPLICATIONS

Where possible, sustainability features have been considered in the design of the new facility. This includes retention of existing structure to minimise material

consumption and recycling of materials from the demolished portions of the existing structure.

FINANCIAL IMPLICATIONS

The project can be delivered within the available budget.

RISK IMPLICATIONS

Project risks are recorded in a risk register with mitigation strategies identified. The risk register will be reviewed on a monthly basis throughout the construction period.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

At this stage of the Trentham Sports Ground Pavilion Redevelopment project, procurement for construction delivery, the outcome community engagement matrix indicates a low level of community engagement is required. The driving factor for this outcome is that the design of facility is finalised and that further changes will impact on the contract sum for delivery.

Engagement methods that will be utilised throughout the construction period include: social media and Participate Hepburn website updates, article/s in Hepburn Life and site visits for key members of the user groups.

10.5 AWARDING OF A CONTRACT - DOUG LINDSAY RECREATION RESERVE CIRCUIT PATH AND CARPARK CONSTRUCTION DIRECTOR INFRASTRUCTURE AND DELIVERY

In providing this advice to Council as the Project Manager, I Dale Thornton have no interests to disclose in this report.

ATTACHMENTS

1. CONFIDENTIAL - Tender Evaluation Report - HEPBU.RFT2021.206 - Doug Lindsay Car Park [10.5.1 - 10 pages]
2. CONFIDENTIAL - Tender Evaluation Matrix - HEPBU.RFT2021.206 - Doug Lindsay Recreation Reserve [10.5.2 - 3 pages]

EXECUTIVE SUMMARY

This is a combined contract that brings together three individual projects at Doug Lindsay Reserve:

1. Circuit path
2. Carpark and drainage works

Whilst there are more drainage works proposed for the future (notably the oval drainage), the drainage upgrade across the main carpark has been incorporated now to minimize any future disturbances to the works in this zone.

The circuit path is a Local Roads and Community Infrastructure funded project for delivery of a 1.2km walking circuit with pedestrian links to three of Doug Lindsay Reserve entry points. The project allows for park furniture installation and landscaping. The CCTV, lighting and entry redevelopment components of this grant agreement will be delivered outside of this contract.

The carpark project will formalise the main parking area between the football pavilion and the soccer/netball pavilion. Drainage works will occur on the boundary and across the carpark in accordance with the drainage design report for the entire Reserve.

The purpose of this report is for Council to award contract HEPBU.RFT2021.206- construction of the Doug Lindsay Reserve Circuit Path and Car Park 2021/2022.

These works form part of Council's approved annual Capital Works program.

The scope of works is divided into two separate parts. The car park and associated drainage works form one package. The path network within the reserve forms the second part.

The tender for these works was invited via public advertisement on Council's website and have been evaluated by the tender evaluation panel in accordance with Council's Procurement Policy.

The recommended tenderer comes with strong references and support. Although JNR Civil has only operated for 6 years they have an experienced management team.

They have committed to providing local content where possible in the areas of quarry products, landscaping, site fencing and amenities and traffic management.

OFFICER'S RECOMMENDATION

That Council:

- 1. Awards Contract Number HEPBU.RFT2021.206 construction of the Doug Lindsay Reserve Circuit Path and Car Park at Creswick for the fixed price of \$353,943.60 exclusive of GST to JNR Civil Pty Ltd;*
- 2. Delegates the Chief Executive Officer to sign and seal the contract documents on behalf of Council; and*
- 3. Resolves that the Tender Evaluation Report and Matrix, as attached, remain confidential.*

MOTION

That Council:

- 1. Awards Contract Number HEPBU.RFT2021.206 construction of the Doug Lindsay Reserve Circuit Path and Car Park at Creswick for the fixed price of \$353,943.60 exclusive of GST to JNR Civil Pty Ltd;*
- 2. Delegates the Chief Executive Officer to sign and seal the contract documents on behalf of Council; and*
- 3. Resolves that the Tender Evaluation Report and Matrix, as attached, remain confidential.*

Moved: Cr Tessa Halliday

Seconded: Cr Tim Drylie

Carried

BACKGROUND

Council has sought tenders for the construction of HEPBU.RFT2021.206 - construction of the Doug Lindsay Reserve Circuit Path and Car Park in Creswick as part of the 2021/2022 capital works program.

This contract was tendered as two separate packages with the option of awarding the work to multiple contractors. In this case the preferred contractor is recommended as being successful for both parts.

These works are part funded through the approved Capital works program and the Local Roads and Community Infrastructure grant program.

KEY ISSUES

Tenders for HEPBU.RFT2021.206 - construction of the Doug Lindsay Reserve Circuit Path and Car Park in Creswick were invited via public advertisement on Council's

website and on tenders.net and appeared in the Ballarat Courier and Bendigo advertiser on the 4 September 2021.

Tenders were received from seven (7) tenderers and evaluated by an evaluation panel of Council officers

The Evaluation Panel evaluated the tenders received against the mandatory criteria as set out on the procurement policy.

Criteria	Weighting
Price	25%
Risk / OHS/ Quality Management	5%
Local Content	10%
Response to Specification	25%
Experience and Qualifications	25%
Business and Financial Capacity	5%
Sustainability	5%
SUBTOTAL	100%

The outcome of the tender evaluation is detailed in the attached Confidential Tender Evaluation Report.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2017-2021

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.

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

SUSTAINABILITY IMPLICATIONS

Safe and effective vehicle and pedestrian networks increase the liveability and community activation within townships. The path network within the carpark has

been designed to facilitate safe movement of pedestrians. The surrounding path network has been designed to make the Doug Lindsay reserve more accessible to pedestrians and encourage non-vehicular movements. Connected communities are less likely to rely on less sustainable forms of transport.

FINANCIAL IMPLICATIONS

The cumulative expenditure under this contract is expected to be exceed current approved Council budgets and the 2021/2022 Infrastructure Program in the order of \$42,746.60 (excl. GST). This amount should be referred to the mid-year budget review and any identified savings within the Local Roads and Community Infrastructure Program.

RISK IMPLICATIONS

There are minimal risk implications associated with this report. The expected construction related risks shall be addressed in pre-commencement site meetings and mitigated by managing the work site and providing traffic management in accordance with AS 1742.3. Regular site supervision will be managed by Council to ensure the quality and safety of the works is of a high standard.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

There have been extensive negotiations and communication with the users of the Doug Lindsay Recreation Reserve to ensure the specification and scope of works meets their needs. Whilst it is acknowledged that there are future stages to be carried out, particularly oval drainage, these works will be a major part to meet community needs.

User groups will again be informed about the works before commencement and form part of our ongoing communication and consultation. Their input and needs will be met wherever possible through construction to minimise any disruption.

Directly affected property owners will be informed prior to construction commencing.

10.6 AWARDING OF A CONTRACT - PUBLIC AMENITY UPGRADE - CONSTRUCTION PHASE 1 - CALEMBEEN PARK

DIRECTOR INFRASTRUCTURE AND DELIVERY

In providing this advice to Council as the Manager Projects, I Ben Grounds have no interests to disclose in this report.

ATTACHMENTS

1. CONFIDENTIAL - Tender Evaluation Report – HEPBUR.RFT2021.150 - Public Amenities Stage 1 [**10.6.1** - 6 pages]
2. CONFIDENTIAL - Evaluation Matrix – HEPBUR.RFT2021.150 - Public Amenities Stage 1 [**10.6.2** - 1 page]

EXECUTIVE SUMMARY

The purpose of this briefing is to inform Councillors of the recommended award of a contract for the Public Amenity Upgrade Program – Head Contractor – Phase 1 - Calembeen Park, Creswick.

The works include structural rectification to the existing building, completely new internal layout and fixtures to make two accessible public toilets, an accessible parking space, and an accessible path to the toddlers pool.

The tender for these works was invited via public advertisement and through Council's online tender portal, and submissions have been evaluated by the tender evaluation panel in accordance with Council's Procurement Policy.

Following a detailed evaluation of each of the submissions it is considered that the tender submission of 4Front Construction is preferred.

It should be noted that should 4Front Construction be appointed, the project expenditure is projected to exceed the project budget by \$116,107.00 (ex. GST) to complete this project, including construction contingency.

OFFICER'S RECOMMENDATION

That Council:

1. *Award Contract Number HEPBU.RFT2021.150 for the fixed lump sum of \$326,481 exclusive of GST to 4Front Construction;*
2. *Delegates the Chief Executive Officer to sign and seal the contract documents on behalf of Council; and*
3. *Approves Council officers to make variations to the Contract, within officer financial delegations for each variation, up to a cumulative variation amount of 10% of the original contract sum.*

MOTION

That Council:

- 1. Award Contract Number HEPBU.RFT2021.150 for the fixed lump sum of \$326,481 exclusive of GST to 4Front Construction;*
- 2. Delegates the Chief Executive Officer to sign and seal the contract documents on behalf of Council; and*
- 3. Approves Council officers to make variations to the Contract, within officer financial delegations for each variation, up to a cumulative variation amount of 10% of the original contract sum.*

Moved: Cr Don Henderson

Seconded: Cr Tim Drylie

Carried

BACKGROUND

Tenders for the Amenities Upgrade Program require a Head Contractor to lead the delivery of the refurbishment / construction at the Calembeen Park site, Phase 1 of the program. The Head Contractor required for the Calembeen Park Public Amenities will carry out works relating to all building and coordination of sub-contractors for the project. They will be responsible for ensuring the construction is to the quality required by Council. Tenders were invited via public advertisement on Council's website and in the Courier on 22 July 2021. Tenders were received from two tenderers.

The works in scope for this tender include structural rectification to the existing toilet building, completely new internal layout and fixtures to make two accessible public toilets, an accessible parking space, and an accessible path to the toddlers pool connecting the parking space and toilets.

KEY ISSUES

A public tender was released for the Public Amenity Upgrade Program – Phase 1 works on the 22 July 2021, and advertised publicly in the Ballarat Courier. Tenders were received from two tenderers and evaluated by a panel of three Council officers.

The Evaluation Panel evaluated the tenders received against the mandatory criteria as set out on the procurement policy:

- Price
- Risk/OHS/Quality Management
- Local Content
- Response to Specification
- Experience and Qualifications
- Business and Financial Capacity

- Sustainability

As well as evaluating against additional criteria:

- Acceptance of the contract in its entirety
- Key personnel, staffing and technical resourcing
- Value management cost controls

The outcome of the tender evaluation is detailed in the attached Confidential Tender Evaluation Report.

POLICY AND STATUTORY IMPLICATIONS

The requirements of Section 186 of the Local Government Act have been complied with for this tender. There are no other policy, legal or statutory implications associated with this tender process.

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

SUSTAINABILITY IMPLICATIONS

Sustainability implications were assessed as part of the evaluation criteria. The recommended contractor utilises an Environmental Management System (EMS) based on the Australian Standard EMS.

FINANCIAL IMPLICATIONS

Should 4Front Construction be awarded the contract, the project expenditure is anticipated to exceed the project budget by \$116,107.00 (ex. GST) to complete this project, including construction contingency. Two methods of accommodating this exceedance are proposed. Firstly, if any savings are made - or can be made through cost management - for stage two of the public amenities program (comprising 6 other sites), this will offset the additional funds required for the Calembeen Park facility. Secondly, if the total additional funds cannot be offset via the first option, the remainder will be referred to the mid-year budget review.

RISK IMPLICATIONS

No risks to Council other than those already identified.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The Tender has been advertised by sending notification of the stakeholders and public in accordance with the Community Engagement Policy. The design that forms the basis of the works has previously been subject to community engagement.

11 ACTIVE AND ENGAGED COMMUNITIES

11.1 COMMUNITY PLANNING OVERVIEW DIRECTOR COMMUNITY AND DEVELOPMENT

In providing this advice to Council as the Community Development Officer, I Inga Hamilton have no interests to disclose in this report.

ATTACHMENTS

1. Memorandum of Understanding Community Planning [**11.1.1** - 5 pages]
2. Community Planning Policy [**11.1.2** - 4 pages]
3. Community Planning Group Charter [**11.1.3** - 3 pages]
4. Community Planning Guidelines [**11.1.4** - 14 pages]

EXECUTIVE SUMMARY

Community Planning is a forum for public participation where community members identify their individual community's vision and values, what is important to them and what they would like to see happen in their community into the future.

The Community Planning Program has been reviewed and updated and is to be presented to Council for adoption in order to support the acknowledgement of the Lyonville Community Plan and the creation and implementation of the potential new Community Plans.

OFFICER'S RECOMMENDATION

That Council:

1. *Endorses the following Community planning documents;*
 - a. *Community Planning Guidelines*
 - b. *Community Planning Policy*
 - c. *Community Planning Group Charter*
 - d. *Memorandum of Understanding for the Community Planning Groups*
2. *Endorses the implementation of the Community Planning Program within the community.*
3. *Endorses Community Planning development dependent on the level of community interest within each community.*

MOTION

That Council:

1. *Endorses the following Community planning documents;*
 - a. *Community Planning Guidelines*
 - b. *Community Planning Policy*
 - c. *Community Planning Group Charter*
 - d. *Memorandum of Understanding for the Community Planning Groups*
2. *Endorses the implementation of the Community Planning Program within the community.*
3. *Endorses Community Planning development dependent on the level of community interest within each community.*

Moved: Cr Jen Bray

Seconded: Cr Tessa Halliday

Carried

BACKGROUND

Community Planning is a community development activity that is place based and community led. Each community brings its strengths and unique skills with the purpose of identifying and then actioning local priorities.

Council has a commitment to Community Planning through the Council Plan 2017-2021 under the Strategic Objective – Active & Engaged Communities.

Strategic Action 3.3 demonstrates Council's commitment to review Community Planning Strategy and Policy and implement actions to support communities to deliver their priorities. To this end Council resources the Community Planning Program.

Proposed Community Planning Model

The proposed Community Planning Program model is comprised of three main elements:

- **Community Planning Groups** - A group of community members who volunteer to participate in the Community Planning Program resulting in the development and implementation of a council endorsed Community Plan. These were previously known as Charter Groups.
- **Community Plan** – Community Planning Groups engage with their community to develop the Community Plan. Once endorsed by Council the Plan the Community Planning Group works with its community to enact the identified priority actions. Plans will be reported upon annually.

- **Funding** – Through the Community Planning Program, Council provides the Community Planning Implementation Fund. The purpose of the Fund is to provide financial assistance to implement priority projects, or actions, identified in the Community Plan.

KEY ISSUES

The updated Community Planning model includes:

- A number of plans sit under the previous model and will need to be updated over the next four years to sit under the new proposed Guidelines. Support will continue for all remaining plans to be reviewed. Dependant on community interest there could be a total of 15 Community Plans within the Shire from 2024.
- The introduction of Community Planning Groups (CPG) – to ensure the support of the plans from consultation and creation to implementation.
- To progress the updated Community Planning model the draft policy, guidelines, charter group and MOU documents will need to be endorsed by Council
- Current CPG (Lyonville) have completed their Community Plan, delayed significantly by COVID-19. Once Community Planning documents are adopted by Council their Community Plan is eligible for endorsement by Council. (See Lyonville Community Plan Briefing)
- Funding CPG's in line with the Community Planning Implementation Fund will ensure independence and consistency of the groups.
- Changes made to Community Planning Policy and Community Planning Program Guidelines align with Community Engagement Principles under Section 56 of the *Local Government Act 2020*.

Program Implementation

There are two options for Community Planning Program implementation:

- Option 1: Community Plan development is undertaken in order of age. Please see Table 1 below – Not recommended.
- Option 2: Community Planning development is dependent on the level of community interest within each community – Recommended.

Community Plans are community led projects and we believe that it is important to engage with communities interested in completing them.

There are several communities who do not have a Community Plan and are interested in developing this within proposed program.

- The communities of Coomoora/Drummond/Wheatsheaf have expressed an interest in developing a Community Plan independent of Glenlyon.
- Yandoit/Franklinford/Clydesdale have also expressed a strong interest in reviewing their previous plan and completing a new plan.

- Kingston/Broomfield/Allendale/Smokeytown/Denver have recently contacted Council to once again express their interest in developing their first plan.

Officers would work closely with interested communities as per the Guidelines to action the process in a timely and successful manner. This process has proven to be a success in the Lyonville community over the past year.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2017-2021

Active and 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.

All Policy and Guidelines changes align with the Community Engagement Principles under Section 56 of the *Local Government Act 2020*.

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications associated with this report.

FINANCIAL IMPLICATIONS

The Community Planning Implementation Fund will be utilised to support CPGs after the acknowledgement of their Community Plan.

RISK IMPLICATIONS

There are no risk implications associated with this report.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

A Communications Plan has been developed to inform the community of changes to the Community Planning Program. Council's Community Partnerships team will promote changes in accordance with the Communications Plan and encourage community members and current Community Planning Groups to undertake Community Planning in accordance with the Policy and Guidelines.

Memorandum of Understanding
Between
Hepburn Shire Council
and
The XXXX Community Planning Group

This Memorandum of Understanding (hereinafter “Memorandum” or “MOU”) is dated this
.....

BETWEEN:

Hepburn Shire Council

AND

(referred to herein as “Parties or individually as “Party”)

BACKGROUND

The Parties are interested in working together in connection with the Purpose which is described in this Memorandum.

This Memorandum sets out the initial relationship between the Parties as well as the respective rights and responsibilities of each Party.

This Memorandum is not intended to be legally binding but is intended to document the expectations of each Party.

Each party respectively is expected to act in good faith in accordance with this Memorandum.

(1) PROJECT AND PURPOSE

- (a) The XXXX Community intend to participate in the Community Planning Program (Project) facilitated by Council.
- (b) The Project has the following purpose (“the Purpose”):
To implement the priority projects of the _____ Community Plan for the 4 year duration of the plan.

(2) NON BINDING MEMORANDUM

- (a) The Parties hereby acknowledge and agree that:
- i. The terms of this Memorandum are not intended to be legally binding; and
 - ii. The terms of this Memorandum are not exhaustive; and
 - iii. Nothing in this Memorandum will be construed as creating any legal relationship between the Parties.
 - iv. This Memorandum does not create any rights, obligations or duties for any Party
 - v. This Memorandum is a statement of intent by the Parties and is intended to encourage mutual co-operation
 - vi. Nothing in this Memorandum affects any other agreement(s) which may exist between the Parties as at the date of this Memorandum or at any subsequent date.
 - vii. Notwithstanding the preceding subclauses hereof, this Memorandum provides an accurate representation of the Parties' respective intentions as at the date of this Memorandum.

(3) CHANGES TO MEMORANDUM

- (a) This Memorandum may be amended at any time by agreement between the Parties.
- (b) Any changes to this Memorandum must be made in writing and signed by the Parties.

(4) GENERAL OBLIGATIONS

- (a) Notwithstanding the non-binding nature of this Memorandum, the Parties will act respectfully and in good faith and will use their best endeavours to achieve the Purpose and to give effect to the terms of this Memorandum.
- (b) Each Party agrees to cooperate in the spirit of mutual understanding and goodwill in order to develop the Parties' relationships with one another and in order to pursue the Purpose.
- (c) The Parties will have the obligations as described below.
- (d) Parties agree to operate under the Community Planning Program Guidelines (2020 – 2024).

(5) IN-KIND SUPPORT PROVIDED BY COUNCIL

The Hepburn Shire Council will provide the following in-kind support and services for the term of the MOU, subject to ongoing negotiation and review.

(6) MARKETING & COMMUNICATION

- (a) At the Community Planning Group's Request, Council will help the Community Planning Group to consult with community (residents and non-resident rate payers) as they determine the priority projects.
- (b) At the Community Planning Group's Request, Council will assist with communication regarding the priority projects listed in the community plan

(c) Communication platforms available include:

- i. Council's website (www.hepburn.vic.gov.au)
- ii. Social media inclusive of Facebook
- iii. OurSay online engagement platform/portal (<https://oursay.org/about>)

(d) The Community Planning Group agrees to:

- iv. Hold the responsibility for all marketing and communications for the project.
- v. Provide Councillors and Council officer's invitations to official public consultation activities, events and launches.

(7) INFORMATION & ANALYSIS

a. Where possible and appropriate, Council will:

- I. Provide information about changing demographics and land use in the Community Planning Group's area/district.
- II. Collaborate with the Community Planning Group members to support the implementation of the priority projects in the current community plan.

(8) COMMUNITY PLANNING

- a. The Community planning Group is responsible for the maintenance of their Community Plan and the implementation of the identified priority projects.
- b. An annual action plan will be developed by The Community Planning Group and will include a schedule of, and methodology for, community consultation regarding the priority projects listed in the current Community Plan. The Community Planning Group will engage a broad range of residents in the process, reflecting the makeup of their community.
- c. The annual action plan will be consistent with Council's current Community Planning Guidelines.
- d. The Community Planning Group will communicate their intentions with the Community Development Officer understanding that this does not guarantee Council's financial support for the project under the Community Planning Implementation Fund.
- e. Members of the Community Planning Group will meet with the Community Development Officer twice a year to update the progress of the plan.

(9) REVIEW AND REPORTING

- a. The Community Planning Group will undertake a review of the actions undertaken each year of the current community plan and prepare a report on behalf of their community.
- b. This report will be presented to the Council on an annual basis.

(10) DISPUTE RESOLUTION

- a. In the event of a dispute arising out of a failure to meet any of the obligations required by this MOU, either party may give the other party written notice specifying the details of the dispute. Within 7 days, a representative of both parties will agree to meet to resolve the issue.
- b. If the dispute is unable to be resolved, the matter will be referred to any form of alternative dispute resolution procedure on which the parties agree. Where a mediator is involved, the parties must agree to comply with the mediator's instructions.
- c. The charges for the mediation will be paid equally by the parties.
- d. Council will not enter into a dispute resolution procedure for the following issues:
 - 1. The level of Council's financial and in-kind contribution
 - 2. The requirement for the Community Planning Group to comply with Council's local laws, and other regulations and legislation specific to Council operations.

(11) TERMINATION OF MOU

- a. If the Community Planning Group or Council is unable to deliver the outcomes specified in this MOU, each party may review their agreement to this MOU.
- b. If the Community Planning Group is in breach of the terms of this MOU this MOU may be terminated in writing by the Chief Executive Officer of Council.
- c. If Council is in breach of the terms of this MOU, this MOU may be terminated in writing by the Chairperson (or equivalent) of the Community Planning Group.

(12) DURATION OF MOU

- a. This MOU is effective for the 4 year duration of the current Community Plan.
- b. Once the Community Planning process for developing a new Community Plan recommences this MOU will be renegotiated as per Community Planning Program Guidelines.

MOU between Hepburn Shire Council and Community Planning Group.

Signed for and on behalf of the **Hepburn Shire Council**:

_____ Signature of authorised officer	_____ Title of authorised officer	_____ Date
--	--------------------------------------	---------------

_____ Witness signature	_____ Witness name	_____ Date
----------------------------	-----------------------	---------------

Signed for and on behalf of the Community Planning Group:

_____ Signature of authorised person	_____ Title of authorised person	_____ Date
---	-------------------------------------	---------------

_____ Witness signature	_____ Witness name	_____ Date
----------------------------	-----------------------	---------------

► COMMUNITY PLANNING POLICY

POLICY NUMBER:	75
NAME OF POLICY:	COMMUNITY PLANNING POLICY
DATE AMENDED:	15 September 2020
DATE OF NEXT REVIEW:	15 September 2024
DATE ADOPTED:	
RESPONSIBLE OFFICER:	Manager Community and Economic Development
REFERENCES:	<i>Hepburn Shire Council Plan: 2017-2021</i> <i>Hepburn Shire Council Plan: 2021-2025</i> <i>Hepburn Shire Council Community Development Strategy (TBD)</i> <i>Hepburn Shire Council Community Planning Guidelines</i> <i>Hepburn Shire Council Community Engagement Policy</i>

Best Value Principles

Hepburn Shire Council has the responsibility to provide its ratepayers with best value, with all services provided by Council meeting the expectations in terms of quality and cost. In providing this, all services need to be accessible, responsive to the needs of the community, considerate of the natural environment and subject to continuous improvement.

To achieve the best over life outcome for Council's expenditures, which meets quality and service expectations, there will be periodic review of services against best on offer in both the public and private sectors.

All Council staff members are responsible for supporting best value principles in their normal day to day actions to ensure services are recognised by the community as delivering best value.

► COMMUNITY PLANNING POLICY

1. Introduction

Hepburn Shire Council values active and engaged communities and respects community aspirations and the desire of residents to work toward self-directed goals.

Community planning is a forum for public participation where community members develop community vision and values by identifying what is important to them and what they would like to see happen in their community in the future.

The Hepburn Shire Council Plan (2017-2021) includes as one of its five strategic objectives:

Active and Engaged Communities

3. *Support the strength and resilience of the community through delivering actions in areas such as Youth, Libraries, Early Years, Community Planning, Arts 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.*

3.3 *Review Community Planning Strategy and Policy and implement actions to support communities to deliver their priorities.*

The draft Hepburn Shire Council Plan (2021-2025) includes as one of its five focus areas:

Embracing our past and planning for the future

3.2 *Embrace and enhance the existing character of our town and rural setting through strategic planning to facilitate appropriate growth and development*

3.2.2 *Support community planning to enable local communities to determine their priorities for the future.*

2. Scope

This policy applies to the whole of Hepburn Shire and replaces previous policies or sections of policies relating to community planning.

3. Purpose

The purpose of the Community Planning policy is to:

- Outline Hepburn Shire Council's commitment to engage with the community to achieve positive outcomes based on social, environmental and economic measures.

► COMMUNITY PLANNING POLICY

- Provide a strategic direction for the delivery of the Community Planning Program

4. Definitions

4.1 Community

This usually refers to a group of people living in a local area. It can also refer to a social unit of any size that shares common values.

4.2 Community Planning

Community planning can also be called, or can be seen as being a part of, 'Community Governance', 'Participatory Planning' or 'Public Participation'. Community planning is a means of identifying local community priorities.

4.3 Community Planning Program

This is a Council program to assist communities undertake community planning and governed by Community Planning Program Guidelines.

4.4 Community Planning Charter

A Community Planning Charter is an agreement between Council and the Community Planning Group as per Community Planning Program Guidelines.

4.5 Community Planning Group

This is made up of members of the community who have participated in the community planning process and are willing to take on a leadership role in developing a Community Plan and implementing priority actions listed in the plan. Community Planning Groups are formed by application process and acknowledged by Council as per Community Planning Program Guidelines.

Council Officers and Councillors have no voting rights and may attend Community Planning Group meetings in a supportive or administrative capacity only.

Members of a Community Planning Group may also be involved in other local committees.

4.6 Community Plan Priorities

This is the list of priorities identified in the community plan as being important to the community at the time the plan was developed. It is recognised that these priorities may change and therefore priorities should be regularly reviewed to ensure they remain relevant to the community.

► COMMUNITY PLANNING POLICY

5. Policy

Hepburn Shire Council is committed to delivering the Community Planning Program as a way of encouraging communities to make decisions and act on what is important for them. The premise of this method is that communities that are empowered to do this will be stronger and achieve more successful outcomes.

In regards to community planning Hepburn Shire Council will:

- Commit to the Community Engagement Principles set out in Section 56 of the Local Government Act 2020
- Promote a place based, community led approach to community planning
- Resource the Community Planning Program to aid Community Planning Groups in the development of Community Plans and the implementation of Priority Projects.
- Develop Community Planning Program Guidelines to guide and inform communities of the process for community planning and the roles and responsibilities of participation in the Community Planning Program.
- Encourage communities to actively participate in the Community Planning Program.

6. Implementation

The Manager of Community and Economic Development will be responsible for implementing this Policy.

7. Evaluation

In line with Council's Best Values Principles Council will review its Community Planning Program annually.

Evaluation will include the provision of data and anecdotal evidence by Community Planning Groups on the effectiveness of the Community Planning Program to ensure continuous improvement.

Evaluation results will be reported to Council and made available to those who have participated in Community Planning Program.

8. Review

The Policy will be reviewed every four years.

Community Planning Group Charter

HEPBURN SHIRE COUNCIL

CHARTER OF THE [Insert Charter Group name] COMMUNITY PLANNING CHARTER GROUP

1. CONSTITUTION

1.1 The Hepburn Shire Council ('Council') has resolved to appoint a Community Planning Charter Group ('Group')

1.2 The Group shall be a Charter Group of Council and not a decision-making body for Council

1.3 The Council will revoke this Charter upon endorsement of the Community Plan.

2. RESPONSIBILITY OF THE GROUP

The key responsibility of the Group is to provide feedback and advice to Council in the following objectives:

- Represent the community through a democratic process of open, community planning sessions and the development of a Community Plan.
- Balance the present and future interests of all Shire residents and visitors.

3. TERMS OF REFERENCE

The role of the Community Planning Charter Group is to engage with the community to create a Community plan taking into account:

- a) Identify appropriate strategies to respond to community needs.
- b) Identify services, facilities and activities needed in the development of a community plan.
- c) Act as a reference group for Council.

4. GROUP MEMBERSHIP

4.1 Group membership is defined by application and Council approval.

4.2 Councillors have no decision-making power and cannot be a part of the quorum

4.3 Minimum of four (4) community members will be appointed to the Group by Council with a maximum of seven (7) community members.

4.4 The Group shall at its first meeting elect the following office bearers for the term of the Group:

- Chairperson
- Vice Chairperson
- Secretary
- Treasurer

4.5 Within seven (7) days of meeting, the Committee shall advise the Council in writing of the office bearers.

5. TERM OF APPOINTMENT

5.1 Public members hold their appointment in their own right.

5.2 A member of the Group may resign his/her position at any time.

5.3 The Group is empowered to declare a Group member's position vacant if he/she fails to attend 3 consecutive meetings without leave by resolution duly passed.

5.4 Any person appointed to fill a vacancy on the Group shall hold office for the unexpired portion of the previous member's term of office.

6. CHAIRPERSON

6.1 A Chairperson of the Group will be elected to preside at all meetings at which he/she is present

6.2 In the absence of the Chairperson, the Group may elect one of the members to preside as Chairperson at the meeting.

6.3 The role of the Chairperson shall be:

(a) To chair all meetings of the Group

(b) To act as the liaison person between the Group and Council.

7. SECRETARY

7.1 The Secretary shall prepare the agenda and minutes for each meeting of the Group. These minutes shall be submitted to Council on request.

8. TREASURER

8.1 The Treasurer shall keep a record of financial transactions which occur.

8.2 These records will be submitted to Council upon request.

9. FINANCES

9.1 The Group has no financial delegation

9.2 As an informal group the Group has no capacity to open a bank account

9.3 Funding may be available via Council for the development of the Community Plan

9.4 The Group has no delegated powers to act on behalf of Council or commit Council to any expenditure until resolved explicitly by Council.

10. INSURANCES

- 10.1 The Council shall arrange and maintain insurance to cover Group members and volunteers acting under the Terms of Reference of this Charter.
- 10.2 High Risk activities outside the scope of Council coverage are not permitted.

11. MEETINGS OF THE GROUP

- 11.1 All meetings of the Group shall be conducted in accordance with accepted meeting procedure

12. QUORUM

- 12.1 A quorum is formed when a simple majority of members of the Group is present at a meeting

13. REPORTING

- 13.1 The Group is responsible for the development of the Community Plan in line with the Community Planning Program guidelines.

SIGNED by

Mayor of

Hepburn Shire Council

.....

Dated:

.....



COMMUNITY PLANNING PROGRAM
GUIDELINES
2020-2024

1. Introduction

Community planning is a forum for public participation where community members develop community vision and values by identifying what is important to them and what they would like to see happen in their community in the future.

Community planning is:

1. A community development activity that is:
 - a. Place based - Whatever the strengths of a place are, the people of the community will be closest to understanding it with community members and stakeholders identifying and responding to local needs and improving social and economic wellbeing in their location.
 - b. Community led - each community has a unique set of skills and capacities it can channel for community development communities can drive the development process themselves
2. Mechanism for the community to identify and action local priorities

Council has a commitment to community planning through the Council Plan 2017-21:

- *Strategic Objective – Active & Engaged Communities.*
 - *Strategic Action 3.3 – Review Community Planning Strategy and Policy and implement actions to support communities to deliver their priorities.*

To assist communities to undertake community planning, Council resources the Community Planning Program.

2. Best Value Principles

Hepburn Shire Council has the responsibility to provide its ratepayers with best value, with all services provided by Council meeting the expectations in terms of quality and cost. In providing best value, all services need to be accessible, responsive to the needs of the community, considerate of the natural environment and subject to continuous improvement.

In supporting the development and implementation of community plans all Council staff members are responsible for supporting best value principles in their normal day to day actions to ensure services delivered to the community are based on best value principles.

3. Community Planning Program

The Community Planning Program is a Council program that supports communities to identify and implement priority projects that address issues and opportunities relating to social, environmental, economic goals.

The Community Planning Program aims to achieve positive outcomes based on the following measures:

- *Social Indicators - engagement and participation, feeling connected and valued, building resilience*
- *Environmental Indicators – improved infrastructure, use of public space and sense of place, ecological issues and consideration of natural environment*
- *Economic Indicators – funding and use of resources, local economy, skills and capability*

a. Role of Council

The role of Council is to support the community to participate in the Community Planning Program by:

- Assisting communities in developing, gaining approval for and implementing the priority projects identified in Community Plans, including those that don't directly involve Council
- Facilitating connections with and providing advice from relevant Council Officers
- Assisting communities to connect with organisations external to Hepburn Shire Council where needed

Council has undertaken to:

- Support local communities to review/create their Community Plan
- Support communities to create a Community Planning Charter Group to develop their local Community Plan via the Community Development Officer
- Provide information sessions and/or training on Community Planning Program elements
- Contribute funding to developing and implementing Community Plans through Council's Community Implementation Fund
- Work (at a minimum) with one community per financial year to produce a new community plan and two communities per year to review and update an existing community plan.

b. Role of Community

Council encourages communities across the Shire to participate in the Community Planning Program.

The role of community is to:

- Actively participate in the community planning process
- Identify and mobilise community members to participate in discussions
- Utilise community's skills and assets
- Ensure a broad representation of views and ideas are captured and reflected in the development of the Community Plan

Community planning can be undertaken by any community. However, participation in the Community Planning Program requires a representative group who will drive the process and take on responsibility for the development and implementation of a Council acknowledged Community Plan.

c. Community Planning Program Elements

The Community Planning Program comprises three elements:

Element 1: Community Planning Groups

Element 2: Community Plan

Element 3: Funding

4. Element 1: Community Planning Groups

Community Planning will be undertaken by Community Planning Groups that are recognised by Council as participants in the Community Planning Program.

This is a group of community members who volunteer to participate in the Community Planning Program resulting in the development and implementation of a council acknowledged Community Plan. Community Planning Groups are willing to assist their communities in an engagement and administrative capacity to create and implement a plan that supports their community.

Members of a Community Planning Group may also be involved in other local committees.

The Community Planning Group will:

- Be a point of contact for community in regard to the Community Planning Program
- Be representative of a broad cross section of the community
- Facilitate workshops and community engagement activities
- Collate information and write the Community Plan
- Provide feedback to Council Officers and Council
- Assist to implement priority projects/actions identified in the Community Plan that strengthen and develop their community
- Support the community to apply to other government agencies for appropriate funding for identified initiatives
- Balance the present and future interests of all Shire residents and visitors

a. Community Planning Charter

Initially, Council supports the formation of Community Planning Groups to undertake the development of Community Plans (new or existing). This group will initially operate under a Charter. The introduction of Community Planning Groups:

- Generates community interest and enthusiasm for participation in the Community Planning Program
- Provides members with a clear focus and purpose to develop a Community Plan
- Aids the in development of a strong and working relationship between Council and the community

Community Planning Groups are formed by application process. Refer to Community Planning Group Application Prospectus and Community Planning Charter template for further information. {insert link location/name here}

Applications must be submitted by the due date via the SmartyGrants portal. Applications submitted by other methods will not be considered. If an applicant has difficulty with the SmartyGrants platform please speak to Council Officer for assistance.

Induction and training will be provided to members of Community Planning Groups explaining their roles and responsibilities.

The implementation of the priority projects included in the Community Plan is undertaken by Community Planning Groups that are incorporated. Therefore, after the endorsement of Community Plan, Council requires the Community Planning Group to establish its independence through incorporation. Transition from a

Community Planning Group operating under Charter to an Incorporated Community Planning Group¹. There are three options for the Community Planning Group:

- **Form a new Incorporated Committee**

Incorporation formalises the structure of the Charter Group and the transition to Incorporated Community Planning Group will enable them to be operate under their own constitution and have authorisation to obtain a bank account and public liability insurance. An independent Community Planning Group will also be eligible for a one-time payment of \$1,000 of funding from Council which will go towards incorporation and insurance costs.

- **Become a subcommittee of an existing incorporated group**

If a Community Planning Group is unable to incorporate they may choose to become part of another incorporated community group who are willing to make them a subcommittee for the purposes of implementing the priority projects in the Community Plan. This subcommittee is also responsible for the completion of annual planning, annual reporting and acquittal reports as required. A subcommittee will be supported by its community group. This group will/will not receive funding for establishment costs.

- **Join an existing incorporated committee**

A Community Planning Group may be absorbed by an existing community group that is willing to implement the priority projects, complete annual planning, annual reporting and acquittal reports. This community group will be recognised by Council as the Community Planning Group. An existing community group will be supporting the Community Planning Group. This group will/will not receive funding for establishment costs.

b. Memorandum of Understanding

Once the final Community Plan has been acknowledged by Council a Memorandum of Understanding (MOU) will be signed by the Community Planning Group and Council. All Community Planning Groups will be required to be signatories to a MOU regardless of which model is chosen by the CPG. This is an understanding between the Community Planning Group and Council around the participation, roles and responsibilities and management of expectations and includes the following, that:

¹ Council will revoke Charter upon endorsement of the Community Plan.

- The Community planning Group is responsible for the maintenance of their Community Plan and the implementation of the identified priority projects.
- An annual action plan will be developed by The Community Planning Group and will be consistent with Council's current Community Planning Guidelines.
- Members of the Community Planning Group will meet with the Community Development Officer twice a year to update the progress of the plan.
- The Community Planning Group will undertake a review of the actions undertaken each year of the current community plan and prepare a report on behalf of their community.
- If the Community Planning Group or Council is unable to deliver the outcomes specified in this MOU, each party may review their agreement to this MOU.

5. Element 2: Community Plan

A Community Plan assists a community to come together and create a shared vision for the future of their community. The Community Planning process can help communities to connect with one another, understand shared beliefs and values as well as appreciate differences.

A Community Plan can also provide clarity of purpose for discussions with Council about priorities the community has identified.

Over the following 4 years every current plan can be reviewed and a new plan created. Those communities who choose not to do this will not be excluded from the process in the future.

A Council acknowledged Community Planning Group must exist in order to review or create a community plan (refer to Community Planning Group).

\$2,000 will be allocated to each Community Planning Group in order to support the development of the plan.

The goal of these guidelines is to create new or revised plans however Council acknowledges the work that was undertaken to develop those previous Community Plans and commits to acknowledging these plans as being valid until a new community plan can be developed.

Communities can approach Council at any time regarding the development of their community plan.

a. Developing a Community Plan

Community Planning Groups will engage with their communities to develop the Community Plan.

Council encourages the community to identify a range of short-term low-cost or no-cost initiatives and ideas that the community could come together and implement almost immediately along with large-scale and long-term projects that may be more complex. These bigger projects may require strategic planning and/or significant funding and are an opportunity for Council and the community to work together.

The Community Planning Engagement Toolkit can provide further information about how a Community Planning Group can engage with their community.

If your Community Planning Group requires assistance with community engagement consultation strategies, please contact Council for assistance.

b. What information is included in a Community Plan?

The content of Hepburn Shire Community Plans will be as diverse as the residents who make up our communities. Each community is able to direct aspects of the plan content, however all Community Plans must be structured as simple, plain language documents that can be accessible to all. The following aspects will be included:

- A community snapshot – including information about the town's demographic, social-economic profile and relevant issues.
- A community map – indicating where community services, facilities and infrastructure exist, crown land, Council land and leased public spaces, potential areas of change or improvement
- A short description of the community planning process and engagement strategy undertaken to develop the plan
- Summarised priority projects, including; a description of the project and its order in the priority list; indication if project can be delivered by Council and/or the community; any Council and/or community resource commitments that have been made to the project; the next steps needed to implement the priority.
- A list of existing community groups and/or services and contact details
- A list of action or project groups established through the community planning process if applicable and contact details

Community Values and Vision

As part of the development of the Community Plan community members discern their community vision and values by identifying what is important to them and what they would like to see happen in their community in the future.

c. Implementation of the Community Plan

The outcome of the process will be a Community Plan that is created and owned by the community.

Community Plans are submitted to Council for endorsement, and these provide information to Council when developing its strategic plans.

After the Community Plan is acknowledged then the community can proceed with implementing the projects that are aligned with their Priorities.

It is at this stage that Community Planning Charter Groups will be required to incorporate. Please refer to section 4 for further information.

Community Plans are valid for 4 years after which time a new Community Plan will need to be developed.

6. Element 3: Funding

To complete priority projects funding may be required. Under the Community Planning Program, Council provides the Community Planning Implementation Fund. The purpose of the Community Planning Implementation Fund (CPIF) is to provide financial assistance to implement priority project/action(s) identified in a Community Plan. This is a competitive process, by application via the SmartyGrants portal.

Community Groups approach the CPG in order to work through a process to apply for funding via the CPIF.

If a community does not have a CPG and would like to address the priority projects in a Community Plan any not for profit community group with an ABN can apply on behalf of the community.

1. CPG applying for funding
2. Community group applying for funding
3. Community group applying for funding with CPG

Applications are limited to a maximum \$10,000 regardless of the amount of priority actions being addressed.

The total funds available per annum are set by Council pending budgetary process. If unsuccessful in receiving CPIF, Community Planning Groups are encouraged to seek out and apply for alternative funding streams such as Hepburn Shire Community Grants (see section 6e).

Applicants are permitted to receive CPIF (or Community Grants) once per year only.

a. Community Planning Implementation Fund Eligibility

i. Funding for Expired Community plan

Community Plans which are no longer current and have incomplete priority projects or actions are eligible for funding. Community Groups located within the community in which the plan is based can apply for this funding. The application must have strong links to the priority projects or actions in the Community Plan.

ii. Funding for plans developed by a Community Planning Group

Only Community Planning Groups are eligible to apply for CPIF once a new community plan has been developed according to these current guidelines. Community Groups who wish to address projects which fit within the priority projects or actions of these new plans can apply to the Community Planning Group to have these addressed

The following eligibility criteria apply to applications for the Community Planning Implementation Fund:

- Be a Community Planning Group as specified in 6A i, acknowledged by Council
- or a Community Group as specified in 6A ii
- Undertake an action that is detailed within their current Council acknowledged Community Plan
- Is incorporated and has an ABN
- The applicant must have financial systems to account for money, including a bank account
- Have not received Council funding in the financial year of CPIF application
- Outstanding acquittals or unpaid invoices due to Council must be submitted prior to application being submitted
- Outstanding Annual Reports must be submitted prior to application being submitted
- Any priority project must be based in Hepburn Shire
- The applicant must have all permits, permissions and approvals for the project
- The proposed project cannot be the funding responsibility of the State or Federal government

b. Application process

The following process applies to all applications for the Community Planning Implementation Fund;

- Applications to the Community Planning Implementation Fund should be discussed with the Community Development Officer.²
- Applicants to the Community Planning Implementation Fund must meet all the eligibility criteria and submit a completed application as requested by Council
- Applications must be submitted via the SmartyGrants portal. Applications submitted by other methods will not be considered. If a Community Planning Group has difficulty with the SmartyGrants platform please speak to Council Officer for assistance.
- Application must be received by Council by the specified date on the application portal. Late applications will not be considered.
- Applications are assessed by council Officers and decisions on CPIF recipients made by council at a council meeting. Applicants will be advised of the outcome of their application to the CPIF through SmartyGrants and contact with Council Officer
- Ensure any outstanding acquittals are submitted by the date 12 months after Council resolution to award funding (or other date as agreed to by Council). This date will be specified on the Terms and Conditions sent to successful applicants.
- Application for Community Planning Implementation Fund will not be assessed until the acquittal for any previous funding is submitted. This should be done prior to the closing date of the following year's fund.

c. Assessment

Each application to CPIF will be assessed on its strong link to priority projects or actions in the current Community Plan

It is important that the any applicant clearly identify the benefit their project will have for the community. This will include addressing:

- *Social Indicators - engagement and participation, feeling connected and valued, building resilience*

² Applications for projects relevant to Council departments will be strengthened through consultation.

- *Environmental Indicators – improved infrastructure, use of public space and sense of place, ecological issues and consideration of natural environment*
- *Economic Indicators – funding and use of resources, local economy, skills and capability*

The application should include an appropriate budget and plan for the implementation of the project. No preference will be given to any group which will apply for CPIF. All applications will be considered based on their ability to address the actions and priority projects listed in the Community Plan.

d. Terms and Conditions

The following Terms and Conditions must be adhered to by successful applicants of the Community Planning Implementation Fund:

- Enter into a funding agreement and adhere to the conditions of the agreement.
- Provide Council with an invoice to receive payment of grant
- The project must not have commenced or already been completed
- Return any unspent funds at the completion of the project(s) or the end of the agreement unless prior approval has been obtained to spend or carry over funds
- Inform Council officers of changes to key project contact details, including telephone, number, email or postal address
- Invite Council officers and Ward Councillor(s) to any project launch if applicable
- Acknowledge Council in all public and promotional materials

e. Other funding sources

CPIF is a competitive grant and not all priority projects will be funded. Alternative sources of funding are recommended.

Community Planning Charter Group is encouraged to seek other funding avenues such as State, Federal, Corporate or Philanthropic funds for priority projects with all relevant permission from Council.

Council has provided access to Grant Finder program which can be found [HERE](#) or on council's [website \(www.hepburn.vic.gov.au\)](http://www.hepburn.vic.gov.au)

Community Planning Groups who have not received CPIF may also apply for Community Grants (pending eligibility criteria).

Priority projects identified within the Community Plan may also be funded within Council's Annual budget process which is developed in consultation with community. If a Community Planning priority project is funded (fully or partially) by the budget process, Community Planning Group's will be notified.

Groups are also encouraged to consider community fundraising in order to raise the required funds for priority projects.

7. Governance and Reporting

a. Annual Planning

Communities will identify priorities in the Community Plan, which are considered important to the community at the time the plan was developed. It is recognised that these priorities may change and should be regularly reviewed to ensure they remain relevant to the community. Therefore, each plan will be reviewed annually by the Community Planning Group in order to address the priority projects/actions within the plan. An annual plan will then be developed to direct the actions for the Community Plan in the following year. The outcomes of the annual review and planning process forms the basis for the Annual report and will also be required for any application for the Community Planning Implementation Fund.

b. Annual Report

The Community Planning Group shall submit an Annual Report via SmartyGrants. This report includes a summary of all the projects partially or fully completed for that year. This Report should be submitted regardless of whether a project has been funded. It is an update for Council and the community regarding the status of their Community Plan. The Community Planning Group should maintain its vision and values whilst implementing their Community Plan and reporting on success and challenges of priority projects.

c. Acquittal Report

All Community Planning Groups that receive CPIF must provide Acquittal Reports on their projects.

Projects/purchases must be satisfactorily completed via Smarty Grants and submitted 12 months after Council's resolution to award funds, unless prior written approval is granted by Council.

The acquittal should show the project(s) have been completed in accordance with the Funding Terms and Conditions, including photos and budget information.

8. Further information:

Further information regarding the Community Planning Program can be found on [Council's website](#) .

You can contact the Community Development Officer on 0456 950 924 or email: ihamilton@hepburn.vic.gov.au

DRAFT

11.2 LYONVILLE COMMUNITY PLAN DIRECTOR COMMUNITY AND DEVELOPMENT

In providing this advice to Council as the Community Development Officer, I Inga Hamilton have no interests to disclose in this report.

ATTACHMENTS

1. Draft Lyonville Community Plan [**11.2.1** - 11 pages]

EXECUTIVE SUMMARY

The Lyonville Community Plan is now complete and prepared for Council acknowledgement.

The process undertaken to complete the Lyonville Community Plan included Council Officers working with the community to form a new community planning group, led by five Lyonville community members. These members reviewed the previous Community Plan and undertook significant community engagement over the past year.

The Lyonville Community Plan includes 6 key goals and focus areas and following acknowledgment of the Community Plan by Council, the implementation of the Plan remains the responsibility of the Lyonville Community. Council will continue to support the community through the Community Partnership team and potential funding through Community Planning Implementation Fund.

OFFICER'S RECOMMENDATION

That Council acknowledges the Lyonville Community Plan and the process undertaken in its development.

MOTION

That Council acknowledges the Lyonville Community Plan and the process undertaken in its development.

Moved: Cr Brian Hood

Seconded: Cr Don Henderson

Carried

BACKGROUND

Community Planning is a forum for public participation where community members identify community vision and values, what is important to them and what they would like to see happen in their community into the future.

In 2011 the Lyonville Community participated in the Community Planning Program by developing their Community Plan. With a five-year life span, the Plan satisfactorily met its goals however with no driver within community the Plan was not reviewed.

After the 2019 review of Community Planning by Council Officers, the newly reviewed Program was implemented. Officers met with various community groups and members throughout the Shire, with Lyonville the first community to begin the process of Community Planning with applications for the Community Planning Group (CPG).

In August 2020 Council endorsed the successful applicants of the Lyonville Community Planning Group. These applicants saw Lyonville as a place with great potential and vision, allowing for a plan to direct their course over the next 4 years.

Working under the draft Community Planning Guidelines the five individuals were guided by Council Officers as they began the Community Planning process. Due to Covid restrictions, meetings were held online between the CPG and Council Officers (recordings were made of the meetings for future reference) as group members were educated on the draft guidelines and the Community Planning process.

The Community Planning Group worked in partnership with Council Officers, to develop an engagement process for their community. The process commenced with a series of key questions, developed by the group, who were each tasked with interviewing five members of their community.

The results were then analysed by the CPG and formed the basis of key themes. These themes were the focus point of the 2 community consultation sessions.

Engaging a local consultant, the CPG, and impartial observers Council Officers and Councillor Brian Hood met with 30 community members over two separate days, workshopping the key themes in small groups during the sessions. The process involved identifying the priority actions, making connections and synergies between the actions and devising for the future.

From these successful sessions the Community Planning Group devised the first draft of the Lyonville Community Plan. The draft Plan was shared with the relevant Council Officers in independent meetings. Feedback was attained from other relevant Officers who also attended a CPG meeting online and spoke directly with the Group. The feedback provided to the Group and in return to Officers was invaluable and has led to further insights into how community can be supported by Council and created a stronger relationship between the Lyonville community and Council.

Further feedback was sort from community however, coronavirus restrictions played havoc with the planned sessions, and they were unable to be held.

A final draft was written and presented to Council during the September Council briefing.

KEY ISSUES

As per the draft Community Planning Guidelines the Lyonville Community Plan contains:

- A community snapshot
- A short description of the community planning process and engagement strategy undertaken to develop the plan
- Summarised priority projects (see key goals below)
- A list of existing community groups and/or services and contact details
- A list of action or project groups established through the community planning process, if applicable, and contact details

The key goals and focus areas for the Lyonville CPG and community include:

Goal 1: To develop and implement a strategy to ensure a sustainable and protected environment, preparing us for the future.

Goal 2: To embrace tourism, sharing the assets of Lyonville whilst maintaining our village feel and protecting our environment.

Goal 3: To develop a heritage strategy that understands and emphasises our history, our future and our culture and art, with deep respect for our Indigenous history.

Goal 4: To grow and build our network of community members engaged in leading and delivering the actions in Our Lyonville Plan.

Goal 5: To develop a mechanism to work together and with service providers to understand and ensure a transparent and collaborative approach to town planning and regulation to maintain our village feel and look.

Goal 6: To develop a strategic approach to infrastructure, roads, rubbish, signage, painting which maintains the look and feel of Lyonville.

The Lyonville CPG will continue to collaborate with interested community members in the implementation of the Lyonville Community Plan by developing working groups who will focus on the Goals of the plan. If a position is vacated the group will notify Council of the change in circumstances. They will continue to work as an independent group of community members informing Council of their progress or otherwise.

The Lyonville CPG is eligible to apply for Community Planning Implementation Funding with Council once the plan is acknowledged by Council, if they are incorporated or auspiced. This eligibility will be maintained throughout the life of the Community Plan.

The Lyonville CPG will review the Plan annually in order to address the goals within the Plan. An Annual Plan will then be developed to direct the goals and the outcomes and planning process will form the basis of the Annual report submitted to Council via Smarty Grants.

The advent of coronavirus and the June storm significantly impacted the development of the plan with planned engagement and consultation delayed or

cancelled. The CPG pivoted to include online feedback, utilising a local publication and word of mouth to share information.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2017-2021

Active and 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.

Council Plan 2021-2025 (draft)

Embracing our past and planning for the future

3.2 Embrace and enhance the existing character of our town and rural setting through strategic planning to facilitate appropriate growth and development

3.2.2 Support community planning to enable local communities to determine their priorities for the future.

All Policy and Guidelines changes align with the Community Engagement Principles under Section 56 of the Local Government Act 2020.

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications associated with this report.

FINANCIAL IMPLICATIONS

The financial implications for this plan include:

- Eligibility for the budgeted Community Planning Implementation Fund (CPIF)
- An acquittal report will be required if funding from the CPIF is successful
- Opportunity for the group to apply for external funding with a Council endorsed Community Plan
- Funding to become an incorporated Community Planning group

RISK IMPLICATIONS

This plan was developed under the current Community Planning Program although the group piloted the draft Community Planning Guidelines. Council is currently considering endorsing this new Community Planning Program process.

Endorsement of the Community Planning Program by Council would require the Lyonville CPG to incorporate and be more accountable to Council in reporting.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The project scored 13 under the new community engagement policy which was not implemented until after the first draft of the Lyonville Community Plan was sent to Council.

Throughout the process of developing the Lyonville Community Plan the CPG (made up of Lyonville residents) undertook significant community consultation including workshops, interviewing local community members, communications via social media, emails, local publication Lyonville Snippets and one on one conversations.

Council Officers will continue to maintain their relationship with the Lyonville CPG and Lyonville community as the Community Plan is enacted. The Community Plan will be advertised throughout the community and community members will be encouraged to work together to action the goals in the plan.

Council Officers will also highlight the work of the Lyonville CPG as they begin to support other communities in their Community Plan development.



‘Our Lyonville’ Community Plan 2021 – 2024

This document was prepared in May 2021 by the Lyonville Community Planning Group in consultation with Lyonville residents.

DRAFT VERSION**Our Lyonville Plan 2021 - 2024****1 About Lyonville**

Lyonville is a small rural village located in the Hepburn Shire between Daylesford and Trentham. The traditional land owners are the Dja Dja Wurrung people. Originally a timber town and then a farming community, the village now comprises a mix of full time families and residents, both working and retired, weekenders, and holiday rental houses. Based on the 2016 census data, we have 178 residents and comprise 1.2% of the Hepburn Shire Council population. The most common age cohort for Lyonville is 60 – 69 years.

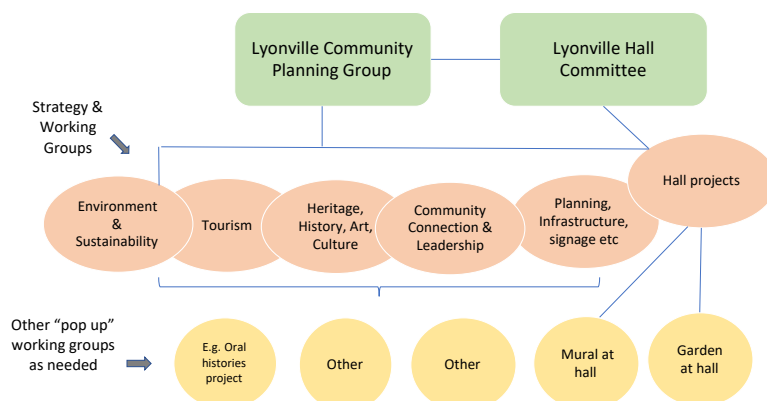
The village has several businesses, including a pub, distillery, flower grower, plant nursery and farmers. There is strong community engagement based mostly on activities at the Lyonville Hall, including regular events and a weekly café. The village publishes an occasional newsletter (The Source) and has a Facebook group page (Lyonville Snippets).

2 Development and implementation of our plan

The last community action plan for Lyonville was developed in 2011 and most of the objectives set in that plan have since been achieved. In August 2020, a community planning group, drawn from volunteer local residents, was endorsed by Council. This group developed and implemented a community consultation plan that included interviewing 20 residents, hosting two facilitated open workshops attended by over 30 residents in March 2021, and inviting suggestions via email or directly with group members. The community planning group then developed a draft plan for submission to Council and for comment by residents at a workshop held in May 2021. The final plan will be submitted to Council in June 2021 for endorsement.

Once endorsed by Council, the community planning group, with assistance from a number of working groups, will begin implementation of the action plan to address each of the strategic goals (see **Appendix 1** Lyonville Community Action Plan).

Community leadership and governance to implement Our Lyonville Plan



3 Our Vision

A diverse, inclusive, and welcoming community working together for a sustainable and prosperous future for Lyonville.

Our Values

- ✓ Rurality, peaceful living, balanced development
- ✓ Participation, engagement and inclusion of everyone
- ✓ Heritage, culture and history
- ✓ Community working together
- ✓ Respect for each other
- ✓ A sustainable environment

Our Focus Areas

- ❖ The environment and sustainability
- ❖ Tourism
- ❖ History, art, and culture
- ❖ Community connection and events
- ❖ Town planning and regulation
- ❖ Infrastructure, roads and rubbish, signage, and painting

4 Our Goals

Goal 1: To develop and implement a strategy to ensure a sustainable and protected environment, preparing us for the future.

Goal 2: To embrace tourism, sharing the assets of Lyonville whilst maintaining our village feel and protecting our environment.

Goal 3: To develop a heritage strategy that understands and emphasises our history, our future and our culture and art, with deep respect for our Indigenous history.

Goal 4: To grow and build our network of community members engaged in leading and delivering the actions in Our Lyonville Plan.

Goal 5: To develop a mechanism to work together and with service providers to understand and ensure a transparent and collaborative approach to town planning and regulation to maintain our village feel and look.

Goal 6: To develop a strategic approach to infrastructure, roads, rubbish, signage, painting which maintains the look and feel of Lyonville.

5 Bringing our vision to life: from goals to strategy and action

Goal 1: To develop and implement a strategy to ensure a sustainable and protected environment, preparing us for the future.

Strategy: To establish an 'Environment and Sustainability Strategy Group' to plan, implement, act, and connect back into the Community Planning Committee

What the community said: Many residents value the beautiful natural environment we live in and seek to maintain and enhance it. Sustainability, including preserving water resources and energy management, was a priority and a local Landcare group was suggested.

Goal 2: To embrace tourism, sharing the assets of Lyonville whilst maintaining our village feel and protecting our environment.

Strategy: To establish a ‘Tourism and Our Village Feel Group’ to plan, implement, act, and connect back into the Community Planning Committee

What the community said: There were a range of views on tourism amongst the residents. For some, it contributes to their prosperity, for others it can be an intrusion. However, many ways were identified to embrace aspects of tourism whilst maintaining our local focus, such as enhancing the Lyonville Springs area, exploring use of sites such as the old school property and the old Lyonville Train Station to expand our community infrastructure, and holding more events that showcase our area.

Goal 3: To develop a heritage strategy that understands and emphasises our history, our future and our culture and art, with deep respect for our Indigenous history.

Strategy: To establish a ‘History, Art, and Culture Group’ to plan, implement, act, and connect back into the Community Planning Committee.

What the community said: Many residents are keen to engage with the local indigenous people to acknowledge their traditional ownership of the land and to find out more about the area before colonisation and in early colonial times. Oral histories of some of our long term residents was suggested. The village is also home to a number of artists and there is scope to find ways to showcase their works locally.

Goal 4: To grow and build our network of community members engaged in leading and delivering the actions in Our Lyonville Plan.

Strategy: To establish a ‘Community Connection and Events Group’ to plan, implement, act, and connect back into the Community Planning and Hall Committees.

Noting: significant synergy and collaboration here with the Hall Committee

What the community said: Until now, the Lyonville Hall, managed by the Hall Committee, has been the main focus for community engagement, connection and events. The community is keen to broaden opportunities for others to show leadership in different areas, eg. some residents expressed interest in strengthening links with CFA and fireguard initiatives, others would like to see more local events. A register of local skills and trades was suggested so we can tap into and support local expertise when necessary.

Goal 5: To work together and with service providers to understand and ensure a transparent and collaborative approach to town planning and regulation to maintain our village feel and look.

Strategy: To establish a ‘Planning, Infrastructure, Signage and Services Group’ to plan, implement, act, and connect back into the Community Planning Group.

What the community said: Many residents were keen to understand the Council and Water Authority planning constraints. Opportunities to provide input into planning and water usage policies would be welcomed. Where public land or buildings become available, the community would like to be consulted on future usage eg. The old school site.

Goal 6: To develop a strategic approach to infrastructure, roads, rubbish, signage, painting which maintains the look and feel of Lyonville.

Strategy: To merge with Goal 5 ‘Planning, Infrastructure, Signage and Services Group’ to plan, implement, act, and connect back into the Community Planning.

What the community said: Many people had ideas to share about improvements to our village infrastructure and services, including improved signage; lobbying for improved and new services such as green waste collection, NBN and mobile coverage; road maintenance and speed limits; parking provisions; enhanced playground facilities and painting bus shelters.

6 Key Contacts and information sites

Lyonville Community Planning Group members:

- Greg Jones
- Jackie Airey
- Jordan Koster
- Shelley Bowen
- Vicki Jackson

Main contacts for community planning:

- Jordan Koster (ph: 0432592285, email: jordanjkoster@gmail.com)
- Vicki Jackson (ph: 0438 178150, email: vickicj102@gmail.com)

Lyonville Hall Committee members:

- Anne Bremner (Chair)
- Vicki Jackson (Treasurer)
- Dorothy Fuller (Secretary)
- Matthew Goldenberg
- George Bremner
- Chris Bowden

Lyonville Snippets group facebook page: <https://www.facebook.com/groups/1187024134798318/>

Appendix 1

Lyonville Community Action Plan for 2021 to 2024

These actions relate to the goals set in the Lyonville Community Plan 2021 – 2024. The actions may evolve and more may be added as issues and opportunities arise to support and enable achievement of our goals. This action plan will be managed through the respective strategy groups and will be reviewed at least annually and updated as required.

Action	Details	Group Lead & Participants	Timeframes	Resources
Goal 1: To develop and implement a strategy to ensure a sustainable and protected environment, preparing us for the future.				
Strategy: To establish an ‘Environment and Sustainability Strategy Group’ to plan, implement, act, and connect back into the Community Planning Committee.				
Develop a Sustainability Strategy/Plan for Lyonville.				
Explore and promote the wise use of water in the Community.				
Promote and build membership in the Community Fire Guard Program				
Explore the feasibility of establishing a Landcare Group for Lyonville				
Initiate a tree-planting plan, budget, and actions				
Provide updates on and promote important information on S&E matters to the community				
Support communication on fire safety and prevention and provide information on any back burning activities in the area.				

Action	Details	Group Lead & Participants	Timeframes	Resources
Goal 2: To embrace tourism, sharing the assets of Lyonville whilst maintaining our village feel and protecting our environment.				
Strategy: To establish a ‘Tourism and Our Village Feel Group’ to plan, implement, act, and connect back into the Community Planning Committee.				
Audit the opportunities to promote our community ‘assets’, e.g., how might we better promote Lyonville Springs				
Work closely with all groups, especially E&S to ensure a balanced approach to tourism				
Work with the Shire and Macedon Ranges tourism peaks/operators to promote Lyonville’s assets				
Explore use of public assets e.g., old school site, devise a possible plan for a community co-operative model and ownership in partnership with Council				
Work with council on a possible community co-designed vision and plan for the old school site				
Explore a Lyonville App				
Map, develop, and maintain local walking and cycling tracks, including repairs on bridge etc				
Explore the possibility of extending the rail trail / train line to operate between Trentham and Daylesford, including options for use of the Lyonville Station.				
Engaging ‘Welcome to Lyonville’ signage				
Hold an annual Lyonville Open Gardens event				

Action	Details	Group Lead & Participants	Timeframes	Resources
Goal 3: To develop a heritage strategy which understands and emphasises our history, our future and our culture and art, with deep respect for our Indigenous history Strategy: To establish a 'History, Art, and Culture Group' to plan, implement, act, and connect back into the Community Planning Committee.				
Research and make visible the important Indigenous history of our area				
Create a "what did it look like" project to portray pre-colonial Lyonville and develop a reconciliation plan with our local Indigenous people				
Prepare an oral histories project, capturing the stories of residents of Lyonville				
Hold an art show for our local and regional artists				
Create a sculpture or mural to commemorate and recognise the pioneers of Lyonville				
Research and commemorate significant events and contributions of Lyonville e.g., investigate if the Hall was the first gay and lesbian event in 1972				
Create a directory of local artists and businesses (linked to Lyonville App)				
Incorporate cultural events with the Wood Chop e.g., a bush dance afterwards				
Hold an annual smoking ceremony of the Hall, perhaps combined with other events like the Wood Chop				
Create a library of old photos and important artifacts for Lyonville.				

Action	Details	Group Lead & Participants	Timeframes	Resources
Goal 4: To grow and build our network of community members engaged in leading and delivering the actions in Our Lyonville Plan. Strategy: To establish a ‘Community Connection and Events Group’ to plan, implement, act, and connect back into the Community Planning and Hall Committees.				
Develop a list of community skills, experiences, and interests				
Support the planning and promotion of events at the Hall				
Increase CFA and Community fireguard membership				
Set up Pop Up working groups as required on issues, e.g. Telecommunications, internet				
Establish a notice board				
Continue to strengthen and use Lyonville Snippets and other community news mechanisms like the newsletter				

Action	Details	Group Lead & Participants	Timeframes	Resources
Goal 5: To work together and with service providers to understand and ensure a transparent, and collaborative approach to town planning and regulation to maintain our village feel and look. Strategy: To establish a ‘Planning, Infrastructure, Signage and Services Group’ to plan, implement, act, and connect back into the Community Planning Group.				
Work closely with local Council and Water Authorities to clarify clear and consistent building and planning policy and guidance, then communicate this to the community				
Establish quotas for water removal and monitor contractor and private water sourcing contracts				
Organise community information events on planning and regulations				
Ensure group is engaged on changes in planning regulations				

Action	Details	Group Lead & Participants	Timeframes	Resources
Goal 6: To develop a strategic approach to infrastructure, roads, rubbish, signage, painting which maintains the look and feel of Lyonville. Strategy: To merge with Goal 5 ‘Planning, Infrastructure, Signage and Services Group’ to plan, implement, act, and connect back into the Community Planning Group.				
To set up Working Groups on specific tasks like signage, roads, working with the ‘Planning, Infrastructure, Signage Group’.				
Develop a new map near the Radio Springs Hotel with correct street names				
Undertake a signs audit, recommend to council through the Community Planning Group on future signage needs				
Work with the Community Planning Group to ensure a united community voice to Council and other statutory authorities such a Water, Electricity, Telecommunications and Internet				
Work with telecommunications providers to ensure access to mobile and internet cover.				
Paint the bus shelters				
Identify parking sites				
Establish a green waste collection to minimise burn offs and smoke				
Have a significant trees register and a tree-lined streets of Lyonville plan				
Promote responsible dog ownership				
In conjunction with the Hall Committee, look into the need for any additional playground equipment at the hall grounds				
With the Hall Committee, explore the need for improvements to the Community Hall and its facilities.				

11.3 CEO ANNUAL REPORT TO COUNCIL ON THE ACTIVITIES AND PERFORMANCE OF COMMUNITY ASSET COMMITTEES DIRECTOR ORGANISATIONAL SERVICES

In providing this advice to the Council as the Manager People and Governance, I Krysten Forte have no interests to disclose in this report.

ATTACHMENTS

1. CONFIDENTIAL - Summary of Operations - Creswick Museum Community Asset Committee [11.3.1 - 2 pages]
2. CONFIDENTIAL - Annual Report from Committee - Creswick Museum - September 2021 [11.3.2 - 1 page]
3. CONFIDENTIAL - Summary of Operations - Dean Recreation Reserve Community Asset Committee [11.3.3 - 2 pages]
4. CONFIDENTIAL - Summary of Operations - Drummond Hall Community Asset Committee [11.3.4 - 2 pages]
5. CONFIDENTIAL - Summary of Operations - Glenlyon Recreation Reserve Community Asset Committee [11.3.5 - 2 pages]
6. CONFIDENTIAL - Annual Report from Committee - Glenlyon Recreation Reserve - September 2021 [11.3.6 - 1 page]
7. CONFIDENTIAL - Summary of Operations - Lee Medlyn Home of Bottles Community Asset Committee [11.3.7 - 2 pages]
8. CONFIDENTIAL - Annual Report from Committee - Lee Medlyn Home of Bottles - September 2021 [11.3.8 - 2 pages]
9. CONFIDENTIAL - Summary of Operations - Lyonville Hall Community Asset Committee [11.3.9 - 2 pages]
10. CONFIDENTIAL - Annual Report from Committee - Lyonville Hall - September 2021 [11.3.10 - 1 page]

EXECUTIVE SUMMARY

Under the *Local Government Act 2020*, the CEO is required to submit a report to Council each year on the Activities and Performance of Community Asset Committees (CAC's)

The report provides an update to Councillors of the operations, successes and challenges of Council's Community Asset Committees over the past 12 months.

OFFICER'S RECOMMENDATION

That Council receives and notes the report on the operations of Council's Community Asset Committees (CACs) as required in line with obligations set out in Local Government Act 2020.

MOTION

That Council receives and notes the report on the operations of Council's Community Asset Committees (CACs) as required in line with obligations set out in Local Government Act 2020.

Moved: Cr Juliet Simpson
Seconded: Cr Tessa Halliday
Carried

BACKGROUND

A community asset committee is a committee with powers of the Council, established and with members appointed by Council, with the powers delegated by the Chief Executive Officer (CEO), subject to the terms and conditions specified by the CEO, for the purposes of managing a community asset in a municipal district (s65(2)).

Council has six Community Asset Committees:

- Creswick Museum Community Asset Committee
- Glenlyon Recreation Reserve Community Asset Committee
- Lyonville Recreation Reserve Community Asset Committee
- Lee Medlyn Home of Bottle Community Asset Committee
- Dean Recreation Reserve and Tennis Courts Community Asset Committee
- Drummond Hall and Tennis Courts Community Asset Committee

Under the *Local Government Act 2020*, the CEO is required to submit a report to Council each year on the Activities and Performance of Community Asset Committees. This is the first such report since the Committees were established.

Committees were also offered the opportunity to provide an Annual Report. Annual Reports from the following Committees are attached:

- Creswick Museum Community Asset Committee
- Glenlyon Recreation Reserve Community Asset Committee
- Lyonville Recreation Reserve Community Asset Committee
- Lee Medlyn Home of Bottle Community Asset Committee

The Dean Recreation Reserve and Drummond Hall Committees did not provide reports.

Officers have provided a Summary of Operations for each Committee, based on the minutes provided throughout the year and the work undertaken in partnership with the Council, including:

- The purpose of the committee, under their Instrument of Delegation;
- Governance arrangements, such as the number of members and whether meetings are being held regularly;
- Plans and Strategies either established or in development that will impact of the Committee or the site they manage;
- Maintenance or improvements undertaken by Council or the Committee;
- Work the Committee is doing to engage with the local community, or that the Committee is assisting Council with.

Input has been provided for this report from Facilities, Sport and Active Recreation, Community Development, and Governance teams.

KEY ISSUES

All Committees reflected on the significant impact that the COVID-19 pandemic has had on their operations as well as their ability to support and engage with their communities. There has also been a decline in volunteer numbers, vital to supporting the operations of the Committees, and all committees have faced challenges in recruiting and retaining members.

The Committees have also suffered financial losses due to the Pandemic, though most committees have enough cash reserves on hand to be able to continue operating and cover their costs with little financial support from Council.

Given these challenges, all committees have demonstrated remarkable resilience in adapting to changing requirements during COVID-19, and striving to provide a place for their communities to engage and connect when restrictions have allowed.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2017-2021

High Performing Organisation

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

This report is the first of an ongoing annual report to fulfil our obligations under the *Local Government Act 2020*:

Section 47 (6) A Chief Executive Officer must submit an annual report to the Council in relation to the activities and performance of a Community Asset Committee in respect of which the members have been given a delegation under this section.

GOVERNANCE ISSUES

During the preparation of this Annual Report, a number of governance issues were identified, such as:

- Committee's not advertising their meetings publicly;
- Committee's not providing copies of their minutes to Council; and
- Committee members who have not been appointed by Council.

Officers have contacted the relevant Committees to remind them of their requirements under their Instrument of Delegation and provide guidance on rectifying these issues.

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

RISK IMPLICATIONS

There are no risk implications associated with this report. Should the CEO not submit this report to Council, there is a risk of a breach of the requirements set out in the *Local Government Act 2020*.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Engagement has been undertaken with the Council staff regularly engaging with and supporting Community Asset Committees throughout their functions. As support to these Committees stretches across many functions within Council, a collaborative approach in the preparation of the report was undertaken.

The committees themselves were provided with the opportunity to provide a report to Council as the key stakeholder of this report.

11.4 MANAGEMENT OF GLENLYON DAM DIRECTOR ORGANISATIONAL SERVICES

In providing this advice to Council as the Coordinator Governance, I Rebecca Smith, have no interests to disclose in this report.

ATTACHMENTS

- Nil

EXECUTIVE SUMMARY

On 17 August 2020, the Glenlyon Recreation Reserve Community Asset Committee wrote to Council and the Chief Executive Officer requesting to be granted responsibility for the management of the Glenlyon Dam and surrounds.

At the Ordinary Meeting of Council on 21 September 2020, Council passed the following resolution:

“That Council transfers management of the Glenlyon Dam and Surrounds to the Glenlyon Recreation Reserve Community Asset Committee and requests the CEO to determine and execute with the Glenlyon Recreation Reserve Community Asset Committee all responsibilities, delegations, and reporting requirements appropriate to the management of the Glenlyon Dam.”

Since this decision, Council has been contacted by the Friends of Glenlyon Dam (Incorporated 2019) who have requested that Council does not delegate management of the site to the Community Asset Committee and have provided a draft Site Management Proposal for the Dam and surrounds.

Given the differing views in the Glenlyon community over appropriate management of the site, it is recommended to Council that consultation with the broader community and further investigation be undertaken before any land management arrangements are entered into as directed by Council.

OFFICER’S RECOMMENDATION

That Council defers the appointment of the Glenlyon Recreation Reserve Community Asset Committee to manage the Glenlyon Dam until due community consultation that is in line with Council’s Community Engagement Policy and further investigation can be undertaken and completed.

MOTION

That Council defers the appointment of the Glenlyon Recreation Reserve Community Asset Committee to manage the Glenlyon Dam until due community consultation that is in line with Council’s Community Engagement Policy and further investigation can be undertaken and completed.

Moved: Cr Jen Bray

Seconded: Cr Tim Drylie
Carried

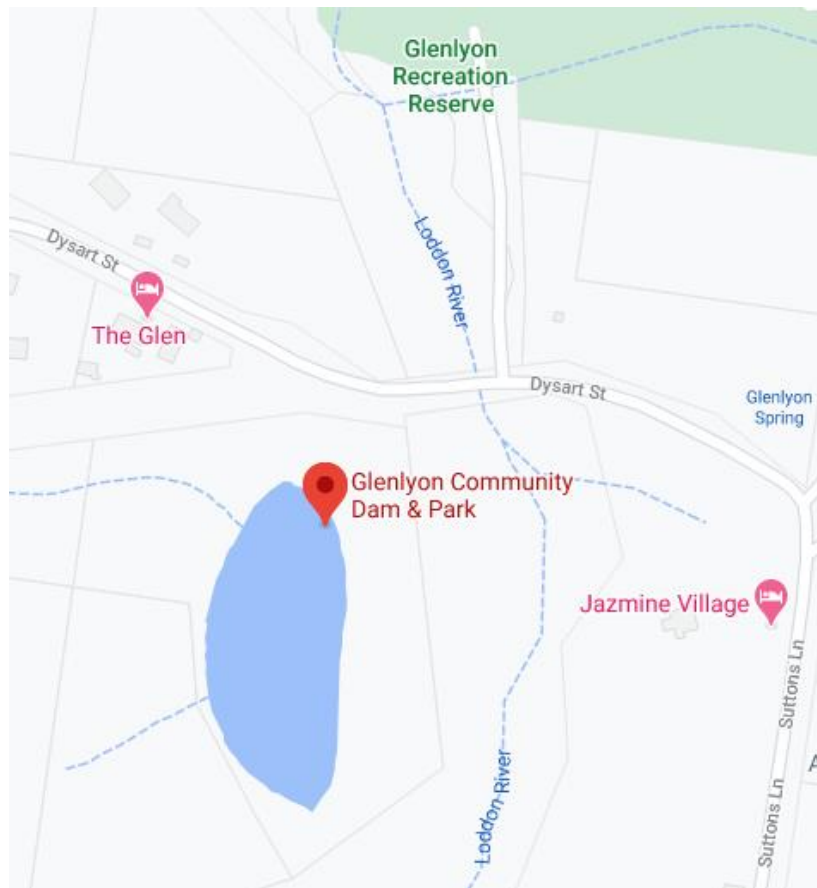
BACKGROUND

Council's Community Asset Committees were established via a resolution of Council on 25 August 2020 at Council's Special Council Meeting under section 65 of the *Local Government Act 2020*. The Committee's current Instrument of Delegation was authorised under delegation by the CEO on 21 September 2020, without management of the Glenlyon Dam included, as having an instrument in place was time critical for the Committee to be able to continue operation.

The Glenlyon Dam site is owned by DELWP, and Council is appointed as the land manager. The Glenlyon Dam is a spring-fed registered wetland, though human intervention has established the site as a Dam, and serves as a recreation space for the Glenlyon Community. Current uses include:

- Walking and swimming;
- Fishing;
- Camping (though it is not a legal camp site);
- Water source for the Glenlyon Recreation Reserve, Council and CFA.

The Dam is located across Dysart Street from the Glenlyon Recreation Reserve, and is bordered on the western side by private property, and on the east by the Loddon River:



On 17 August 2020, the Glenlyon Recreation Reserve Community Asset Committee (CAC), with support from the Glenlyon Upper Loddon Landcare Group, wrote to Council and the Chief Executive Officer requesting to be granted responsibility for the management of the Glenlyon Dam and surrounds.

A report was taken to the Ordinary Meeting of Council on 21 September 2020, where Officer's recommended that Council:

"provides "in principle" support for the Glenlyon Recreation Reserve Community Asset Committee to assume management of the Glenlyon Dam, subject to a review by Officers to ensure responsibilities and risks are managed appropriately."

At the Ordinary Meeting, Council passed the following resolution:

"That Council transfers management of the Glenlyon Dam and Surrounds to the Glenlyon Recreation Reserve Community Asset Committee and requests the CEO to determine and execute with the Glenlyon Recreation Reserve Community Asset Committee all responsibilities, delegations, and reporting requirements appropriate to the management of the Glenlyon Dam."

Since the resolution of Council, Council has been contacted by an incorporated community group called the Friends of Glenlyon Dam, who have questioned the decision of Council and put forward a draft management plan for the site.

KEY ISSUES

Consultation

To date, there has been no community consultation conducted regarding management of the Glenlyon Dam site. Given the clear divide in the community, Officers are recommending that community consultation and further investigation occurs to determine the best way forward.

Given that the Council resolution was moved at the time diverged from the officer recommendation, and now with engagement being at the forefront of most of the preparation of council strategies, plans, projects and impacts on community, officers are of the mind that due consultation would be the best mechanism to understand the full impacts and community appetite of who should manage the Dam.

Options for a way forward include:

- Leave the current management arrangements in place (will require further resolution of Council);
- Appointing the Community Asset Committee to manage the Dam, in line with the previous resolution of Council as resolved in September 2020;
- Consult with the Glenlyon community to gauge public interest in management of the Dam and establish a preferred way forward with community support. This supports the Council's focus on community engagement and consultation.

Legal Advice

In considering the appointment of the CAC to manage the site, Council sought advice obtained from Maddocks Lawyers - and the North Central Catchment Management Authority. Neither has advised that the Dam should not be community managed, provided some controls are in place.

Council has also been advised by Maddocks that the resolution to appoint the CAC as land manager for the site may be reconsidered if Council has not taken steps to effect the resolution. Given the CAC has not been appointed, Council is free to consider other options.

Considerations for management

Should management of the site be handed over to the Community Asset Committee or another community group, Officers propose that responsibilities be limited to weed management and monitoring, at least initially.

It is important to note that Council currently has no management plan or budget allocation for the site.

Delegation of management arrangements would also need to consider the monitoring and maintenance arrangements for the artwork planned to be installed at the Dam.

Debate around management of the Dam seems to largely have stemmed from interest in improving the site and making it more accessible for community use.

Suggestions for improvements to the site, from both groups, have included:

- Extending the Glenlyon Biolink to include the Dam,
- Rehabilitation of flora and fauna,
- Establishing formal walking tracks,
- Replenishment of fish stocks, and
- Establishment of nesting boxes to encourage bird life.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2017-2021

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.

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

The North Central Catchment Management Authority have advised that, as the Dam is a registered wetland, any works on the Dam are carried out, a Works on Waterways permit may be required.

SUSTAINABILITY IMPLICATIONS

As the Glenlyon Dam is a registered wetland, it is recommended that Council's Biodiversity Officer continue to provide support and advice to the regarding weed and biodiversity management at the site, regardless of management arrangements.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report at present. No funds are allocated in Council's current budget for management or improvements to the site.

Council will continue to undertake annual slashing of the Dam site, as part of its fire prevention program.

RISK IMPLICATIONS

Advice was sought from Council's solicitors Maddocks regarding community management of the site, and from the North Central Catchment Management Authority, who have not objected to the transfer of management, with some advice.

Given that no community consultation has occurred to date, Council risks alienating part of the community regardless of what management arrangements are put in place, and may be subject to criticism of not engaging fairly with the community to understand the interests and impacts.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The request to manage the Dam was received from the Glenlyon Recreation Reserve Community Asset Committee, which includes a number of community representatives.

Council has since been contacted by the Friends of the Glenlyon Dam objecting to the transfer of management.

To date, no community consultation has taken place regarding the management of the site.

Given the level of interest in the Glenlyon community, and the environmental sensitivity of the site, Council may elect to run a public expression of interest process to nominate a group to manage the Dam.

Council may also elect to maintain current arrangements for management of the site.

Officers recommend undertaking community consultation to guide this decision, in line with sound community engagement practices and assessment of strategies in line with Council's Community Engagement Policy.

12 HIGH PERFORMING ORGANISATION

12.1 REVIEW OF POLICY 64(C) - COMPLAINTS POLICY DIRECTOR ORGANISATIONAL SERVICES

In providing this advice to Council as the Coordinator Governance, I Rebecca Smith have no interests to disclose in this report.

ATTACHMENTS

1. Policy 64(C) - Complaints Policy - DRAFT [12.1.1 - 6 pages]

EXECUTIVE SUMMARY

Under the *Local Government Act 2020* (the Act), Councils are required to prepare and adopt a Complaints Policy by 31 December 2021. Council's existing Complaint Handling Policy was adopted in February 2017.

The Act is prescriptive about what the policy must include. Council's current approach to complaints handling is compliant with the Ombudsman's recommendations, however a shift in the definition of a complaint will require some adjustment to the processing of complaints, and it is likely to lead to a notable increase in the number of complaints reported on.

The Victorian Ombudsman released Councils and Complaints: A Good Practice Guide in July 2021. The draft Policy has been developed based on these best practice recommendations.

OFFICER'S RECOMMENDATION

That Council adopts the draft Complaints Policy, developed in line with the Victorian Ombudsman Good Practice Guide and to fulfil the requirements set out in the Local Government Act 2020.

MOTION

That Council adopts the draft Complaints Policy, developed in line with the Victorian Ombudsman Good Practice Guide and to fulfil the requirements set out in the Local Government Act 2020.

Moved: Cr Brian Hood

Seconded: Cr Tim Drylie

Carried

BACKGROUND

Under the *Local Government Act 2020*, Councils are required to prepare and adopt a Complaints Handling Policy by 31 December 2021. Council's existing Complaint Handling Policy was adopted in February 2017.

KEY ISSUES

Section 107 of the *Local Government Act 2020* states that:

- (1) A Council must develop and maintain a complaints policy that includes—*
- (a) a process for dealing with complaints made to the Council; and*
 - (b) a process for reviewing any action, decision or service in respect of which the complaint is made; and*
 - (c) a discretion for the Council to refuse to deal with a complaint which is otherwise subject to statutory review; and*
 - (d) the prescribed processes for dealing with complaints about the Council; and*
 - (e) the prescribed processes for internal review of complaints made to a Council; and*
 - (f) the prescribed processes for exercising the discretion referred to in paragraph (c); and (g) any other matter prescribed by the regulations.*
- (2) A review process must provide for a review that is independent of—*
- (a) the person who took the action; and*
 - (b) the person who made the decision; and*
 - (c) the person who provided the service.*

Defining a complaint

Section 107 of the Act defines a complaint as follows:

- (3) For the purposes of the complaints policy, complaint includes the communication, whether orally or in writing, to the Council by a person of their dissatisfaction with—*
- (a) the quality of an action taken, decision made or service provided by a member of Council staff or a contractor engaged by the Council; or*
 - (b) the delay by a member of Council staff or a contractor engaged by the Council in taking an action, making a decision or providing a service; or*
 - (c) a policy or decision made by a Council or a member of Council staff or a contractor.*

This definition was developed in response to the 2019 Ombudsman report *Revisiting Councils and Complaints*, which identified inconsistencies in how different Council's defined a complaint.

The Victorian Ombudsman provides a simplified definition, in which a complaint to a Council is any communication which involves the following:

- an expression of dissatisfaction;

- about an action, decision, policy or service;
- that relates to Council staff, including the CEO, a Council contractor, or the Council as a decision-making body (not individual Councillors, who are subject to different processes).

The Ombudsman also encourages Council's to put aside the merit of the complaint or issue, how the matter will be resolved, and any perceived motivation the complainant may have, in handling complaints.

For example, the Ombudsman provides the following examples of what would be classed as a service request, and what would be considered a complaint under the new definition:

Table 1: Complaint / Service request examples	
Complaint	Service request
<ul style="list-style-type: none"> • My bin was out but wasn't collected this morning. Can you pick it up? <p><i>(complaining that the Council didn't provide a service)</i></p>	<ul style="list-style-type: none"> • I forgot to put my bin out, can someone collect it? <p><i>(requesting a service because of their own mistake)</i></p>
<ul style="list-style-type: none"> • You haven't sent out my rates notice. 	<ul style="list-style-type: none"> • Can you tell me when my next rates payment is due?
<ul style="list-style-type: none"> • The Council shouldn't have approved a development on Main Road. 	<ul style="list-style-type: none"> • What is the process for objecting to the development on Main Road?
<ul style="list-style-type: none"> • The Council's website doesn't have enough information about when a planning permit is needed for a pool. 	<ul style="list-style-type: none"> • Can you tell me whether a planning permit is required for a backyard pool?
<ul style="list-style-type: none"> • Council's investigation into noise from a business wasn't rigorous, and didn't look at peak times. More investigation is needed. 	<ul style="list-style-type: none"> • My neighbour's business is very noisy. Can you make it stop?
<ul style="list-style-type: none"> • A pothole I reported to Council two months ago hasn't been fixed, and is getting worse. 	<ul style="list-style-type: none"> • Could Council fill in a pothole in my street?

Under the new definition, more requests will meet the definition of a complaint, so the overall number of complaints will increase.

Oral vs written complaints

The Act now requires that contact meeting the definition above must be classified and managed as a complaint, whether written or verbal. This is consistent with

Council's current practice, whereby members of the public can contact Council by phone to submit a complaint.

Acknowledgment of Complaints

The Good Practice Guide also states that complainants should be provided with the name and contact details of the person handling their complaint, so they can follow up with them directly. This is new to our process and will be communicated to Officers.

Unreasonable Behaviour

The Good Practice Guide still allows for Councils to restrict or manage individuals who become threatening or unreasonable, and recommends a staged approach:

1. **Prevent** escalation by following the Policy and demonstrating a fair and reasonable approach;
2. **Respond** by acknowledging the persons distress and managing that distress, before attempting to resolve the complaint;
3. **Manage** by advising the person their behaviour is inappropriate and unreasonable
4. **Limit** access to Council venues, services and staff as a last resort.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2017-2021

High Performing Organisation

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

Council's Complaints Policy is being reviewed in line with requirements under the *Local Government Act 2020*.

Council is currently developing its Customer Service Charter, and guidelines for managing vexatious customers. These two documents tie into the Complaints Policy, and they will be added as reference documents to the Complaints Policy once they have been adopted.

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

RISK IMPLICATIONS

There are no risk implications associated with this report.

However, there are associated risk implications to Council not fulfilling its requirements under the 2020 Act to undertake a review of the Complaint Handling Policy and Procedure in line with the provisions in the Act and the Ombudsman's Best Practice Guideline as well as by the statutory timeframe set by the Minister for Local Government.

Other risk implications relate to the implementation of the Policy across Council departments, and communications and engagement with relevant and key internal stakeholders such as the Customer Service Unit, Information Management Unit, and the broader Leadership Team (including Coordinators).

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The level of community engagement that Council would undertake as necessary to communicate the changes of the Policy would be INFORM in line with the IAP2 Spectrum of Participation as detailed in Council's Community Engagement Policy.

Adequate communications to the community will be integral to support the Hepburn Shire Community in understanding in the definitions of a complaint, the revised timeframes associated with Complaint Handling (acknowledgement time period, what constitutes as an acknowledgement, opportunity to engage with the officer responsible for the management of the complaint and options for escalation)

An assessment of Council's Community Engagement Policy has been conducted against the matrix. Total score after assessing the community engagement matrix equates to 7-12 and therefore the level of engagement indicated is LOW:

The level of engagement is usually indicated a decision has already been made and Council is communicating it to Hepburn Shire citizens and stakeholders. This level of engagement aligns with the inform and consult level in the IAP2 Spectrum.

Possible engagement methods for the inform and consult level might include updates through Participate Hepburn shire, Council's website, Council's Facebook page, newsletters, emails, letters of phone calls.

Officers propose that in line with the above assessment and matrix results, officers will prepare a series of Facebook posts to communicate the changes, and the report will be presented for Council for adoption where officer presentation and officer report will detail the high-level changes so that citizens are aware.

A particular focus will be on:

- Timeframe changes
- Definitions
- Management of complaints
- Legislative requirements

Officers will update Council's website dedicated to the Complaint Handling which can be found here [Making a Complaint - Hepburn Shire Council](#) with the changes.

► COMPLAINTS POLICY

POLICY NUMBER:	64 (C)
NAME OF POLICY:	COMPLAINTS POLICY
DATE OF NEXT REVIEW:	September 2025
DATE APPROVED:	TBA
RESPONSIBLE OFFICER:	Director Organisational Services
REFERENCES:	Local Government Act 2020 (Vic) Privacy and Data Protection Act 2014 (Vic) Public Interest Disclosures Act 2012 (Vic) Gender Equality Act 2020 (Vic) Charter of Human Rights and Responsibilities Act 2006 (Vic) Equal Opportunity Act 2010 (Vic) Local Government Regulations Other Federal and State Legislation Other Council or Management policies and procedures

► COMPLAINTS POLICY

SCOPE

Dealing with complaints is a core part of Council business. We value complaints and encourage people to contact us when they have a problem with our services, actions, decisions, and policies. We are committed to:

- enabling members of the public to make complaints about the Council
- responding to complaints by taking action to resolve complaints as quickly as possible
- learning from complaints to improve our services.

We treat every complaint we receive on its individual merits, through clear and consistent processes.

Our complaints policy applies to all complaints from members of the public about Council staff, Council contractors and decisions made at Council meetings. This policy does not apply to complaints about individual Councillors.

WHAT IS A COMPLAINT

A complaint includes a communication (verbal or written) to the Council which expresses dissatisfaction about:

- the quality of an action, decision or service provided by Council staff or a Council contractor
- a delay by Council staff or a Council contractor in taking an action, making a decision or delivering a service
- a policy or decision made by the Council, Council staff or a Council contractor.

In this policy:

- 'Council staff' is any person employed by the Council to carry out the functions of the Council, and the Council's CEO.
- 'Council contractor' is any third-party engaged by the Council to carry out functions on the Council's behalf.
- 'the Council' means the body of elected Councillors.

A complaint is not a:

1. Insurance claim;
2. Protected Disclosure (i.e. complaints about fraud and corrupt conduct, such complaints are managed by the Protected Disclosure process, see Council's Protected Disclosure Policy for more details);
3. Planning objection (planning objections have an existing process for review and appeal details are available on Council's website);
4. Local-laws dispute;

► COMPLAINTS POLICY

5. Disputes about decisions to impose special rates or charges or the validity of an election;
6. Feedback related to proposals for public comment (e.g. proposals for comment made under section 223 of the Victorian Local Government Act 1989); or
7. Matters over which Council has no jurisdiction or is not empowered to resolve.

A complaint can however be submitted about how Council has handled any of the above matters, except something that is not Council's responsibility.

HOW TO MAKE A COMPLAINT

Any member of the public can make a complaint. Complaints can be made:

Online: www.hepburn.vic.gov.au

Email: shire@hepburn.vic.gov.au

Post: P.O Box 21, Daylesford Victoria 3460

In person: at one of the Council's customer service points

Phone: (03) 5348 2306 (where you will be assisted to complete the form)

When you make a complaint, please try to include:

- Your name and how to contact you. You can complain anonymously, but this may limit how the Council responds to you or our ability to resolve your complaint;
- the action, decision, service or policy you are complaining about, and why you are dissatisfied;
- Any relevant details, such as dates, times, location or reference numbers, and documents that support your complaint;
- the outcome you are seeking from making your complaint;
- whether you have any communication needs.

We are committed to ensuring our complaints process is accessible to everyone. Tell us if you have specific communication needs or barriers, and we can assist you by:

- using an assistance service, such an interpreter or TTY (for free)
- talking with you if you have trouble reading or writing
- communicating with another person acting on your behalf if you cannot make the complaint yourself.

OUR COMPLAINTS PROCESS

When you complain to us, we will record and acknowledge your complaint within five business days. We will initially assess your complaint to decide how we will handle it. This may happen while we are talking with you.

► COMPLAINTS POLICY

After our initial assessment, we may:

- take direct action to resolve your complaint;
- refer your complaint to the relevant team or manager for investigation;
- decline to deal with your complaint if you have a right to a statutory review of your complaint (such as a right of appeal to VCAT).

Where possible, we will attempt to resolve your complaint at the time you first contact us. If we decide not to take action on your complaint, we will explain why, and, where possible, inform you about other options.

Early resolution of a complaint may involve arranging for the Council to give you advice or explaining why we are not going to take action on your complaint.

It may not be possible to resolve your complaint when you first contact us if your complaint requires deeper consideration or investigation by a particular team or officer, or needs to follow a statutory process or cannot be resolved satisfactorily.

If we cannot resolve your complaint quickly, we will refer it to the relevant team or manager to investigate. We will tell you who you can contact about the investigation.

We aim to complete investigations within 30 calendar days, and will tell you if the investigation will take longer. We will update you regarding the progress of your complaint until the investigation is completed. We will inform you of the outcome of your complaint and explain our reasons.

As part of our investigation we will:

- assess the information against relevant legislation, policies and procedures
- refer to Council documents and records
- meet affected parties to consider possible solutions
- advise you in writing of the outcome and our reasons

We require our staff to be respectful and responsive in all of their communications with members of the public. We expect the same of you when you communicate with our staff.

We may change the way we communicate with you if your behaviour or conduct raises health, safety, resource or equity issues for Council staff involved in the complaints process.

WHO IS RESPONSIBLE FOR CONSIDERING AND RESPONDING TO COMPLAINTS

- Complaints about an action, decision or service provided by CEO will be referred to the Mayor;
- Complaints about an action, decision or service provided by a Director will be referred to the CEO;

► COMPLAINTS POLICY

- Complaints about an action, decision or service provided by a Manager will be referred to the relevant Director;
- Complaints about an action, decision or service provided by any other officer, or a Council contractor, will be referred to the relevant Manager or Director;
- Complaint about a decision made at a Council Meeting will be referred to the Mayor.

WHAT IF I AM NOT SATISFIED WITH THE OUTCOME?

If you are dissatisfied with our decision and how we responded to your complaint, you can request an internal review.

The internal review will be conducted by a senior Council officer who has not had any prior involvement with your complaint.

We will inform you of the outcome of the internal review and explain our reasons within 30 calendar days.

HOW TO REQUEST AN EXTERNAL REVIEW

There are external bodies that can deal with different types of complaints about us.

You can request an external review from the following organisations.

Complaint	Organisation to contact for external review
<p>Actions or decisions of a Council, Council staff and contractors.</p> <p>This includes failure to consider human rights or failure to act compatibly with a human right under the Charter of Human Rights and Responsibilities Act 2006 (Vic)</p>	<p>Victorian Ombudsman</p> <p>www.ombudsman.vic.gov.au</p>
<p>Breaches of the Local Government Act</p>	<p>Local Government Inspectorate</p> <p>www.lgi.vic.gov.au</p>
<p>Breach of privacy.</p> <p>Complaint about a freedom of information application</p>	<p>Office of the Victorian Information Commission</p> <p>www.ovic.vic.gov.au</p>
<p>Corruption or public interest disclosure ('whistleblower') complaints</p>	<p>Independent Broad-based Anti-corruption Commission</p> <p>www.ibac.vic.gov.au</p>

► COMPLAINTS POLICY

Discrimination

Victorian Human Rights and Equal
 Opportunity Commission

www.humanrights.vic.gov.au

Council elections

Victorian Electoral Commission

www.vec.vic.gov.au

HOW WE LEARN FROM COMPLAINTS

Complaints from people who use or who are affected by our services provide us with valuable feedback about how we are performing.

We regularly analyse our complaint data to identify trends and potential issues that deserve further attention. We use this information to come up with solutions about how we can improve our services.

We are open and transparent about the complaints we have received, and what we have done to resolve them. We publish our complaint data in our annual report.

YOUR PRIVACY

We keep your personal information secure. We use your information to respond to your complaint, and may also analyse the information you have provided for the purpose of improving services that relate to your complaint.

When you complain to us we ask you to provide and will record:

- your name and contact details;
- whether you have any communication or assistance needs that can be reasonably accommodated;
- demographic information to help us understand the needs of our community (if you consent to giving us this information);
- what you are complaining about;
- what outcome you are seeking.

Where we publish complaint data, personal information is removed.

12.2 ADOPTION OF LOCAL LAW NO. 2 GUIDELINES DIRECTOR INFRASTRUCTURE AND DELIVERY

In providing this advice to Council as the Manager Planning and Development, I Bronwyn Southee have no interests to disclose in this report.

ATTACHMENTS

1. Survey Data - September 2021 [**12.2.1** - 7 pages]
2. Planting on Nature Strip Guidelines [**12.2.2** - 11 pages]
3. Firewood Collection Guidelines [**12.2.3** - 8 pages]
4. Salvaging at Transfer Station Guidelines [**12.2.4** - 6 pages]

EXECUTIVE SUMMARY

The report has been prepared in response to Council's resolution at its February 2020 and July 2021 Ordinary Meetings where it resolved to commence its reference groups for the Local Law no. 2, for the following subjects;

- Planting on Nature strips;
- Salvaging at Waste Transfer Stations;
- Collection of Firewood.

Three separate reference groups were formalised and three sessions for each group have been facilitated by consultants (Chatterbox) with Officers at each session.

The draft guidelines have been prepared by each group and are now being presented to Councillors for consideration.

OFFICER'S RECOMENDATION

That Council;

1. *Endorses Local Law no. 2 guidelines as attached for:*
 - *Planting on Nature strips,*
 - *Salvaging at Waste Transfer Stations,*
 - *Collection of Firewood;*
2. *Recommends an annual review be undertaken of the guidelines.*
3. *Writes to all of the Community Reference Group Members thanking them for their efforts and involvement in developing the guidelines and advising them of the outcome.*

MOTION

That Council;

1. *Endorses Local Law no. 2 guidelines as attached for:*
 1. *Planting on Nature strips,*
 2. *Salvaging at Waste Transfer Stations,*
 3. *Collection of Firewood;*
2. *Recommends an annual review be undertaken of the guidelines;*

3. *Delegate to the Chief Executive Officer the ability to reduce the fees and charges for Paint Drop off to \$0 and to change the Salvaging Guidelines to state that Paint Drop-Off is free, subject to a suitable paint disposal scheme being implemented.*
4. *Writes to all of the Community Reference Group Members thanking them for their efforts and involvement in developing the guidelines and advising them of the outcome.*

Moved: Cr Jen Bray

Seconded: Cr Don Henderson

Carried

BACKGROUND

At its Ordinary Meeting of Council, in February 2020, Council committed to working with the community to develop guidelines to compliment the adopted General Local Law no. 2. At the Council meeting on Tuesday 21 July 2021, Council endorsed the Terms of Reference for the Local Law no. 2 Community Reference Groups. These groups have work with us on guidelines around:

- Firewood collection on Council land
- Salvaging at Council managed transfer stations
- Planting on nature strips.

Invitations for Expressions of interest from community members were publicly advertised and members were appointed by Council at the September 2020 Ordinary Council Meeting.

The Terms of Reference specified that three separate sessions were to be facilitated with each group with the intent of draft guidelines being completed by the third session. To aid this process Council obtained the services of Chatterbox consultants who coordinated and facilitated each session with the assistance of officers.

At the early onset it was clear that these sessions needed to be held in person and we were fortunate enough to be able to do in between COVID-19 lockdowns with a little flexibility in place. The reference group sessions commenced in May and were held over a three month period with each group.

Planting on Nature Strips

The first sessions commenced in town hall on 10 May 2021 with the first group to commence being the Planting on Nature Strips group. The reference to the primary Local Law no. 2 is the following;

2.21 Planting vegetation on roads A person must not, without a permit, plant any trees or other vegetation on any part of a road other than in compliance with Council's Planting Vegetation on Roads Policy being a document incorporated by reference into this Local Law.

The reference group at its first session raised the following reasons for wanting to develop the guidelines for planting on nature strips;

- There is a disconnect between the Local Law and reality – some vergers are already planted out.
- There is a randomness to enforcing this Local Law.
- If the issue is about disputes between neighbours, then we need to have good guidelines in place to help with these issues.
- Planting on nature strips is positive and needed for a range of reasons including climate change, fire challenges (putting in plants to reduce fire risk), reduce the need to mow or maintain large nature strips, help bees, erosion control, wildlife corridors etc.
- Some older people already plant out their gardens; we need to support these people.
- To be progressive and forward thinking we need to look at examples around the world and learn from what others are doing.
- Daylesford lacks community indoor spaces – so our community spaces are all outdoor in gardens.

Over the next two sessions we developed draft guidelines which respected existing legislation and the many key issues that the community raised. Which has resulted in a clear set of guidelines which provide two main options for nature strip (verge planting) for residential and rural nature strips. Planting options range from natives through to edible gardens. The complete drafted guidelines are attached for reference.

Salvaging in Council Waste Transfer Stations

4.7 Scavenging and Salvaging A person must not search through or remove any articles of rubbish, recyclables or items: (a) from a transfer station, unless in compliance with any Council signage displayed at the transfer station; or (b) left for collection in a municipal place.

In this group, the members were keen to understand why their/community's liberties had changed regarding access to the waste transfer station to salvage goods. Council Officers advised that there was a change in transfer station management and following this, a risk assessment had been undertaken in 2019 and it was determined unsafe and non-compliant to allow open salvaging on site. This was why site restrictions increased around this time. The group acknowledged this feedback but was strong on improving the availability of waste transfer site resources to the community.

This group demonstrated high passion and enthusiasm which worked brilliantly, and we were able to arrange two separate site inspections in addition to our scheduled group workshop sessions. The first site inspection included a site visit of Bendigo's Eaglehawk facility where Officers and reference group members met on site and

toured the facility. Following this we returned to the second working group session to discuss what learnings from Eaglehawk we could and couldn't apply to our Council. It was considered that we can improve our repurposing, but we do not have the population to support something as large scale as Eaglehawk.

The second site inspection was at our own Daylesford Ajax Road Waste Transfer Station. This was effective in providing all members of the reference group with a united perspective on how we can improve our repurposing of resources within our existing legislative parameters.

As part of Sustainable Hepburn, Council will review the costs to supply and increase service to the community at our Waste Transfer Stations. It can be anticipated that there will be some capital investment required to set up self-serve areas as detailed in the guideline; however the significant cost will likely be the extra staff time required to stock, sort, maintain and assist customers in this area. It is estimated that an extra 25-30 hours of staff time will be required across the three transfer stations per week, this requirement will be reviewed as processes mature.

The Salvaging Guidelines developed for this group are based on existing conditions which can be applied to the Local Law no. 2 in its current form. A number of additional recommendations such as waste resource training programs for Council Officers, paint salvaging, large scale materials recycling will be addressed through separate processes such as the waste strategy which will form part of Sustainable Hepburn. We believe the guidelines that have been developed are robust, include most of the community wish list to repurpose goods, and provide clarity of cans and can not on Council land.

Collection of Firewood

Local Law no. 2 reference;

2.18 Firewood collection on roads and Municipal Places A person must not, without a permit, remove firewood, including dead trees and fallen branches, from a road reserve or municipal place, unless permitted to do so by Council signage.

This third and final group wanted to ensure that the community can appropriately and safely access firewood from road reserves and municipal places. The main concerns raised with this section of the Local Law no. 2 regarded the possible restrictions that this section may add to the community who collect firewood. When investigating this further it was determined this was also a requirement of the previous Local Law, however the community reference group thought it be best to provide clear guidelines for the community and Officers to reference regardless of this.

This was an educational group, we discussed biodiversity issues, the community informed us on how they normally collect firewood and Council Officers clarified road restrictions and other legislative parameters which we need to consider.

After three sessions, a clear set of guidelines have been developed that protects biodiversity, community safety and allows for the collection of firewood in Council designated areas. Independent of this process we are currently developing an E-property system which is a live GIS mapping system that can be accessed by the community (implementation of the system is intended by the end of 2021). The ultimate intention would be to be able to mark appropriate firewood collection locations on this interactive system to ease the process of communicating with the community. The guidelines have focused on a criteria to apply for a permit valid for a year (with fire season exemptions) for free.

KEY ISSUES

The biggest issue identified in this process was ensuring that the community comments and development of the draft guidelines were respected whilst ensuring that the guidelines were compliant in accordance with relevant legislation.

A separate focus of this process was ensuring we rebuilt relationships with the community that may have been damaged through previous processes. We believe this was successfully achieved.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2017-2021

Sustainable Environment

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

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.

The guidelines do not directly relate back to the 2017-2021 Council Plan, however there are several synergies between the implementation of these guidelines and the objectives of the existing Council Plan and Councils future Council Plan such as strong sustainable outcomes, strengthened governance and improved community consultation.

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

SUSTAINABILITY IMPLICATIONS

Each of the guidelines developed intend on improving community practice to achieve better more sustainable outcomes.

FINANCIAL IMPLICATIONS

Under Section 5.1.3 of Local Law no. 2 it allows for the following;

5.1.3 The Council or an Authorised Officer may:

- a) waive payment of the permit fee;*
- b) require an applicant for a permit to give notice of the application; or*
- c) require an applicant for a permit to provide Council with more information before Council or the Authorised Officer considers the permit application.*

The community reference groups for Planting on Nature Strips and firewood collection have requested a complete fee waiver for the permits granted that are compliant with the guidelines. In accordance with section 5.1.3(a) above Council has the ability to waiver fees.

The Salvaging guidelines do not have any fees associated with a permit as there is no permit requirement. There are currently fees specified on the 2021/2022 budget for the likes of paint disposal at our waste transfer stations. This is something that has been raised by the community group requesting no fee apply and Council could consider requesting a variation to our approved schedule of fees and charges should they wish to support this request.

The 2021/2022 schedule of fees and charges do not list a specified fee for the collection of firewood. The community reference group requested that no fee be imposed for Hepburn Shire residents when obtaining a permit for firewood collection, however there should be a fee imposed to non-Hepburn residents. When undertaking an analysis of comparable councils and collection of firewood permits, most councils don't actually permit collection of firewood at all. For the few councils that do, they have fees ranging from \$150-\$450 per annum. Based on this information, should Council determine they want to allocate a fee for non-residents it is recommended to be \$200 for a 12 month permit.

RISK IMPLICATIONS

There are no risk implications associated with this report.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Community engagement commenced prior to Councils formal adoption of its Community Engagement Policy.

However, this entire process was highly consultative in response to the community concerns and frustrations raised in response to the original Local Law no. 2 review process in 2019 - adopted February 2020.

In July 2020, the Local Law no. 2 reference groups commenced with an Expressions of Interest process where community members were able to nominate their interest in the project. At the September 2020 Ordinary Meeting Council resolved to elect the community members.

The Community Reference Groups involved eight elected community members, Council Officers and elected Councillors and commenced late April 2021. Cr Jen Bray was on two groups being the Salvaging and Planting on Nature Strips reference groups and Cr Don Henderson was on the Firewood group.

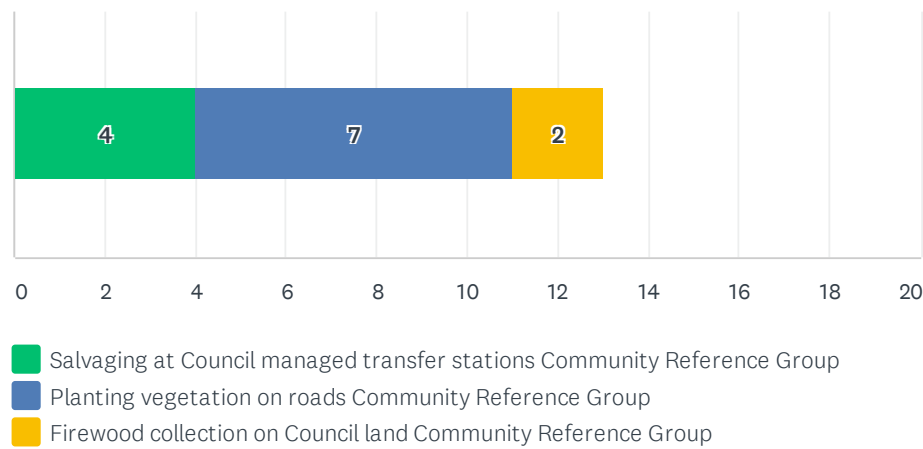
At the first session the groups discussed the opportunities and constraints of the relevant subject, this session allowed the groups to raise any issues they had including discussing their frustrations.

Following the close of the final sessions with the groups, the facilitator provided all members with a satisfaction survey. The results of the survey were that the members were very satisfied with the process, we have attached the survey for Councils' reference. We also received verbal feedback that this was one of the most fun and interactive sessions they have had with Council to date.

As the Community Reference Group members were electives from the community, it is considered that further public consultation on the guidelines isn't required. However, once Council has formally endorsed the final guidelines we are recommending that they be advertised to the public through various mediums to showcase the fantastic work the group has done and to also notify the community that the Guidelines are now in place.

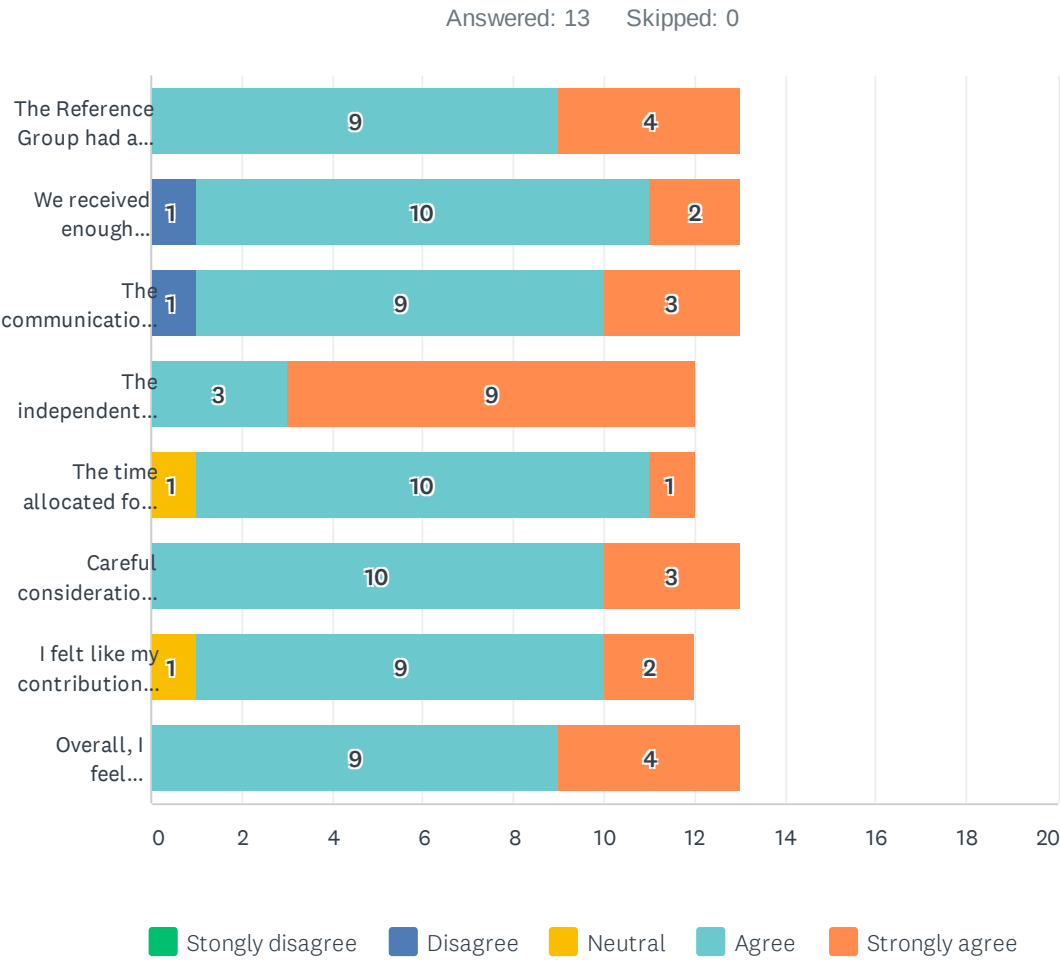
Q1 I am a member of the following reference group.

Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Salvaging at Council managed transfer stations Community Reference Group	30.77%	4
Planting vegetation on roads Community Reference Group	53.85%	7
Firewood collection on Council land Community Reference Group	15.38%	2
TOTAL		13

Q2 Please indicate your level of agreement by ticking one box for each of the following statements.

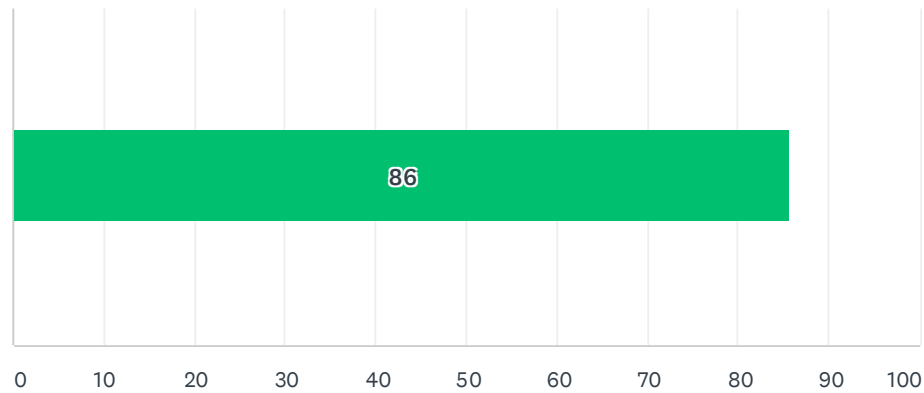


Hepburn Shire Council Community Reference Group Participant Evaluation Form

	STONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	ATTACHMENT 12.2.1 STRONGLY AGREE	TOTAL RESPONDENTS
The Reference Group had a clear a purpose	0.00% 0	0.00% 0	0.00% 0	69.23% 9	30.77% 4	13
We received enough information to make informed contributions	0.00% 0	7.69% 1	0.00% 0	76.92% 10	15.38% 2	13
The communication pre and post meetings was sufficient	0.00% 0	7.69% 1	0.00% 0	69.23% 9	23.08% 3	13
The independent facilitators (ChatterBox team) ran the sessions effectively	0.00% 0	0.00% 0	0.00% 0	25.00% 3	75.00% 9	12
The time allocated for meetings/workshops was sufficient	0.00% 0	0.00% 0	8.33% 1	83.33% 10	8.33% 1	12
Careful consideration and discussion of views was encouraged	0.00% 0	0.00% 0	0.00% 0	76.92% 10	23.08% 3	13
I felt like my contributions were respected and listened to	0.00% 0	0.00% 0	8.33% 1	75.00% 9	16.67% 2	12
Overall, I feel participating in the Community Reference Group was worthwhile	0.00% 0	0.00% 0	0.00% 0	69.23% 9	30.77% 4	13

Q3 How confident are you that the Community Reference Group's recommendations will influence the final outcomes?

Answered: 12 Skipped: 1

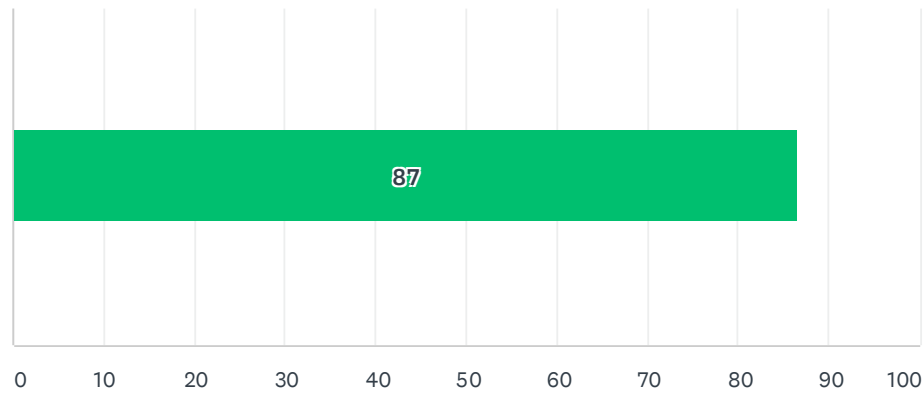


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	86	1,029	12
Total Respondents: 12			

#		DATE
1	80	9/13/2021 5:49 PM
2	80	9/13/2021 5:49 PM
3	80	9/13/2021 5:49 PM
4	89	8/18/2021 7:37 PM
5	85	8/17/2021 10:51 PM
6	80	8/17/2021 1:14 PM
7	80	8/1/2021 2:01 PM
8	100	8/1/2021 2:00 PM
9	80	8/1/2021 2:00 PM
10	80	8/1/2021 2:00 PM
11	100	8/1/2021 1:59 PM
12	95	7/31/2021 2:54 PM

Q4 Based on your experience, how collaborative, genuine and transparent do you think this process has been?

Answered: 12 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	87	1,038	12
Total Respondents: 12			

#		DATE
1	80	9/13/2021 5:49 PM
2	80	9/13/2021 5:49 PM
3	80	9/13/2021 5:49 PM
4	91	8/18/2021 7:37 PM
5	85	8/17/2021 10:51 PM
6	90	8/17/2021 1:14 PM
7	80	8/1/2021 2:01 PM
8	100	8/1/2021 2:00 PM
9	80	8/1/2021 2:00 PM
10	80	8/1/2021 2:00 PM
11	100	8/1/2021 1:59 PM
12	92	7/31/2021 2:54 PM

Q5 One positive thing I would say about my experience on the Community Reference Group is.....

Answered: 11 Skipped: 2

#	RESPONSES	DATE
1	Great listening and working together with Council staff, community and Councillor	9/13/2021 5:49 PM
2	It was important that the context, history and background that led to the working group had been understood well. The lack of context about how the site had been operating up until 2019 law changes, caused me anxiety.	9/13/2021 5:49 PM
3	Some positive initiatives for salvaging	9/13/2021 5:49 PM
4	Worked reasonably well	9/13/2021 5:49 PM
5	the facilitators and shire employees were very encouraging and adaptable and competent at writing things the way we requested.	8/18/2021 7:37 PM
6	Everyone was focused on the issue and gave practical input	8/17/2021 10:51 PM
7	Clear direction and all relevant issues covered expeditiously.	8/17/2021 1:14 PM
8	The Council is showing concerns for the community's opinions	8/1/2021 2:01 PM
9	Great for community, Council staff and councillor to be able to work and talk together. Helps understanding and appreciation on both sides	8/1/2021 2:00 PM
10	Good learning experience and opportunity to meet Council workers and community reps	8/1/2021 2:00 PM
11	Wonderful experience and fantastic collaboration and facilitation. Thanks Sam and Ange	8/1/2021 1:59 PM

Q6 One suggestion to improve the Community Reference Group experience for community members in the future is....

Answered: 9 Skipped: 4

#	RESPONSES	DATE
1	Ongoing touching base on how tjhis gets implemented.	9/13/2021 5:49 PM
2	Please see scanned hard copy feedback form more comments and feedback.	9/13/2021 5:49 PM
3	One more session between this stage and ging to Council, plus opportunity to brief Councillors.	9/13/2021 5:49 PM
4	NA	9/13/2021 5:49 PM
5	n/a	8/18/2021 7:37 PM
6	Having a clear understanding of the issue and having relevant information provided can certainly assist in coming up with recommendations in a timely manner	8/17/2021 10:51 PM
7	Nothing comes to mind.	8/17/2021 1:14 PM
8	Better process to apply the original application process was arduous and put a lot of people off, too much Council jargon. Too hard to apply.	8/1/2021 2:00 PM
9	Ways to increase attendance of community reps	8/1/2021 2:00 PM

Planting on Nature Strip Guidelines

What is covered in these guidelines?

Introduction	3
<i>Nature strip or verge?</i>	<i>3</i>
<i>Do I need to get approval to plant on my nature strip?.....</i>	<i>3</i>
<i>Send us information about your nature strip garden via a self-declaration form.....</i>	<i>3</i>
All about nature strips.....	4
<i>What is a nature strip?</i>	<i>4</i>
<i>Who is responsible for the nature strip?</i>	<i>4</i>
<i>Residential nature strips and rural nature strips</i>	<i>4</i>
Requirements for your nature strip garden	5
<i>What you can plant on your nature strip</i>	<i>5</i>
<i>What is not permitted on your nature strip?</i>	<i>5</i>
<i>Nature strip planting requirements.....</i>	<i>6</i>
Important things to consider	8
<i>Essential services.....</i>	<i>8</i>
<i>Edible plants.....</i>	<i>8</i>
<i>Talk to your neighbours.....</i>	<i>9</i>
Preferred species	9
The regulatory stuff	9
Local groups who can provide advice and support	10
Let's get going!	10
<i>Checklist and self-declaration</i>	<i>10</i>
<i>Applying for a permit</i>	<i>10</i>
<i>More information</i>	<i>10</i>
Checklist and self-declaration form.....	11

Introduction

Planting on nature strips can provide a range of benefits to you and your local area. Some of these benefits include:

- getting active outdoors by gardening;
- learning about plants and the environment and interacting with nature;
- providing a free food source;
- connecting with people in your neighbourhood;
- providing habitat for animals and strengthening local ecosystems; and even
- contributing to greening the Shire and combating climate change.

These guidelines have been developed to support people in Hepburn Shire who are interested in planting on their nature strip. The guidelines are designed to help people achieve successful and safe nature strip plantings that are in line with relevant legislation.

These guidelines have been developed by a community reference group in consultation with Council and endorsed by Council on (date).

Nature strip or verge?

Sometimes nature strips are called verges. Both terms are correct but for the purpose of this document we will use the term nature strip.

Do I need to get approval to plant on my nature strip?

In most cases, if you follow these guidelines, you will not need to get approval from Council. However, there may be some situations where you do need to get Council permission. These situations mostly apply to those with smaller nature strips.

More information about what you can do without permission and when you need permission can be found in the '*What you can plant on your nature strip*' section. If a permit is needed, there is no cost – permits are free.

These guidelines are not retrospective. There are many wonderful nature strip gardens across the Shire. These guidelines only apply to new nature strip gardens and if existing nature strip gardens are upgraded, changed or if there are safety concerns.

Send us information about your nature strip garden via a self-declaration form

If you don't need a permit, we would still like to know about your nature strip garden. At the end of these guidelines there is a helpful checklist and self-declaration form. We encourage you to fill in the form, sign it and then send it to us via email at Shire@hepburn.vic.gov.au or by posting it to PO Box 21, Daylesford VIC 3460.

The self-declaration form lets us know that you have planned your nature strip garden taking into account the safety of the community and the environment. This information also helps us to better understand how popular this activity is in the Shire and informs how we can better support the community with this activity in the future.

All about nature strips

What is a nature strip?

A nature strip is public land usually between the road and your property. It includes the strips of land on the sides or corners of properties and in some instances this space may also include a footpath. This land is set aside for a variety of reasons including essential services above and below the ground like telephone, gas, water, sewage and electricity.

This land also provides safe and direct access for:

- people like posties and service maintenance staff;
- bins – and a flat surface to place them out for collection; and
- entry and exit of vehicles and for passengers.

Nature strips provide an open space that allows clear viewing lines for pedestrians, vehicle traffic and cyclists at intersections, driveways and curves.

Who is responsible for the nature strip?

Council	Council is responsible for the maintenance and planting of street trees.
Resident	Residents are responsible for maintaining their nature strips this includes mowing. If a resident chooses to plant out their nature strip, the maintenance of this space is their responsibility as well as ensuring it is safe for all community members including pedestrians, cyclists, motorists and neighbours.
New homeowner	If you purchase a home with a planted-out nature strip, you are responsible for maintaining that nature strip or returning it to its original state.
Community	Community are encouraged to enjoy the green spaces in the Shire including nature strips, but it is also important that people raise issues with Council when needed, particularly if there is an impact to safety or the health of the environment.

Residential nature strips and rural nature strips

Hepburn Shire has different types of nature strips depending on where they are located. For example, nature strips in more rural areas are usually larger and, in most cases, have no footpath; and nature strips in more residential areas are smaller and are accessed by more people walking to shops, schools and services etc.

For this reason, there are some small differences in the guidelines for residential nature strips compared to rural nature strips. If you are not sure which category your house fits into contact Council via email at Shire@hepburn.vic.gov.au, by phone (03) 5348 2306 or see the **appendix at the end of these guidelines**.

Requirements for your nature strip garden

What you can plant on your nature strip

The below provides a quick snapshot of what can be planted or included on a nature strip without a permit or with Council permission. Please see the next section for more details about planting heights and setbacks to ensure your nature strip remains safe.

What you can include on your nature strip	Residential	Rural
Without a permit	<ul style="list-style-type: none"> Plants up to 1.2 metre high including edible plants Organic mulch 	<ul style="list-style-type: none"> Plants including edible plants Organic mulch Small to medium trees/ fruit trees
With a permit (Permits are free)	<ul style="list-style-type: none"> Raised garden beds Planter boxes (removable) Small to medium trees/ fruit trees Hardscapes (excluding the driveway) like rocks, boulders, benches, sculptures, seating 	<ul style="list-style-type: none"> Raised garden beds Planter boxes (removable) Hardscapes (excluding the driveway) like rocks, boulders, benches, sculptures, seating

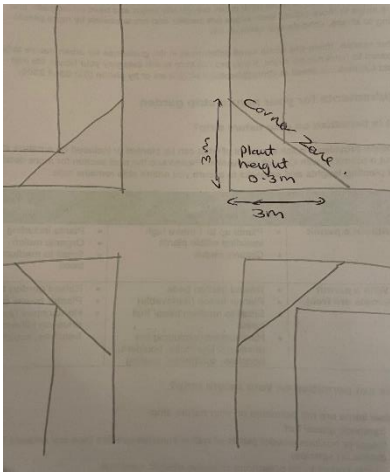
What is not permitted on your nature strip?

The below items are not permitted on your nature strip:

- Synthetic grass/ turf
- Noxious weeds and highly invasive species
(<https://agriculture.vic.gov.au/biosecurity/protecting-victoria/legislation-policy-and-permits/consolidated-lists-of-declared-noxious-weeds-and-pest-animals>)
- Plants that pose a credible risk of poisoning, injury, or causing allergic reaction in passers-by, including children and animals
- Permanent structures or retaining walls
- Non permeable surfaces where water cannot penetrate the ground like concrete, pavers (excluding the driveway) and non-porous weed mat.
- Garden edging
- Any material that is dangerous, loose, slippery, sharp or blocks sight-lines
- Any of the following problem plants - *Gazania rigens* and *G. linearis*- *Gazania*
 - Vinca major*- Periwinkle
 - Billardiera fusiformis* and *Billardiera heterophylla* (formerly *Sollya heterophylla*) – WA Bluebell Creeper
 - Iris foetidissima* Stinking Iris
 - Ligustrum vulgare*– European Privet
 - Erica lusitanica* Spanish Heath
 - Prunus lusitanica* – Portuguese Laurel
 - Prunus laurocerasus* – Cherry Laurel

- *Ilex europaeus* – Holly
- *Acacia pravissima* – Ovens Wattle

Nature strip planting requirements

Topic	Requirements
Plant heights and setbacks	<p>It is important that your nature strip garden does not impact on lines of sight for pedestrian, cyclists and motorists including vehicles entering and existing your property.</p> <p>Residential Make sure you choose plants that don't grow higher than 1.2 metres or prune your plants to this height or below.</p> <p>For properties on an intersection or corner, plants on the nature strip can only be grown to 0.3 metres high in the 'corner zone' - which is 3 metres from the corner in both directions (see diagram).</p>  <p>Rural For larger rural nature strips there is no specific height limit for plants, but it is important that plants are set back from the road (at least 3 metres), and from pathways and driveways so they do not impact sight lines.</p>
Raised garden beds and planter boxes	<p>For raised garden beds and planter boxes you will need to work with us to make sure your plans are safe for others. You will need to get a permit, which is free.</p> <p>For smaller / residential nature strips the aim is to make sure your raised garden bed/ planter box (including plants):</p> <ul style="list-style-type: none"> • does not exceed 1.2 metres (from ground) to maintain sight lines; and • is set back 0.6 metres from the footpaths, common driveways, street trees and any other infrastructure. <p>Rural For larger nature strips, planter boxes or raised gardens must be set back at least 3 metres from the road, and ideally placed towards your property fence/ boundary, making sure you have good clearance from pedestrian pathways, driveways, where you park your car, street trees and any other infrastructure.</p>
Small to medium trees/ fruit trees	<p>Rural Small the medium sized trees should be placed at least 3 metres from the road and ideally closer to your property fence/ boundary to maintain safe sightlines for motorists and people entering and existing your property.</p>

Topic	Requirements
	<p>Make sure there is a clearance of 1 metre to any large street tree or other infrastructure.</p> <p>Vegetables, fruits and nuts must be harvested regularly and collected off the ground to prevent issues associated with decomposing vegetation and trip hazards.</p> <p>Residential</p> <p>For residential nature strips you will need to work with us to make sure your plans are safe for others. You will need to get a permit, which is free.</p> <p>For smaller / residential nature strips the aim is to make sure trees do not impact on the sight lines of pedestrians, cyclists and motorists, do not damage larger street trees or other infrastructure and fit in with the character of the street / neighbourhood.</p>
Mulch	<p>If you plan to use mulch, we recommended organic mulches. Mulch needs to be kept on the nature strip and not spill onto the pedestrian walkways/ footpath or driveways.</p>
Hardscapes – seating, benches, sculptures, rocks, boulders	<p>Anyone who wants to include hardscapes on their nature strip will need to work with us to ensure their plans take into account the safety of the community. You will need to get a permit, which is free.</p> <p>The aim is to ensure any hardscapes are:</p> <ul style="list-style-type: none"> • constructed using durable material; • are securely installed; • do not impact the health of any street trees; and • don't create any trip or safety hazards for the community.
Footpath clearance	<p>It is important that people can safely walk along the footpath or street without being obstructed or tripping on hazards. Make sure you keep the footpath clear or if there is no footpath, leave a clear level grass strip of 1.5 metres wide.</p> <p>You also need to keep these spaces clear of any overhanging branches at head height or below.</p>
Car door clearance	<p>Make sure you leave a clearance of at least 0.6 metres from the road so people can open car doors when parking alongside your nature strip.</p>
Clearance for parking your car	<p>On rural nature strips leave a clearance of 2.4m for parking your car from the road.</p>

Topic	Requirements
Clearance for the postie and your bins	<p>Leave enough space for the postie to access your letterbox – usually 1 metre clearance around the letterbox is enough.</p> <p>Make sure you leave space for bins and keep this space free from obstructions including overhead trees.</p>

Important things to consider

Essential services

Dial before you Dig

Prior to commencing any work on your nature strip, it is advised to contact 'Dial Before You Dig' to find out what, if any services, including phone, water, power, gas etc are located within the space and to ensure that the depth of those services is sufficient to carry out your plans.

Any works or plantings that you carry out on the nature strip that cause damage or disruption to those services, will need to be reinstated in full at your cost. Remember to always leave a good clearance and access around power poles and service pits that are located within your nature strip.

Reinstating your nature strip garden

From time to time, essential services may need to undertake works and maintenance on their infrastructure which may damage or disturb your nature strip garden. You need to be aware that if this happens you are responsible for reinstating your nature strip garden (at your cost). Whilst Council endeavours to contact property owners of any essential works on Council infrastructure, other service authorities may or may not contact you prior to their works.

Council may also require nature strips to be removed or altered to enable future potential footpaths to be constructed or other works to be undertaken.

Edible plants

Soil contamination

There may be an increased risk of soil contamination in nature strip soils, this is mainly because of cars and other vehicles being parked on or next to the nature strip over many years. For this reason, you should have your soil tested for heavy metals or chemical residue. As a tip, currently Macquarie University's Science Faculty provide a simple, low-cost soil testing service. Check their website for details

<https://research.science.mq.edu.au/vegesafe/>

People and animals use the nature strip

Given that nature strips are public land, people can and will help themselves to fruit, herbs and veggies that you have grown. Also remember that animals, both domestic and wild, may

also use your nature strip and be interested in the produce you grow. Make sure you always wash your produce before you eat it!

Talk to your neighbours

It is always a good idea to talk with your neighbours and fill them in on your plans for a nature strip garden. Understand their concerns, provide them with a copy of these guidelines if needed and if possible, adjust your plans before you commence your garden. You might even be able to create a small street community garden.

Preferred species

On our website ([see link...](#)) we have listed a range of preferred plant species to consider for your nature strip garden. Our preferred species include natives and plants that:

- are beneficial for insects, bees and birds;
- low growing;
- avoid root systems that could damage street trees, infrastructure and footpaths;
- have a cooling effect to help reduce fire risk; and
- are sympathetic to the historical character of the area.

Design tips

- Measure your nature strip and draw up a plan.
- Calculate the area and how many plants you need.
- Think about the style of garden you want and choose plants accordingly (from the preferred species list).
- If possible, avoid planting thorny species or make sure you keep them well away from driveways, roads, footpaths and walkways.
- Group plants with the same water, fertiliser, mulch and sun requirements.
- Think about a waterwise garden, heavily mulched so it requires no or low watering.
- Check the health of your soil to assess if it will need loosening or compost.
- Think about selecting plants that won't grow too high to avoid impacting sight lines, walkways and even overhead cables.

Note; Some rural verges contain remnant native vegetation that may be subject to native vegetation regulations. Seek advice from council if you suspect this is the case. These areas may be a great opportunity for residents to protect and enhance our bushland through 'ecological restoration'.

The regulatory stuff

These guidelines have been written to support clause 2.21 of our Local Law No2, which states: *A person must not, without a permit, plant any trees or other vegetation on any part of a road other than in compliance with **Council's Planting Vegetation on Roads Policy** being a document incorporated by reference into this Local Law.*

Residents are reminded that planting is at their own risk. You must consider the impacts of your nature strip garden on the community, animals and the environment.

Where planted nature strips are not maintained or are planted outside of these guidelines, we may provide notice for you to rectify any issues, or we may remove the plantings if deemed necessary.

Local groups who can provide advice and support

- Daylesford and District Horticultural Society www.facebook.com/DaylesfordHortiClub/
- Daylesford Community Food Gardens www.facebook.com/daylesfordcommunityfoodgardens/
- Your local Landcare groups
- Friends of Wombat Hill

Let's get going!

Checklist and self-declaration

We encourage you to use the checklist on the next page when preparing your nature strip garden plans. The checklist is also a self-declaration form that you can tick, sign and then send into Council if you want (whether you need a permit or not).

Send the form to Shire@hepburn.vic.gov.au or by post to PO Box 21 Daylesford 3460.

Applying for a permit

To apply for a permit visit hepburn.vic.gov.au/naturestrips and fill in the online form or you can print the form from our website and then send it to PO Box 21 Daylesford 3460. If you need help, please contact us via email at Shire@hepburn.vic.gov.au or phone (03) 5348 2306.

With your application you will need to submit or include a drawing of your nature strip garden plans.

Applications will be assessed based on use, location, size of the nature strip, access to services, safety and sight lines.

The application process/ permits are FREE.

More information

For more information visit hepburn.vic.gov.au/naturestrips or contact us via email at Shire@hepburn.vic.gov.au or by phone on (03) 5348 2306.

Checklist and self-declaration form

Name: _____

Address: _____ Town/Suburb _____

Email: _____ Telephone: _____

I/We have a: (tick which nature strip applies to you)

Residential Nature Strip: _____ **Rural nature Strip:** _____

Nature Strip Garden Checklist	✓	Comments
I have talked to my neighbours about my plans and considered their feedback		
I have contacted 'Dial Before You Dig'		
My nature strip garden plans are in line with my property boundary, and do not encroach onto my neighbour's land		
I have organised soil testing as my nature strip garden will include edible plants		
I have ensured my nature strip garden will not impact the footpath, or if no footpath the 1.5 metre grassed accessway. These spaces will be kept clear and free from hazards.		
My nature strip garden has been designed to ensure car doors can open and people can get out of cars safely (with a clearance of 0.6 metres)		
My nature strip garden will be maintained to specified heights (where appropriate) and not impact sight lines for pedestrian, cyclists and motorists using the road or entering and exiting my driveway		
My nature strip garden plans will leave clear access for the postie and my bins		
My nature strip garden plans will leave clear access around service pits, power poles and street trees		
My nature strip garden will not include any items listed as 'not permitted' in these guidelines		
I will maintain my nature strip garden to ensure it is safe and tidy		
I understand that my nature strip garden could be impacted by future infrastructure works and it will be my responsible and cost to reinstate it		

I am also applying for a permit: Yes _____ No _____

Signature: _____ Date: _____

Collecting Firewood from Council Roadside Reserves Guidelines

Introduction

Firewood from Council roadside reserves can be an important and affordable fuel source for many in our community. Collecting firewood from roadsides may also help to reduce fuel loads in some areas in the event of a bush fire. Although this may be the case, we need to make sure that when we collect firewood as a community, we are doing it in a safe and sustainable way to ensure we protect our wildlife, the local environment and you.

Protecting our wildlife

Did you know road reserves with fallen hollow logs in Hepburn Shire provide important habitats for a range of species like the Brushtail Phascogale, Brown Toadlet, Marbled Toadlet, Growling Grass Frog, Antechinus and a range of other reptiles and small mammals. We need to ensure that these habitats are maintained to support these important and sometimes rare species.



Protecting our local environment

Collecting firewood from high conservation areas along road reserves may also contribute to the spread of noxious weeds, threatening native flora. We need to ensure that wood is not collected in high conservation areas to reduce the risk of spreading invasive weeds into these important areas.

Protecting you

There are potential dangers associated with the collection of firewood including the operating of chainsaws and stopping and parking of vehicles on roads. We want to ensure everyone collects firewood in a safe way.

Do I need a permit to collect firewood from Council land?

Yes. It is easy and quick to apply for a permit, which you can do online at www.hepburn.vic.gov.au/firewood or in person at any Council hub location. Also permits are free for Hepburn Shire residents and are valid for 12 months.

Guidelines

These guidelines have been developed to support the community to collect firewood safely and in a way that protects local wildlife and flora. The guidelines relate to the collection of firewood (where, when and how much) on Council land, in particular Council road reserves and for personal or domestic use only (selling firewood collected from public land is illegal).

These guidelines have been developed by a community reference group in consultation with Council and endorsed by Council (date).

Where you can collect

You CAN collect firewood from:

✓	Council road reserves that are allocated as low conservation areas.
✓	Some areas of State Forests during Autumn and Spring - Visit the Forest Fire Management Victoria website for more information .

You CANNOT collect firewood from:

X	Any VicRoads roads – VicRoads do not allow firewood collection on any roadside they manage. Find out which roads are managed by VicRoads by visiting xxx.
X	Council roadsides that are allocated as high/ medium conservation areas and busy high traffic collector roads (see the list of roads where you cannot collect fire at the end of these guidelines or on our website at www.hepburn.vic.gov.au/firewood)
X	Within 20 metres of a watercourse (dam, reservoir, lake, wetland, channel, estuary)
X	Council parks or reserves

What you can collect

You can collect logs and small branches that are already on the ground.



(example of wood ok to collect)

What you cannot collect



(example of wood not to be taken)

To support local wildlife, you must not remove any logs that are hollow or growing moss or fungi. We also strongly recommend not taking all the logs in an area and to leave some logs behind.

Chopping branches from standing trees or felling trees, dead or alive, from any public land is strictly prohibited and is illegal by non-authorised persons.

How much you can collect?

You are allowed up to 1 cubic metres of firewood from Council road reserves each time you collect and a maximum of 6 cubic metres in total per year.

This photo shows an example of 1 cubic metre in a 6 x 4 ft trailer.



Putting a limit on how much firewood can be collected encourages people to only collect for domestic purposes and helps to conserve this resource into the future.

When you can collect firewood

Firewood on Council permitted road reserves can be collected all your round, except during [CFA declared Fire Danger Periods](#) and on total fire ban days.

Firewood must be collected during daylight hours and not during heavy rainfall.

Safety – must do's

Preventing bushfires	<ul style="list-style-type: none"> Chainsaws must be fitted with a proper exhaust and spark arrester Chainsaws are only to be refilled or filled with oil on a hard water-proof surfaces
Preventing traffic hazards and incidents	<ul style="list-style-type: none"> Cars/ vehicles must be parked clear off the road including side lanes or road shoulders

	<ul style="list-style-type: none"> • People stopping to collect firewood on roadsides must follow all Victorian Road Rules and are responsible for safety of traffic • Firewood loads must be secured
Preventing damage to the environment	<ul style="list-style-type: none"> • Heavy vehicles (bigger than 4.5 tonne including any trailer) or heavy machinery (eg: bulldozer, crane, excavator, forwarder, hydraulic log splitter, saw bench, skidder, skid steer loader or tractor) must not be used for firewood collection • Logs/ trees must not be towed or winched along the ground • No damage must come to any trees, fences, roadside drainage or other Council asset during the collection of firewood • Areas must be kept free of litter and left in a tidy manner (i.e. take all personal litter with you) • Native flora and fauna must not be damaged, disturbed or destroyed
Preventing spread of weeds	<ul style="list-style-type: none"> • Equipment, trailers and vehicles, as much as possible, must be kept free of mud, waste and weed material to minimise the spread of noxious weeds
Preventing accidents	<ul style="list-style-type: none"> • People collecting firewood must wear appropriate Personal Protective and Hi Vis clothing

Safety tips

- It is strongly recommended that all people collecting firewood in Hepburn Shire be trained in the safe use of chainsaws. [Find out more about where to undertake chainsaw safety courses.](#)
- Avoid working alone or with children and always carry a first aid kit with you
- Assess the area for hazards before you start collecting firewood, including snakes
- Avoid collecting firewood when it is wet, windy or hot
- Keep your equipment well-maintained
- Keep your vehicle on formed roads or tracks

Do I need a permit to collect firewood from Council land?

Yes. By applying for a permit, we can ensure that everyone receives and follows these guidelines to encourage people to do the right thing and to collect firewood from the permitted areas. Applying for a permit is quick and easy. You can apply for a permit online at www.hepburn.vic.gov.au/firewood or in person at any Council hub location.

- If you are a Hepburn Shire resident permits are FREE.
- If you are a non-Hepburn Shire resident permits cost \$xx.
- Permits are issued throughout the year, however permits are valid from 1 April to 30 March (renewed annually).
- You have to be 18 years or older to obtain a Firewood Collection Permit.

The regulatory stuff

These guidelines have been written to support clause 2.18 of Hepburn Shire's Local Law No2, which states: *A person must not, without a permit, remove firewood, including dead trees and fallen branches, from a road reserve or municipal place, unless permitted to do so by Council signage.*

(A municipal place refers to any land owned or managed by Council).

The collection of firewood must be in accordance with the *Road Management Act 2004*, Hepburn Shire's *Road Management Plan*, and any other Act or Regulation relating to this activity.

Collecting firewood from signed areas

There may be the occasional situation (like after a storm) where firewood may be available from designated areas for collection. These areas will be signed by Council.

More information

For more information visit hepburn.vic.gov.au or contact us via email at Shire@hepburn.vic.gov.au or by phone on (03) 5348 2306.

Hepburn Shire Roads where firewood collection is **NOT** permitted

Arterial Roads

All Arterial Roads (Roads under the responsibility of Regional Roads Victoria)

A map of these roads can be found in the below link. This is the best way to show all arterial roads as defined by Regional Roads Victoria.

<https://vicroadsmaps.maps.arcgis.com/apps/webappviewer/index.html?id=e8fa54687853433eb58e51584b36f681>

Street Name	Suburb	From Street	To Street	Length (m)	Road Hierarchy
Campbelltown-Carisbrook Rd	Campbelltown	Creswick-Newstead Rd	Whites Rd	1598	Link
Daylesford-Clunes Rd	Clunes	Slaughteryard Rd	Midland Hwy	25770	Link
Glengower Rd	Clunes	Angus St	Campbelltown-Carisbrook Rd	16519	Link
Bald Hills Rd	Creswick	Reed St	Gillies Rd	4082	Link
Drummond-Lauriston Rd	Drummond	Daylesford-Malmsbury Rd	Shire Boundary	1076	Link

Hepburn-Newstead Rd	Franklinford	Daylesford-Newstead Rd	Twentieth St	8341	Link
Main Rd Hepburn	Hepburn Springs	Mineral Springs Cr	Twentieth St	3344	Link
Springhill Rd	Spring Hill	Trentham Spring Hill Rd	Daylesford-Malmsbury Rd	11568	Link
Falls Rd	Trentham	Falls Rd S/R	Daylesford-Trentham Rd	1512	Link

Link Roads

Definition - Link roads provide a strategic link between identifiable points of interest, may carry a large volume of vehicles, have a high percentage of heavy vehicles and a high percentage of the vehicles will be travelling the entire length of the road. It primarily provides a linkage between significant residential, industrial or commercial nodes and/or the arterial road network.'

Collector Roads

Definition - The collector roads provide a means of transporting traffic from the local access roads and connecting them to the main transport infrastructure. The traffic volumes are typically medium to low. It collects traffic from Local roads and connects to another Collector, Link or Arterial Road and services local area'

Street Name	Suburb	From Street	To Street	Length (m)	Road Hierarchy
West Berry Rd	Allendale	Lone Hand Rd	R Charlesons Rd	4976	Collector
Blampied-Kooroocheang Rd	Blampied	Daylesford-Clunes Rd	Kingston-Werona Rd	7895	Collector
Blampied-Molongghip Rd	Blampied	Midland Hwy	Dean-Molongghip Rd	11512	Collector
South Bullarto Rd	Bullarto	Daylesford-Trentham Rd	Lynchs Rd	3361	Collector
Clunes-Mt Cameron Rd	Clunes	Glengower Rd	Shire Boundary	8945	Collector
Fairview Rd	Clunes	Ballarat-Maryborough Rd	McDonalds Rd	1707	Collector
Learmonth Rd	Clunes	Kilkenny La	Cooks Rd	4642	Collector
Ascot Rd	Creswick	Gillies Rd	Ellis Rd	3160	Collector
Creswick-Dean Rd	Creswick	Creswick-Bungaree Rd	Daylesford-Ballarat Rd	5047	Collector
Ajax Rd	Daylesford	Raglan St	Fifteenth St	3581	Collector
Old Ballarat Rd (Daylesford)	Daylesford	Chatfield St	Midland Hwy	1718	Collector
Dean-Molongghip Rd	Dean	Daylesford-Ballarat Rd	Molongghip Rd	5587	Collector

Dean-Newlyn Rd	Dean	Daylesford-Ballarat Rd	Midland Hwy	6973	Collector
Back Hepburn Rd	Dry Diggings	Forest Av	Midland Hwy	1949	Collector
Back Glenlyon Rd	Glenlyon	McMahons Rd	Daylesford-Malmsbury Rd	6362	Collector
Forest Av	Hepburn Springs	Mineral Springs Res	Back Hepburn Rd	629	Collector
Church Pde	Kingston	Kingston Rd	Kingston-Newlyn Rd	1047	Collector
Kingston Rd	Kingston	Midland Hwy	Creswick-Newstead Rd	6123	Collector
Werona-Kingston Rd	Kingston	Kingston-Newlyn Rd	Deep Creek	14169	Collector
Millers Rd	Mollongghip	Dean-Mollongghip Rd	Width Change	1372	Collector
Telegraph Rd	Sailors Falls	Ballan-Daylesford Rd	Midland Hwy	10831	Collector
Coliban Rd	Trentham	Daylesford-Trentham Rd	Roths Rd	2524	Collector
Roths Rd	Trentham	Trentham-Spring Hill Rd	Coliban Rd	4791	Collector
Trentham-Spring Hill Rd	Trentham	Roths Rd	Spring Hill Rd	5803	Collector
Ullina-Kooroocheang Rd	Ullina	Daylesford-Clunes Rd	Kingston-Werona Rd	13551	Collector
Griffiths La	Wheatsheaf	Daylesford-Malmsbury Rd	Lightwood Dr	542	Collector
Lightwood Dr	Wheatsheaf	Griffiths La	Gays Rd	414	Collector
Limestone Rd	Yandoit	Daylesford-Newstead Rd	Midland Hwy	6805	Collector

*Note – These list do not every Link or Collector road. Inner urban based roads are of the same classification have not been listed as these are would not be appropriate for roadside firewood collection.

Firewood Collection Permit Application Form

Date: _____

Type of permit

☐ Local Hepburn Shire resident ☐ Non-resident Permit fee \$xx

Contact details:

Name: _____

Address: _____

Mobile: _____ Ph: _____

Email: _____

Vehicle registration of car used to collect firewood: _____

Location of Collection:

Please list the location (road) where you wish to collect firewood from:

☐ I have read, understood and agree to all conditions as outlined in the
Collecting Firewood from Council Roadside Reserves Firewood Guidelines.

Terms of use

- This permit is valid for 12 months or until 30 March (when it is due for renewal).
- The permit holder shall carry this permit when collecting firewood and must present this permit when requested by an authorised officer.
- Firewood must be transported in the nominated vehicle on this permit.
- The Permit holder accepts that they are the sole parties responsible for any damages or claims arising out of their activities and that Hepburn Shire Council will not be held liable under any circumstances.
- The repair of any damage caused to the surrounding vegetation or Council assets by the collection of firewood will be at the cost of the permit holder.
- The permit holder is 18 years or older
- Failure to comply with any of the above conditions may result in the cancellation of this permit.

Signature: _____ Date: _____

Transfer Station Guidelines

Our Waste: Our Challenge: Our World

Purpose

These guidelines have been developed to outline the services available at our transfer stations and to encourage people to use those services to minimise waste going to landfill.,

This includes being able to salvage from the self-serve areas and recover items from the tip shop at our transfer stations by following these guidelines.

These guidelines have been developed by a community reference group in consultation with Council and endorsed by Council (date).

Introduction

We are committed to helping people rescue, reuse, repurpose, repair and recycle goods and materials wherever possible to reduce waste going to landfill.

There are so many good reasons to do this including:

- reducing the amount of energy and finite resources needed to make new things, which helps combat climate change;
- saving space in landfill which is running out;
- protecting the local environment and wildlife; and
- saving money – both at the transfer station gate and when purchasing second-hand items.

We want to work with the community to help people shift from the 'take, make and dispose' approach where you use a product and then dispose of it, to a more circular approach where materials and resources go around and around in use for as long as possible. This is often referred to as the circular economy.

Our transfer stations play an important role in this shift. Our goal is to encourage and make it easy for people to prioritise the 5 R's - rescue, repair, reuse, repurpose and recycle – whether dropping off or picking up materials at the transfer stations.

Our transfer stations

Hepburn Shire Council has three transfer stations:

- Daylesford - Ajax Road, Daylesford
- Creswick - Ring Road, Creswick
- Trentham - Cosmo Road, Trentham

	Daylesford	Creswick	Trentham
	Location: Ajax Road, Daylesford	Location: Ring Road, Creswick	Location: Cosmo Road, Trentham
Monday	9am – 5pm	12pm – 5pm	Closed
Tuesday	9am – 5pm	Closed	Closed
Wednesday	Closed	Closed	9am – 5pm
Thursday	9am – 5pm	12pm – 5pm	Closed
Friday	9am – 5pm	12pm – 5pm	Closed
Saturday	9am – 5pm	9am – 5pm	9am – 5pm
Sunday	9am – 5pm	9am – 5pm	9am – 5pm

Using our transfer stations

1. Sort → 2. Stop → 3. Drop → 4. Salvage → Shop = Save\$ (diagram)

Sort

Before you leave home

- Organise and stack your load so you have salvageable/ tip shop/ recyclable materials on top and general waste on the bottom. This will help you to drop things off easier and faster into the designated areas and will save you money if staff can easily see the free items.
- The more that can be salvaged, re-used or recycled the less you have to pay! Visit our website at [\(insert link\)](#) to see the full list of materials that can be dropped off for free to be rescued/ salvaged, repurposed, reused or recycled.

Stop

When you arrive

When you arrive at the transfer station stop at the boom gate or staffed area. Staff will assess your load and determine how much you will need to pay for dropping off materials. Once you have paid, staff will then give you instructions on where to go to drop off your various items and how to do this safely.

Drop

What you can drop off

The below table is a guide as information may change. Make sure you check the website for a comprehensive and up to date list of materials and charges. Visit [\(insert link\)](#)

FREE items – for tip shop, salvaging and recycling

✓	Furniture (must be clean and usable)
✓	Household items (crookery, cutlery, small appliances, artwork etc)
✓	Building materials (timber, corrugated iron, windows, bricks, tiles, doors, steel etc)
✓	Fencing (star posts, chicken wire)
✓	Plumbing (baths, sinks, taps, laundry items, pipes etc)
✓	Bikes and exercise equipment
✓	Garden equipment (pots, garden edging, gardening equipment and machinery)
✓	E-Waste (computer, laptops, phones, TVs, printers, electrical cords)
✓	Separate recyclable cardboard and paper
✓	Car bodies
✓	Recyclable empty paint containers
✓	Oil
✓	Batteries
✓	Timber for firewood

Items that have a fee

\$	Clean green waste (no noxious weeds)
\$	Mattresses and soft furnishings in poor condition
\$	Comingled or non-separated recyclables
\$	Car tyres
\$	Paint
\$	Refrigerators and freezers (degassed / gassed)
\$	Garbage for landfill

Items that are not accepted

X	Commercial industrial waste (concrete, building site rubble, some plastics etc)
X	Asbestos
X	Noxious weeds (for a list of noxious weeds see the appendix or visit our website - link...)

You MUST NOT bring any asbestos contaminated materials to the transfer station (this may include old linoleum, vinyl tiles, electrical fittings and any cement sheeting). Please contact the Environment Protection Authority for more information about how to dispose of asbestos contaminated material – visit the EPA website at:

www.epa.vic.gov.au/for-community/environmental-information/waste/about-asbestos/find-an-asbestos-landfill

Currently the closest place to drop off asbestos is in Campbells Creek, Sluicers Road. For more information phone 5470 5348.

Salvage

Before going out and buying something new, why not think about picking up second hand or pre-loved goods from our transfer stations. We have two distinct areas where you can salvage: the self-serve area and the Tip Shop.

Self-serve salvaging area

In each of our transfer stations you can salvage from designated self-serve areas. These areas are sign posted and the cost of materials priced.

Salvageable items can include:

- Building materials (timber, corrugated iron, windows, bricks, tiles, doors, steel etc)
- Fencing (star posts, chicken wire)
- Plumbing (baths, sinks, taps, laundry items, pipes etc)
- Bikes and exercise equipment
- Garden equipment (pots, garden edging, gardening equipment and machinery)
- Paint
- Firewood (limited availability)

Make sure you check the website for the current list of salvageable items at each transfer station. It is important to check this as the list may change from time to time depending on what is available.

Shop and Save

Tip Shops

Our Tip Shops are full of bargains! They contain a range of pre-loved items including furniture, household goods, artwork, books, music and much more. There is a Tip Shop at each of our transfer stations.

Firewood and mulch

At times firewood and mulch are available from the transfer stations.

Scrap pile

At each transfer station, there may be a main scrap pile of metal/steel materials that is yet to be sorted. To ensure everyone's safety, materials can only be removed from the scrap pile by Transfer Station staff and if safe to do so. Please ask a staff member if you are interested in something from the scrap pile.

Garage sale

From time to time when stock is building up, we will host a community garage sale. Look out for details on our website and social media pages or signs at the transfer stations.

Follow us on Hepburn Shire Council's Facebook page and find out what is new and in stock!

Keep up to date with all the new items coming into our Tip Shops and stock in our salvaging areas by following us @hepburncouncil. We post on Facebook and Instagram multiple times a week.

But you have to be quick, new items and stock gets snapped up quickly!

The safety and regulatory stuff

These guidelines have been written to support clause 4.7 of Hepburn Shire's Local Law No2, which states: ... *A person must not search through or remove any articles of rubbish, recyclables or items:*

(a) from a transfer station, unless in compliance with any Council signage displayed at the transfer station; or

(b) left for collection in a municipal place.

(A municipal place refers to any land owned or managed by Council).

While at the transfer station, you need to adhere to all signage and safety information and instructions. Anyone acting in an unsafe manner will be asked to leave the property.

Children must be supervised at all times while at the transfer station.

If you need help accessing materials or you feel that something is unsafe please ask/ alert a staff member.

More information

For more information visit hepburn.vic.gov.au or contact us via email at Shire@hepburn.vic.gov.au or by phone on (03) 5348 2306.

Appendix

Most common Noxious Weeds

12.3 ANNUAL REPORT 2020/2021 CHIEF EXECUTIVE OFFICER

In providing this advice to Council as the Chief Executive Officer, I Bradley Thomas have no interests to disclose in this report.

ATTACHMENTS

1. Annual Report 2020/21 [**12.3.1** - 47 pages]

EXECUTIVE SUMMARY

The purpose of this report is for Council to receive and note the 2020/2021 Annual Report.

Council is required to prepare an Annual Report each financial year that details the performance of the organisation. This report is required to be submitted to the Minister for Local Government and received and noted by Council.

Council Officers have prepared the Annual Report (attached) for the 2020/2021 financial year.

OFFICER'S RECOMMENDATION

That Council receives and notes the 2020/2021 Annual Report.

MOTION

That Council receives and notes the 2020/2021 Annual Report.

Moved: Cr Juliet Simpson

Seconded: Cr Brian Hood

Carried

BACKGROUND

Under section 134 of the *Local Government Act 1989* (the 'Act'), Council is required to receive the Annual Report at a meeting of Council as soon as practicable after the Council has sent the Annual Report to the Minister for Local Government.

The 2019/2020 Annual Report was sent to the Minister on 15 October 2021, prior to the deadline of 30 November 2021. The *Local Government Act 1989* requires the report to be submitted by 30 September, however the Minister Local Government extended this to 30 November to reflect the working arrangements of Councils during the current COVID-19 Pandemic.

Section 131 of the Act requires Council to prepare an Annual Report in respect of each financial year, and specifies that the report must contain:

- A report of Council's operations for the financial year

- Audited financial statements for the financial year
- Audited performance statement for the financial year.

The audited performance statement and financial statements were adopted in principle by Council at its Ordinary Meeting held on Tuesday 21 September 2021. Section 134 of the Act requires that Council consider the Annual Report at a meeting of the Council that is open to the public

KEY ISSUES

It is important to note that this Annual Report is presented based on the Council Plan 2017-2021, not the new format and inclusions as reviewed as part of the Hepburn Together project.

The report includes sections for the 2020/2021 financial year on:

- Highlights month by month across all teams
- Case studies on the storm event and recovery, COVID-19 response and Hepburn Together Project
- Local Government Performance Reporting Framework
- Updates on the Council Plan 2017-2021 objectives
- Statutory information
- Governance
- Financial summary.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2017-2021

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.

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

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

The requirements to prepare an Annual Report are contained in Section 131 of the Act and Part 4 of the Regulations.

SUSTAINABILITY IMPLICATIONS

There are no direct sustainability implications associated with this report.

FINANCIAL IMPLICATIONS

Funds for preparing and publishing the annual report is included in the recurrent budget each year. Significant officer time is spent in preparing the reports in accordance with the legislative requirements.

RISK IMPLICATIONS

Council has managed the compliance risks by submitting the Annual Report within the required timeframes, giving public notice and considering the report at this meeting.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

There are no community or stakeholder engagement implications associated with this report. Appropriate communications include media release, Facebook posts and Hepburn Life Newsletter articles will be conducted post-adoption of the report to celebrate the successes of 2020/2021.



Hepburn
SHIRE COUNCIL

Annual Report

Acknowledgement of Country

Hepburn Shire Council acknowledges the Dja Dja Wurrung as the Traditional Owners of the lands and waters we live and work on. On these lands, Djaara has performed age-old ceremonies of celebration, initiation and renewal. We recognise their resilience through dispossession and is a testament to their continuing culture and tradition, which is strong and thriving.

We also acknowledge the neighbouring Traditional Owners, the Wurundjeri to our South East and the Wadawurrung to our South West and pay our respect to all Aboriginal peoples, their culture, and lore. We acknowledge their living culture and the unique role they play in the life of this region.

Contents

Introduction

Our Vision and Mission	05
Message from the Mayor	06
Message from the CEO	07

1

Year in Review

The year in review	08
Case study: Hepburn Together	16
Case study: COVID-19 response	18
Case study: Severe storm event	20

2

Our Shire

Our Shire	22
Our community	23
Hepburn Shire snapshot	24
Snapshot Councillors	26

3

Our People

Our people	28
------------	----

4

Performance

Quality Community Infrastructure	40
Active and Engaged Communities	46
Sustainable Environment	55
Vibrant Economy	58
High Performing Organisation	60

5

Governance

Governance	71
Governance and Management Checklist	84
Financial report summary	88
Financial Strength	90
Statutory information	91

6



Introduction

Our Vision Mission

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

During 2021 Council updated its Community Vision and Council Plan as part of the Hepburn Together Project. Council will consider the vision and plan for adoption at a Council meeting in the latter part of 2021. This Annual Report is based upon the vision, mission, values and priorities of the 2017-2021 Council Plan.

Our Values

At the commencement of the 2016 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 intimates 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.

Message from the Mayor

On behalf of my Councillor colleagues I am pleased to present the Hepburn Shire Council Annual Report for 2020/2021. This is my first term as a Councillor, having been elected in the Birch Ward at the Local Government elections held in October 2020. I was honoured to be elected to the position of Mayor in November 2020, making me the Mayor for the majority of this financial year.



2020/2021 was a financial year with some significant challenges. We continued to deliver services in an COVID environment that placed significant pressure on the organisation, particularly responding to State Government directives to lockdown, often with little notice. In June 2021, parts of Victoria were hit by severe storms. These storms significantly impacted the east of our Shire, including areas such as Trentham, Little Hampton, Lyonville and Daylesford. The event was later classified a disaster by the State and Federal Governments, and funding and support has been made available to assist Council to both clean up the storm damage and to support our community in the recovery. Thirty-five percent of the Shire's footprint was impacted and I want to acknowledge the outstanding work that Council staff have done in responding to the crisis and then in the ongoing recovery, whilst at the same time maintaining Council services.

As a Councillor and Mayor, I have had the opportunity to meet and speak with many residents from around the Shire. The diverse needs of our community are what makes Local Government so important. 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.

It is indeed a continuing challenge to reconcile these many different and competing needs with limited resources.

The 2020/2021 financial year has seen a new Council elected with six of seven new Councillors, the implementation of the Local Government Act 2020, including the development of a Community Engagement Policy and work on the ten-year Community Vision and four-year Council Plan, along with the severe storm in June and its aftermath and the impact of COVID-19 on our service delivery. I would like to acknowledge the hard work of Council and its staff throughout the year in providing services to ratepayers, residents and visitors of Hepburn Shire under these difficult circumstances and thank them for their outstanding efforts.

The Annual Report highlights the valuable work that was done, and continues to be done, to support our community, and details our performance over the past year.

Cr Lesley Hewitt
Mayor

Message from the CEO

I am pleased to present Council's Annual Report 2020/2021. 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 2020/2021 financial year has had its challenges, including the COVID-19 response and the storm emergency that impacted parts of the Shire in June 2021. While dealing with the impact of COVID and numerous lockdowns, Council continued to deliver services to the community. We have highlighted what an adaptive and agile organisation we are, particularly as we continued to deliver services within the constraints of the COVID-19 lockdowns.

An organisational restructure late in the financial year is adding significant staff resources and will increase our capacity to deliver services. The benefits of an additional Director, realignment of reporting lines and additional staff will pay dividends in the coming years and will allow us to work on the delivery of our Council Plan 2021-2025.

We continue to work on our systems and processes to drive improved service delivery. Engaging with the community on decision-making in a meaningful way has historically been a challenge, however, the Hepburn Together Project and the development of a Community Engagement Policy has provided Council with a solid framework as we make community engagement an organisational focus.

We had an incredible response from the community through the Hepburn Together Project. Thank you to

everyone who shared their ideas and views about the future of our Shire through this project. We heard from more than nine percent of our Shire – which demonstrates just how engaged our community is in our collective future.

Another highlight for 2020/2021 was our successful advocacy to State and Commonwealth government to secure multi-million-dollar grants. These included funds for a range of projects, including the Hammon Park Trailhead Community Hub at Creswick, Trentham Community Hub, Trentham Reserve Sportsground Pavilion, works at the Wombat Hill Botanical Gardens in Daylesford and much more. We look forward to delivering these projects with the community.

We provide more than 100 services on behalf of our communities – large and small. Our commitment is to responsibly manage our finances, while ensuring we are providing those services the community needs and wants.

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

Bradley Thomas
CEO



The Year in Review

JULY 20

- Adopted the 2020/2021 Budget outlining investment in capital works and the delivery of more than 100 services for the community.
- Worked with Daylesford Macedon Tourism to promote social distancing and COVID-19 restrictions for visitors to the Shire.
- Awarded more than \$20,000 in Coronavirus Community Support Grants.



▲ Daylesford Primary School mural - Community Grants

AUGUST 20

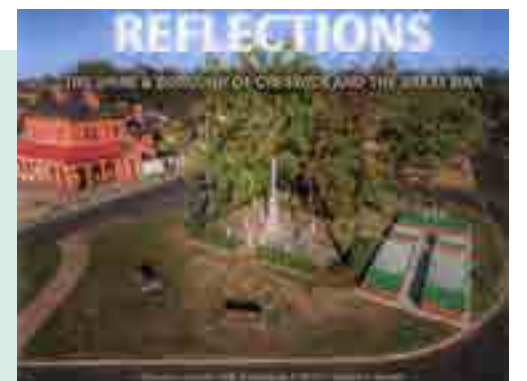
- Began consultation on the draft designs for the Trentham Community Hub.
- Provided more than \$10,000 to local community groups under the first round of the 2020/2021 Community Grants Program.
- Held online live music sessions to connect young people during lockdown, including an online Lounge Room Dance Party.
- Promoted mental health resources and support services for young people and their family throughout the COVID-19 pandemic.



▲ Curbside Carnies – Community Grants

SEPTEMBER 20

- Launched the Community Activation and Social Isolation (CASI) Initiative to provide emotional support, practical help, and opportunities for social activities for people impacted by the COVID-19 pandemic.
- Delivered three webinars to help artisan producers and growers build their online presence and develop skills in social media promotion and photography.
- Launched the Go Local initiative to encourage people to support local businesses.
- Adopted a masterplan for Trentham Sportsground, and designs for pavilion redevelopment.
- Launched Hepburn Z-Net website to offer practical information for community members ready to take action on climate change.
- Adopted masterplans for the Hammon Park Trailhead and Doug Lindsay Recreation Reserve in Creswick.
- Offered hospitality businesses assistance to transition to outdoor dining areas.
- Signed five-year agreements to provide ongoing financial and logistical support for Chillout, Clunes Booktown and the Great Trentham Spudfest.
- Endorsed a plan to urge the Western Victoria Transmission Network Project to place transmission lines underground.
- Adopted the Hepburn Playspace Strategy 2020-2030.



▲ Council provided \$65,000 towards local projects through the 2020/2021 Community Grants program. These included projects such as a mural by Dja Dja Wurrung artist Natasha Carter at the Daylesford Primary School, Reflections book by Creswick-Smeaton RSL Branch, and COVID safe performances by the Curbside Carnies.



OCTOBER 20

- Began the annual roadside slashing program, which saw grass cut along 600km of road.
 - Completed construction of the Trentham Early Learning Centre extension, to expand the existing kindergarten facility for Trentham and the Coliban Ward community.
 - Local government election.
- Council slashed along 600km of roadside in 2020/2021 as part of our fire prevention works. Fires can begin on roadsides from hot vehicles, collisions and mechanical failures.



NOVEMBER 20

- Welcomed new Councillors following the local government election in October.
- Issued a tender for construction of a new Hepburn Pavilion, a facility with gender inclusive changerooms, umpire facilities, accessible public toilets and a duty room.
- Worked with local sport and recreation providers to host female only sessions as part of the campaign Hepburn Girls Can Week.
- Promoted gender equity as part of the 16 Days of Activism against gender-based violence.
- Councillors elected Cr Lesley Hewitt as Mayor and Cr Brian Hood as Deputy Mayor.



▲ We welcomed our new Council in November. (L-R) Cr Brian Hood, Cr Tessa Halliday, Cr Jen Bray, Cr Juliet Simpson, Cr Don Henderson, Cr Lesley Hewitt and Cr Tim Drylie.

DECEMBER 20

- Offered free entry to Shire pools for the 2020-2021 pool season.
- Partnered with other councils to launch a new website about the Central Victorian Goldfields as part of the Goldfields World Heritage bid.
- Provided more than \$30,000 as part of the second round of Council's Community Grants program.



▲ (L-R) Karen, Leanne and Tania from Trentham Neighbourhood Centre with Reverse Advent Calendar (RAC) donations, a COVIDSafe initiative supported by Council as part of the State Government's Community Activation and Social Isolation (CASI) initiative. Through the RAC, 250 boxes were filled with non-perishable goods by the community and distributed to people in need. Along with Trentham Neighbourhood Centre, there was also support from Creswick Neighbourhood Centre, Clunes Neighbourhood House, Daylesford Good Grub Club and Daylesford Neighbourhood Centre.

JANUARY 21

- Hosted a citizenship ceremony and civic event to announce the Australia Day Award winners.
- Launched Hepburn Together, a strategic project to shape the future of the Shire through the development of a Community Engagement Policy, Community Vision, Financial Plan and Asset Plans.
- Established the online engagement platform, Participate Hepburn.
- Held the Creswick State competition as part of the Skate Park League.



▲ Philip Greenbank, 2021 Citizen of the Year.



▲ Matilda Hill, 2021 Young Citizen of the Year.

FEBRUARY 21

- Began community consultation on the development of the four-year Council Plan and ten-year Community Vision.
- Adopted a Community Engagement Policy to guide community input into Council decisions and projects.
- Opened a customer service desk at the Trentham Library to provide easier access to Council services for people living in and around the Coliban Ward.
- Ran free weekly hip hop and break-dancing sessions for young people throughout term one and two when COVID-19 restrictions allowed.



▲ Community engagement was a key part of the development of the draft Community Vision and Council Plan 2021-2025.

MARCH 21

- Released trail alignment maps and design documentation for stage one of the Creswick Trails Network.
- Made the decision to cancel or defer 31 projects as part of the mid-year review. This decision was due to Council's cash position, changing priorities, and available resourcing.
- Secured \$2.1 million in funding from the State Government for the Hammon Park Trailhead Community Hub.
- Started an organics bin trial at Clunes, to reduce organic waste going to landfill and subsequent generation of greenhouse gases.
- Adopted the C80hepb Planning Scheme Amendment and submitted the amendment to the Department of Environment, Land, Water and Planning, and the Minister for Planning for approval.



▲ Council secured a \$2.1 million grant towards the Hammon Park Trailhead Community Hub.



▲ Council launched an organics bin trial in Clunes to divert organic waste from landfill.



APRIL 21

- Established the Hepburn Together Community Panel, made up of 40 community members, to provide input into the development of the Council Plan and Community Vision.
- Adopted an Affordable Housing Policy.
- Awarded round three of the Community Grants Program, committing more than \$13,000 for projects across seven organisations.
- Signed a Memorandum of Understanding with Central Highlands Rural Health Services to work together to support and improve the health and wellbeing of the community.
- Hosted the ChillOut Youth Ball, for people aged 12 to 17 years. The event was free and held in partnership with Daylesford College Pride Brigaded, Mount Alexander Shire and Macedon Ranges Shire youth teams.
- Offered free Youth Mental Health First Aid training for young people, along with sessions for parents, workers and volunteers.
- Announced SUEZ as the new kerbside collection provider from 1 July 2021.
- Adopted an Asset Management Plan and Road Upgrade Policy.
- Launched a monthly e-newsletter, Hepburn Life, to share Council information with the community.

▼ Forty community members came together to form the Hepburn Together Panel to guide and inform development of the Community Vision and Council Plan.



MAY 21

- Victorian State Government announced it would fund a \$3.5M grant towards construction of the Trentham Community Hub as part of its Regional Infrastructure Fund.
- Received confirmation that Sport and Recreation Victoria will fund \$2.062 million towards the redevelopment of Trentham Sportsground Reserve Pavilion as part of the Community Sport Infrastructure Stimulus Program.
- Received a \$500,000 grant from the Victorian Government's Regional Infrastructure Fund to help create a working museum at Bullarto Station, in partnership with the Daylesford Spa Country Railway.
- Successfully applied for a \$500,000 grant from the State Government as part of the Regional Infrastructure Fund to make a series of improvements to the Wombat Hill Botanic Gardens, in partnership with the Friends of Wombat Hill Botanic Garden.
- Appointed Bradley Thomas as Chief Executive Officer.
- Signed on to the Victorian Energy Collaboration (VECO), the largest ever emissions reduction project by local government in Australia.
- Held Hepburn Planning Scheme Amendment information sessions to explain the amendment and the impact on the Shire.
- Awarded more than \$25,000 in funding to 13 community groups for projects that build social connection and encourage physical activity as part of Council's Reactivate Hepburn grants.
- Hosted the Daylesford Skate Park Competition 2021, which included free tournaments for scooter, BMX and skateboard.
- Adopted a Hardship Policy.
- Works began on stage two of the Coomoora to Daylesford trail.
- Completed remedial works to upgrade the Clunes Town Hall, including repairs to the Borough office, Court House, bio room (projector room), building façade, roof and more. The project was funded by Council (\$428,000) and a grant (\$317,000) from Regional Development Victoria's Living Regions Living Suburbs program.
- Held a farm walk for producers, growers and farmers on regenerative agriculture as part of Council's Artisan Agriculture Project.
- Began community engagement to develop the ten-year Aquatics Strategy.
- Continued to take a strong stand on the Western Victoria Transmission Network Project and outlined a plan to write to key stakeholders urging them to construct the transmission network underground.
- Invited people to apply to join a Gender Equity Advisory Committee, to provide advice on improving gender equity within Council and the community.



▲ Council completed Stage A remedial works on the iconic Clunes Town Hall.



▲ Council was awarded a \$2.062 million grant by Sport and Recreation Victoria towards the Trentham Sportsground Reserve Pavilion.



MAY 21(continued)

▼ Council received a \$3.5M grant towards construction of the Trentham Community Hub. The hub will be a centrally located facility including a library, visitor information centre, Council customer service counter, hall and community meeting spaces. It will be located on High Street at the Trentham Mechanics Institute, which will be restored and incorporated into the new facility. Thanks to the Project Advisory Group (PAG) who has worked hard with Council to come up with the designs and for all the feedback from community members who have made the designs even better. Council will contribute at least \$800,000 to the \$4.62M project. (L-R) Kate Mooney PAG, Cr Brian Hood, Mary-Anne Thomas MP, Mayor Cr Lesley Hewitt, Ben Grounds Council and Diane Clausen PAG at the funding announcement.



▲ Council received a \$500,000 grant from the State Government for improvements at the Wombat Hill Botanic Gardens, in partnership with the Friends of Wombat Hill Botanic Garden. (L-R) Cr Jen Bray, Frank Page Friends of Wombat Hill Botanic Gardens, Mayor Lesley Hewitt, Council's Sean Ludeke, Mary-Anne Thomas MP, Council's John Roach.



▲ Works started on the second and final stage of the Daylesford-Coomoora walking trail. The 1.5m wide path was constructed from recycled crushed concrete.



▲ Sessions to explain the Planning Scheme Amendment were well attended in May 2021.

JUNE 21

- Established a Relief Centre and led recovery support following the severe weather event, which impacted more than one-third of the Shire, primarily around Trentham and surrounds.
- Announced \$24,000 in support for seven community-led projects to improve biodiversity in the Shire through the 2020/2021 Biodiversity Grants.
- Committed almost \$9,000 to support local groups and organisations for the fourth and final round of Council's Community Grants program for 2020/2021.
- Finalised the concept design plans for the \$4.62 million Trentham Community Hub, which the State Government will provide \$3.5 million in funding.
- Received a Highly Commended Award for the film series 'Peaks, Wetlands and Rivers' at the HART Awards (Helping to Achieve Reconciliation Together) in the Local Government category.
- Invited community feedback on the management of dogs and cats as part of the development of the new Domestic Animal Management Plan.
- Adopted the Annual Budget for 2021/2022.



▼ More than one-third of the Shire was impacted by the storm event.



► Council established a Relief Centre in Trentham to support the local community following the storm event in June 2021.



Case Study: Hepburn Together

In January 2021, Council embarked on a major strategic planning project - the Hepburn Together project.

Hepburn Together encompassed the development of the following key strategic documents:

- Community Engagement Policy
- Ten-year Community Vision
- Four-year Council Plan (incorporating Municipal Public Health and Wellbeing Plan)
- Financial Plan and Asset Plan.

More than nine percent of our community provided input into this project – from participation at community drop-in sessions, online surveys, deliberative engagement panels and more.

Through engagement activities, Council built a comprehensive understanding of community aspirations, strengths, ideas, priorities and challenges. We uncovered the best way to engage with the community with the adoption of a Community Engagement Policy, created a shared Community Vision and Council Plan which defined strategic priorities to inform Council decision making.

The Hepburn Together Project will shape our direction for years to come. Council will consider the Community Vision and Council Plan in the second half of 2021.

Community Vision

The Community Vision is a long-term statement about our community's goals and aspirations for the next ten years and beyond. It describes the things our community values and how the community hopes to live, work, and play in the future. The goals and aspirations outlined in the Community Vision provide direction for Council strategic decision making and assist with the development of other plans and strategies to ensure there is an integrated approach to strategic planning.



Council Plan

The Council Plan is the strategic document that guides Council's focus and energy over a four-year Council term. It considers the current strengths, weaknesses, challenges and aspirations of the community, which informs strategic direction and goals.

The Council Plan outlines strategies and actions that will create a pathway for Council to achieve strategic objectives, major initiatives, and goals, including those set out in the Community Vision. While the Council Plan focuses on Council's roles and responsibilities – it also recognises its role as an advocate and partner. The Council Plan also considers the resources available for the implementation of strategic objectives.

Municipal Public Health and Wellbeing Plan

Council has an important role to play in improving the health and wellbeing of community members. As a Council we acknowledge the impact health and wellbeing factors can have on people's quality of life. For this reason we incorporated the Municipal Public Health and Wellbeing Plan (MPHWP) into the Council Plan.

Council worked with the community, health, and local organisations, along with the Department of Health and Human Services to undertake a review of current health and wellbeing indicators. This analysis has helped to set goals and identify areas for improvement across the four-year plan. The plan also considers priorities set out in the Victorian Public Health and Wellbeing Plan 2019-2023, including family violence prevention and response, tackling climate change and its impact on health, increasing healthy eating, increasing active living, and reducing tobacco related harm.



Case Study: COVID 19 response

The global impact of coronavirus (COVID-19) continued to impact the community, business, health organisations and all levels of government throughout 2020/2021.

Council recognised the lockdowns and associated restrictions had a considerable impact on the Shire's tourism sector, local businesses and community members. Council continued to support the community by providing essential services.

We also introduced a range of support measures for our community, local businesses and tourism/events sector. Some of these included:

Community:

- Offered property owners who experienced pandemic related financial hardship to delay payment of rates.
- Charged zero interest on rate arrears.
- Provided click-and-collect at each of our four libraries to address social isolation during lockdowns.
- The Libraries Team created screen-free take home packs to provide activity options away from screens for local kids.
- Continued to provide library services via a pop-up library in a vacant store in Daylesford while urgent structural works were undertaken at the Daylesford Library.
- Adapted the delivery of Council services to a COVID-safe environment.
- Established a virtual community relief centre and continued to provide services to our most vulnerable community members.
- Launched the Community Activation and Social Isolation (CASI) Initiative to provide emotional support, practical help, and opportunities for social activities for people impacted by the COVID-19 pandemic.
- Led a one-off program for CASI community grants through the Reactivate Hepburn Shire Grants Program and the Community Art Project, with support from the Victorian Government.
- Worked with local health agencies to promote COVID-19 safe practices and vaccinations through the community.

Business:

- Removed fees for businesses to operate outdoor dining including placement of outdoor furniture and A frame advertising.
- Promoted and facilitated extended outdoor dining options and liquor licences for businesses.
- Provided regular updates for local businesses on grants, funding opportunities and mental health resources.
- Coordinated a Go Local First campaign to encourage people to support local businesses and the economy.
- Ran online business workshops to boost digital skills for local business operators, including the agricultural sector.
- Staff contacted businesses to provide information and support through visits, phone calls, online and email.
- Offered rent relief for businesses occupying Council owned property.
- Reduced the registration fee for food premises by 50%.
- Liaised with Victoria Police to advise and support local businesses to understand and comply with COVID-related restrictions.
- Provided health regulation advice to accommodation, health and other relevant businesses on how to comply with restrictions.
- Advocated for business support to Federal and State Governments.

Tourism and Events:

- Worked with more than 50 event organisers to ensure they understood restrictions and could meet requirements. Provided further support where events were cancelled or postponed.
- Ran a four-part webinar series for event organisers on risk management including contingency planning, event governance, marketing and post event review.
- Worked with Visit Victoria to vary funding agreements to ensure support is redirected to future events.
- Provided COVID safe advice and equipment to event organisers who were able to run events.
- Worked with Daylesford Macedon Tourism to encourage visitors back to the Shire when restrictions allowed.
- Offered visitor information advice and services via phone when Visitor Information Centres were closed to the public.



▲ Library staff created screen-free resources for children during COVID-19 lockdowns.



▲ Council hosted Skate Park Competitions throughout the year, which included free tournaments for scooter, BMX and skateboard. The Youth Team also provided All Aboard Skateboarding sessions at Trentham, Daylesford, Creswick and Clunes for young people to have fun and build skills. Image by Tessellated Studios.

Case Study: Severe storm event

A severe weather event significantly impacted much of Victoria on 9 and 10 June 2021. It resulted in the displacement of several hundred people and the loss of power to more than 200,000 homes across the state. The weather during the event was caused by a low-pressure system which led to high winds and high rainfall, with widespread damage from trees falling. Hepburn Shire was one of nine local government areas declared a disaster zone.

Council played an important role during and after the storm event. The emergency response was immediate with the establishment of an Emergency Relief Centre in Trentham, the epicentre of damage in the Shire, and clean-up activities to restore access to the townships of Trentham, Little Hampton, Lyonville and Daylesford. The Relief Centre was supported by Council and other agencies, including Red Cross, SES and CFA.

The severe weather event had a significant impact on our community. Around 35% of the Shire was impacted, and many residents and families affected.

Council appointed a storm recovery team with the assistance of Commonwealth and State Government funding to support the recovery process. The team continues to work with the community, Bushfire Recovery Victoria (BRV) and other agencies on this large piece of work. It involves ongoing works to clear roads and roadsides, remove fire hazards, support communities and affected residents, repair public infrastructure and more. The recovery process is expected to take at least 12 months.



▲ Cr Hood with food boxes at the Relief Centre in Trentham following the storm event in June 2021.



► (L-R) Trentham residents Glenda, Alice, Rosie, Tony and Nikky enjoy lunch at the Relief Centre following the storm event that affected more than one-third of the Shire.



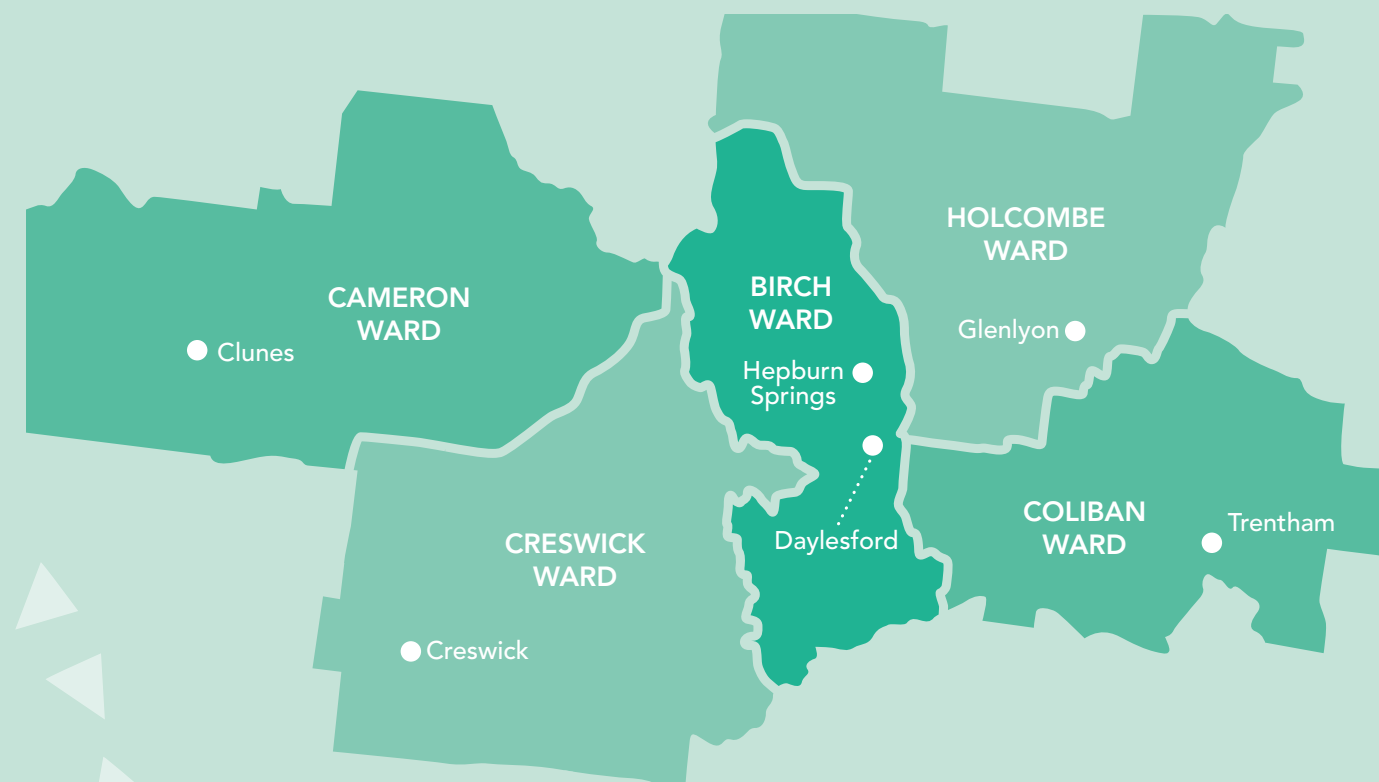
The storm event
had widespread impact
through the Shire.





Our Shire

Our Community



Hepburn Shire

Snapshot

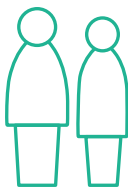
Total population 16,157
Male 48.2%
Female 51.8%
Median age 51
The 60-69 years cohort is the most common, with 2,959 people.
Children per family The one child in family cohort is the most common, with 886 families
The Two persons in family cohort is the most common with 2,290 families.
Education The Year 12 or equivalent cohort is the most common, with 5,589 people.
Employment The Not in the labour force cohort is the most common, with 5,112 people.
Housing The Occupied private dwellings cohort stands out, with 14,642 people.
Households The Two persons cohort is the most common, with 4,634.
Household income The \$400-\$499 (\$20,800-\$25,999) cohort is the most common, with 1,639 people.
Weekly rent The \$300-\$324 cohort is the most common, with 284 people.
Mortgage repayments The \$1,200-\$1,399 cohort is the most common, with 667 people.
Occupied private dwellings 14,642.
Motor vehicles The Two motor vehicles cohort is the most common, with 5,589 people.

Source: 2020 REMPLAN



16,157

TOTAL
POPULATION



51.8% FEMALES
48.2% MALES



\$400-\$499

MEDIAN WEEKLY
HOUSEHOLD INCOME



51

MEDIAN AGE



5,589

YEAR 12 EDUCATION



14,642

PRIVATE DWELLINGS



2,290

FAMILIES



1

MOST COMMON
CHILDREN PER FAMILY



\$300-\$324

MEDIAN WEEKLY RENT



2

MOST COMMON
PEOPLE PER DWELLING



2

MOST COMMON
VEHICLES PER DWELLING



\$1,200-\$1,399

MEDIAN MONTHLY
MORTGAGE REPAYMENTS

Hepburn Shire Councillors



BIRCH WARD

Cr Lesley Hewitt (Mayor)

Phone: 5321 6423
Mobile: 0408 793 941
Email: lhewitt@hepburn.vic.gov.au



BIRCH WARD

Cr Jen Bray

Phone: 5321 6423
Mobile: 0428 150 652
Email: jbray@hepburn.vic.gov.au



CRESWICK WARD

Cr Tim Drylie

Phone: 5321 6423
Mobile: 0427 503 258
Email: tdrylie@hepburn.vic.gov.au



CRESWICK WARD

Cr Don Henderson

Phone: 5321 6423
Mobile: 0427 559 684
Email: dhenderson@hepburn.vic.gov.au



COLIBAN WARD

Cr Brian Hood (Deputy Mayor)

Phone: 5321 6423
Mobile: 0427 797 151
Email: bhood@hepburn.vic.gov.au



CAMERON WARD

Cr Tessa Halliday

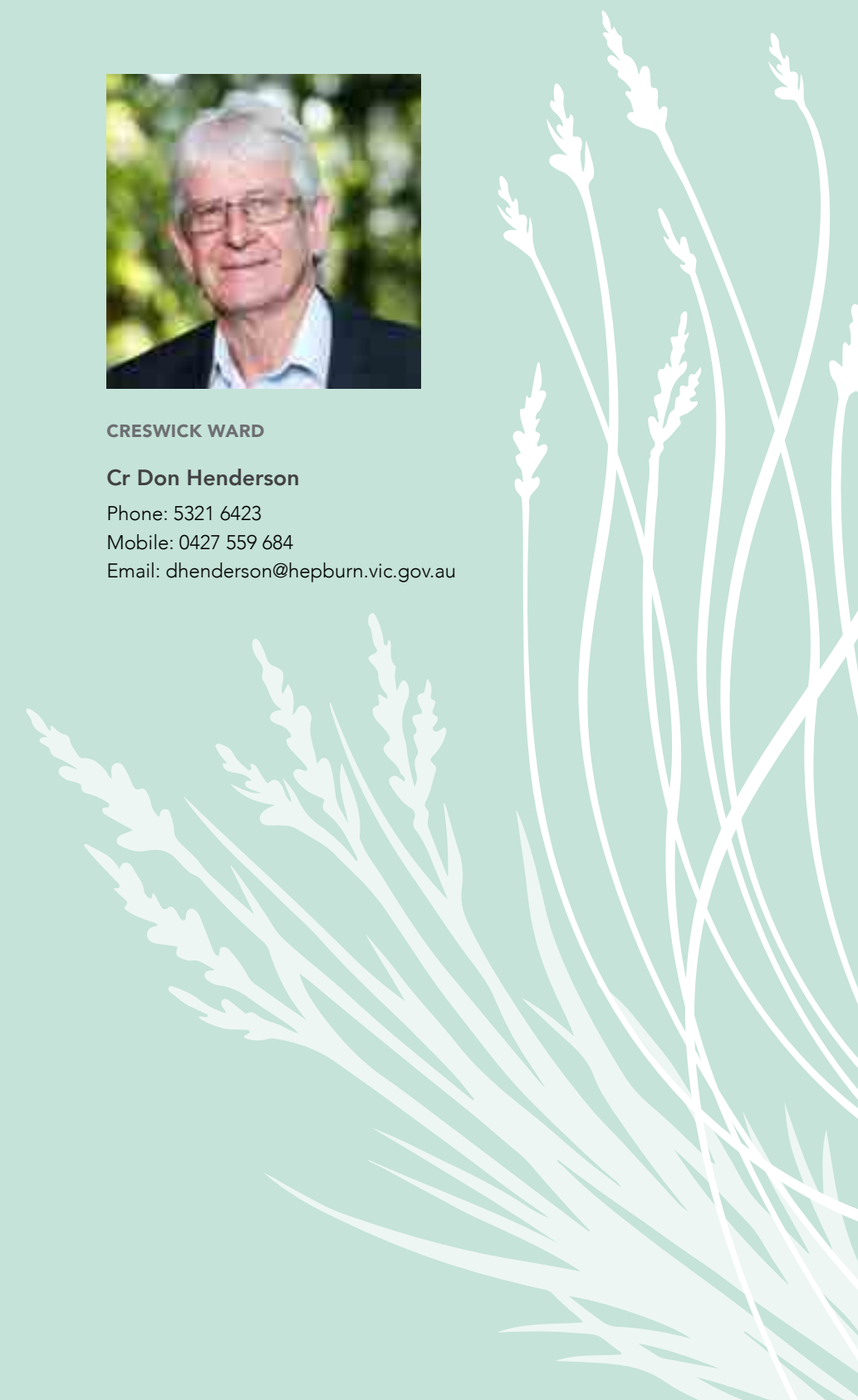
Phone: 5321 6423
Mobile: 0427 596 101
Email: thalliday@hepburn.vic.gov.au



HOLCOMBE WARD

Cr Juliet Simpson

Phone: 5321 6423
Mobile: 0427 855 603
Email: jsimpson@hepburn.vic.gov.au





Our People

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.

Council appointed its current CEO in May 2021, following the resignation of Evan King who took up the role of CEO at the City of Ballarat. The CEO and two Directors form the Executive Team and lead the organisation in its delivery of the Council Plan. Responsibilities of the CEO and Directors are set out below.



Bradley Thomas
Chief Executive Officer (CEO)

Office of the CEO:
Communications
People and Culture
Occupational Health and Safety



Bruce Lucas
Director Infrastructure and Development Services

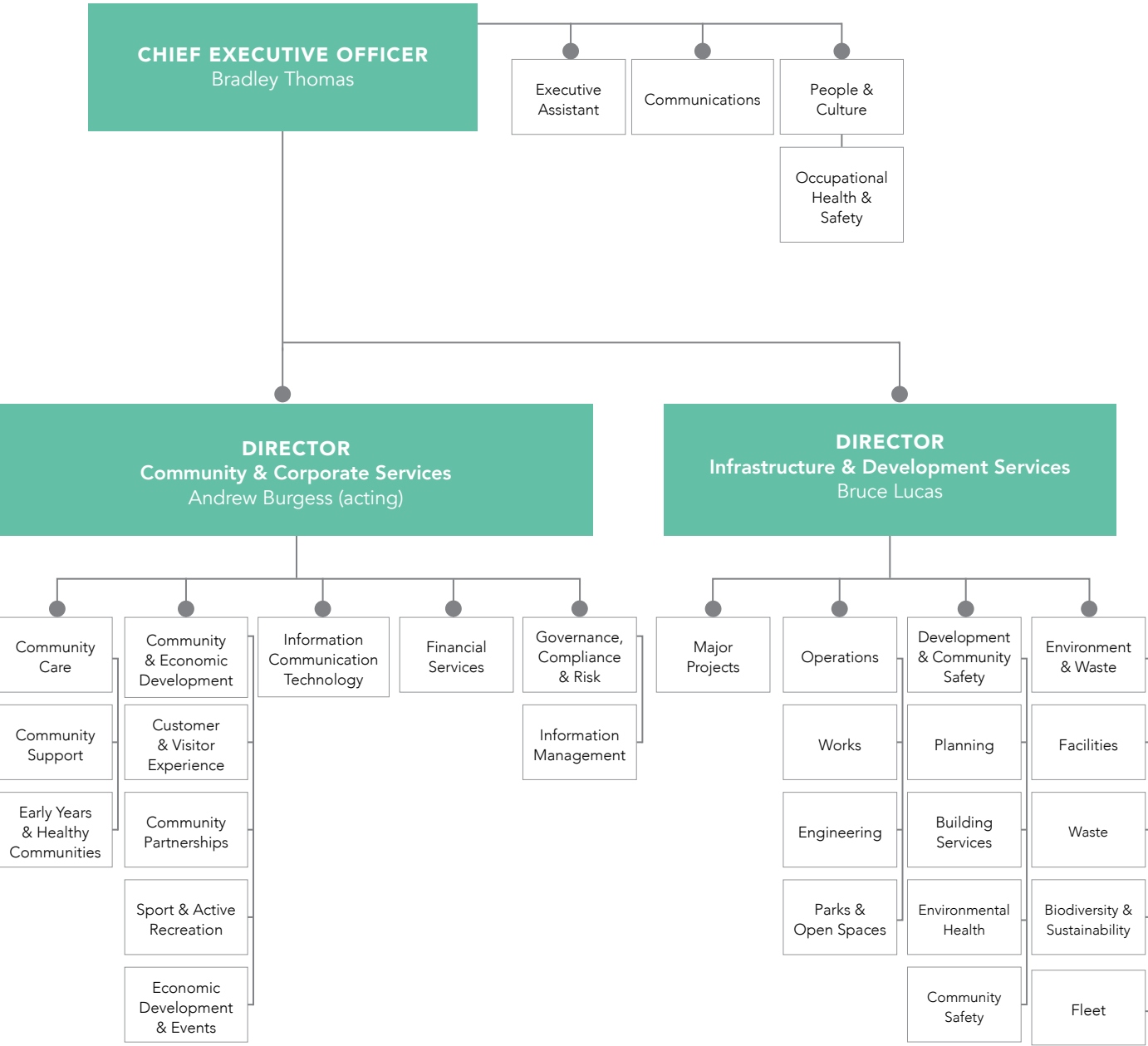
Areas of responsibility:
Major Projects
Emergency Management
Operations – Works, Parks and Open Space and Engineering
Planning and Building
Community Safety
Facilities and Fleet
Environment and Waste



Andrew Burgess
Acting Director Community and Corporate Services

Areas of responsibility:
Governance, Compliance and Risk
Information Management
Customer and Visitor Experience
Community Partnerships
Sport and Active Recreation
Economic Development and Events
Community Support
Early Years and Healthy Communities
Information and Communications Technology
Financial Services

Organisational structure

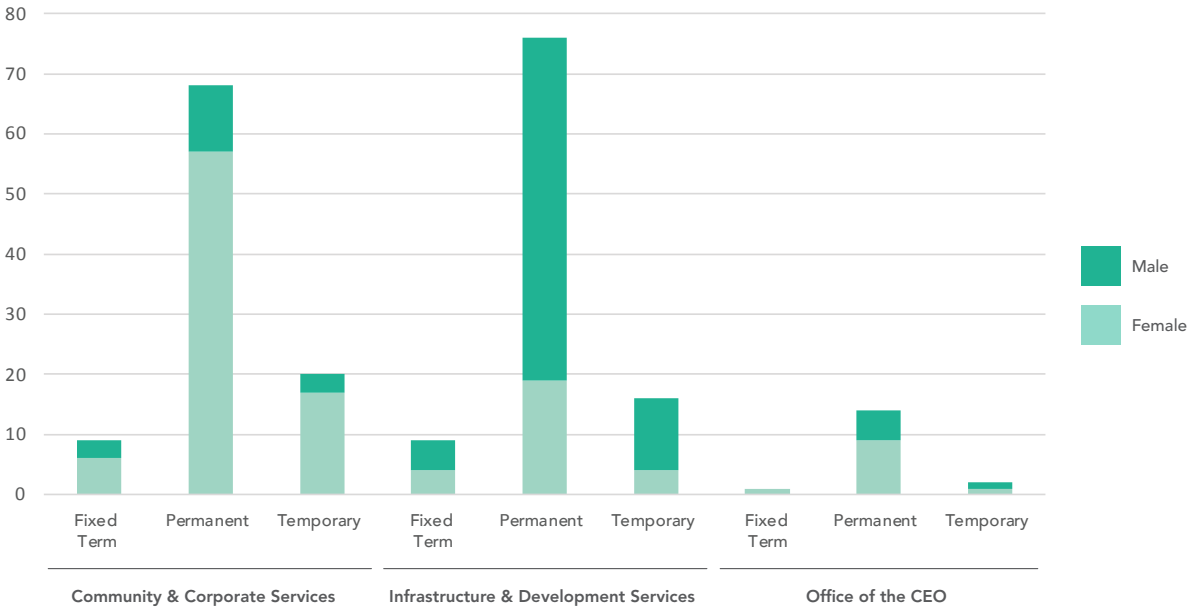


Council employees

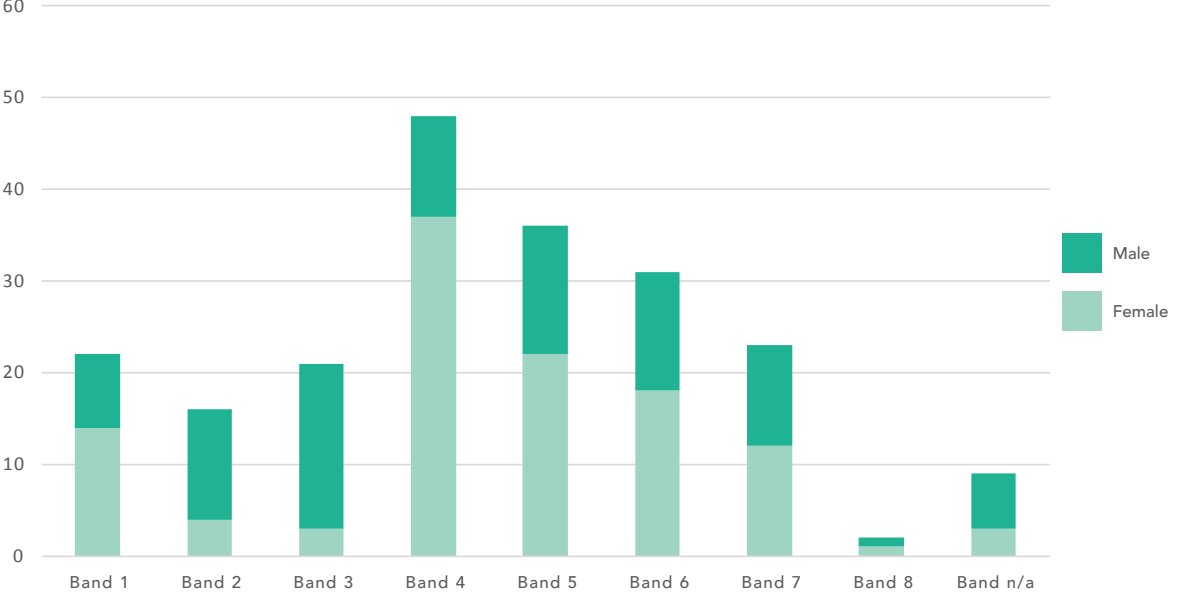
See the below graphs for a summary of the number of full time equivalent (FTE) Council employees by organisation structure, employment type and gender.

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

FTE By Organisational Structure



FTE By Employee Classification



Employment at Hepburn Shire Council

Despite the COVID-19 pandemic, employment at Hepburn Shire Council was largely unaffected and remained constant throughout the year with 77 positions advertised. This included 33 six-month full time temporary positions for which Council received grant funding through the State Government's Working for Victoria program.

The permanent employee turnover rate (resignations) for 2020/2021 was 21.05%, lower than the previous year of 24.8%.

A significant amount of recruitment also continued to complement the realignment of the organisational structure over the 2019/2020 and 2020/2021 financial years. The 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.

Council is a regional employer and recognises the importance of supporting young people's careers. We continue to work with schools and universities in the region to provide opportunities for students to be involved in the work environment, and to provide them with an insight into the important role of local government in the development and support of local communities.

Learning and professional development

Council offers study assistance for employees undertaking relevant undergraduate or postgraduate studies and provides ongoing work-related training sessions. This year one employee received assistance to undertake further studies.

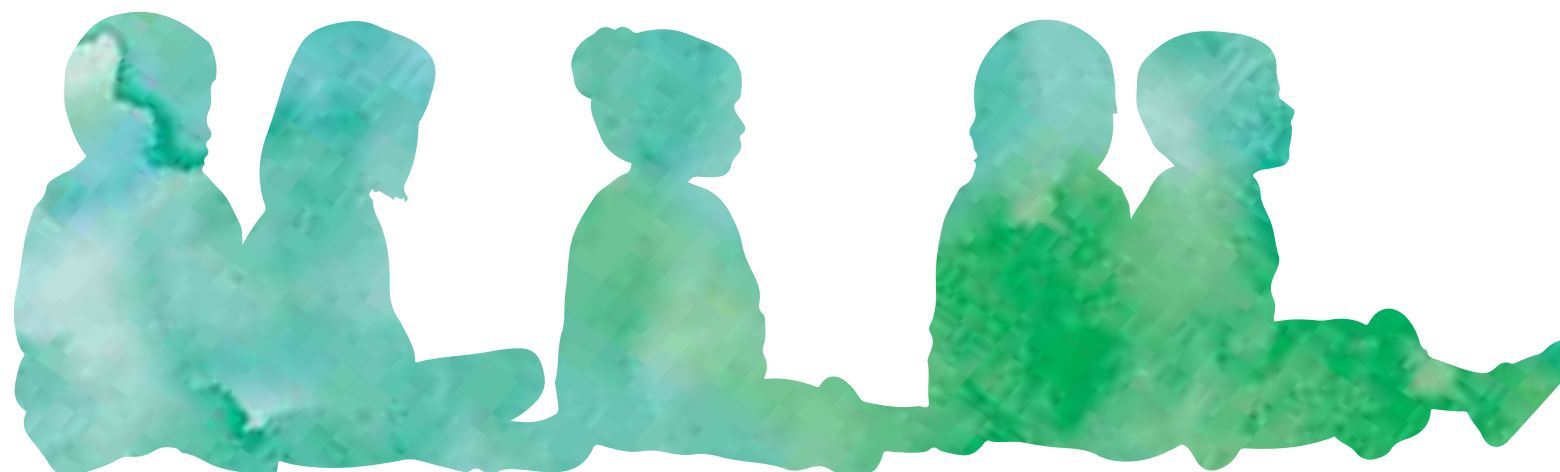
Council provides online learning via the Hepburn Shire Council Learning Hub which provides employees with the opportunity to undertake a selection of online courses to meet Council's compliance training requirements. The Learning Hub is actively used in the orientation of new employees and has supported the education of staff in Child Safe Standards, Manual Handling and COVID safe requirements throughout the year.

Our induction program continues for all new employees to provide an overview of service areas and key responsibilities. The delivery has been a mixture of virtual and in-person to meet COVID-19 restrictions. New employees also participate in a site-specific induction and orientation which offers an understanding of Council's corporate policies, procedures, business processes and the services offered by departments. The orientation also includes some training of corporate systems.

The annual employee performance appraisal and development program called the Performance Development Program (PDP Talk) continued this year. The PDP program concentrates on achievements, challenges, opportunities and behaviours. It aims to facilitate a conversation between supervisors and employees to gain meaningful information that can improve performance and workplace behaviours and to identify training needs. This focus provides a direct line of sight between the employee's individual performance and development plan and the Council Plan objectives.



Our libraries held regular storytime sessions both online and face-to-face.



Equal opportunity employment

Council is committed to equal opportunity and diversity in its workplace and providing a workplace for employees that is free from 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.

In December 2020 the Victorian Auditor-General's Office (VAGO) published a report examining whether Victorian local councils are providing workplaces free from sexual harassment. VAGO conducted an audit of five councils and sector-wide survey to inform their findings and recommendations. A key recommendation for all Victorian Councils is to introduce a standalone Sexual Harassment Policy and appropriate training for employees. In line with the Equal Opportunity Act, the Charter of Human Rights and Responsibilities and our commitment to promote a culture of respectful behaviours, this will be a core focus for Hepburn Shire throughout 2021/2022.



Council received funding for 33 additional positions through the State Government's Working for Victoria program.



Gender equality and preventing violence against women

Hepburn Shire Council continued its commitment to the prevention of violence against women and children. In March 2020, the Victorian State Government introduced the Gender Equality Act identifying local government as a defined entity. The Gender Equality Act has been introduced to support efforts in promoting gender equality. Local councils play an important role in progressing gender equality in the workplace and within the community.

Council has existing strategies and initiatives in place as an advocate for gender equality. With the introduction of the Gender Equality Act we now have further legislative obligations to meet including conducting a gender audit, gender impact assessments and development of a gender equality action plan due 1 December 2021.

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 women, people with disabilities, migrants and First Nations people. Council pledges to work with community groups, organisations and minority representatives to address this crucial issue.

Council ran a White Ribbon 16 days of activism campaign in October 2020 with events for both the community and employees. These included a live Facebook presentation to 250+ viewers by well-known personality, Angry Anderson AM, printed takeaway coffee cup sleeves with 'Respect is...' messaging distributed to five local cafes in the Shire, and a virtual event for staff. Council also offered Active Bystander training for employees, with a total of 54 participants.

Occupational Health and Safety

Council is committed to maintaining a safe and healthy workplace for all employees, contractors, volunteers, visitors and Councillors, and recognises that safety is an integral part of our organisation. This commitment is documented in the Occupational Health and Safety Policy, which is displayed on noticeboards in workplaces and on our website.

A significant focus for 2020 has been on maintaining employee safety in the COVID-19 pandemic environment while continuing to provide services to the community in a safe way. The organisation also continued its focus on strengthening its safety management system and practical safety applications at the workplace. During the year Council concentrated on improving its contractor management processes and facilitated Contractor OHS Management training for 60 employees. This will continue to be a focus into 2021/2022.

Employee Wellbeing

Employees have continued to respond well to their new way of working, transitioning to working from home throughout the COVID-19 pandemic, which for some has also required them to balance remote learning for children into their daily routines. This has challenged work/life balance but strategies to support employees during this transition have been implemented and adopted. Employees have had access to Council's Working from Home procedure to request flexibility to work from home for up to 50% of their ordinary fortnightly hours and the Pandemic Leave Policy allows additional access to leave entitlements should they require it in relation to the pandemic. Council also encouraged staff to get the COVID-19 vaccination, with the Pandemic Leave Policy allowing for people to get vaccinated during work time.

Council offered annual flu vaccinations to all employees again this year and skin checks to employees who have increased exposure to the sun/UV radiation.

Council also participated in STEPtember with 52 employees involved collectively walking 11,816,863 steps and raising \$1,284 for people living with cerebral palsy, supporting an incredible cause by fundraising and exercising daily.

Further programs to support healthy living and health monitoring will continue in 2021/2022.



▲ Staff and Councillors worked with health sector stakeholders in the development of the draft Municipal Public Health and Wellbeing Workshop.



▲ Roadworks in Glenlyon.

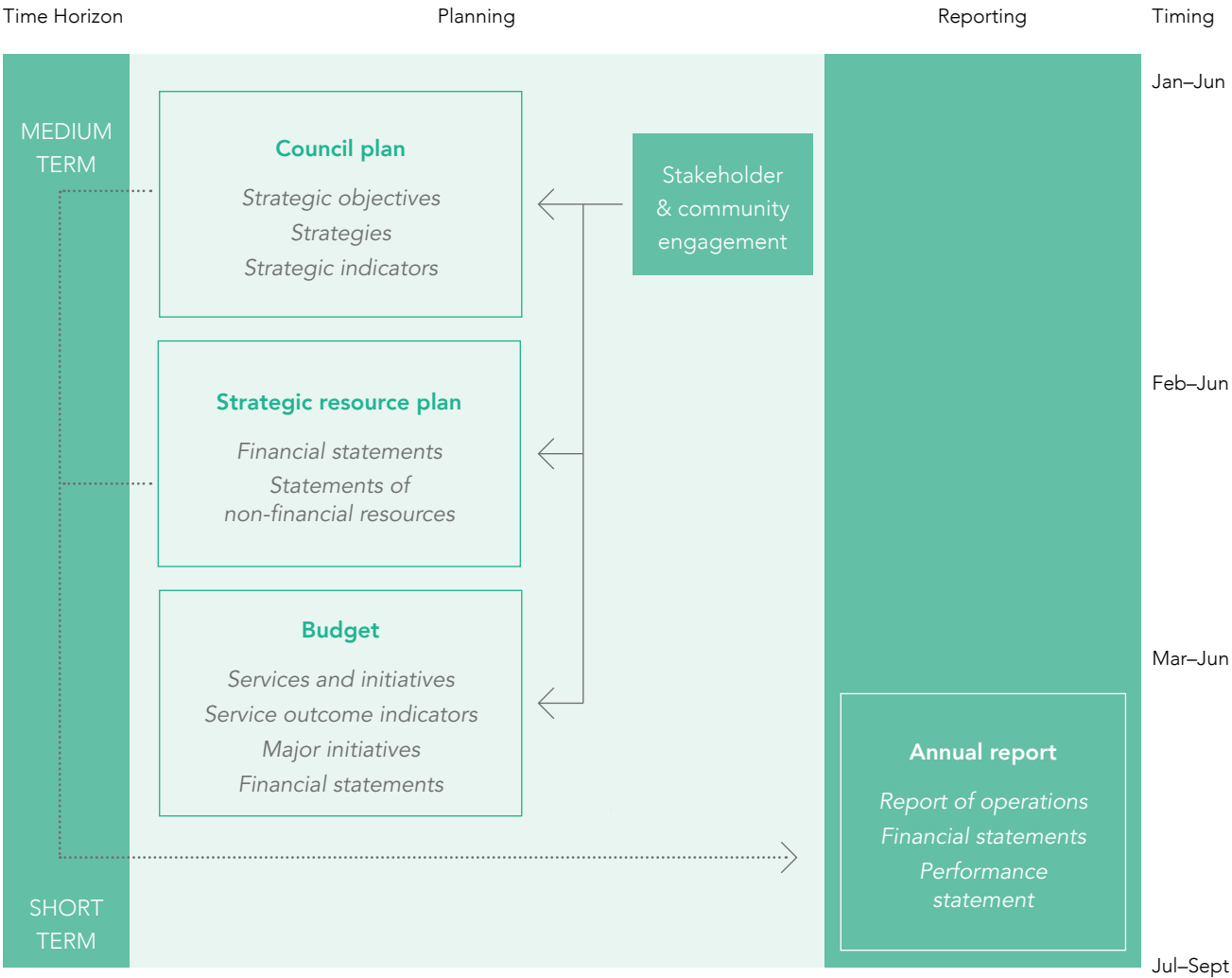


Performance

Planning and Accountability

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.

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



Council Plan

The Council Plan 2017/2021 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 2020/2021 year has been reported against each key strategic objective to demonstrate how we performed against the Council Plan 2017/2021.

Quality Community Infrastructure

1 ► Responsibly manage our assets portfolio including roads and transport infrastructure, buildings, recreation and sporting facilities and public toilets but 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. Council has shown a strong commitment to the renewal of current assets, the ratio of investment to depreciation for 2020/2021 was 98%.
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. Council invested more than \$3.1 million on capital works for roads. Council continued to advocate to Regional Roads 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. Council invested \$225,000 in capital works for drainage assets, and \$595,000 for maintenance works.
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. Council has finalised the Trentham streetscape works. Design works for future streetscape implementation is planned to be delivered in the next financial year.
1.5	Implement a Building Management Plan to improve access, maintenance and renewal planning for our buildings and structures.	In progress and ongoing. Council conducted introductory asset management system training, which incorporated structures around building condition assessments. This will become part of the revised asset management plan, which will be updated in 2021/2022.

Number	Action	Result
1.6	Invest in the renewal, restoration and activation of our Town Halls and Civic Buildings throughout the Shire.	In progress and ongoing. Completed Stage A remedial works at Clunes Town Hall. Council funded \$428,000 of the project cost and received a \$317,000 Living Regions Living Suburbs grant. Secured \$500,000 in funding from the Victorian Government towards improvement works at Creswick Town Hall.
1.7	Complete a program of Essential Safety Measure (ESM) improvements in council buildings to ensure compliance with the Building Regulations.	Completed and ongoing. The only ESM related to Creswick Preschool. Council conducted electrical and stair upgrade works within the preschool in 2020/2021. Future works will be assessed next financial year.
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.	In progress. Council has confirmed the importance of this project and its intention to complete this facility for the community. Unfortunately, negotiations with the builder were not successful, so Council mutually agreed to part ways. This will allow a new builder to be appointed to complete the project. We will re-tender the project and plan to appoint a new builder in late 2021 following the procurement process.
1.9	Design and build the Trentham Community Hub incorporating enhanced library, meeting rooms, seniors and visitor information services.	In progress. We are finalising detailed designs with the community and plan to put the construction contract out for tender in 2021. Council has received a \$3.5 million grant through the Regional Infrastructure Fund to support this project. Council will contribute at least \$800,000.
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.	In progress. Works will commence in 2021 to construct or upgrade seven toilet facilities around the Shire including at Creswick, Trentham, Glenlyon, Clunes and Daylesford.
1.11	Implement priority actions from current and newly developed Recreation Facility Master Plans.	In progress and ongoing. Detailed designs have been completed for the redevelopment of the Trentham Sportsground Pavilion, with construction expected in 2021/2022. Council received a \$2.062 million grant from the Victorian Government's Community Sports Infrastructure Stimulus Funding Program to deliver this project. Work progressed on the gender neutral change rooms for the Hepburn Recreation Reserve, which was funded through a significant contribution from the Hepburn Football Netball Club, the Victorian Government's Country Football Netball Funding Program and Council.
1.12	Deliver walking and cycling priority projects, including asset renewal works and expansion of footpaths and multi-use trails.	In progress and ongoing. Council spent \$760,000 on walking and cycling projects with highlights including stage two of the Coomoora to Daylesford trail, Fairview Trail in Clunes and the Municipal Footpath Expansion Program.

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 increase resources and better utilise the team for maintenance and improvement works in reserves throughout the Shire.
2.2	Implement improvements in accordance with agreed programs and masterplans to reserves, botanic gardens and other recreation reserves.	In progress and ongoing. Council was awarded a \$500,000 grant from the Victorian Government to support a series of works 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. Council will consider the Tree Management Plan for adoption early in the 2021/2022 financial year. The plan will provide guidance to the community and Council officers for tree management.
2.4	Implement an annual street tree planting program to improve township amenity and street tree canopy coverage.	In progress and ongoing. Council is in the final stages of adopting a five-year Street Tree Strategy, which will primarily focus on improving the urban street tree coverage.

▼ Works underway at the Hepburn Football Netball Club change rooms.



Major Budget Initiatives

Major Initiative	Result
Finalisation of the construction of the Hepburn Hub at the Rex.	In progress. Council has confirmed the importance of this project and its intention to complete this facility for the community. Council will look to appoint a new builder in late 2021 following a procurement process.
Annual asset renewal program including road reconstruction, building, road, footpaths, bridges, and drainage.	Completed and ongoing. Of the \$9.4 million capital expenditure, \$4.89 million (52%) was spent on renewal of assets.
Capital investment in sealed road network.	In progress and ongoing. The majority of road related projects were completed during 2020/2021, with \$3.7 million expenditure. Council received \$3.16 million in government funding.

Strategic Indicators

Strategic Activity	Performance Measure	Result
Assets	Completion of capital works program (% by number).	41% completed (50 of 122 projects). 55.3% completed by expenditure (\$9.75M of \$17.6M). Note: this includes multi-year projects, carry forward projects and projects that are dependent of external grant funds.
Assets	Road, bridge, building and footpath assets below intervention level (%).	Data not available for all asset classes and is being reviewed as part of the development of an Asset Plan in 2022.

Roads > Service Performance Indicator Results

Roads		Results					Material Variations / Comments
Service/Indicator/Measure		2017	2018	2019	2020	2021	
Satisfaction of use							
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	46.96	The number of customer requests about sealed road conditions has increased due to the high rainfall last year and a spike of requests related to storm events.
Condition							
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%	96.91%	The percentage of sealed local roads that are below the renewal intervention level set by Council has remained fairly constant over the last four years.
Service Cost							
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	\$56.20	The direct cost of reconstructing sealed local roads has increased by \$5.05 per square metre because of the increased cost of road construction materials.
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	\$7.59	The direct cost of resealing local roads has increased by \$1.98 per metre over the last four years because of the increased cost of resealing materials.
Satisfaction							
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	47.00	The community satisfaction rating with the condition of sealed local roads has increased slightly over the last four years. Annual fluctuations may be the consequence of uncontrollable factors such as heavy rainfall leading to flooding and road closures.

Waste Collection > Service Performance Indicator Results

Waste Collection		Results					Material Variations / Comments
Service/Indicator/Measure		2017	2018	2019	2020	2021	
Satisfaction of use							
WC1	Kerbside bin collection requests <i>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000</i>	160.1	144.4	117.2	94.46	96.44	The number of customer requests about the kerbside bin collection per 1,000 households has decreased over the last four years because Council officers have continually worked with the service provider to provide improved service quality and satisfaction.
Service Standard							
WC2	Kerbside collection bins missed <i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000</i>	19.49	9.15	4.06	4.58	3.59	The number of bins missed for every 10,000 bin collection lifts has decreased over the last four years because the active contract management by council officers.
Service Cost							
WC3	Cost of kerbside garbage bin collection service <i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>	\$96.71	\$99.44	\$98.85	\$111.64	\$119.33	The cost of the kerbside garbage bin collection service per bin has increased by 20% over the last four years due to changes in the waste industry, with increases in the cost of business such as higher waste levies.
WC4	Cost of kerbside recyclables collection service <i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$66.57	\$76.38	\$61.67	\$71.43	\$85.15	The cost of the kerbside recyclables bin collection service per bin has increased by 11.5% over the last four years due to changes in the recycling industry, with increases in the cost of doing business after the Government of China launched Operation National Sword effectively stopping the importation of low-quality recyclables.
Waste Conversion							
WC5	Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100</i>	42.95%	42.50%	37.08%	37.81%	48.46%	The amount of recyclables, as a percentage of all waste, that is diverted from landfill has increased by almost 6% over the last four years because of the improvement in household participation in recycling due to a number of State and Local factors.

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, youth grants and the FReeZa program. The new Youth Strategy will be finalised next financial year.
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.	This project did not progress. The Hepburn Hub at the Rex design previously include a social enterprise café with a focus on youth. Due to requirements of other grant funding the decision was made 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 and ongoing. Council adopted an updated Community Planning Strategy in October 2019. All 11 Community Plans will be reviewed as part of the strategy. Residents of Lyonville formed the Community Planning Group and developed a community plan between August 2020 and August 2021. As priority was placed on the Hepburn Together Project, the Lyonville Community Plan and Community Planning Guidelines will be reviewed by Council once the four-year Council Plan and ten-year Community Vision is finalised.
3.4	Continue to provide community grants to support community projects, events and initiatives.	Completed and ongoing. Council contributed \$65,000 for a range of projects through the annual community grants program. Council also supported community projects through the Towards Zero grants (\$37,721), Biodiversity grants (\$24,000), Quick Response Youth Grants (\$3,250), and Community Activation and Social Isolation grants (\$35,188.15) through the Reactivate Hepburn Shire Program and the Community Art Project.
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 continued to manage four libraries throughout the Shire – Clunes, Creswick, Daylesford and Trentham. The team offered online sessions and click and collection options during lockdowns due to COVID-19 restrictions. Staff also created screen-free take home packs to provide activity options for local children. Rather than close the Daylesford Library while urgent structural works were underway, the team relocated to a temporary pop-up library in a vacant store to continue the provision of services to the community.

Number	Action	Result
3.6	Support the development and delivery of early years services including kindergartens, pre-schools and child-care to meet demand.	Completed. Council continued to support early years service providers with early implementation of three-year old kindergarten. Fifteen hours of subsidised three-year-old kinder was implemented in all early years services within the Shire. Council completed upgrades to Trentham Kindergarten, Daylesford Childcare and Creswick Kindergarten. Trentham Integrated Childcare Facility opened in late 2020.
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 via the Gender Equity Advisory Committee. In February 2021 Council resolved to disband the White Ribbon Committee and approved the formation of the Gender Equity Advisory Committee to continue Council's commitment to raising awareness for and reducing instances of domestic violence. Council completed this with the adoption of a Leadership Statement for the Prevention of Violence Against Women and Children and the production of a video supporting this Statement.
3.8	Implement a program of delivering Communities of Respect and Equality training for Council staff.	Completed. Council, in partnership with Women's Health Grampians, implemented the Act@Work program within the organisation, which addressed four important environments that influence a respectful and equitable workplace. Activities included 16 Days of Activism Campaign, bystander training for staff and the development of a catalogue of images celebrating diversity in our organisation. The introduction of the Gender Equality Act 2020, of which Council is a defined entity, began in March 2020. Implementation of the Act for Council includes a Gender Equality Action Plan (GEAP) which will continue on with the important work already completed as part of Act@Work.
3.9	Implement Reconciliation Action Plan (RAP) actions.	Ongoing. Progressed a range of reconciliation activities, which included work on the Manna Gums Frontier Wars Memorial Avenue, coordinated cultural competency training for Councillors, conducted workshops with DJAARA for project teams on Land Use Activity Agreements and Djandak services, and progressed the proposed Jim Crow Creek renaming project with Mount Alexander Shire. Work also progressed on the scope for an Aboriginal Employment Strategy. Council lowered the Aboriginal flag to acknowledge the mourning of First Nations People on 26 January, and held a flag raising ceremony for Sorry Day and Reconciliation Week.
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. Began a desktop audit and cultural mapping to inform the development of an Arts and Culture Strategy. Commissioned a piece of public art at Glenlyon, although the installation has been delayed due to COVID-19 restrictions.

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 is 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.	In progress and ongoing. Inspection process and schedules are ongoing.
4.6	Implement an updated Planning Scheme compliance process for heritage listed streetscapes and buildings.	In progress and ongoing. Council has submitted the Planning Scheme amendment to the Minister for Planning for consideration.

▼ The four km Fairview Trail connects Clunes CBD with the Ballarat-Maryborough Road via Scenic Drive and Station Flat Road.



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 masterplans and the Walking and Cycling Strategy, and develop new masterplans to guide future investment.	In progress and ongoing. Council sourced external funding for items in the masterplans including Hepburn Recreation Reserve gender neutral change facilities, (Victorian State Government and Hepburn Football Netball Club), Trentham Sportsground Reserve Pavilion Redevelopment (State Government), Doug Lindsay Shared Pathway Project (Australian Government), Newlyn Recreation Reserve cricket training nets (Australian Government) and Calembeen Park change amenities (State Government). There was some delay on progress of the masterplan projects due to reduced resourcing capacity and COVID-19. Works to develop a masterplan for Clunes Recreation Facilities is underway.
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 again made casual swimming pool entry free for the 2020/2021 season, and this generated a significant increase in use, despite the cooler weather. Work has commenced on the development of a ten-year Hepburn Shire Aquatics Strategy which will be considered for adoption by Council in 2021/2022.
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 is expected to be completed in 2021/2022. 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, community organisations and clubs to implement social and modified programs and to promote existing activities. Council funded an ongoing Sport and Active Recreation Development Officer who will work closely with clubs. We also participated in Health Futures Australia's Prevention Lab to identify opportunities to reduce obesity in the region. VicHealth supported Council's 'Hepburn Girls Can' program of sport and active recreation activities through the 'This Girls Can' Campaign initiative in November 2020.
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 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 2021/2022. Council encouraged female participation in active living through the 'Hepburn Girls Can' program in November 2020. Council continued to develop contemporary welcoming, inclusive and gender-neutral community sport and active recreation facilities that meet the Victorian State Government and State Sporting Body facility standards.

Number	Action	Result
5.6	Deliver Maternal and Child Health (MCH) services that are accessible and encourage uptake by all.	In progress and ongoing. The MCH service is contracted to Central Highlands Rural Health. Seventy-nine percent (79%) of children attended at least one MCH service during the year.
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. Council worked with local health providers to promote uptake of the COVID-19 vaccination.
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. Work continued on this. However, officers focused on supporting food and health business to comply with COVID related restrictions.
5.9	Implement the Hepburn Shire Council Domestic Wastewater Management Plan (DWMP).	In progress. Work has commenced on the development of the next five-year DWMP and will be adopted in 2021/2022.

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 and 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 currently.

Major Budget Initiatives

Major Initiative	Result
Glenlyon Recreation Reserve Community Pavilion Redevelopment Detailed Design (\$121,000)	Progress of this project has been delayed due to reduced resourcing capacity within the Sport and Active Recreation Team. The project is proposed to be undertaken in early 2021/2022 to prepare the design documentation for advocating for future external funding opportunities.
Trentham Recreation Reserve Community Pavilion Redevelopment Detailed Design (\$199,650)	Council secured \$2.06 million funding from Sport and Recreation Victoria for construction of the pavilion. Detailed design is due for completion in the second half of 2021. Procurement for the construction contractors will then commence with construction expected to begin in 2022.
Daylesford Aquatic and Civic Plaza Precinct (\$1,020,000 including \$500,000 grant)	Council endorsed to cancel this project at the Ordinary Council Meeting on 17 March 2021.

Strategic Indicators

Strategic Activity	Performance Measure	Result
Youth	Total attendance at Council run youth events	3,088 (up from 2,189 people in 2019/2020).
Pools	Utilisation of swimming pools - number of visits to aquatic facilities / municipal population	1.20 (down from 1.59 due to cooler weather conditions).
Community Development	Total value of community projects funded by Council grants	\$316,570 (down from \$650,292 due to impact of COVID-19 restrictions including events and projects cancelled and postponed).
Libraries	Active library members	1,992 (down from 3,063 due to impact of COVID-19 lockdown restrictions).
Maternal and Child Health	Participation in the MCH service	76.96% (down slightly from 78.99%).
Aged & Disability Services	Hours of home care services delivered	10,530 (down from 15,645. Several programs have been amended to reflect changes by State and Commonwealth funding, along with the impact of COVID-19 restrictions).

Aquatic Facilities > Service Performance Indicator Results

Aquatic Facilities		Results					Material Variations / Comments
Service/Indicator/Measure		2017	2018	2019	2020	2021	
Service Standard							
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	0.0	Council operates three outdoor pools which open for the summer season only. Proactive inspections were not undertaken because of the extraordinary demands upon Health Officers in addressing COVID pandemic compliance issues.
Utilisation							
AF6	Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	.91	1.01	0.73	1.59	1.20	Visits to the pools decreased by 0.39 visits per person compared to previous year due to cool weather conditions. The result has increased by 0.19 visits per person over the last four years, mainly because pool entry is now free of charge.
Service cost							
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	\$19.84	The cost per visit has increased due a reduction in visits whilst most fixed costs and some operating costs could not be reduced. Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities', see retired measures.

Library Facilities > Service Performance Indicator Results

Library Facilities		Results					Material Variations / Comments
Service/Indicator/Measure		2017	2018	2019	2020	2021	
Utilisation							
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	2.50	The number of times a library item has been loaned has decreased by 1.95 times over the last two years. This is because COVID restrictions have required libraries to close for long periods. Note: From 2019-2020, this indicator measures the performance of physical library items as a subset of the wider library collection.
Resource Standard							
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%	69.34%	The percentage of the library collection that has been purchased over the preceding 5 year period has remained fairly constant.
Participation							
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%	15.66%	The percentage of the population that are active library borrowers has decreased by 3.83 percentage points over the last two years. This is because COVID restrictions have required libraries to close for long periods.
Service cost							
LB5	Cost of library service per population <i>[Direct cost of the library service / Population]</i>	\$45.11	\$45.71	\$46.99	\$44.80	\$39.36	The cost of delivering the library service to the community has decreased slightly because opening hours were reduced due to COVID-19 pandemic restrictions. Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.

Maternal and Child Health (MCH) >

Service Performance Indicator Results

MATERNAL AND CHILD HEALTH		Results					
Service/Indicator/Measure		2017	2018	2019	2020	2021	Material Variations / Comments
Service Standard							
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%	101.50%	The percentage of infants enrolled in the MCH service continues to exceed the number of birth notifications received. This may be due to families of infants moving into the Shire.
Service Cost							
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	\$86.79	The increase in the cost per hour is related to the decrease in the number of hours delivered this year. This was due to COVID restrictions impacting on the way the service was delivered to ensure the safety of parents and children.
Participation							
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%	76.96%	The percentage of infants enrolled in the MCH service, who also attend MCH service has remained fairly constant over the previous four years.
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%	75.76%	The percentage of Aboriginal infants enrolled in the MCH service, who also attend MCH service has remained fairly constant over the previous four years.
Satisfaction							
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%	94.74%	The percentage of infants enrolled in the MCH service who participated in 4-week Key Age and Stage visit has remained fairly constant over the two year period.

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 completed a glass crushing trial, using the material with reclaimed concrete to be used in local footpaths.
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 in 2021/2022.
7.3	Meet requirements for closed landfills, including monitoring and responding to increased obligations through legislative changes.	In progress and ongoing. Council continued 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.	In progress. 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.

▼ Hepburn Shire has high-quality farm land throughout the municipality.



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. Delivered significant greenhouse gas emissions reduction projects. Implemented a new contract to source 60% of Council's electricity supply from emissions-free renewable electricity (and a 30% reduction in the price of electricity), replaced all major road streetlighting with efficient LEDs, provided support for 22 additional low-income households to receive solar systems through the Solar Savers program. Contributed \$37,000 to local not for profit organisations to support projects to reduce emissions in the community as part of Council's Towards Zero Community Grants.
8.2	Support the community to develop and implement a 100% Community Renewable Stationary Energy Plan.	In progress and ongoing. Council continued to work with community groups on the Zero Net Emission Transition (Z-NET) Hepburn Shire project, which is a plan to reach zero net emissions in the Shire by 2030. Members of the Z-NET Roundtable managed a number of projects and events including development of the Z-NET Agricultural Guidebook for reducing the emissions impact of farming, facilitated the Australian mainland's first electric vehicle community bulk-buy, and hosted a number of informative community webinars and workshops. As part of the ZNET's Energy Savvy Upgrades program, energy assessments and upgrades were facilitated to make Hepburn residents' houses more comfortable, cheaper to run and better for the environment.
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. Council has partnered with Central Highlands Water on two projects - Newlyn Oval Alternative Water Suppliers and the Daylesford Integrated Water Management Plan. The projects were delayed due to COVID-19. The Integrated Water Management Plan commenced in early 2021. Community engagement is scheduled for later in 2021. Central Highlands Water and Council will determine whether the Newlyn Recreation Reserve irrigation project will continue as Goulburn Murray Water has refused to grant a licence based on the initial drilling.
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.	Postponed. Council commenced a tender process for a Vegetation Management Plan for Hepburn Mineral Springs, but the project was postponed as part of a budgetary and staffing review due to the impact of the COVID-19 pandemic. Development of plans for Hepburn and Lake Daylesford Reserve will be progressed in 2021/2022 with plans for Lake Jubilee and Lake Calembeen to follow.
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. Council continued to work with partners to complete further flood studies in identified risk areas.

9 ▶

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. Work continued on actions within the Hepburn Shire Biodiversity Strategy. This included contributions to update the Planning Scheme Amendment in relation to protect local native flora and fauna. Council will develop a Biodiversity Strategy 2021- 2025 within the 'Sustainable Hepburn' project.
9.2	Implement actions to increase Council's control and management of noxious weeds on reserves and roadsides under Council's management.	Ongoing. Worked progressed on Council's annual weed management program in partnership with local Landcare groups and State Government agencies, such as the Victorian Gorse Taskforce. The program increased in recent years with additional Council funding and an increase in State Government grant funds. In 2020/2021 the roadside weed control in Wheatsheaf and Lake Daylesford vicinity were substantially augmented by fuel reduction works that incorporated roadside weed control under CFA 'Safer together' grant funding.

Major Budget Initiatives

Major Initiative	Result
Funding for resource recovery education and other waste management initiatives to develop innovative ways to process our waste.	Complete and ongoing. Council has been partnering with Regional Roads Victoria. The project has recruited a Waste Education Officer to lead this work. Council carried out a significant campaign in newsletters, Facebook and in-person community engagement. Commenced an organics trial in Clunes to divert organics from landfill and carried out bin inspections in Clunes as part of the project.

Strategic Indicators

Strategic Activity	Performance Measure	Result
Waste	Waste diverted from landfill (%)	48.46%, up from 39% (due to improved recycling practices).
Waste	Waste to landfill (tonnes)	5,439, up from 4,893 (due to people spending more time at home during COVID lockdowns).
Sustainability	Total scope 1 and 2 greenhouse gas emissions (t CO ₂ -e)	1,263 tCO ₂ -e, down from 1,400 tCO ₂ -e (due to COVID lockdowns and fewer people in Council offices, coupled with continuing energy reductions to reduce electricity-based emissions).
Sustainability	Total potable water consumption (kL)	99,338kL, down from 113,872kL (due to a particularly wet year, which reduced demand for water, particularly in public gardens. Water demand also decreased across facilities that were closed due to COVID-19 lockdowns).
Emergency Management	MEMP Audit Result - % of conformance	100% conformance for previous audit. Next audit scheduled for November 2021.

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. Offered extensive business mentoring and support throughout 2020/2021, particularly in relation to COVID-19 lockdown restrictions and requirements. Supported local farmers and producers through the Artisan Agriculture Program which included farm visits, webinars and skills-building sessions. Towards Zero Hepburn is captured in actions 8.1 and 8.2.
10.2	Develop, build and promote iconic walking and cycling trails, including the Creswick Trails and Daylesford Macedon Rail Trail.	In progress and ongoing. Council submitted an application for a planning permit to construct Stage One of the Creswick Trails. Construction will commence once planning approvals are in place. Commissioned a feasibility study into Daylesford Macedon Rail Trail, a trails audit and extension of rail corridor from Bullarto to Trentham. This feasibility study is continuing into 2021/2022 and community engagement on the Daylesford Macedon Rail Trail will be undertaken later in 2021. This will investigate community support for a rail trail or extension to the Daylesford Spa Country Rail. This engagement will also begin a conversation with the community on how they currently use the historic rail corridor and what they would like to see done to improve the area.
10.3	Review Council's Events Strategy and implement actions to continue to support events and enhance economic development.	Completed and ongoing. Many events were cancelled or postponed due to the COVID-19 pandemic. However, Council continued to implement strategy actions. Delivered a successful Heather Mutimer International Woman's Day event and Australia Day Civic event and provided support to five community-led events.
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 and new/evolving displays are in place within the VICs to enhance the visitor experience. The lockdown and restrictions impacted face to face visitor servicing, although the team continued to offer support over the phone and online.

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. Council adopted the C80hep Planning Scheme Amendment and all documentation has been forwarded to the Minister of Planning for final authorisation.
11.2	Implement the strategic planning program, including the review of existing zones and overlays.	Complete. The Planning Scheme Amendment has been finalised and is with the Minister for Planning for consideration. Council endorsed the Strategic Planning Three Year Work Plan and will undertake a Shire wide land supply and demand assessment, Creswick Structure Plan, Shire wide Biodiversity Strategy, Agriculture and Rural Settlement Strategy, Indigenous Heritage Strategy and township structure plans for Trentham, Glenlyon, Daylesford-Hepburn Springs and Clunes.
11.3	Implement recommendations of the Rural Land Use study.	Not started. The Agriculture and Rural Settlement Strategy will be addressed as part of the Strategic Planning three-year work plan (see action 11.2).
11.4	Incorporate a Drainage Contribution Scheme into the Hepburn Planning Scheme.	In progress. Review of the current Planning Scheme has been completed and waiting on Ministerial approval. Drainage Contribution Scheme will likely make part of a greater Development Contribution Scheme which is being considered in Council's endorsed three year strategic planning program.

Major Budget Initiatives

Major Initiative	Result
Continued planning and construction of the Creswick Trails Project (carried forward from 2019/20)	In progress. Work has continued on this project. Council has submitted an application for a planning permit to construct Stage One of the Creswick Trails. Construction will commence once planning approvals are in place.
Support the region's small-scale producers to increase their economic potential through The Hepburn Hub for Premium Produce (\$236,000, net \$30,000)	In progress. Works continued with this project. Held regular meetings with the Project Advisory Group, carried out a pulse survey to understand the artisan agriculture sector, held on-site farm visits, ran workshops and webinars to build skills, share information and offer networking opportunities.

Strategic Indicators

Strategic Activity	Performance Measure	Result
Economic Development - Visitations	Number of visits to physical and online (virtual) Visitor Information Centres (VIC).	109,551 (down from 120,405 visits in prior financial year, as VICs were closed due to COVID-19 restrictions).

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 2017/2018.
12.2	Develop and roll-out online systems of forms and payments that is underpinned by a customer-centric process.	In progress and ongoing. Council has continued to make updates to the website, including the use of online forms. A website renewal project is planned for 2021/2022 where online forms and payments will be part of the scope.
12.3	Roll-out the Frequently Asked Questions database on our website for the public to access.	Ongoing and in progress. Service requests are able to be raised by community members via Council's website. This functionality will improve through the introduction of new software in 2021/2022 and the redevelopment of the website.
12.4	Improve communications to the public by implementing new online social media platforms to complement Facebook page and website communications.	Completed. Council utilised the social media channels of LinkedIn and YouTube, while our Facebook pages continued to grow. The corporate Council Facebook page has more than 5,000 followers. In April 2021 Council launched a monthly e-newsletter, Hepburn Life, which is sent to almost 3,000 subscribers.
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. Some minor improvement to corporate reporting have been undertaken, including quarterly updates provided to public Council Meetings. An appropriate ICT system for this reporting is being considered as part of the development of the ICT Strategy.
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 2020/2021, which now has a balance of \$1,792,000.
13.3	Lease available commercial spaces resulting from the Hepburn Hub in order to increase rental income.	In progress. The Hepburn Hub Project has been delayed. Work is expected to commence in 2022. Council has obtained State Government funding to assist in the creation of a co-working space within the 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.	In progress and ongoing. User fees are reviewed annually and are adopted in the Annual Budget. Further policy position to be developed.

▶ The Warehouse at Clunes.



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. Managers and Coordinators continued to undertake various individual and corporate training throughout the year. Managers also participated in a leadership program facilitated by Leading Teams.
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. We reviewed and updated the Performance Development Program (PDP). Council also commenced a journey to develop Business Plans which will support service areas to better align individual performance development plans to the Council Plan.
14.3	Recruit and develop trainees, graduates and apprentices to help young people build careers locally.	In progress and ongoing. Council entered an agreement with a local Registered Training Organisation to host an apprenticeship to obtain a Certificate III Horticulture. This commitment provides an opportunity for an individual to gain practical learning and development in a speciality area and plan for their future career. Council also continued the Junior Lifeguard Program, which accommodated five young people to have paid employment, gain a qualification and aquatics experience.
14.4	Undertake Staff Satisfaction Surveys to measure key value drivers and to identify areas for improvement.	In progress and ongoing. We conducted Pulse Surveys twice throughout the year to assess employee engagement. This continues to 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. Council reviewed and implemented a number of processes and procedures during the year. These related to normal operations and management of the risk posed by the COVID-19 pandemic.
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 Child Safe Standards, Staying COVID Safe, Contractor OHS Management, Manual Tasks Safety and a newly revised Employee Day 1 OHS Induction.
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 scheme continued to assess the OHS Management System and support 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. Councillors undertook an extensive induction program which aligned to the mandatory induction program requirements. Staff were provided with regular training sessions, including sessions on freedom of information, privacy and data protection, conflicts of interest, risk management, elections, Doc Assembler and Content Manager. Councillors and staff were also encouraged to participate in MAV, LGPRO and VLGA training sessions.
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. An ICT strategy is currently under development (due late 2021).
16.3	Deliver an annual program of internal and external audits in conjunction with the Audit and Risk Advisory Committee.	In progress and ongoing. Council worked to the Strategic Internal Audit plan, with audits ratified by Council and the Audit and Risk Committee. Audits were carried out in procurement and contract management, Accounts Payable and Credit Cards, and Rates and Revenue.
16.4	Update the special committee guidelines and deliver training to community members on committees to support them deliver their roles.	Complete. Council's six special committees transitioned to Community Asset Committees through the year, under the Local Government Act 2020. Committee members received a number of virtual presentations and training and development with respect to the transition and new requirements under the Act and the revised Instruments of Delegation established for each Committee.
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 parking and fire hazard infringements are 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 (\$425,000)	In progress. A number of purchases were undertaken in 2021/2022. Council is currently preparing an ICT Strategy that will inform future purchases, due for completion in late 2021.
Working for Victoria Program - recruitment of 33 employees across the organisation on six-month contracts. Delivering services to the community and organisation, designed to stimulate the economy through employment, in response to the economic hardship created by the COVID 19 Pandemic. (\$1.58 million grant funded)	Completed. Council successfully recruited and appointed to 33 six-month full time temporary positions. The additional positions provided support and services to the community and organisation to aid in the response to hardships created by COVID-19.

Strategic Indicators

Strategic Activity	Performance Measure	Result
Governance	Making decisions in the interests of the community (satisfaction rating)	44 of 100 (up from 38 in 2019/2020).
Communications	Community Consultation & Engagement (satisfaction rating)	44 of 100 (up from 41 in 2019/2020).
Customer Service	Average time to close all external customer requests - average days	27.47 (up from 22.85 days).
Food Safety	Food safety assessments completed for class 1 and 2 premises	25.67% (down from 74% due to focus on COVID response).
Animal Management	Time taken to respond to animal management requests	4.14 days (up from 1.58 days due to demands upon Animal Control officers in addressing COVID pandemic issues).
Statutory Planning	Median time taken to decide planning applications	69 days (up from 53 days. This figure is impacted by the type of planning applications, with complex applications altering the overall number of days).
Statutory Planning	Planning applications decided within 60 days	64.47% (up from 61% due to an increase in planning staff).

Governance > Service Performance Indicator Results

GOVERNANCE						
Service/Indicator/Measure	2017	2018	2019	2020	2021	Material Variations / Comments
Transparency						
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%	4.68%	The number of decisions made when the Council meeting was closed to the public has decreased by 5.7 percentage points over the last four years, as Council continues to make as many decisions in public as possible for greater transparency.
Consultation and Engagement						
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	44.00	The public satisfaction rating with Council's community engagement and consultation increased by 3 compared to last year. This may be due to the Council's Community Engagement Policy, which has a strong focus on consulting with the community on major decisions.
Attendance						
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) x (Number of Councillors elected at the last Council general election)] x100</i>	96.19%	90.48%	84.76%	96.94%	99.25%	Councillor attendance at Council meetings has increased by 8.77 percentage points over the last four years and remains very high.

Governance > Service Performance Indicator Results (cont.)

GOVERNANCE						
Service/Indicator/Measure	2017	2018	2019	2020	2021	Material Variations / Comments
Service Cost						
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	\$37,259	The costs directly related to the activities of elected Councillors has decreased by 2.7% over the last four years.
Satisfaction						
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	44.00	The community satisfaction rating of Council's decision making in the public interest has increased by 6 compared to last year. This may be due in part to the Council's Community Engagement Policy, which has a strong focus on consulting with the community on major decisions.

▼ Road upgrade underway in Clunes.



Animal Management > Service Performance Indicator Results

ANIMAL MANAGEMENT						
Service/Indicator/Measure	2017	2018	2019	2020	2021	Material Variations / Comments
Timeliness						
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	4.14	The number of days taken to respond to an animal (cat or dog, not livestock) has increased by 2.56 days compared to previous year because of the extraordinary demands upon Animal Control officers in addressing COVID pandemic issues.
Service Standard						
AM2 Animals reclaimed <i>[Number of animals reclaimed / Number of animals collected] x100</i>	30.36%	11.59%	20.00%	83.33%	11.63%	The percentage of domestic animals which have been reclaimed after being collected is consistent with the 2017-2018 and 2018-2019 years.
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%	95.35%	The percentage of domestic animals which have been rehomed after been collected has increased compared to the previous year, as Animal Control officers continue efforts to contact owners and ensure animals are rehomed, as much as possible.
Service Cost						
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	\$10.91	The cost of animal management services per person has remained relatively similar across the four years (from \$8.29 to \$12.82). Yearly variances can be for various reasons. Last year it was due to increased employment costs for short term staffing to backfill regular staff involved in COVID pandemic compliance issues. Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals, see retired measures.
Health and Safety						
AM7 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%	0%	Council has not prosecuted any person under the Domestic Animals Act. Note: Indicator is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion.

Food Safety › Service Performance Indicator Results

FOOD SAFETY				Results			
Service/Indicator/Measure		2017	2018	2019	2020	2021	Material Variations / Comments
Timeliness							
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	5.00	The number of days taken to respond to a public complaint about food safety has increased by 3.5 days compared to the previous year. This is because of the extraordinary demands upon Health Officers in addressing COVID pandemic compliance issues.
Service Standard							
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%	25.67%	The percentage of registered food premises which were inspected has decreased compared to previous years due to COVID restrictions closing many premises, and Health Officers being reallocated to address COVID pandemic compliance issues.
Service Cost							
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	\$585.21	The cost of food safety services per registered food premises has increased because COVID restrictions caused some food premises to permanently close, whilst Council's fixed costs continued to be incurred.
Health and Safety							
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%	50.00%	All critical and major non-compliance outcome notifications about food premises were followed up.

Statutory Planning › Service Performance Indicator Results

STATUTORY PLANNING		Results					
Service/Indicator/Measure		2017	2018	2019	2020	2021	Material Variations / Comments
Timeliness							
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	69	The median number of days taken between receipt of a planning application and a decision has increased over the last four years because application types received can alter the overall statutory days (eg. A shed will often be quicker than a 40-lot subdivision). Referral response times have also fluctuated in the last 12 months.
Service Standard							
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%	64.47%	The percentage of Planning applications decided within the legislated time frames has increased over the last three years from a low of 57.3% in 2018/19 to 64.5%. This is because Council provided additional resources (more planning staff) to reduce application times and improve customer service.
Service Cost							
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	\$2,012	The cost of the statutory planning service for each planning application received has increased significantly. This is because Council provided additional resources (more planning staff) to reduce application times and improve customer service.
Decision Making							
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%	80%	The percentage of planning application decisions that were set aside after being reviewed by VCAT has decreased over the last four years.



Governance

Governance

Hepburn Shire Council is constituted under the 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. As of 1 July 2021 the remaining sections of the Act have come into effect.

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 has been proclaimed in four stages:

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

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.

2020-2024 General Elections

On 24 October 2020 the Victorian General Elections took place, and due to COVID-19 Government restrictions the Victorian Electoral Commission undertook the elections via the postal voting method.

On 4 November 2020 the Declaration of the Poll was held at the Electoral Office, Vincent Street Daylesford, where the declared results for Ward within the Shire were revealed.

Birch Ward and Creswick Ward votes were counted by proportional representation, with Cameron Ward, Coliban Ward and Holcombe Ward voting count method being preferential. The Hepburn Shire Council Councillors were officially sworn into Office at the Swearing in Ceremony held on Thursday 19 November 2020.

With six new Councillors and one returning Councillor, the following Councillors were elected to the Hepburn Shire Council for the 2020-2024 Council Term:

Birch Ward – Cr Jen Bray

Birch Ward – Cr Lesley Hewitt

Cameron Ward – Cr Tessa Halliday

Coliban Ward – Cr Brian Hood

Creswick Ward – Cr Don Henderson

Creswick Ward – Cr Tim Drylie

Holcombe Ward – Cr Juliet Simpson

On Tuesday 24 October 2020 Council elected Cr Lesley Hewitt as Mayor and Cr Brian Hood as Deputy Mayor at its Statutory Council Meeting for the 2020-2021 Mayoral and Councillor year.

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.

Since May 2020, COVID-19 government directed restrictions have meant that meetings have been held in a variety of different formats to accommodate protecting members of the community, Council staff and Councillors. In-person Council meetings with a public gallery were held at the Daylesford Town Hall. Meetings where Councillors are ‘in person’, but no gallery were held in the Council Chamber.

Meetings have also been conducted virtually via video conference and live streamed to the community. This means the business of Council can continue to be transacted where ‘in person’ meetings were not permissible.

The COVID-19 Omnibus (Emergency Measures) Act 2020 was passed into Law on 23 April 2020 and came into effect on 1 May 2020. This 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. The meetings are archived on Council’s website for review.

In addition to Council Meetings, Councillors are briefed on relevant issues during informal Confidential Councillor Briefing sessions throughout the month, which are held both virtually and ‘in person’ where permissible.

All Special and Ordinary Meetings are governed by Council’s Governance Rules to allow for accountable and transparent conduct of Council meetings. The Governance Rules were prepared pursuant to section 60 of the Local Government Act 2020, which was a new requirement bestowed upon Council, and came into effect on 2 September 2021.

The Governance Rules also provide the opportunity for community members to submit questions to the Council during Council meetings, or ask to address Council regarding an item, and have the option to submit petitions to Council for consideration.

Conflict of interest declarations

Councillors and members of Council staff are required under the Local Government Act 2020 to comply with the conflict of interest provisions as set out in the legislation.

During 2020/2021 the following declarations of conflict of interest were declared under the Local Government Act 1989 and the Local Government Act 2020 as the transition of the legislation occurred in October 2020.

- A total of 34 declarations of conflict of interest were declared by the 2020-2024 Council; and
- 7 conflicts of interest were declared by the 2016-2020 Council.
- This equates to a total of 41 declarations.

It is important to note that these declarations were made at both Councillor Briefings and Council Meetings.

▼ Cr Lesley Hewitt and Cr Tim Drylie.



- Council held 19 meetings, including 9 Special Council Meetings in 2020/2021:
- 7 July 2020 – Special Meeting of Council
 - 14 July 2020 – Special Meeting of Council
 - 21 July 2021 – Ordinary Meeting of Council
 - 18 August 2020 – Ordinary Meeting of Council
 - 25 August 2020 – Special Meeting of Council
 - 15 September 2020 – Ordinary Meeting of Council
 - 19 November 2020 – Statutory Meeting to swear in councillors
 - 24 November 2020 – Statutory Meeting to elect the mayor
 - 1 December 2020 – Ordinary Meting of Council
 - 22 December 2020 – Ordinary Meeting of Council
 - 19 January 2021 – Special Meeting of Council
 - 16 February 2021 - Ordinary Meeting of Council
 - 23 February 2021 - Special Meeting of Council
 - 16 March 2021 - Ordinary Meeting of Council
 - 29 March 2021 – Special Meeting of Council
 - 20 April 2021 - Ordinary Meeting of Council
 - 11 May 2021 – Special Meeting of Council
 - 18 May 2021 - Ordinary Meeting of Council
 - 8 June 2021 - Special Meeting of Council
 - 15 June 2021 - Ordinary Meeting of Council
 - 29 June 2021 - Special Meeting of Council

The following table provides a summary of Councillor attendance at Council Meetings and Special Council Meetings for 2020/2021.

2016-2020 Council

Councillors	Council Meeting	Special Council Meeting	Total
Cr John Cottrell	3	3	6
Cr Don Henderson	3	3	6
Cr Licia Kokocinski	3	3	6
Cr Greg May	3	3	6
Cr Neil Newitt	3	3	6
Cr Kate Redwood AM	3	3	6
Cr Fiona Robson	3	3	6

*Six meetings were held in this time

2020-2024 Council

Councillors	Council Meeting	Special Council Meeting	Total
Cr Henderson	7	8	15
Cr Hewitt	7	7	14
Cr Hood	7	8	15
Cr Halliday	7	8	15
Cr Bray	7	8	15
Cr Drylie	7	8	15
Cr Simpson	7	8	15

*15 meetings were held in this time

Community Asset Committees

A Community Asset Committee (CACs) is a committee with powers of the Council, established and with members appointed by Council, with the powers delegated by the Chief Executive Officer (CEO), subject to the terms and conditions specified by the CEO, for the purposes of managing a community asset in a municipal district (s 65(2)).

During 2020, 86 of the Local Government Act 1989 was repealed and not replaced. This meant that the Special Committees of Council, otherwise known as Section 86 Committees, were no longer in force, nor had the power to act on behalf of Council to manage their respective assets.

On 25 August 2020 Council resolved to establish the following Community Asset Committees under section 65 of the Local Government Act 2020. All previous Special Committees of Council were transitioned to Community Asset Committees.

Special Committee	Purpose
Creswick Museum Community Asset Committee	To administer, manage and control the historic Creswick Museum building and collection of artworks and artefacts.
Dean Recreation Reserve and Tennis Courts Community Asset Committee	To manage, control, operate and maintain the Dean Recreation Reserve and Tennis Courts.
Drummond Hall Community Asset Committee	To manage, control, operate and maintain the Drummond Hall premises.
Glenlyon Recreation Reserve Community Asset Committee	To administer, maintain and control the Glenlyon Recreation Reserve.
Lee Medlyn Home of Bottles Community Asset 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 Community Asset Committee	To manage, control, operate and maintain the Lyonville Hall.

Under the Local Government Act 2020, the CEO is required to submit a report to Council each year on the activities and performance of Community Asset Committees.

Advisory Committees

Council has several Advisory Committees of Council. The purpose of these committees is to provide advice to Council, with the final decision for action or expenditure is taken by Council in a Council Meeting. Membership is ordinarily open to the community, defined by an Expression of Interest process, and approved by a Council motion. Each Advisory Committee operates to an established and adopted Terms of Reference.

Council has the following advisory committees:

Advisory Committee	Purpose
Heather Mutimer International Women's Day Advisory Committee	Provide advice to Council on the Heather Mutimer International Women's Day Honour Roll.
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 Advisory Committee	Provide advice to assist Council to make decisions about public art projects and acquisitions.
Audit and Risk 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	The Committee provides input and support on the interests, needs and experiences identified by our Aboriginal and Torres Strait Islander community, advises on projects and makes recommendations on ways to build and promote reconciliation in the Shire.
Disability Advisory Committee (DAC)	<p>The DAC collaborates 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 also acts 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>
Gender Equity Advisory Committee (GEAC)	The aim of the GEAC is to provide Council with advice on improving gender equity within the Hepburn Shire Council and community.
LGBTQIA+ Advisory Committee	The aim of the LGBTQIA+ Advisory Committee is to provide Council with advice and information on inclusion, access and equity issues for the LGBTQIA+ community so that Council can strive to improve programs and services for the community and inclusion throughout the Shire.

Councillor Code of Conduct

On 23 February 2021, Council adopted a Councillor Code of Conduct at a Special Council Meeting. This was a set requirement for all local government agencies pursuant to section 139 Local Government Act 2020. This repealed and replaced the Councillor Code of Conduct last reviewed in 2017.

Division 5 Section 139 of the Local Government Act 2020 (the Act) requires Council to develop a Councillor Code of Conduct and details that Council must review and adopt the Councillor Code of Conduct within four (4) months after a general election.

The Code of Conduct was developed by Council to comply with the requirements of the Act and supporting Regulations (the Local Government Governance and Integrity Regulations 2020).

Pursuant to legislation, a Councillor Code of Conduct must include:

- the standards of conduct prescribed by the regulations expected to be observed by Councillors, and
- any provisions prescribed by the regulations for the purpose of section 139 of the Act, and
- provisions addressing any matters prescribed by the regulations for the purpose of this section, and
- any other matters which the Council considers appropriate, other than any other standards of conduct.

The code adopts and incorporates the current and relevant Councillor protocols, policies and procedures and other documents (as amended from time to time), listed in the Policy that were in effect at the time of adoption.

The Hepburn Shire Council Councillor Code of Conduct:

- Sets standards of conduct expected of Councillors in order to ensure that good governance and increase public confidence in the administration of Council and integrity of local government is achieved and prohibits discrimination, harassment (including sexual harassment) and vilification.
- Endeavours to foster good working relationships between Councillors to enable Councillors to work constructively together in the best interests of the local community.
- Details governing principles to guide the Councillors in their duties and functions and details the roles and responsibilities of Councillors. The Code additionally provides a dispute resolution process.
- Details breaches of the Councillor Code of Conduct and includes obligations regarding child safety and gender equality, diversity and inclusiveness.

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.

Whilst the Local Government Act 2020 is in force, Section 74 of the Local Government Act 1989 remains until the Victorian Independent Remuneration Tribunal decides on the values of allowances, including allowance categories payable to mayors, deputy mayors and councillors in Victorian councils. On 17 June 2021, the Minister for Local Government requested that the Tribunal make the first Determination. The Determination will come into effect on 18 December 2021 - six months from the day the Tribunal received the Minister’s request.

The Victorian Government currently 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 currently 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.

From the period of 1 July 2020 to 29 June 2021 the allowances paid to Councillors were:

- Councillors fortnightly pay \$806.45 based on annual pay of \$22,960, less 9.50% super (super of \$76.60)
- Mayor fortnightly pay \$2,409.35 based on annual pay of \$68,594.24, less 9.50% super (super of \$228.89)

At its Council meeting in May 2021, Council approved to endorse in principle the Mayoral and Councillor allowances at the top level 1 category and commenced the 223 statutory process under the Local Government Act 1989 inviting written submissions.

The invitation for the public to put forward written submissions commenced on Wednesday 19 May and concluded on Tuesday 15 June 2021. Council received nil submissions, therefore a Special Council Meeting to consider submissions was not required.

In determining allowances, Council considered scale and increasing complexity in the roles of both the mayor and councillors.

The duties of a councillor demand time, energy and commitment with many reducing their time in paid employment to meet the demands of the role.

On 29 June 2021 Council resolved to endorse setting of the Mayoral and Councillor allowances at the top level 1 category which is:

- a) Mayoral Allowance - \$62,884
- b) Councillor Allowance - \$21,049
- c) Plus, an additional 9.5% of the above allowances is payable as an equivalent of the Commonwealth Superannuation Guarantee.

The superannuation guarantee increased to 10.00% as of 1 July 2021.

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

Councillors	Councillor Allowance	Total expenditure by Councillor
Cr Kate Redwood AM	\$7,506	\$50
Cr Greg May	\$7,506	\$39
Cr Neil Newitt	\$7,506	\$540
Cr Licia Kokocinski	\$22,425	\$4,191 (includes Mayor motor vehicle)
Cr Fiona Robson	\$7,506	\$24
Cr Don Henderson	\$18,986	\$1,704
Cr John Cottrell	\$7,506	\$39
Cr Lesley Hewitt	\$41,020	\$10,506 (includes Mayor motor vehicle)
Cr Brian Hood	\$13,940	\$1,681
Cr Tessa Halliday	\$13,940	\$1,431
Cr Jen Bray	\$13,940	\$1,431
Cr Tim Drylie	\$13,940	\$1,431
Cr Juliet Simpson	\$13,940	\$1,981
TOTAL	\$18,9661	\$25,048

Councillor Expenses

On 25 August 2021, in accordance with sections 39-43 of the Local Government Act 2020, Council adopted the Council Expenses and Resources Policy. 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.

It is a requirement of Council to adopt and maintain this policy in relation to the reimbursement of expenses for Councillors.

The details of the expenses for Councillors and Council Committee members for 2020/2021 year are set out in the following table.

Councillor	Training and development	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			\$50		\$50
Cr Greg May			\$39		\$39
Cr Neil Newitt			\$540		\$540
Cr Licia Kokocinski		\$4,125	\$66		\$4,191
Cr Fiona Robson			\$24		\$24
Cr Don Henderson	\$400		\$1,219		\$1,619
Cr John Cottrell			\$39		\$39
Cr Lesley Hewitt	\$400	\$9,075	\$647		\$10,122
Cr Brian Hood	\$650		\$647		\$1,297
Cr Tessa Halliday	\$400		\$647		\$1,047
Cr Jen Bray	\$400		\$647		\$1,047
Cr Tim Drylie	\$400		\$647		\$1,047
Cr Juliet Simpson	\$950		\$647		\$1,597
Total expenditure by cost category	\$3,600	\$13,200	\$5,859	\$0	\$22,659

Note: Travel - Cost is inclusive of Mayoral vehicle allocation

Audit and Risk Committee

On 25 August 2020 Council established Council's Audit and Risk Committee (ARC) pursuant to section 53 of the Local Government Act 2020. This repealed and replaced the Audit and Risk Committee that was established under the Local Government Act 1989.

The Audit and Risk Committee, whilst not a delegate committee of Council, acts as an advisory committee to Council (in that it doesn't have any decision-making powers of Council) and assists Council with oversight in the areas of risk, governance, financial management, and compliance.

In April 2021 two of the Audit and Risk Committee Intendent Committee Members tenure expired. Those appointments were Mr Trevor Shard and Ms Rachelle Tippet. As such, Council resolved to appoint Ms Linda McNeill and Mr Jason Young to the Committee.

Independent Members:

Ms Carol Pagnon – current

Mr Robert Taylor – current

Ms Rachelle Tippet – tenure expired April 2021

Mr Trevor Shard – tenure expired April 2021

Ms Linda McNeill – appointed May 2021

Mr Jason Young – appointed June 2021

Councillor Members:

Cr Licia Kokocinski (July 2020- October 2020)

Cr John Cottrell (July 2020 – October 2020)

Cr Lesley Hewitt (November 2020 – June 2021)

Cr Brian Hood (November 2020 – June 2021)

Attendance at the Audit and Risk Committee meetings: 1 July 2020 – 30 June 2021

Attendee	Meeting
Carol Pagnon	5/5
Robert Taylor	5/5
Rachelle Tippet	4/4
Trevor Shard	4/4
Ms Linda McNeill	1/1
Mr Jason Young	0/0
Cr Licia Kokocinski	2/2
Cr John Cottrell	2/2
Cr Lesley Hewitt	3/4
Cr Brian Hood	4/4

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 2020/2021:

- HLB Mann Judd - Review of Rates Revenue
- HLB Mann Judd - Review of Accounts Payable and Credit Cards
- HLB Mann Judd - Follow up of Previous Internal Audit Actions
- HLB Mann Judd - Review of Procurement and Contract Management

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.

During 2020 Officers commenced and prepared an Implementation Road Map for Council's Risk Management Framework review. This has regularly been reported to the Audit and Risk Committee on its implementation, resourcing, engagement plan for internal departments and preparation for final adoption.

In May 2021 Council commenced the Risk Management Framework Review Project. As part of this work Council will review its risk registers both strategic and operational as well as Council's Risk Management Policy. A range of internal training programs and department engagement activities complemented this project.

Major contracts

List of contracts entered by Council during 2020/2021 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
MAV - SL3911	MAV Energy Efficient Street Lighting Hardware and Installation Services	3 years	Schedule of Rates
HEPBU.RFT2020.144	Supply of CRS 170/60 Emulsion Bulk Supply	2 years	Schedule of Rates
HEPBU.RFT2020.42	Wet Hire of Equipment, Plant and Minor Works for Hepburn Shire Council	3 years	Schedule of Rates
HEPBU.RFQ2020.88	Transfer Station Supply, Cartage and Disposal of Bulk Bins	3 years	Schedule of Rates
HEPBU.RFT2020.192	Hepburn Football Pavilion Unisex Changerooms Project	2.3 months	\$485,915.00
HEPBU.RFT2020.135	Creswick-Lawrence Road Reconstruction, Creswick North	2 months	\$634,916.23
MAV - UM1603-2015	Unaddressed Mail Service Agreement (MAV Contract)	3 years	Schedule of Rates
HEPBU.RFT2020.202	Supply of Banking Services	6 years	Schedule of Rates
HEPBU.RFT2020.081	Supply Ex-Bin of Quarry Materials, Gravel and Recycled Construction materials	2 years	Schedule of Rates
HEPBU.RFT2020.088	Supply, Cartage and Disposal - Bulk Bins	2 years	Schedule of Rates

Governance and 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	23/2/2021
2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	23/2/2021
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 (sets out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and the other resources required)	30/06/2021
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)	Road Management Plan - adopted 29/06/2021
6 Revenue and Rating Plan 2021–2025	27/06/2021
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 is currently embarking on a review of the Risk Management Framework and associated Policy which will be presented to Council for adoption in 2021/2022 financial year.
8 Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	19/08/2014 Council has a Fraud Prevention Policy that was developed in August 2014. A Policy is currently in draft and will be presented to Council in September 2021 for consideration and adoption.

Governance and Management Items	Assessment
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)	22/12/2020 Council has a Procurement Policy pursuant to section 186A of the 1989 Act. The Policy will be reviewed in 2021/2022 in line with implementation of the 2020 Act.
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 has a strategic risk management framework. The Framework is currently under review with the intention that this revision will be finalised and completed by December 2021.
14 The Audit and Risk Committee (committee of Council established under section 53 of the Local Government Act 2020 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)	225/8/2020 Council established an Audit and Risk Committee in 2020 in line with the requirements set out in section 53 of the Local Government Act 2020. The Committee is made up of 2 Councillor delegates and 4 Independent Committee Members who provide governance, public sector management, financial oversight and risk management expertise to Council in an advisory capacity. The Committee operates under a Council adopted Audit and Risk Committee Charter and work to an Annual 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 has an internal audit function and its internal auditors are HLB Mann Judd. Council operates to a Strategic Internal Audit Plan outlining the proposed internal audits to be undertaken for the coming years.
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)	1/07/2020

Governance and Management Items	Assessment
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 2020/2021 - 18/08/2020 Quarter 1 Review - 22/12/2020 Quarter 2 Review - 16/02/2021 Quarter 3 Review - 18/05/2021 Quarter 4 Review - 17/08/2021
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 – 15/09/2020 Quarter 1 - 22/12/2020 Quarter 2 - 16/03/2021 Quarter 3 - 15/06/2021
19 Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Council is reviewing its Risk Management Framework and reports about the review have been presented to the Audit and Risk Committee.
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)	15/09/2020
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)	5/12/2020
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)	23/2/2021

Governance and Management Items	Assessment
23 Instruments of 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)	<p>Council has several Instruments of Delegation that are prepared that provide for the delegation of a range of power, duties and functions to the CEO or members of Council staff. The Instruments are:</p> <ul style="list-style-type: none"> - Instrument of Delegation from Council to the Chief Executive Officer (S5) (last executed on 20 July 2021) - Instrument of Sub Delegation from the Chief Executive Officer to members of Council Staff (s7) last adopted on 4 May 2021 - Instrument of Delegation from Council to Members of Council Staff (s6) last adopted on 20 April 2021. - Instrument of Delegation by CEO of CEO Powers, Duties and Functions (s13) - authorised on 4 May 2021. <p>Instrument of Delegation by CEO for VicSmart Applications (s14) authorised on 4 May 2021.</p> <p>Instrument of Delegation by CEO of Bushfire Reconstruction (s16) authorised on 4 May 2021</p>
24 Governance Rules Meeting procedures (a local law governing the conduct of meetings of council and special committees) *Meeting procedure component of Local Law Replaced by Governance Rules and Election Period Policy on 25 August 2020	<p>24/8/2021 Council adopted its set of Governance Rules as per Council's requirements under section 60 of the Local Government Act 2020. The Governance Rules came into effect on 1 September 2021.</p> <p>The Governance Rules provide for the Election Period Policy and provide for the meeting procedure of:</p> <ul style="list-style-type: none"> - Election of the Mayor and Deputy Mayor - Council Meetings - Special and Ordinary - Meeting Procedure Framework - Meeting Procedure for Delegated Committees - Meeting Procedures for Community Asset Committees - Disclosure of Conflicts of Interest - Miscellaneous provisions - Election Period Policy <p>The Meeting Procedure Local Law stays in effect with respect to the oversight and governance of the regulation of the common seal and penalties and offences associated with the conduct of meetings</p>

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

Bradley Thomas
Chief Executive Officer

Dated: 22 September 2021



Cr Lesley Hewitt
Mayor

Dated: 22 September 2021



Financial Report Summary

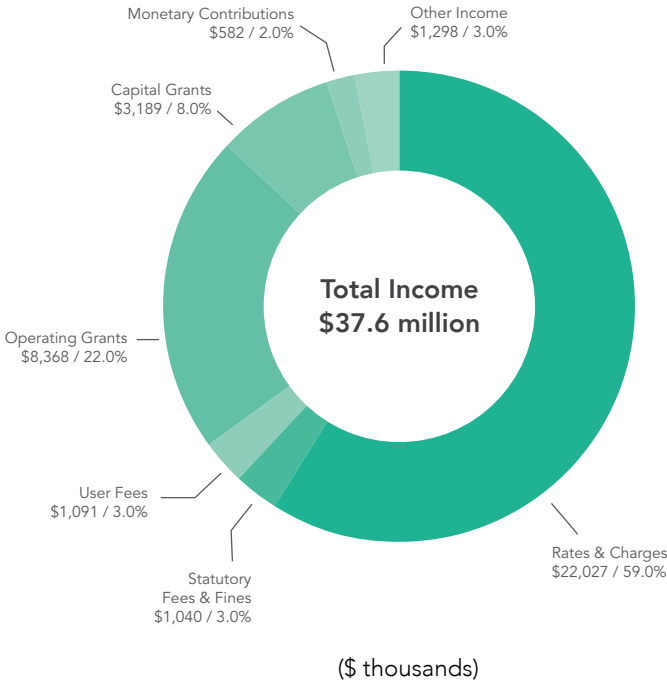
Overview

- A deficit of \$2.3 million (2019/2020; \$1.9 million surplus) against an original budget of \$1.8 million surplus.
- A net asset revaluation increment (non-cash) of \$32.8 million (2019/2020; \$24.2 million).
- Revenue of \$37.6 million (2019/2020; \$34.6 million) with 59% coming from rates and waste charges (2019/2020; 61%).
- Operating expenditure of \$39.9 million (2019/2020; \$32.8 million), with 39% attributable to employee costs (2019/2020; 43%) and 31% attributable to materials and services (2019/2020; 33%).
- \$326.3 million in capital assets (at written down value), providing community facilities, roads, bridges and other infrastructure (2019/2020; \$294.3 million).
- Cash and other financial assets of \$27.0 million (2019/2020; \$20.3 million), which after excluding external restrictions and internal allocations, provides revised cash and cash equivalents of \$842,000 (2019/2020; \$1.3 million) and needs to be closely monitored.
- \$6.6 million in loans and borrowings (2019/2020; \$4.0 million).

Detailed and audited Financial and Performance Statements are available on Council’s website.

Income

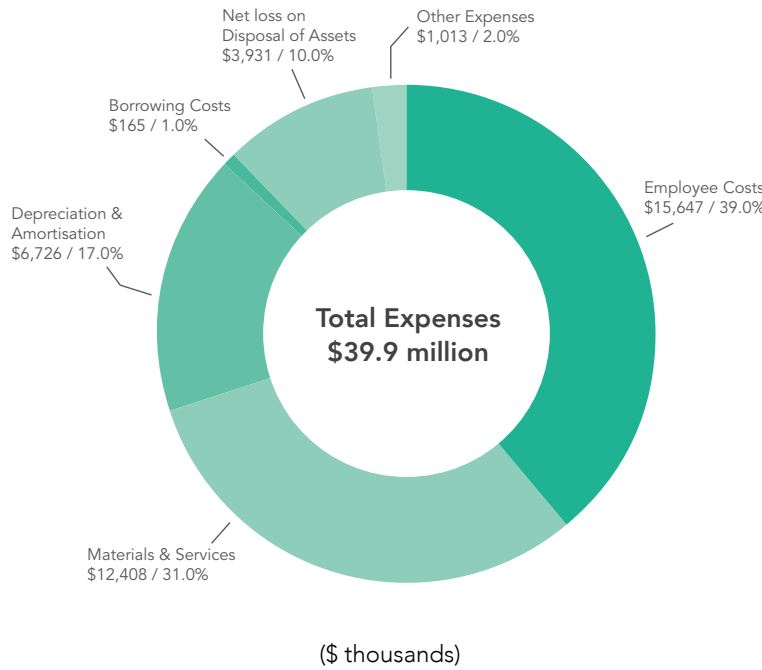
Total income for the financial year was \$37.6 million (2019/2020; \$34.6 million). This included \$3.2 million of capital grants (2019/2020; \$2.8 million).



Expenses

Council incurred total expenditure of \$39.9 million in the financial year (2019/2020; \$36.8 million).

As a service-based entity, Council’s main costs are employee costs. Employee costs for the financial year were \$15.6 million or 39% of total expenses (2019/2020; \$13.9 million or 43%). Materials and services for the financial year were \$12.4 million or 31% of total expenses (2019/2020; \$10.8 million or 33%).



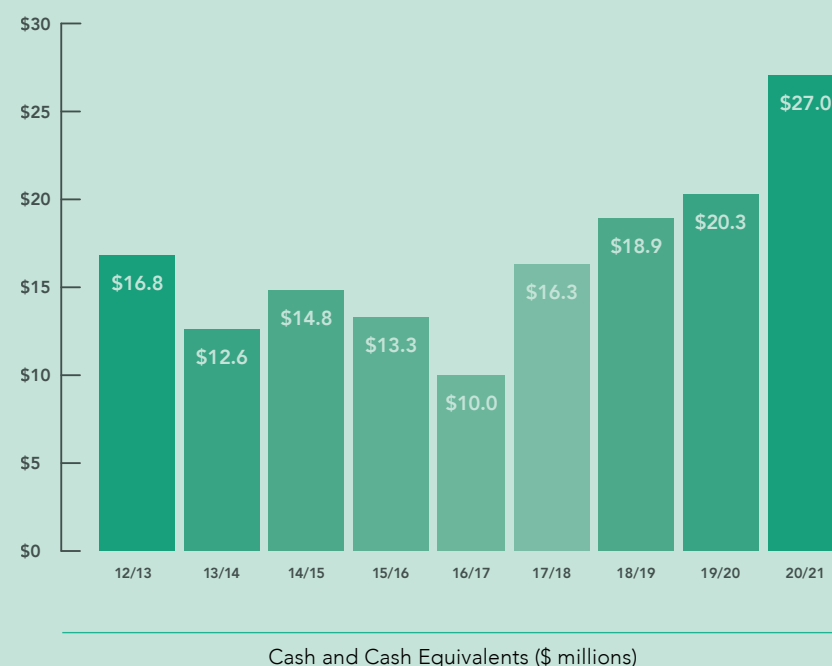
Financial Strength

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 \$6.7 million to \$27.0 million at 30 June 2021 (2019/2020; \$20.3 million). Council’s cash and cash equivalents are subject to external restrictions and internal allocations that limit the amounts available for discretionary use.

At 30 June 2021 Council’s working capital ratio, which represents Council’s current assets as a percentage of current liabilities, was 224% down from 332% at 30 June 2020. Council’s ratio would have been 205% as at 30 June 2021 (297% on 30 June 2020) had \$2.54 million (\$2.75 million in 2019/2020) of Commonwealth Government grants been paid to Council early each financial year.



Capital Works

Of the \$9.4 million capital expenditure (\$9.4 million 2019/2020), 52% was spent on renewal of assets (2019/2020, 62%). 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 renewal 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.

Unrestricted Cash Position

Council has a very delicate unrestricted cash position, the majority of these funds have been allocated to fund carry-forward projects, reserves and refund deposits. Council had only \$842,000 unrestricted cash at 30 June 2021 (\$1.3 million in 2020) and this will need to be carefully managed over coming years.

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 2020/2021 financial year was \$6.6 million (2019/2020; \$4.0 million).

Statutory Information

Hepburn Shire Council is required by law to collect and make public information about some of the councillors and council administration activities, roles and responsibilities. We also publish information that is not required by law as we’re committed to transparent and open governance.

A register of authorised officers kept under section 224(1A) of the Local Government Act 1989.

A register of delegations kept under sections 11 and 47 of the Local Government Act 2020.

The Local Government Act 2020 requires our CEO, Councillors and any officers nominated by the CEO to complete personal interest returns.

Section 135 of the Act requires Council to publish a summary of the most recent personal interest return which have been lodged with Council.

Election campaign donation returns for a period of 4 years from the date that it is given under section 306 (s308).

Hepburn

SHIRE COUNCIL

Hepburn Shire Council

PO Box 21 Daylesford Victoria 3460

T: (03) 5348 2306

Shire@hepburn.vic.gov.au

www.hepburn.vic.gov.au

 www.facebook.com/hepburncouncil



Proudly printed on recycled paper

Council offices

Daylesford

Corner Duke & Albert
Streets, Daylesford

Creswick

68 Albert Street,
Creswick

Clunes

The Warehouse - Clunes
36 Fraser Street, Clunes

Trentham

13 Albert Street,
Trentham

12.4 COUNCIL MEETING DATES FOR 2022 DIRECTOR ORGANISATIONAL SERVICES

In providing this advice to Council as the Coordinator Governance, I Rebecca Smith have no interests to disclose in this report.

ATTACHMENTS

- Nil

EXECUTIVE SUMMARY

The purpose of this report is for Councillors to consider the dates for Council Ordinary Meetings in the 2022 calendar year.

At this stage, the *COVID-19 Omnibus (Emergency Measures) and Other Acts Amendment Act 2020* (COVID-19 Omnibus Act) allows virtual council meeting provisions remain in place until 26 April 2022.

The provision of virtual council meetings is also set out in the Ministerial Good Practice Guideline No. 1 – Virtual Meetings. An extension to hold Council meetings virtually has been extended to 26 April 2022 under this legislation and guided by the Good Practice Guidelines.

[Microsoft Word - Approved revised Guidelines - v 3-3 - Virtual Meetings.docx \(localgovernment.vic.gov.au\)](#)

Council may elect to set meeting dates for the year, and make a later determination on the location of meetings as the COVID-19 pandemic and related restrictions evolve.

OFFICER'S RECOMMENDATION

That Council:

1. *Adopts the following dates as the schedule for Ordinary Meetings of Council in 2022, with a commencing time of 5:30pm;*
 - *Tuesday 15 February 2022*
 - *Tuesday 15 March 2022*
 - *Wednesday 20 April 2022*
 - *Tuesday 17 May 2022*
 - *Tuesday 21 June 2022*
 - *Tuesday 19 July 2022*
 - *Tuesday 16 August 2022*
 - *Tuesday 20 September 2022*
 - *Tuesday 18 October 2022*
 - *Tuesday 22 November 2022*
 - *Tuesday 20 December 2022*

2. *May elect to hold Ordinary Council Meetings virtually, in accordance with the COVID-19 Omnibus (Emergency Measures) and Other Acts Amendment Act 2020, in line with State Government COVID-19 restrictions of the day;*
3. *Determines to hold the Ordinary Council Meetings in person, when COVID-19 restrictions allow, at the Daylesford Town Hall, 76 Vincent Street Daylesford;*
4. *Adopts the following date for the Statutory Meeting of Council in 2022, with a commencing time of 5:30pm at the Daylesford Town Hall, 76 Vincent Street Daylesford:*
 - *Meeting to elect the Mayor and Deputy Mayor - Tuesday 15 November 2022;*
5. *Places a public notice in local newspapers to advertise the dates and locations for meetings of Council for 2022;*
6. *Makes the Council meeting dates and locations for the 2022 calendar year available on Council's website.*

MOTION

That Council:

1. *Adopts the following dates as the schedule for Ordinary Meetings of Council in 2022, with a commencing time of 5:30pm;*
 - *Tuesday 15 February 2022*
 - *Tuesday 15 March 2022*
 - *Wednesday 20 April 2022*
 - *Tuesday 17 May 2022*
 - *Tuesday 21 June 2022*
 - *Tuesday 19 July 2022*
 - *Tuesday 16 August 2022*
 - *Tuesday 20 September 2022*
 - *Tuesday 18 October 2022*
 - *Tuesday 22 November 2022*
 - *Tuesday 20 December 2022*

2. *May elect to hold Ordinary Council Meetings virtually, in accordance with the COVID-19 Omnibus (Emergency Measures) and Other Acts Amendment Act 2020, in line with State Government COVID-19 restrictions of the day;*
3. *Determines to hold the Ordinary Council Meetings in person, when COVID-19 restrictions allow, at the Daylesford Town Hall, 76 Vincent Street Daylesford;*
4. *Adopts the following date for the Statutory Meeting of Council in 2022, with a commencing time of 5:30pm at the Daylesford Town Hall, 76 Vincent Street Daylesford:*
 - *Meeting to elect the Mayor and Deputy Mayor - Tuesday 15 November 2022;*
5. *Places a public notice in local newspapers to advertise the dates and locations for meetings of Council for 2022;*
6. *Makes the Council meeting dates and locations for the 2022 calendar year available on Council's website.*

Moved: Cr Juliet Simpson

Seconded: Cr Tessa Halliday

Carried

BACKGROUND

Under section 12 of Council's Governance Rules and Election Period Policy:

12.3 Reasonable notice of each Council meeting must be provided to the public. Council may do this:

12.3.2 for meetings which it has fixed by preparing a schedule of meetings annually, twice yearly or from time to time, and arranging publication of such schedule in a newspaper generally circulating in the municipal district either at various times throughout the year, or prior to each such Council meeting; and;

12.3.3 for any meeting by giving notice on its website and:

12.3.4 in each of its Customer Service Centres; and/or

12.3.5 in at least one newspaper generally circulating in the municipal district.

KEY ISSUES

It is proposed that Council adopts the following dates as the schedule for Ordinary Meetings of Council in 2022, with a commencing time of 6:00pm. Meetings could be

held virtually for as long as the COVID-19 Omnibus Act allows, and determine the location (either virtual or in the Daylesford Town Hall) for meetings after this date in 2022:

- Tuesday 15 February 2022
- Tuesday 15 March 2022
- Wednesday 20 April 2022 (delayed to account for Easter long weekend)
- Tuesday 17 May 2022
- Tuesday 21 June 2022
- Tuesday 19 July 2022
- Tuesday 16 August 2022
- Tuesday 20 September 2022
- Tuesday 18 October 2022
- Tuesday 22 November 2022 (delayed to the fourth Tuesday of the month due to the Melbourne Cup Public Holiday)
- Tuesday 20 December 2022

Should the COVID-19 Omnibus Act not be extended again, Council must revert to in-person meetings after the 26 April 2022.

It is proposed that the start time for Council Meetings be brought forward to 5:30pm.

The proposed schedule omits an Ordinary Meeting in January 2022, as business operations are traditionally slower following the Christmas and New Year period. There are no supporting briefings scheduled prior to the January meeting date. This position is consistent with other neighbouring rural Councils of similar size.

It is proposed that Council adopts the following dates for Special and Statutory Meetings of Council in 2022, with the location to be confirmed:

- Meeting to elect the Mayor and Deputy Mayor - Tuesday 15 November 2022.

It is important to note that in line with Council's Governance Rules and Election Period Policy, namely Part C, Division 1, s11 Council have the ability to call a special Council Meeting where required that is not in the scheduled that is set for the calendar year.

The purpose of a Special Council Meeting would ordinarily be to deal with Council business that is urgent in nature or cannot wait until the next scheduled Council Meeting.

Unless all Councillors are present and unanimously agree to deal with any other matter, only the business specified in the written notice of the meeting can be transacted at the Special Council meeting.

POLICY AND STATUTORY IMPLICATIONS

Annually setting Council meeting dates for the next calendar year provides consistency for the community and facilitates engagement. It also ensures

transparency and notice of meeting requirements of the *Local Government Act 2020* and Council's Governance Rules and Election Period Policy are met.

GOVERNANCE ISSUES

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications associated with this report.

FINANCIAL IMPLICATIONS

The cost of facilitating Council meetings is accounted for in Council's annual budget.

RISK IMPLICATIONS

The impact of the COVID-19 pandemic and restrictions in place for 2022 are not yet known. The *COVID-19 Omnibus (Emergency Measures) and Other Acts Amendment Act 2020* allows virtual council meeting provisions remain in place until 26 April 2022. Unless a further extension is passed by the Victorian Government, all Council's must resume in-person Council Meetings from this date.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The timetable will be published on Council's website. Individual meetings will be promoted through Council's Facebook page as they occur.

The live streaming of meetings via Council's Facebook Page will continue and remain in place when in-person meetings resume to promote transparency and public engagement.

13 CONFIDENTIAL ITEMS

13.1 CLOSURE OF MEETING TO MEMBERS OF THE PUBLIC

Pursuant to section 66(1) of the *Local Government Act 2020* (the Act) Council or delegated committee must keep a meeting open to the public unless the Council or delegated committee considers it necessary to close the meeting to the public because a circumstance specified in subsection (2) applies.

The circumstances detailed in section 66(2) of the Act are:

- a) the meeting is to consider confidential information; or
- b) security reasons; or
- c) it is necessary to do so to enable the meeting to proceed in an orderly manner.

RECOMMENDATION

That in accordance with sections 66(1) and 66(2)(a) of the Local Government Act 2020, the meeting to be closed to members of the public for the consideration of the following confidential items:

1. *Lease of 25 Fraser Street Clunes (former Senior Citizens Centre)*

This agenda item is confidential information for the purposes of section 3(1)(a) of the Local Government 2020:

- *Because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (section 3(1)(a)); and*
- *The ground applies because the agenda item concerns the progress of ongoing contractual negotiations that would, if prematurely released, diminish the strength of Council's position in those negotiations. This item also contains details of the potential market rental value of this property.*

MOTION

That in accordance with sections 66(1) and 66(2)(a) of the Local Government Act 2020, the meeting to be closed to members of the public for the consideration of the following confidential items:

1. *Lease of 25 Fraser Street Clunes (former Senior Citizens Centre)*

This agenda item is confidential information for the purposes of section 3(1)(a) of the Local Government 2020:

- *Because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (section 3(1)(a)); and*
- *The ground applies because the agenda item concerns the progress of ongoing contractual negotiations that would, if prematurely released,*

diminish the strength of Council's position in those negotiations. This item also contains details of the potential market rental value of this property.

Moved: Cr Juliet Simpson

Seconded: Cr Tessa Halliday

Carried

Meeting closed to the public at 8.17pm for the hearing of the confidential item and did not reopen to the public.

The confidential meeting opened at 8.22pm.

The Council determined to release information to the public on Item 1.1 as detailed below:

1.1 LEASE OF 25 FRASER STREET CLUNES (FORMER SENIOR CITIZENS CENTRE)

MOTION

That Council:

1. Grants the Lease for 25 Fraser Street Clunes for a period of five (5) years plus a three (3) year option to Clunes Neighbourhood House as auspice for Attitude: Ageing Well in Clunes in accordance with the attached Lease document;
2. Authorises the Chief Executive Officer and the Mayor to execute the Lease and affix the Council's Common Seal;
3. Authorises Council Officers to exercise the extension option when it comes due and authorises the Chief Executive Officer and the Mayor to execute the Renewal of Lease and affix the Councils Common Seal;
4. Pursuant to Section 125(2) of the Local Government Act 2020, that the information should be publicly available for the limited purpose of communicating the effect of the resolution to the extent necessary to give effect to it; and
5. That the Chief Executive Officer communicate the effect of this resolution to the extent necessary to give effect to it.

Moved: Cr Tessa Halliday

Seconded: Cr Don Henderson

Carried

14 CLOSE OF MEETING

The Meeting closed at 8.30pm.