

# Hepburn

## SHIRE COUNCIL

Confirmed at the Ordinary Meeting of Council held 22 December 2020



Chair, Cr Lesley Hewitt, Mayor

### HEPBURN SHIRE COUNCIL ORDINARY MEETING OF COUNCIL PUBLIC MINUTES

Tuesday 1 December 2020

DAYLESFORD TOWN HALL

6:00PM

The meeting will be conducted in person, but members of the public will not be able to attend in person due to the COVID-19 Pandemic restrictions.

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

# MINUTES

Tuesday 1 December 2020

Daylesford Town Hall

76 Vincent Street Daylesford

Commencing at 6:00PM

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**EVAN KING**

CHIEF EXECUTIVE OFFICER

Tuesday 1 December 2020

## 1 ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

We would like to acknowledge we are meeting on Jaara people country, of which members and elders of the Dja Dja Wurrung community and their forebears have been custodians for many centuries.

On this land, the Jaara people have performed age old ceremonies of celebration, initiation and renewal.

We acknowledge their living culture and their unique role in the life of this region.

## 2 SAFETY ORIENTATION

Emergency exits and convenience facilities at the venue to be highlighted to members of the public in attendance.

## 3 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 Evan King - Chief Executive Officer, Mr Bradley Thomas - Director Community and Corporate Services, Mr Bruce Lucas - Director Infrastructure and Development Services, Mr Chris Whyte – Manager Information and Communication Technology, Ms Krysten Forte - Manager Governance and Risk

The meeting opened at 6:00pm.

### 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”

## 4 APOLOGIES

Nil.

## 5 DECLARATIONS OF CONFLICTS OF INTEREST

Nil.

## 6 CONFIRMATION OF MINUTES

### RECOMMENDATION

*That the Minutes of the following meetings (as previously circulated to Councillors) be confirmed:*

- *Minutes of the Ordinary Meeting of Council held on 15 September 2020;*
- *Minutes of the Special Meeting held on 19 November 2020 to Swear in Councillors for the 2020-2024 term; and*
- *Minutes of the Statutory Meeting held on 24 November 2020 to elect the Mayor and Deputy Mayor.*

### MOTION

*That the Minutes of the following meetings (as previously circulated to Councillors) be confirmed:*

- *Minutes of the Ordinary Meeting of Council held on 15 September 2020;*
- *Minutes of the Special Meeting held on 19 November 2020 to Swear in Councillors for the 2020-2024 term; and*
- *Minutes of the Statutory Meeting held on 24 November 2020 to elect the Mayor and Deputy Mayor.*

**Moved:** Cr Don Henderson

**Seconded:** Cr Jen Bray

**Carried**

## 7 NOTICES OF MOTION

No Notices of Motion were received.

## 8 ITEMS OF URGENT BUSINESS

Nil.

## 9 COUNCILLOR AND CEO REPORTS

### 9.1 MAYOR'S REPORT

#### **Councillor Lesley Hewitt, Birch Ward**

Councillors were inducted on 19 November 2020 and the election of Mayor and Deputy Mayor was held on 24 November 2020.

In this time Councillors have had 4 days of Induction and 1 briefing session. Thank you to Mr King, CEO, Mr Thomas and Mr Lucas for their assistance during this time and to the Governance Team, Ms Forte and Ms Smith for organizing an informative, well structured program.

Councillors have also been involved with the Senior Executive Team and Projectura commencing the preparatory work on the process for developing the Community Engagement Policy (due 1 March 2020) and the 10 year Council Vision and Council Plan (October 2020). More details will be available later in the month.

I have had two publicity interviews since being elected Mayor – with the Ballarat Courier and ABC Ballarat.

Cr Bray and I had a meeting with 13 residents at Elevated Plains on 30 November 2020 in relation to a planning matter.

### 9.2 COUNCILLOR REPORTS

#### **Councillor Jen Bray, Birch Ward**

No written report was presented.

#### **Councillor Tim Drylie, Creswick Ward**

The first couple of weeks being a Councillor has been filled with learning new things; meeting different and interesting people; much talking, listening, digesting bureaucratic procedures and sitting through many hours of briefings, presentations and workshops. Thankfully, I have not been doing all this alone – with five other councillors all starting from scratch along with me, the collective sigh of overwhelm has been spread out between us. It is with some relief that I have felt able to ask a few dumb questions in the knowledge that someone across the way will be nodding with some acceptance and understanding. We must all, at some point start at the start, somewhere, somehow. Gratefully, we have also been well received and supported by the Hepburn Shire executive team and staff. I wish to thank them for that.

Having said that, I have also had to hit the ground running and put into play my past skills and experience as community organiser and facilitator. I have been engaged in briefings with council officers where I have been able to bring up issues and ask

questions around priorities for sustainable design, our 2030 emission targets and thinking about models that might foster the adoption of more affordable housing in the shire.

Out in my community, I have been having discussions and doing some problem-solving with local people and community groups on issues such as gorse management; better processes for community engagement; extending the free green waste period; lakeside rubbish removal; community led recycling initiatives; affordable housing opportunities and local road resurfacing. It has been an intense, informative and satisfying couple of weeks as I begin my journey to serve and represent my community over the next four years.

**Councillor Tessa Halliday, Cameron Ward**

No written report was presented.

**Councillor Don Henderson, Creswick Ward**

No written report was presented.

**Councillor Brian Hood, Coliban Ward**

In the month since the election I have engaged with the community on a wide range of issues. I also wish to acknowledge the efforts of CEO Evan King and his management team in providing a thorough induction program over recent weeks, including briefings on the new local government act. Both the induction program and other briefings underline the extent of work to be done by this new council and I very much look forward to the challenges that lay ahead and working with my colleagues and the management team.

**Councillor Juliet Simpson, Holcombe Ward**

Last Wednesday 25 November I attended the Glenlyon Community Asset Committee meeting in Glenlyon.

On Saturday 21 November I opened the wicking garden beds at the Glenlyon Hall. I unveiled a plaque which thanked Dianne and Murrell Osborn for the thousands of dollars they have raised from their fruit and vegetable store. They have donated the money to local charities and organizations.

**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 Tim Drylie  
**Seconded:** Cr Tessa Halliday  
**Carried**

### **9.3 CHIEF EXECUTIVE OFFICER'S REPORT**

#### **RECOMMENDATION**

*That Council receives and notes the Chief Executive Officer's Report for November 2020.*

#### **MOTION**

*That Council receives and notes the Chief Executive Officer's Report for November 2020.*

**Moved:** Cr Brian Hood  
**Seconded:** Cr Juliet Simpson  
**Carried**

## CHIEF EXECUTIVE OFFICER REPORT

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Presented at the Ordinary Meeting  
of Council on 01 December 2020

The CEO Report is a report to inform Council and the community of current issues, initiatives and projects undertaken across Council.

## CEO Update

It has been a few months since our last Ordinary Council Meeting. The Local Government elections have been held and the results for Hepburn Shire are as follows:

### **Birch Ward**

Cr Lesley Hewitt

Cr Jen Bray

### **Cameron Ward**

Cr Tessa Halliday

### **Coliban Ward**

Cr Brian Hood

### **Creswick Ward**

Cr Don Henderson

Cr Tim Drylie

### **Holcombe Ward**

Cr Juliet Simpson

Further Councillor details will be available on the Council website shortly.

Since the elections we have been very busy with the Councillor induction being hosted at the Daylesford Town Hall. We have had a number of different presentations to Councillors, including from external parties such as FOI Assist and Maddocks Lawyers, and Managers presenting on their areas of responsibility. It has been a comprehensive induction program to ensure Councillors are equipped with the resources and information they need to carry out their important role of representing the community.

At the Statutory Meeting, Cr Lesley Hewitt (Birch Ward) and Cr Brian Hood (Coliban Ward) were elected Mayor and Deputy Mayor. It's an important time as we embark on the first year of a new Council term, and the development of some important strategic documents (Council Plan, Community Engagement Policy etc). I'm confident that we are in good hands with both Cr Hewitt and Cr Hood leading the Council team.



Councillors outside Daylesford Town Hall after the Mayoral election

Since my last report, the “Ring of Steel” around Melbourne was lifted. With the significant easing of COVID safe restrictions, we were excited to see visitors return and stimulate our local economy. We had been anticipating this for some time and preparing for tourists to return to the Hepburn Shire.

Over past months I have continued to participate in meetings via video conference or phone including:

- Councillor Induction Program
- Council briefings
- Community engagement meetings between DHHS, LGV and MAV
- Loddon Campaspe Council’s meeting
- COVID19 relief and recovery meetings with various agencies and Council staff
- Emergency Management Team meetings
- AusNet & AEMO Meeting with CEOs Melton, Moorabool, Hepburn and Ballarat
- Western Victoria Transmission Network Project (WVTNP) meetings
- Project meetings for the Hepburn Hub at the Rex

▶ CEO REPORT

- Regular, recurring meetings with Directors and direct reports
- Program Steering Committee meeting - Central Victorian Goldfields World Heritage Bid
- Executive Team and Leadership Team meetings
- Central Victorian Goldfields World Heritage Bid Steering Committee meetings
- Department of Transport Liaison meeting
- Leadership Team Planning Day workshop
- Committee for Ballarat AGM
- Meetings with Belgravia Leisure
- Creswick Trails Meetings
- One-on-one catch up meetings with the Councillors

## 10 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

## **10.1 PETITIONS**

No petitions have been received this month in accordance with the Governance Rules.

## **10.2 PUBLIC QUESTIONS**

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

### **Question 1 - William Siebler**

Now that COVID is virtually eradicated will the bollards in the main street be removed?

### **Response – Mayor Lesley Hewitt**

Thank you for your question.

Council's Emergency Management structures have been closely monitoring the traffic management arrangements and increased space provided to optimise social distancing for pedestrians.

We've had three weekends of visitors from Melbourne without incident and we would sincerely like to thank our community and visitors for their support during this period to keep each other safe.

In consultation with Victoria Police, DHHS and all agencies working with Council on our response and recovery arrangements, Council is intending to remove many of the barriers in Vincent Street to again allow kerbside parking for most of Vincent Street.

We anticipate this may be undertaken this Thursday.

Barriers will remain in a couple of localised areas, those are outside Koukla and Larder, in line with State Government policy in encouraging outdoor dining to facilitate economic recovery in hospitality.

These will be monitored and adjusted as needed based on State Government COVID restrictions, our own observations, and feedback from the community as we continue to support our community and local traders to stay COVID safe.

## **10.3 REQUESTS TO ADDRESS COUNCIL**

No request to address Council were received.

## 11 QUALITY COMMUNITY INFRASTRUCTURE

### 11.1 HEPBURN HUB AT THE REX PROJECT - DECEMBER UPDATE DIRECTOR INFRASTRUCTURE AND DEVELOPMENT SERVICES

*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 endorsed on the 18 February 2020 and as amended on 15 September 2020.
- 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 receives and notes the project update report regarding the Hepburn Hub at the Rex Project.*

#### MOTION

*That Council receives and notes the project update report regarding the Hepburn Hub at the Rex Project.*

**Moved:** Cr Juliet Simpson

**Seconded:** Cr Brian Hood

**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 was revised on the 15 September and outlines the project scope, budget, funding, program and management.

In summary, the Project Scope includes a library, community auditorium, coworking space, customer service and council offices. The Project Budget is \$7.130M and is scheduled for completion on the 14 June 2020.

Further, in terms of management and reporting, on the 18 February Council resolved the following:

*“Endorses the Project Control Group (PCG) to administer the project in accordance with the project plan. The PCG be chaired by the Chief Executive Officer and progress reports be provided to Council at each quarterly meeting of Council.”*

This report represents the acquittal of this resolution of Council

**KEY ISSUES**

As at the end of November the Project Control Group advises that: the project scope remains 2,052 Sqm of enclosed space; the expenditure budget is \$7.130M and; the Date for Practical Completion of construction is 14 June 2021. (Refer **Table 1** below).

*Table 1 Project Plan Summary*

<b>Project Metric</b>	<b>Current Endorsed Metric</b>	<b>Current Forecast Outcome</b>	<b>Current Forecast Variance</b>
Project Scope (Enclosed Area)	2,052Sqm	2,052Sqm	NIL Sqm
Project Budget (Estimate Cost)	\$7.130M	\$7.130M	\$NIL
Project Program (Date for PC)	14/06/21	14/06/21	NIL Weeks

***Project Scope***

The current forecast functional areas endorsed by Council are outlined in the table below. (Refer **Table 2** below). The risks associated with the Project Scope are outlined below the table.

Table 2 Project Scope Summary

<b>Scope Element</b>	<b>Endorsed Area 15/09/20 Sqm</b>	<b>Current Forecast Area Sqm</b>	<b>Current Forecast Variance Sqm</b>
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
<b>Enclosed Area</b>	<b>2,052</b>	<b>2,052</b>	<b>NIL</b>

Carpark	1,298	1,298	NIL
Open Space	120	120	NIL
<b>External Space</b>	<b>1,418</b>	<b>1,418</b>	<b>NIL</b>
<b>Total</b>	<b>3,470</b>	<b>3,470</b>	<b>NIL</b>

### *Scope Risks*

The scope was confirmed in September 2020 and remains substantially the same as that endorsed by Council in February 2020.

The stakeholder engagement process has sought to identify all the significant stakeholder issues to ensure these are now included within the design to be constructed. This process has been undertaken to ensure the facility is fit for purpose and to manage Acceptance Risk.

Further engagement has been completed with council staff and a variety of stakeholders in a series of virtual presentations. There remain a small number of queries from Disability Advisory Committee which currently require further consideration. The Daylesford Community Cinema have also raised some final issues which require a response. Any resultant changes to scope will not have a significant impact on the project cost and can be managed as minor variations to the construction contract.

These risks and any forecast variations to the endorsed project scope shall be monitored by the Project Control Group and reported to Council monthly.

### **Project Budget**

The endorsed Project Budget is \$7.130M (refer **Table 3** below) including \$740k referred for consideration in the midyear review. The risks associated with the Project Budget are outlined below the table.

*Table 3 Project Budget Summary*

<b>Budget Element</b>	<b>Endorsed Budget 15/09/20 \$M</b>	<b>Current Forecast Cost \$M</b>	<b>Current Forecast Variance \$M</b>
<b>Total Stage 1</b>	<b>\$2.022</b>	<b>\$2.022</b>	<b>\$NIL</b>

Construction Stage 2 (incl contingency)	\$4.658	\$4.449	\$0.209
Consultants Stage 2	\$0.450	\$0.450	\$NIL
FFE/ICT (included in construction)	\$NIL	\$NIL	\$NIL
Contingency	\$NIL	\$0.209	(\$0.209)
<b>Total Stage 2</b>	<b>\$5.108</b>	<b>\$5.108</b>	<b>\$NIL</b>
<b>Total Project Budget</b>	<b>\$7.130</b>	<b>\$7.130</b>	<b>\$NIL</b>

#### *Budget Risks*

A construction contract has been entered into for a fixed price of \$4,449,084 (ex GST) which provides certainty in relation to the great majority of the remaining budget to be spent. This price allows for several provisional sums for items that were not fully specified at tender.

Further a contingency has been allowed within the endorsed budget for unforeseen variations identified during the construction period in line with the quantity surveyor's recommendation. This is to allow for any variations identified during the construction period which are associated with:

- Latent (hidden) conditions
- Documentation omissions
- Principal generated changes
- Prolongation of the program

In line with the endorsed governance structure, these variations and offsetting value management savings, shall be administered by the Project Control Group within the endorsed scope and budget.

These risks and any forecast variations to the endorsed budget shall be monitored by the Project Control Group and reported to Council monthly.

#### ***Project Program***

The endorsed Date for Practical Completion is 14 June 2020 which shall be followed by the building's occupation. (Refer **Table 4** below). The risks associated with the Project Program are outlined below the table.

*Table 4 Project Program Summary*

<b>Project Stage</b>	<b>W</b>	<b>Endorsed Program Start Date</b>	<b>Endorsed Program 15/09/20 End Date</b>	<b>Current Program Forecast End Date</b>	<b>Current Program Variance Weeks</b>
<i>Endorsement</i>			<i>18/02/20</i>	<i>18/02/20</i>	<i>NIL</i>
<i>Documentation</i>	<i>13</i>	<i>19/02/20</i>	<i>03/05/20</i>	<i>03/05/20</i>	<i>NIL</i>
<i>Tender</i>	<i>16</i>	<i>04/05/20</i>	<i>15/09/20</i>	<i>15/09/20</i>	<i>NIL</i>
Planning Amend.	13	16/09/20	15/12/20	22/12/20	1 Week
Mobilisation	3	16/12/20	11/01/21	18/01/21	1 Week
Construction	22	15/01/20	14/06/21	14/06/21	NIL
Occupation	1	14/06/21	21/06/21	21/06/21	NIL
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#### *Program Risks*

The risks associated with the program are that:

- the planning permit amendment process takes longer than is anticipated, delaying the commencement of construction.
- There are delays encountered on site associated with the variations or other valid extensions of time
- There is a delay associated with the implementation of more stringent COVID controls during construction

These risks and any forecast variations to the endorsed program shall be monitored by the Project Control Group and reported to Council monthly.

#### **NEXT STEPS**

Foreshadowed activities over the next quarter include:

- Finalisation of an amended Building Permit for the Stage 1 works.

- Stage 1 Building works continue to: rectify the non-conforming issues identified in the Building Notice; to achieve certification from key contractors and; to obtain a Certificate of Final Inspection.
- Completion of the Planning Permit Amendment process
- Finalisation of Building Permit for the proposed Stage 2 works.
- Commencement on site of construction of the proposed Stage 2 works

## **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 Budget and the 2020/2021 Capital Program except for \$740,000 referred to the Mid-Year Budget review.

### **RISK IMPLICATIONS**

Due to the value of the contract, and in accordance with Council's Procurement Policy, the preferred tenderer was subject to an independent financial check. On behalf of Hepburn Shire Council, Equifax Australasia Credit Ratings Pty Limited was engaged to provide a Financial Viability Assessment on the recommended tenderer in relation to the Hepburn Hub at the Rex Stage 2 Works. This assessment is based on the most recent audited financial statements and more recent management accounting reports. The report indicated that the builder achieved a score indicating a *Strong Financial* capacity to undertake the contract in question.

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 regular 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.

## **12 ACTIVE AND ENGAGED COMMUNITIES**

### **12.1 PLANNING FOR THE AUSTRALIA DAY EVE CIVIC EVENT DIRECTOR COMMUNITY AND CORPORATE SERVICES**

*In providing this advice to Councillors as the Manager Governance and Risk, I Krysten Forte have no interests to disclose in this report.*

#### **ATTACHMENTS**

- Nil

#### **EXECUTIVE SUMMARY**

Each year Council conducts a Civic Ceremony on Australia Day Eve to announce the recipients for the Australia Day Awards and hold a citizenship ceremony to welcome new citizens to our community.

In light of COVID-19 restrictions, a number of amendments to the usual format for this event are proposed, including:

- That attendance be limited to only new citizens, a limited number of their guests, nominees for the Australia Awards, Councillors, the Executive Team and key staff;
- That all attendees will need to pre-register and provide their details in the event the contact tracing is required;
- The event will be live streamed to Council's Facebook page to enable the community to watch proceedings.

These adjustments will allow the event to proceed in line with easing of restrictions that occurred on 22 November 2020.

Should further restrictions or lockdowns come into force before the event, it will still be held virtually.

#### **OFFICER'S RECOMMENDATION**

*That Council:*

- 1. Authorises the Australia Day 2021 Civic Event to be held on 25 January 2021 at the Daylesford Town Hall at 6:00pm with limited numbers in line with current COVID-19 restrictions;*
- 2. Authorised Officers to live stream the event pending consent of all parties;*
- 3. Authorises Officers to convert to a virtual event should further restrictions come into force during the COVID-19 pandemic.*

#### **MOTION**

*That Council:*

- 1. Authorises the Australia Day 2021 Civic Event to be held on 25 January 2021 at the Daylesford Town Hall at 6:00pm with limited numbers in line with current COVID-19 restrictions;*
- 2. Authorised Officers to live stream the event pending consent of all parties;*

- 3. Authorises Officers to convert to a virtual event should further restrictions come into force during the COVID-19 pandemic.*

**Moved:** Cr Tessa Halliday

**Seconded:** Cr Don Henderson

**Carried**

## **BACKGROUND**

At its Ordinary Meeting on 15 September 2020, Council resolved:

*That Council:*

- 1. Adopts the Australia Day Awards Guidance Document;*
- 2. Authorises the Australia Day Awards 2021 to open for nominations from 26 October 2020 to 22 November 2020;*
- 3. Agrees to consider Australia Day Award nominations at the December Ordinary Meeting of Council; and*
- 4. Agrees to make a determination regarding the holding of the Australia Day Eve Civic Ceremony at the December Ordinary Meeting of Council, in line with COVID-19 restrictions in place at that time*

Hepburn Shire Council has, for at least the last 14 years, held a civic event at the Daylesford Town Hall on 25 January (Australia Day Eve). This event in recent years has included speeches, a citizenship ceremony, citizen of the year awards. Hosting the civic event on 25 January gives Councillors the opportunity to attend community celebrations within their own wards on 26 January.

The current Australia Day Eve Civic Event is well attended by federal and state MPs, who are rarely available on Australia Day itself given the number of events that occur on 26 January.

Under the Australian Citizenship Ceremonies Code, local government councils may hold a citizenship ceremony on a day other than 26 January if they have conferred citizenship on less than 20 people during the preceding year. In 2020, Council has conferred citizenship on 10 people and has approval to hold a Citizenship Ceremony on a date other than January 25.

Council resolved at its Ordinary Council Meeting on 19 September 2017 to keep the civic event, inclusive of citizenship ceremony, on Australia Day Eve and to continue to support the community groups in the arrangement of local celebrations on Australia Day itself. A full review of the Australia Day Eve event and Council activities can be undertaken following Australia Day 2021, in preparation for 2022.

The Dja Dja Wurrung Clans Corporation are invited to the event each year to conduct a Welcome to Country.

Nominations for the Australia Day Awards will closed 22 November 2020 and will be brought to the 22 December 2020 meeting for consideration by Council.

Community groups in Glenlyon, Trentham, Clunes and Creswick are provided with Council funds to hold their own local celebrations on 26 January. These events are well supported in their respective communities and Council's Economic Development team will work with those communities to support them in providing COVID-safe events.

## **KEY ISSUES**

Under the current [roadmap released by the Victorian Government on 8 November 2020](#), restrictions for community facilities eased on 22 November 2020. From that date, community facilities are able to accommodate up to 150 people in doors with the density quotient of 1 per 4m<sup>2</sup> in force. No more than 5 people will be allowed per venue when singing or using wind instruments for amateur groups.

Under these arrangements, the Daylesford Town Hall can accommodate 60 patrons, with bathroom facilities limited to 1 person per space.

In order to continue the event in person, the following arrangements are proposed:

- Attendance would be limited to only new citizens, a limited number of their guests, nominees for the Australia Awards, Councillors, the Executive Team and key staff;
- All attendees would need to pre-register and provide their details in the event the contact tracing is required;
- Masks will be required to be worn by all attendees;
- Attendees would be asked not to sing the National Anthem due to the current directions;
- Catering would be limited to "goodie bags" or the like that can be taken away by participants;
- The event will be live streamed to Council's Facebook page to enable the community to watch proceedings.

The Daylesford ARC was also considered as a possible venue, but was ultimately deemed unsuitable as it would have incurred additional, unbudgeted costs and logistical challenges with the audio equipment required to facilitate live streaming of the event.

Should restrictions ease further, consideration would be given to increasing the number of attendees.

Should further restrictions or lockdowns come into force before the event, the Awards could still be announced virtually, and citizens conferred via virtual ceremonies.

## **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.

## **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 has been awarded a \$20,000 grant from the Department of Premier and Cabinet, in partnership with the National Australia Day Council, to support Council to deliver the Civic and community-based Australia Day events, while being compliant with public health guidance. This funding will be directed to:

- physical barriers and guides;
- Council staff to attend and support community events;
- Personal Protective Equipment;
- Hand Sanitiser and Disinfectant Spray;
- Hand sanitiser stations;
- High Visibility Vests with the wording: 'COVID Safety Officer' and 'Social Distancing Ambassador';
- Signage; and
- White Chalk Paint (for marking outdoor surfaces).

This equipment will also be made available to other events in the shire.

The Australia Day Civic Event is allowed for in Council's annual budget.

## **RISK IMPLICATIONS**

Council is taking all possible precautions to ensure the event will proceed in line with government health directives and will the safety of attendees at the forefront.

All attendees will be required to register prior to the event and on arrival to ensure contact tracing can be undertaken if required.

## **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

While the approach proposed prevents the community from attending the event in person, it is hoped that streaming the event to Facebook will improve the reach and profile of the event, and promote the significant contribution of the citizens being recognised through the Australia Day Awards.

## **13 SUSTAINABLE ENVIRONMENT**

### **13.1 ESTABLISHMENT OF THE MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE (MEMPC) DIRECTOR INFRASTRUCTURE AND DEVELOPMENT SERVICES**

*In providing this advice to Council as the Manager Development and Community Safety, I Bronwyn Southee have no interests to disclose in this report.*

#### **ATTACHMENTS**

1. Municipal Emergency Management Planning Committee Terms of Reference 2020 [13.1.1 - 12 pages]

#### **EXECUTIVE SUMMARY**

The Hepburn Shire Council Municipal Emergency Management Planning Committee (MEMPC) has operated for many years, with Council facilitating and chairing the meeting in accordance with the Emergency Management Act 1986. The MEMPC was made up of Council staff and our Emergency Management (EM) partners in Grampians Regions and worked through current EM issues and identifies and plans for hazards.

In accordance with the *Emergency Management Legislation Amendment Act 2018*, Council is required to disestablish the current MEMPC and to authorise the CEO to establish a new MEMPC.

An inaugural meeting for the MEMPC will be held in December 2020 or early 2021, subject to availability of the core MEMPC group as referenced in the MEMPC Terms of Reference.

The purpose of this report is for Council to disestablish the current MEMPC and authorise the CEO to facilitate the establishment of the new MEMPC.

#### **OFFICER'S RECOMMENDATION**

*That Council:*

1. *Authorises the disestablishment of the existing Municipal Emergency Management Planning Committee (MEMPC) established under s21(3)-(5) of the Emergency Management Act 1986, in recognition of on 1 December these provisions are repealed by s82(2) of the Emergency Management Legislation Amendment Act 2018 and replaced by the provisions of s68 of the Emergency Management Legislation Amendment Act 2018.*
2. *Establishes the Municipal Emergency Management Planning Committee in accordance with the provisions of s68 of the Emergency Management Legislation Amendment Act 2018 (which inserts a new 'Part 6-Municipal Emergency Management Planning Committees' into the Emergency Management Act 2013).*

3. *Notes that, under the MEMPC Terms of Reference and the Emergency Management Legislation Amendment Act 2018 (which inserts s59 and 59F into the Emergency Management Act 2013 on 1 December 2020), Council's role is to establish the committee. Once established, the committee exists separately to Council and is not a committee of Council.*

## **MOTION**

*That Council:*

1. *Authorises the disestablishment of the existing Municipal Emergency Management Planning Committee (MEMPC) established under s21(3)-(5) of the Emergency Management Act 1986, in recognition of on 1 December these provisions are repealed by s82(2) of the Emergency Management Legislation Amendment Act 2018 and replaced by the provisions of s68 of the Emergency Management Legislation Amendment Act 2018.*
2. *Establishes the Municipal Emergency Management Planning Committee in accordance with the provisions of s68 of the Emergency Management Legislation Amendment Act 2018 (which inserts a new 'Part 6-Municipal Emergency Management Planning Committees' into the Emergency Management Act 2013).*
3. *Notes that, under the MEMPC Terms of Reference and the Emergency Management Legislation Amendment Act 2018 (which inserts s59 and 59F into the Emergency Management Act 2013 on 1 December 2020), Council's role is to establish the committee. Once established, the committee exists separately to Council and is not a committee of Council.*

**Moved:** Cr Jen Bray

**Seconded:** Cr Tim Drylie

**Carried**

## **BACKGROUND**

On 21 August 2018, the Emergency Management Legislation Amendment (EMLA) Act 2018 received Royal Assent and inserts and amends sections of the Emergency Management Act 2013. The introduction of the EMLA Act 2018 was completed in three stages being, state, regional and municipal level changes.

The new legislation addresses known and documented risks in emergency management planning by establishing an integrated, comprehensive and coordinated framework for Emergency Management planning at a state, regional and municipal level.

From 1 December 2020, the legislation shifts responsibility for municipal emergency management planning from the council to the reformed, multi-agency MEMPC - the peak emergency management planning body in a municipal district. This shift of responsibility highlights the intent of the reform which supports emergency management planning as an integrated, multi-agency and collaborative effort.

On 1 December 2020, section 82 of EMLA Act repeals the legislative backing for the existing MEMPCs in s21(3)-(4) of the Emergency Management Act 1986, and inserts sections 59 and 59F into the *Emergency Management Act 2013* under which the council is required to establish a new MEMPC with more specific membership and functions.

In the past, the MEMPC was made up of both Emergency Management response and recovery agencies. There was no limit to who could be a member however only certain members were afforded voting rights. The new legislation makes this a lot clearer for all agencies and Council.

### **KEY ISSUES**

As per Section 59 of the Emergency Management Act 2013, Council must resolve to establish a MEMPC. The new Hepburn Shire Council Shire Municipal Emergency Management Planning Committee must consist of members or officers from the following organisations in accordance with section 59A:

- Municipal council
- Victoria Police
- Country Fire Authority
- Fire Rescue Victoria
- Ambulance Victoria
- Victoria State Emergency Service
- Australian Red Cross
- Department of Health and Human Services

After the first meeting of the Committee, the MEMPC will invite others to join including community members, members from industry and a member from a recovery agency.

Membership nominations from each organisation will be confirmed following establishment of the MEMPC in accordance with the Terms of Reference.

### **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.

#### Sustainable Environment

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 increase 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.

#### **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.

#### **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

There are no community or stakeholder engagement implications associated with this report.

After the MEMPC is established, the MEMPC will engage with the community to seek community representation on the MEMPC.

## 1. Introduction

The *Emergency Management Legislation Amendment Act 2018* (EMLA Act) amended the *Emergency Management Act 2013* (EM Act 2013) and various other acts to establish a new integrated and coordinated framework for emergency management planning at state, region and municipal levels.

At the municipal level, the EM Act 2013 as amended creates an obligation for a reformed Municipal Emergency Management Planning Committee (MEMPC) to be established in each of Victoria's municipal districts, including Alpine Resort Management Boards which, for the purposes of the Act, are considered as municipal districts.

Each MEMPC is a multi-agency collaboration group whose members bring organisation, industry or personal expertise to the task of developing a comprehensive emergency management plan for the municipality.

The Municipal Emergency Management Plan (MEMP) covers arrangements for mitigation, response and recovery, and identify the roles and responsibilities of agencies in relation to emergency management.

## 2. Scope

The MEMPC operates strategically to ensure comprehensive, collaborative and integrated planning occurs at all levels.

With a focus on preparedness and resilience, municipal planning applies risk-based analysis to mitigate or reduce the consequences of emergencies on the built, economic, social and natural environments and improve community outcomes.

Planning considerations include the full spectrum of prevention, preparedness, response and recovery and apply to all hazards and all communities.

The MEMPC maintains an awareness of existing municipal capability and capacity to support the effective conduct of mitigation, response and recovery activities. Where appropriate the committee may facilitate or assist with activities that support capability and capacity uplift. This may include, but is not limited to, community engagement activities or multi-agency exercises and training that provide for continuous learning and improvement.

### 3. Governance

Under section 59F of the EM Act, the municipal council establishes a MEMPC which transfers responsibility for municipal emergency management planning from the council to the multi-agency MEMPC. This shift of responsibility highlights the intent of the reform which supports emergency management planning as an integrated, multi-agency and collaborative effort. This means that all participating agencies are required to contribute their expertise and resource to municipal emergency management planning.

As per section 59E of the EM Act 2013, the MEMPC can regulate its own procedure.

### 4. MEMPC Functions

The MEMPC is the peak planning body for emergency management within the municipal district. It is the forum for government and non-government agencies to develop policies, procedures, strategies and frameworks to support coordinated emergency management planning for the municipality.

In line with section 59D of the EM Act 2013 the functions of the MEMPC are to:

- a) be responsible for the preparation and review of its MEMP
- b) ensure that its MEMP is consistent with the state emergency management plan and the relevant REMP
- c) provide reports of recommendation to its REMPC in relation to any matter that affects, or may affect, emergency management planning in the municipality
- d) share information with the REMPC and other MEMPCs to assist effective emergency management planning
- e) collaborate (having regard to the Guidelines) with any other MEMPC that the MEMPC considers appropriate in relation to emergency management planning, including preparing MEMPs
- f) perform any other function conferred on the MEMPC by the EM Act 2013, or any other act.

The MEMPC has the power to do all things necessary or convenient in connection with the performance of its functions, however it cannot direct any member agency or other group.

The MEMPC may establish ongoing sub-committees or time-limited working groups to investigate or address specific issues or undertake key tasks.

#### 4.1 Context

The MEMPC reports to the REMPC, and the REMPC is the key link between municipal and state level emergency planning and response activities. All legislated member agencies of the MEMPC are also represented on the REMPC.



**Figure 1 – Relationship of the MEMPC to the REMPC and the EMC**

## 5. Membership

Section 59A of the EM Act 2013 specifies the minimum membership requirements of the MEMPC. The committee may invite additional people with key skills or knowledge to join the MEMPC, as necessary.

When deciding whether to invite new members to the MEMPC, consideration should be given to the reason for the invitation; for example, a potential member may be needed to add subject matter expertise to a specific project or body of work and therefore an invitation to participate in a sub-committee or working group may be a more appropriate strategy.

The committee will review its membership on a yearly basis, or more frequently if needed.

Refer to Annexure A for a current list of members of the MEMPC.

### 5.1 Change of Representative

The relevant agency will advise the MEMPC chair in writing of any formal changes to their nominated representative. This relates to a permanent change of membership and does not relate to attendance as a proxy (refer to section 7.8).

As required by Section 59A of the EM Act 2013, a representative requires confirmation from within the relevant agency, as outlined in the table below.

<b>Agency</b>	<b>Agency nominations confirmed by</b>
Municipal council	Chief Executive Officer
Victoria Police	Chief Commissioner of Police
Fire Rescue Victoria	Agency
Country Fire Authority	Agency
Ambulance Victoria	Secretary, Department of Health and Human Services
Victoria State Emergency Service	Agency
Australian Red Cross	Agency
Department of Health and Human Services	Secretary, Department of Health and Human Services

## **6. Roles and responsibilities**

### **6.1 Chair**

Section 59B(1) of the EM Act 2013 specifies that the municipal council must nominate either its Chief Executive Officer or a member of the municipal council staff by the Chief Executive Officer as the chairperson.

### **6.2 Chair responsibilities**

The chair has the following functions (s59B(2) of the EM Act 2013):

- chairing MEMPC meetings
- facilitating the MEMPC to perform its functions
- On behalf of MEMPC provide information and recommendations to the REMPC

Additionally, the chair will:

- Ensure the MEMPC operates in accordance with the requirements of this Terms of Reference
- Preside at and manage all meetings
- Confirm the agenda for each meeting
- Manage acceptance/advice of last-minute papers or agenda items prior to MEMPC meetings.
- Ensure that the MEMPC meets according to its schedule
- Ensure that MEMPC meetings are efficient and effective
- Provide leadership to the committee in its deliberations
- Facilitate frank and open discussion
- Ensure that all members can participate equally
- Refer issues or matters of concern identified by the MEMPC, or members of the MEMPC, to the REMPC
- Sign correspondence on behalf of the MEMPC
- Represent the MEMPC in other forums where appropriate
- Coordinate out of session matters

### **6.3 Election of a deputy chair**

To ensure consistency and redundancy the MEMPC will elect a deputy chair. This appointment may be a certain period of time, as agreed by the MEMPC.

### **6.4 Deputy chair responsibilities**

- Undertake the role of the chair if the elected chair is absent
- Receive delegated responsibilities of the chair as agreed with the chair

### **6.5 Member responsibilities**

The agencies prescribed in the EM Act 2013 and additional invited committee members will provide representation at the appropriate level and with the authority to commit resources and make decisions on behalf of their organisation or community.

Members are asked to participate in the MEMPC as a partnership and provide advice or make decisions in the best interest of the citizens of Victoria. The MEMPC acknowledges and respects members existing responsibilities, accountabilities and associated levels of resourcing.

All MEMPC members will:

- Prepare for, prioritise and attend scheduled meetings
- Proactively contribute to the work of the MEMPC
- Provide meeting papers to the chair at least one week prior to a meeting
- Respect confidential and privileged information
- Represent all areas of their agencies and associated entities
- Report on recent relevant agency activity relating to emergency management mitigation, response or recovery activities, with a focus on emerging risks or opportunities
- Where a decision or action is outside the authority of the member, engage with relevant personnel within their agency to obtain approval to commit resources and undertake tasks
- Identify and liaise with subject matter experts or key representatives from within their agencies to participate in the MEMPC, its sub-committees or working groups
- Advocate for and report back to their agencies on MEMPC outcomes and decisions.

## **7. Administrative Arrangements**

This section outlines the frequency of meetings and committee management arrangements.

### **7.1 Meeting frequency**

To align with seasonal requirements and operational tempo, the MEMPC will meet a minimum of four times a year in February, May, August and November, noting that the REMPC meets a minimum of four times a year in February, May, August and November.

The MEMPC chair may schedule additional meetings as required.

### **7.2 Meeting venue**

Meetings for the MEMPC will be held in varying locations across the Hepburn Shire, subject to the decisions and needs of the MEMPC. The committee will be notified in writing, at least one week prior to the meeting, where it will be held.

### **7.3 Meeting papers and documentation**

Any member can submit items to be included on the agenda. The chair will confirm the agenda prior to each meeting.

Meetings will be conducted on a formal basis, with proceedings recorded and action items documented in the MEMPC Actions Register.

All proceedings and documentation of the MEMPC are confidential until the MEMPC agrees otherwise, or where the provider of the information advises that it is publicly available, and no restrictions apply to its release. Noting this, MEMPC records remain discoverable under the Freedom of Information Act 1982.

MEMPC documentation will be stored on the Hepburn Shire's Content Manager platform.

## 7.4 Secretariat

The MEMPC will determine how the secretariat function will be managed.

Secretariat duties may include:

- Scheduling meetings
- Providing committee members with the meeting agenda
- Record agreed actions in the MEMPC Actions Register
- Induction of new committee members
- Develop/send correspondence for the MEMPC
- Maintain the contact list of MEMPC members.

## 7.5 Quorum

Committee activities may be conducted without a quorum present; however, a quorum must be present for the purpose of decision making.

Where an agency will have responsibility or accountabilities as a result of a motion/resolution, that agency must be part of the quorum for that item.

A quorum is greater than 50% of the current voting members and includes the chair or deputy chair (*Annexure A*).

## 7.6 Decision making

In general, the Committee will adopt a consensus approach to decision-making, where a majority of members agree, with the remainder content to give way. The chair will seek further advice from the members and attendees or through external subject matter experts to support decision making.

Where consensus cannot be achieved, decisions will be made by majority vote. In the event of a tie the MEMPC, through the chair, will escalate issues to the REMPC for decision.

The chair will ensure that all members are provided with the opportunity to participate in discussions and decision making.

Each MEMPC member has one (1) vote on any matter decided by the committee, unless that member is identified as a non-voting member. To vote, a MEMPC member must be present at the meeting or represented by a proxy.

Where the MEMPC must reach a decision between committee meetings, this can be undertaken via circular resolution. All members will be notified of the proposed resolution, with a collective decision reached where the majority of respondents vote in the affirmative. Decisions made by circular resolution will be confirmed by committee at the next MEMPC meeting.

All decisions made will be regarded as collective decisions of the MEMPC.

## **7.7 Conflict of interest**

If a MEMPC member or their proxy has a direct or indirect interest in a matter to be decided by the committee, they must declare their conflict or perceived conflict and must not vote on the issue. The MEMPC will determine if the member should be excluded from all or part of the proceedings related to the matter.

## **7.8 Proxies**

In accordance with the intent of the legislation members should prioritise MEMPC meetings wherever possible. In the event a member is unable to personally attend a specific meeting, they are encouraged to identify a suitably skilled and authorised proxy. The proxy is considered to have the same voting rights as the substantive MEMPC member, unless the chair is advised otherwise.

Members may choose to identify a standing proxy who is empowered to represent the member at any time. The member will notify the chair of the details of this person and the duration of the appointment as a standing proxy.

Where a standing proxy is not recorded, or is unavailable, a member will advise the chair of the name, role and contact details of their nominated proxy, as early as possible before a meeting. This advice should be in writing for the purpose of record keeping and will include any limitations to the voting rights of the proxy for that meeting.

If the committee member is unable to provide advice to the chair of the details of a proxy and their voting rights before the meeting, the attendee will be considered an observer for the meeting.

## **7.9 Observers**

An observer may attend a meeting for any number of reasons. MEMPC members will advise the chair of the attendance of an observer before a meeting, where possible.

Observers must respect all confidentiality and operating protocols of the MEMPC, and must not:

- propose or vote on motions
- intrude on the procedures of the MEMPC
- take part in the meeting proceedings without the invitation of the chair.

## 7.10 Non-voting members

If deemed necessary for transparency and equity, the committee can invite additional standing members who may not have voting rights. Where this is the case, the membership list at *Appendix A* will reflect the voting status.

Members of sub-committees or working groups do not have voting rights unless they are also members of the MEMPC.

## 7.11 Issue Escalation

The Chair may escalate any matters of significance to the REMPC for advice or decision.

Members of the committee may also seek to escalate items to the REMPC, through the chair, where efforts to resolve a matter at the local level have not been successful, or where the consequences of a decision will unduly impact the member agency.

Issues requiring escalation should be well documented and include:

- A description of the issue or advice sought and the consequences if it remains unresolved.
- Actions taken to resolve the issue.
- Recommended actions or options that may assist resolution.

## 8. Financial Management

The MEMPC does not have a financial delegation and does not hold a budget. The MEMPC cannot expend or receive monies.

Member agencies may agree to commit funds to a MEMPC activity or event, in which instance the expenditure is considered expenditure of the agency and not the MEMPC. The member agency is responsible for all aspects of financial management within their existing governance arrangements. The MEMPC does not accept liability for any agency-led initiatives.

## 9. Acronyms

Acronym	Description
EM Act 2013	Emergency Management Act 2013
EMC	Emergency Management Commissioner
EMCOP	Emergency Management Common Operating Picture (EMV system)
EMLA Act	Emergency Management Legislation Amendment Act 2018
EMV	Emergency Management Victoria
MEMP	Municipal Emergency Management Plan
MEMPC	Municipal Emergency Management Planning Committee

<b>Acronym</b>	<b>Description</b>
<b>MEMP</b>	Municipal Emergency Management Plan
<b>MEMPC</b>	Municipal Emergency Management Planning Committee

## 10. Document information

### Document details

Criteria	Details
<b>Document ID</b>	DOC/20/63242
<b>Document title:</b>	Terms of Reference
<b>Document owner:</b>	MEMPC

### Version control

Version	Date	Description	Author
0.1	30 September 2020	Adapted from REMPC Terms of Reference	EMV Planning Reform Team
0.2	18 November 2020	Draft Terms of Reference Adapted from REMPC Terms of Reference	David George, Hepburn Shire Council

### Document approval

This document requires the approval of the MEMPC:

Name	Title	Organisation
<b>Hepburn Shire Council appointed representative</b>	Chair	On behalf of the MEMPC

### Audience

The audience for this document is the MEMPC

Terms	Description
<b>12 months</b>	This document will be reviewed every 12 months or more frequently as required.
<b>Review Date</b>	December 2021

**MUNICIPAL EMERGENCY  
MANAGEMENT PLANNING COMMITTEE  
(MEMPC) TERMS OF REFERENCE (TOR)**  
**Appendix A – MEMPC Membership**

ATTACHMENT 13.1.1

Organisation	Name	Role	Email Address	Contact No.
<b>VOTING MEMBERS</b>				
Municipal Council (Chair)				
Victoria Police				
Country Fire Authority				
Ambulance Victoria				
Victoria State Emergency Service				
Australian Red Cross				
Department of Health and Human Services				
Community representative/s				
Recovery representative/s				
Other persons as nominated				

MUNICIPAL EMERGENCY  
MANAGEMENT PLANNING COMMITTEE

ATTACHMENT 13.1.1

Organisation	Name	Role	Email Address	Contact No.
<b>NON - VOTING MEMBERS</b>				

## **14 HIGH PERFORMING ORGANISATION**

### **14.1 DEVELOPMENT AND COMMUNITY SAFETY REPORT DIRECTOR INFRASTRUCTURE AND DEVELOPMENT SERVICES**

*In providing this advice to Council as the Manger Development and Community Safety, I Bronwyn Southee have no interests to disclose in this report.*

#### **ATTACHMENTS**

1. Planning Permits Issued Under Delegation - October 2020 [14.1.1 - 1 page]

#### **EXECUTIVE SUMMARY**

The purpose of this report is to update Council on the activities of the Building, Environmental Health, Community Safety and the Planning units of Council.

The report details progress statistics on the activity of the Development and Community Safety team for information purposes.

#### **OFFICER'S RECOMMENDATION**

*That Council receives and notes the Development and Community Safety Report for information.*

#### **MOTION**

*That Council receives and notes the Development and Community Safety Report for information.*

**Moved:** Cr Don Henderson

**Seconded:** Cr Juliet Simpson

**Carried**

## **BACKGROUND**

Each month relevant statistics are collated from the Development Services departments and presented in this report for the information of Councillors.

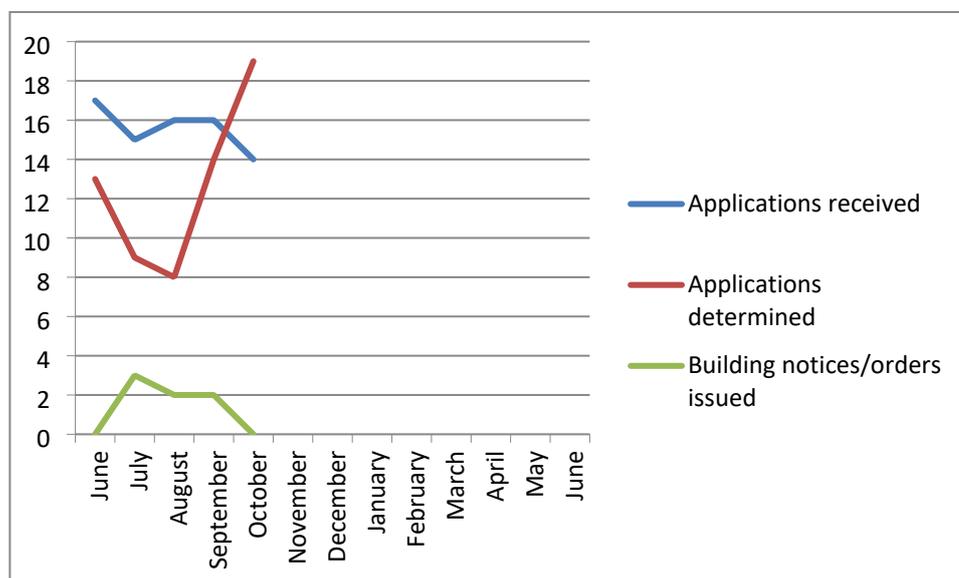
## **KEY ISSUES**

### **Building**

The building activity report for October 2020 is summarised below:

<b>Building Activity</b>	<b>Total</b>
<b>Building applications received</b>	14
<b>Building applications determined</b>	19
<b>Building notices/orders issued</b>	0
<b>Total development cost</b>	\$3,377,625

The following graph indicates building statistics and activity for the 2020/2021 financial year. (June 2020 included):

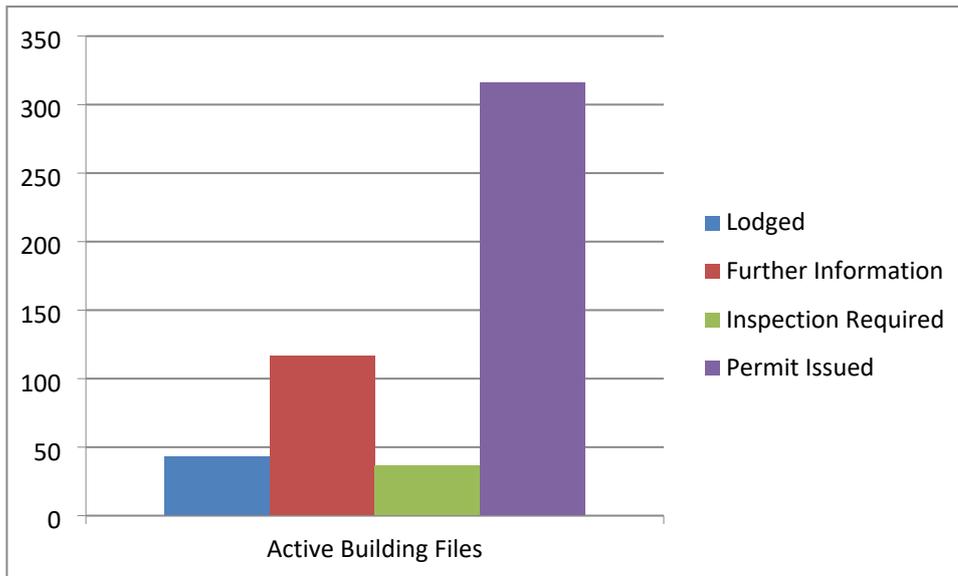


The total value of development for all Council approved building permits for the 2020/2021 financial year is \$6,140,719.

#### Active Building Files

The building department has had 513 active building files over the month as summarised below:

Active Building Files	Total
Lodged	43
Further Information	117
Inspection Required	37
Permit Issued	316



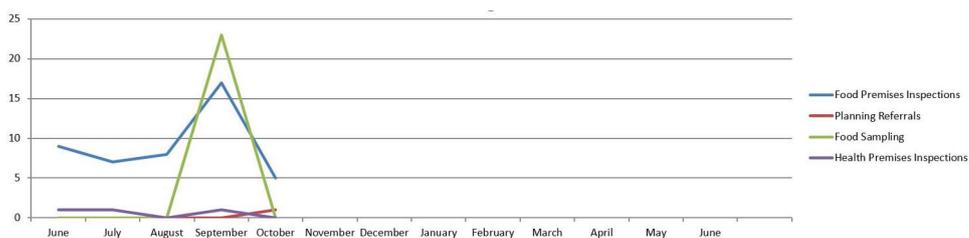
### **Environmental Health**

It should be noted that Councils Environmental Health Officers continue to be heavily engaged in Councils response to the Pandemic and State of Emergency throughout October. This has included but not limited to time reviewing Councils Pandemic Plan, liaison with State Government Agencies, stakeholders, and extensive communication with businesses to assist them in complying with the COVID-19 guidelines. Whilst the team has been working hard in this area to support our community, it has impacted other responsibilities. Some additional resourcing is being sought to aid progression of normal business demands.

The Environmental Health activity report for October 2020 is summarised below:

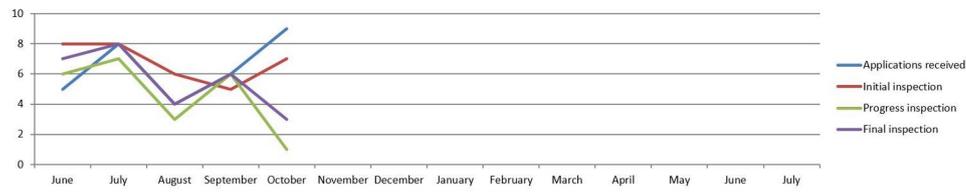
<b>Environmental Health Activity</b>	<b>Total</b>
<b>Food Premises Inspections</b>	<b>5</b>
<b>Planning Referrals</b>	<b>1</b>
<b>Food Sampling</b>	<b>0</b>
<b>Health Premises Inspections</b>	<b>0</b>

The following graph indicates environmental health statistics and activity for the 2020/2021 financial year (June 2020 included):



The Environmental Health septic tank application/inspection activity report for October 2020 is summarised below:

Septic Tank applications/inspections	Total
<b>Applications</b>	<b>9</b>
<b>Initial inspection</b>	<b>7</b>
<b>Progress inspection</b>	<b>1</b>
<b>Final inspection</b>	<b>3</b>



### **Community Safety**

Councils Community Safety Officers also continue to be heavily engaged in Councils response to the Pandemic and State of Emergency throughout September and October. Whilst the team has been working hard in this area to support our community, it has impacted other responsibilities. Some additional resourcing has been secured through the Working for Victoria program to assist with the emergency response and planning which will support some additional time on core activities in the Community safety team.

The Community Safety team activity report for September and October 2020 is summarised below:

<b>Local Laws Activity</b>	<b>Total</b>
<b>Cats Impounded</b>	0
<b>Dogs Impounded</b>	5
<b>Stock escaped from property</b>	4
<b>Infringements Issued</b>	5
<b>Prosecutions</b>	0
<b>Dog Attacks</b>	3
<b>Declarations of Menacing Dogs</b>	0
<b>Declarations of Dangerous Dogs</b>	0

Of the dog attacks investigated, there was insufficient evidence to be able to investigate the reported dog attacks further. One reported incident was a dog attacking its owners' livestock.

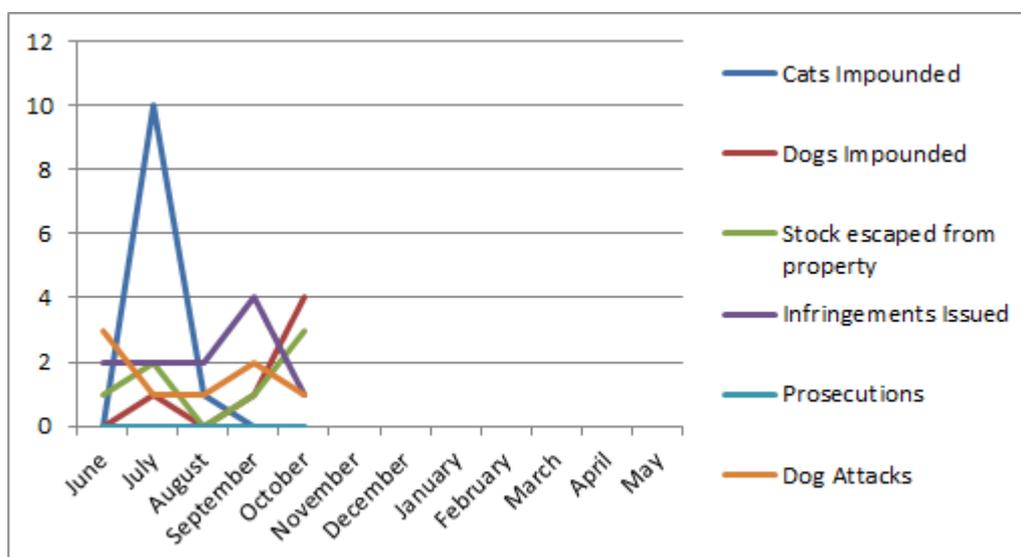
Council also assisted the Department of Environment Land Water and Planning in the removal of two unlicensed dingoes living in the Hepburn Shire that had been reported to be wandering uncontrolled.

#### **Breakdown of Infringements issued in September and October 2020:**

<b>Infringements</b>	<b>Total</b>
<b>Parking</b>	0
<b>Local Law</b>	0
<b>Food</b>	0
<b>Animal</b>	5
<b>Fire</b>	0

One infringement was for a dog attack not causing serious injury, one was for non-compliance with a Livestock Notice and the other three infringements were issued for failing to register animals.

The following graph indicates local laws statistics and activity for the 2020/2021 financial year (June 2020 included)

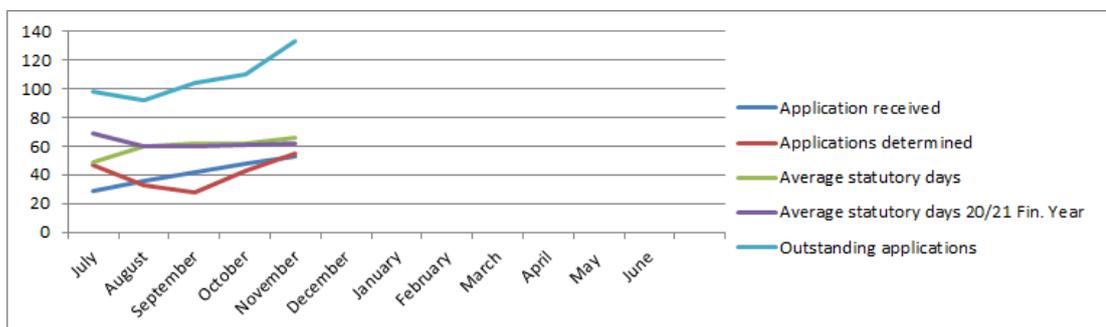


## Planning

The Planning activity report for October 2020 is summarised below:

Planning Activity	Total
Applications received	53
Applications determined	55
Average statutory days for month	66
Average statutory days 2020/2021 financial year	62
Average statutory days 2019/2020 financial year	69
Outstanding applications	133

The following graph represents planning activity for the 2020/2021 financial year (June 2020 included):

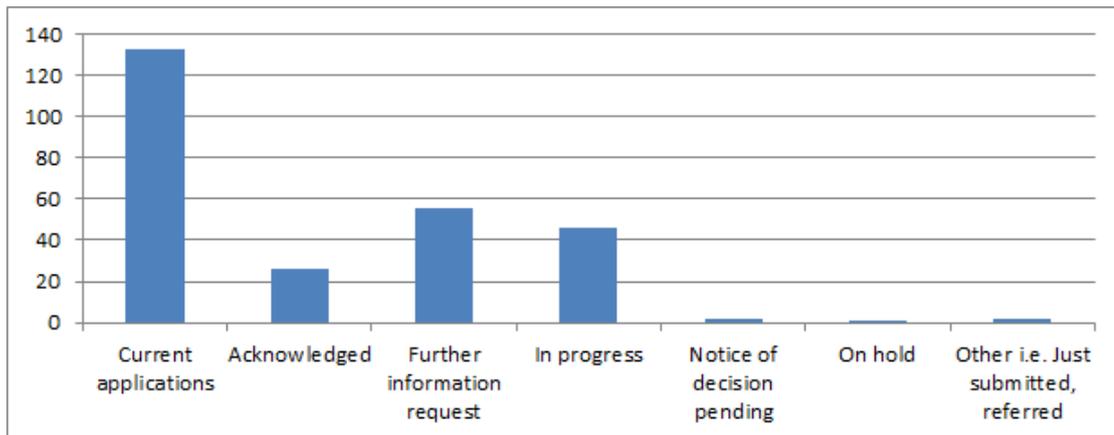


The number of applications received has significantly increased throughout the financial year which is pleasing given COVID-19 however has increased the workload of the area. It is noted that the number of applications received remains higher than this time last year. Despite this, the number of applications being determined each month is also increasing amongst increased requests for planning advice from people enquiring about purchasing property within the Municipality. Statutory days to determine applications continues to remain steady.

The status of all active applications as at October 2020 is summarised below:

#### Status of all active applications as at October 2020

<b>Current applications</b>	133
<b>Acknowledged</b>	26
<b>Further information request</b>	56
<b>In progress</b>	46
<b>Notice of decision pending</b>	2
<b>On hold</b>	1
<b>Other i.e. Just submitted, referred</b>	2



### Applications determined in October 2020 under delegation

A list of applications issued under delegation is included as an attachment. The breakdown of permits issued under delegation by category is listed in the table below. This includes those applications deemed as not required or withdrawn by the delegated officer.

<b>Permits Issued by Delegated Officers</b>	<b>48</b>
<b>Notice of Decision by officer</b>	<b>2</b>
<b>Withdrawn etc.</b>	<b>5</b>
<b>Refused by Council</b>	<b>0</b>

### POLICY AND STATUTORY IMPLICATIONS

Not applicable

### 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.

## **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

There are no community or stakeholder engagement implications associated with this report.

## Planning Permits issued under delegation - October 2020

Application ID	Primary Property	Full Details	Decision
PinPA000532.02	1989 Ballan-Daylesford Road, LEONARDS HILL VIC 3461	Alterations and Extension to Existing Dwelling and Development Additional Habitable Room.	Permit
PinPA001159.01	211 South Bullarto Road, BULLARTO VIC 3461	Construction of a dwelling	Permit
PinPA001814.01	2175 Trentham Falls Road, TRENTHAM VIC 3458	Amendment to PA 1814 which allows the 'construction of an out-building greater than 100 square metres (to include accommodation, workshop and garage) and the inclusion of a commercial kitchen (home based business) in existing shed' to the 'use and	Refused
PinPA002223	155 Blighs Road, TRENTHAM VIC 3458	Two lot subdivision	Permit
PinPA002367.01	14 Lothair Street, CLUNES VIC 3370	Two lot subdivision	Permit
PinPA002503	70 Butters Lane, GLENLYON VIC 3461	Use and development of land for a place of assembly (function centre) with liquor licence to a seating capacity for 80 people.	Permit
PinPA002614	235 McDonalds Road, CLUNES VIC 3370	Two lot subdivision, removal of native vegetation	Permit
PinPA002645	19A Perrins Street, DAYLESFORD VIC 3460	Development of the land with two dwellings and a two-lot subdivision	Withdrawn
PinPA002658	60 Mossops Road, BULLARTO VIC 3461	Subdivision of the land (re-subdivision of two existing lots) and the use of the land for a dwelling	Permit
PinPA002666	10 Hannah Street, CLUNES VIC 3370	Construction of buildings and works associated with and existing school including partial demolition of buildings and the removal of vegetation	Permit
PinPA002692	39 Jamieson Street, DAYLESFORD VIC 3460	Construction of seven (7) dwellings and a seven (7) lot subdivision	Permit
PinPA002781	3660 Ballarat-Maryborough Road, CLUNES VIC 3370	Use and development of a dwelling and construction of an ancillary shed	Permit
PinPA002783	2350 Ballan-Daylesford Road, SAILORS FALLS VIC 3461	Construction of a double storey dwelling and detached workshop	Permit
PinPA002793	3985 Ballarat-Maryborough Road, CLUNES VIC 3370	Construction of one new dwelling	Permit
PinPA002806	85 Railway Road, NEWLYN VIC 3364	To complete an extension to an existing shed	Permit
PinPA002820	25 Stanbridge Street, DAYLESFORD VIC 3460	Alterations and additions to a dwelling including partial demolition and tree removal	Permit
PinPA002832	6649 Midland Highway, YANDOOT VIC 3461	Use and development of the land for a dwelling	NOD
PinPA002839	12 Melbourne Road, CRESWICK VIC 3363	Construction of a dwelling and shed	Permit
PinPA002843	1 Howe Street, DAYLESFORD VIC 3460	Use of the land for the sale and consumption of liquor associated with the sale of packaged liquor for consumption off the premises	Permit
PinPA002846	103A High Street, TRENTHAM VIC 3458	Building and Works and Change of Use of Existing Storage Facility to Class 1a Single Dwelling.	Permit
PinPA002847	11 Queensberry Street, DAYLESFORD VIC 3460	Partial Demolition and Construction of an Extension to an Existing Single Dwelling in the Heritage Overlay.	Permit
PinPA002850	203A Main Road, HEPBURN VIC 3461	Construction of a dwelling	Permit
PinPA002851	55 Cosmo Road, TRENTHAM VIC 3458	Construction of a dependent persons unit	Permit
PinPA002852	24 Vincent Street, DAYLESFORD VIC 3460	Construction of a two (2) shops and a waiver of car parking requirements	Permit
PinPA002853	764 Daylesford-Malmsbury Road, GLENLYON VIC 3461	Alteration of access to a road zone category 1 (North)	Permit
PinPA002854	764 Daylesford-Malmsbury Road, GLENLYON VIC 3461	Alteration of access to a road zone category 1 (South)	Permit
PinPA002857	2410 Ballan-Daylesford Road, SAILORS FALLS VIC 3461	Use and development of the land for a dwelling	Permit
PinPA002860	4 Park Avenue, HEPBURN SPRINGS VIC 3461	Alterations and Extension to an Existing Dwelling Generally in Accordance with the Endorsed Plans.	Permit
PinPA002861	Shicer Gully Road, GUILDFORD VIC 3451	Use and development of the land for a dwelling	Permit
PinPA002866	103 Clunes Road, CRESWICK VIC 3363	Demolition of outbuildings, and alterations and extensions to an existing dwelling including partial demolition, external painting and installation of solar panels	Permit
PinPA002868	1 Napier Street, CRESWICK VIC 3363	Development of Land for the Partial Demolition of an Existing Heritage Building and Construction of an Extension to an Existing Aged Care Facility.	Permit
PinPA002870	265 Blampied-Kooroocheang Road, BLAMPIED VIC 3364	2 lot subdivision (re-subdivision)	Permit
PinPA002872	26 Jory Street, CRESWICK VIC 3363	2 lot subdivision	Permit
PinPA002873	69 Main Road, HEPBURN SPRINGS VIC 3461	External alterations to a building	Permit
PinPA002874	195 McDonalds Road, CLUNES VIC 3370	Construction of a dwelling	Permit
PinPA002875	6 Wombat Street, DAYLESFORD VIC 3460	Two lot subdivision and demolition of outbuilding	Permit
PinPA002882	26 Frederick Street, SMETATON VIC 3364	Construction of a dwelling	Permit
PinPA002886	11 Kinter Road, EGANSTOWN VIC 3461	Use and development of the land for a dwelling	Withdrawn
PinPA002891	33A Camp Street, DAYLESFORD VIC 3460	2 lot subdivision	Permit
PinPA002898	4B Mcmahons Road, GLENLYON VIC 3461	Construction of a dwelling	Permit
PinPA002900	29 Dysart Street, GLENLYON VIC 3461	Construction of a dwelling	Permit
PinPA002906	35 Racecourse Road, TRENTHAM VIC 3458	Alterations and extension to an existing dwelling	Permit
PinPA002910	4 Cranneys Lane, TRENTHAM VIC 3458	Pruning and removal of vegetation	Not Required
PinPA002911	13 Burrall Street, DAYLESFORD VIC 3460	Pruning and vegetation removal	Not Required
PinPA002915	168 Hepburn Road, DAYLESFORD VIC 3460	Alterations to an existing dwelling including partial demolition	Permit
PinPA002919	10 Dysart Street, GLENLYON VIC 3461	2 lot subdivision (re-subdivision)	Permit
PinPA002930	409 Daylesford-Malmsbury Road, WHEATSHEAF VIC 3461	Construction of a shed	Permit
PinPA002931	36 Stanbridge Street, DAYLESFORD VIC 3460	Partial demolition of a dwelling	Permit
PinPA002939	77 Main Road, HEPBURN SPRINGS VIC 3461	the display and putting up of advertising signage	Not Required
PinPA002947	69 Treweeks Road, BLAMPIED VIC 3364	Construction of a shed	Permit
PinPA002950	30 Raglan Street, DAYLESFORD VIC 3460	External alteration of building (two windows), construct and display signs, and associated works.	Permit
PinPA002952	43 Victoria Street, CRESWICK VIC 3363	Construction of a patio	Permit
PinPA002953	52 Fraser Street, CLUNES VIC 3370	External painting of an existing building	Permit
PinPA002956	24 Patterson Street, DAYLESFORD VIC 3460	Construction of a carport	Permit
PinPA002960	63A Millar Street, DAYLESFORD VIC 3460	Extension and alterations to existing outbuilding	Permit

## **14.2 ANNUAL REPORT 2019/2020 DIRECTOR COMMUNITY AND CORPORATE SERVICES**

*In providing this advice to Councillors as the Director Community and Corporate Services, I Bradley Thomas have no interests to disclose in this report.*

### **ATTACHMENTS**

1. Hepburn Shire Council - Annual Report 2019/2020 [**14.2.1** - 84 pages]

### **EXECUTIVE SUMMARY**

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 by 30 November 2020 and received and noted by Council as soon as practicable after.

Council Officers have prepared the Annual Report (attached) for the 2019/2020 financial year and includes:

- An introduction – including a snapshot of Council and highlights of the year.
- The Year in Review – including messages from the Mayor and CEO.
- Our Council – providing a snapshot of the Shire.
- Our People – providing a snapshot into the organisation structure and staff.
- Performance – providing analysis against Council Plan actions.
- Governance – providing key governance, finance and management information.

### **OFFICER'S RECOMMENDATION**

*That Council receives and notes the Annual Report 2019/2020 for the year ended 30 June 2020.*

### **MOTION**

*That Council receives and notes the Annual Report 2019/2020 for the year ended 30 June 2020.*

**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 26 November 2020, prior to the deadline of 30 November 2020. The Local Government Act 1989 requires the report to be submitted by 30 September, however the Minister Local Government

extended this to 30 November 2020 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 15 September 2020.

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**

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 indicators. A number of highlights for the 2019/2020 year include:

- Council's application for Fixing Country Road Program Funding was successful with an announcement in May 2019 from Regional Road Victoria that they were contributing \$1.5 million to help deliver the following projects: Road Upgrades to Dairy Flat Road, Trentham Urban Road, Back Glenlyon Road, School Road and Telegraph Road.
- Masterplans were formalised for Doug Lindsay Reserve and Trentham Sportsground , along with a Shire wide Playspace Strategy after Community Consultation was conducted.
- The Hub for Premium Produce program began to be implemented, which as a 3 year program connecting actively working premium produce enterprises across the Shire.
- Our WOW – Way of Working redesigned due to COVID-19 and transition into the Hepburn Hub.
- Significant interest and input from the community on important projects such as the Review of Local Law No. 2 and the update of the Hepburn Planning Scheme.
- COVID-19 Pandemic Response and Recovery.

### **POLICY AND STATUTORY IMPLICATIONS**

Council Plan 2017-2021

High Performing Organisation

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.

#### **GOVERNANCE ISSUES**

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 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**

The Annual Report will be published on Council's website.

# Annual Report

## 2019/20



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## INTRODUCTION

# Our Vision & Mission

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



## OUR VALUES

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

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

## OUR MISSION

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

SNAPSHOT OF COUNCIL

# Highlights of the year



## HIGHLIGHTS OF THE YEAR

# Quality Community Infrastructure

## Fixing Country Roads Program

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

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

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

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



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

## HIGHLIGHTS OF THE YEAR

# Active & Engaged Communities

## Sport & Active Recreation Planning

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

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

## Doug Lindsay Recreation Reserve Masterplan

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

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

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

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

## Trentham Sportsground Masterplan

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

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

Key masterplan outcomes include:

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

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

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



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

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

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

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

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

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

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

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



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

## HIGHLIGHTS OF THE YEAR

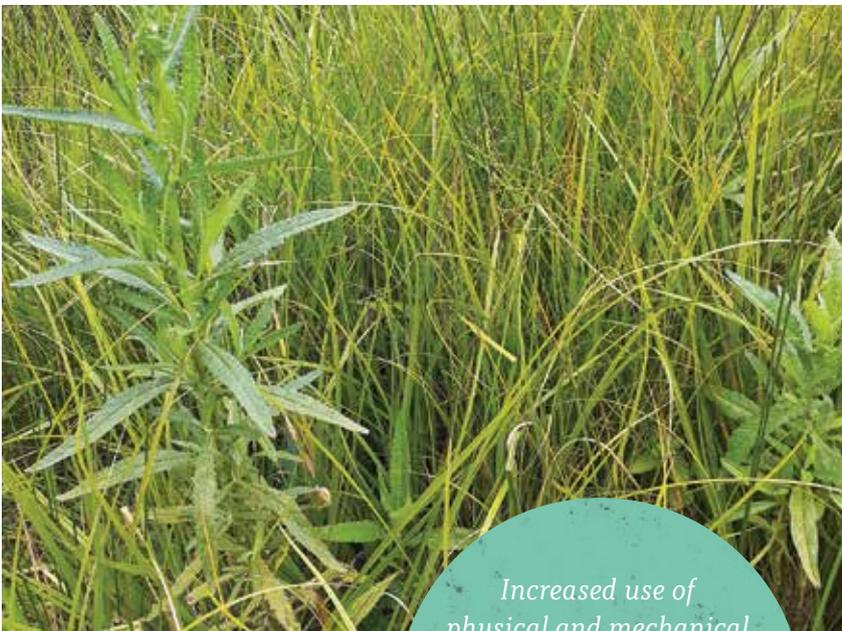
# Sustainable Environment

## Weed Minimisation

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

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

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



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

## HIGHLIGHTS OF THE YEAR

# Vibrant Economy

## Hub for Premium Produce

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

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

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

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

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

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

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

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



## HIGHLIGHTS OF THE YEAR

# High Performing Organisation

## Our Way of Working

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

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

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

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

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

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

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



PART TWO

# *The Year in Review*



## THE YEAR IN REVIEW

# Message from the Mayor



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

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

”

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

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

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

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

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

**Cr Licia Kokocinski  
Mayor**

## THE YEAR IN REVIEW

# Message from the CEO



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

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

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

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

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

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

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

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

**Evan King**  
CEO

## THE YEAR IN REVIEW

# Challenges

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

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

## COVID-19

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

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

## BUILDING TRUST

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

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

## LOCAL LAW & PLANNING SCHEME REVIEW

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

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

PART THREE

# Our Council



## OUR COUNCIL

# Hepburn Shire Snapshot

## 2016 CENSUS INFORMATION

*Source: Australian Bureau of Statistics Census Data 2016*

**Total Population** 15,330

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**Male** 48.2%

---

**Female** 51.8%

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**Median Age** 50

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

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**Families** 3,962

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

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**Median weekly household income** \$996

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**Private dwellings** 8,666

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**Average people per dwelling** 2.2

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

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**Average motor vehicles per dwelling** 2.2

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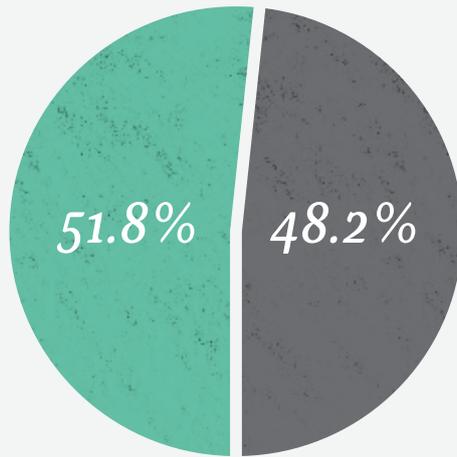
**Median weekly rent** \$235

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15,330

TOTAL  
POPULATION



51.8% FEMALES  
48.2% MALES



\$996

MEDIAN WEEKLY  
HOUSEHOLD INCOME



50

MEDIAN AGE



8,666

PRIVATE  
DWELLINGS



3,962

FAMILIES



0.6

AVERAGE CHILDREN PER  
FAMILY (WITH CHILDREN)



\$235

MEDIAN WEEKLY RENT



2.2

AVERAGE PEOPLE  
PER DWELLING



2.2

AVERAGE MOTOR  
VEHICLES PER DWELLING



\$1,300

MEDIAN MONTHLY  
MORTGAGE  
REPAYMENTS

## OUR COUNCIL

# Councillors



## BIRCH WARD

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

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

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

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

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

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

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



## BIRCH WARD

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

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

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

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



## CAMERON WARD

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

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

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



## COLIBAN WARD

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

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

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



## CRESWICK WARD

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

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



## CRESWICK WARD

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

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



## HOLCOMBE WARD

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

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

PART FOUR

# *Our People*



## OUR PEOPLE

# Organisational Structure

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

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



## EVAN KING

### Chief Executive Officer (CEO)

Office of the CEO:

- Communications
- People & Culture
- Occupational Health & Safety



## BRUCE LUCAS

### Director Infrastructure & Development Services

Areas of Responsibility:

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



## BRADLEY THOMAS

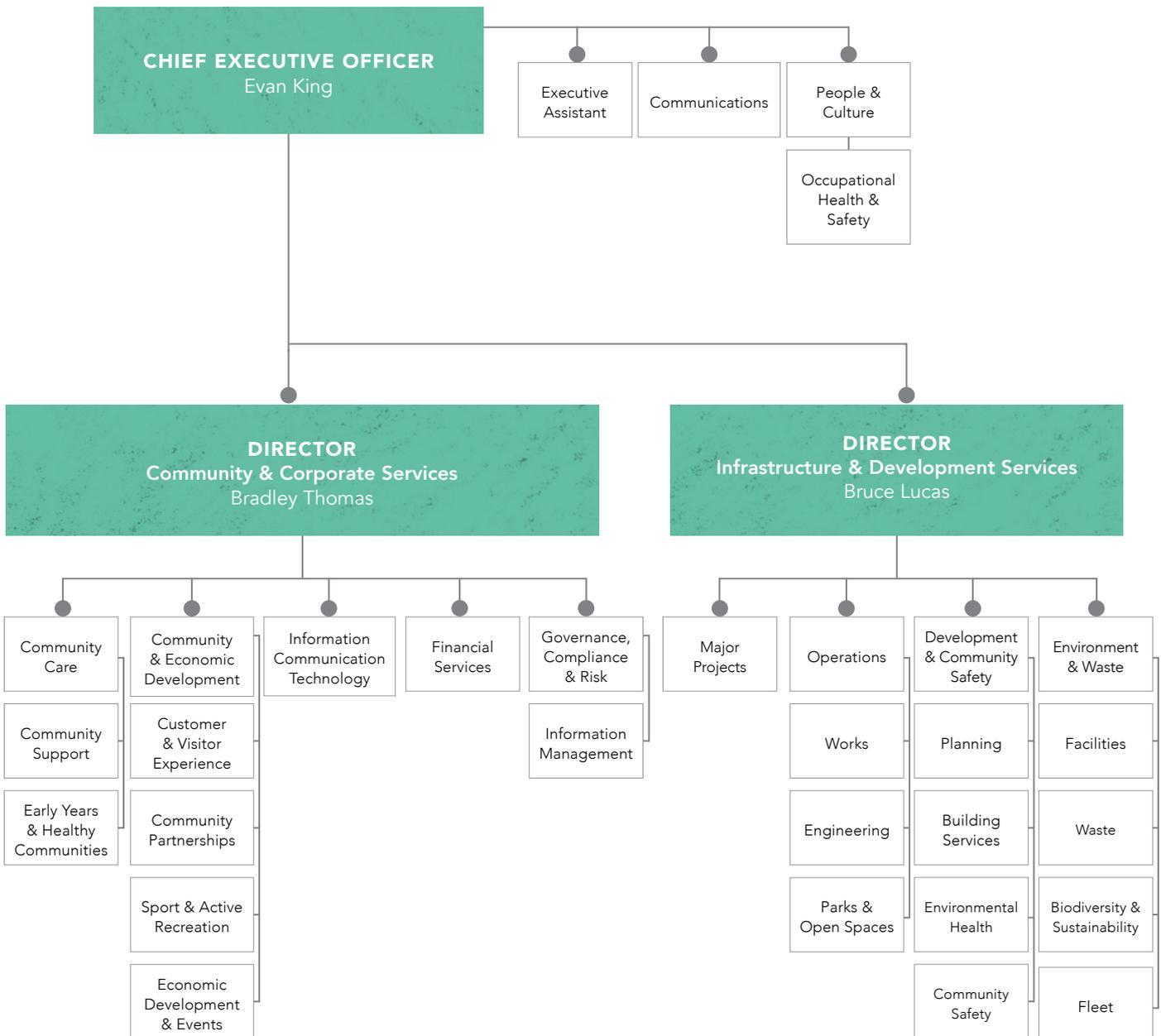
### Director Community & Corporate Services

Areas of Responsibility:

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

OUR PEOPLE

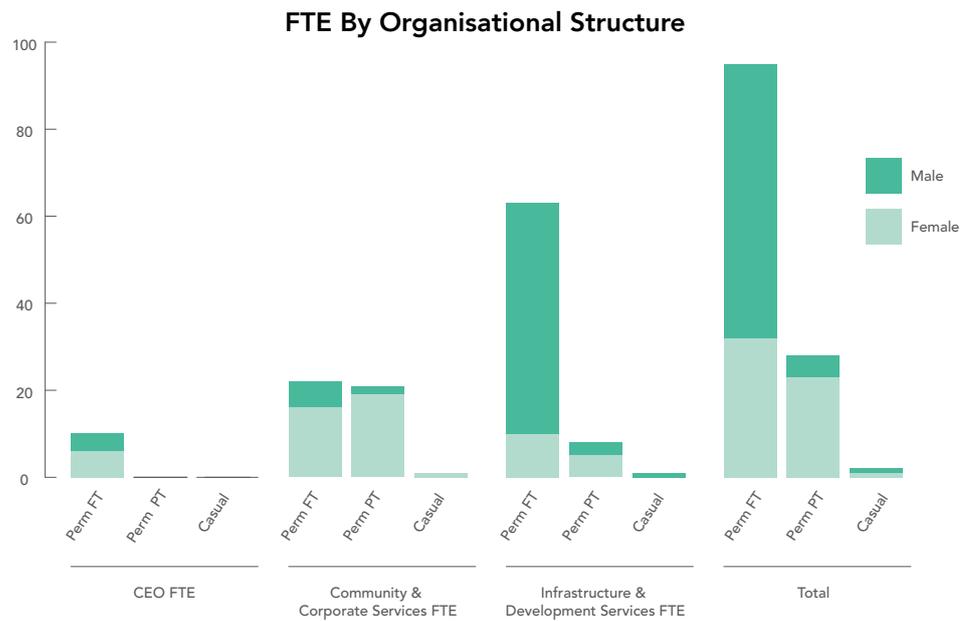
# Organisational Structure



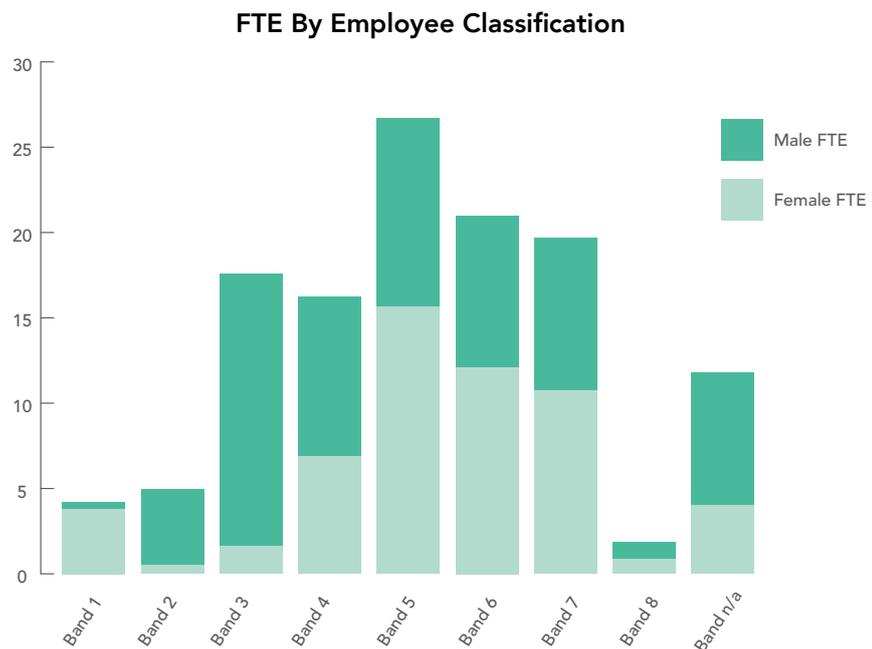
OUR PEOPLE

# Council Employees

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



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



## OUR PEOPLE

# Employment at Hepburn Shire Council

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

## Learning & Professional Development

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

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

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

## Induction Program

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

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

## Performance Excellence Program (PEP Talks)

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

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

## Equal Opportunity Employment

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

## Preventing Violence Against Women

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

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

## Occupational Health & Safety

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

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

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

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

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

## Employee Wellbeing

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

PART FIVE

# *Performance*

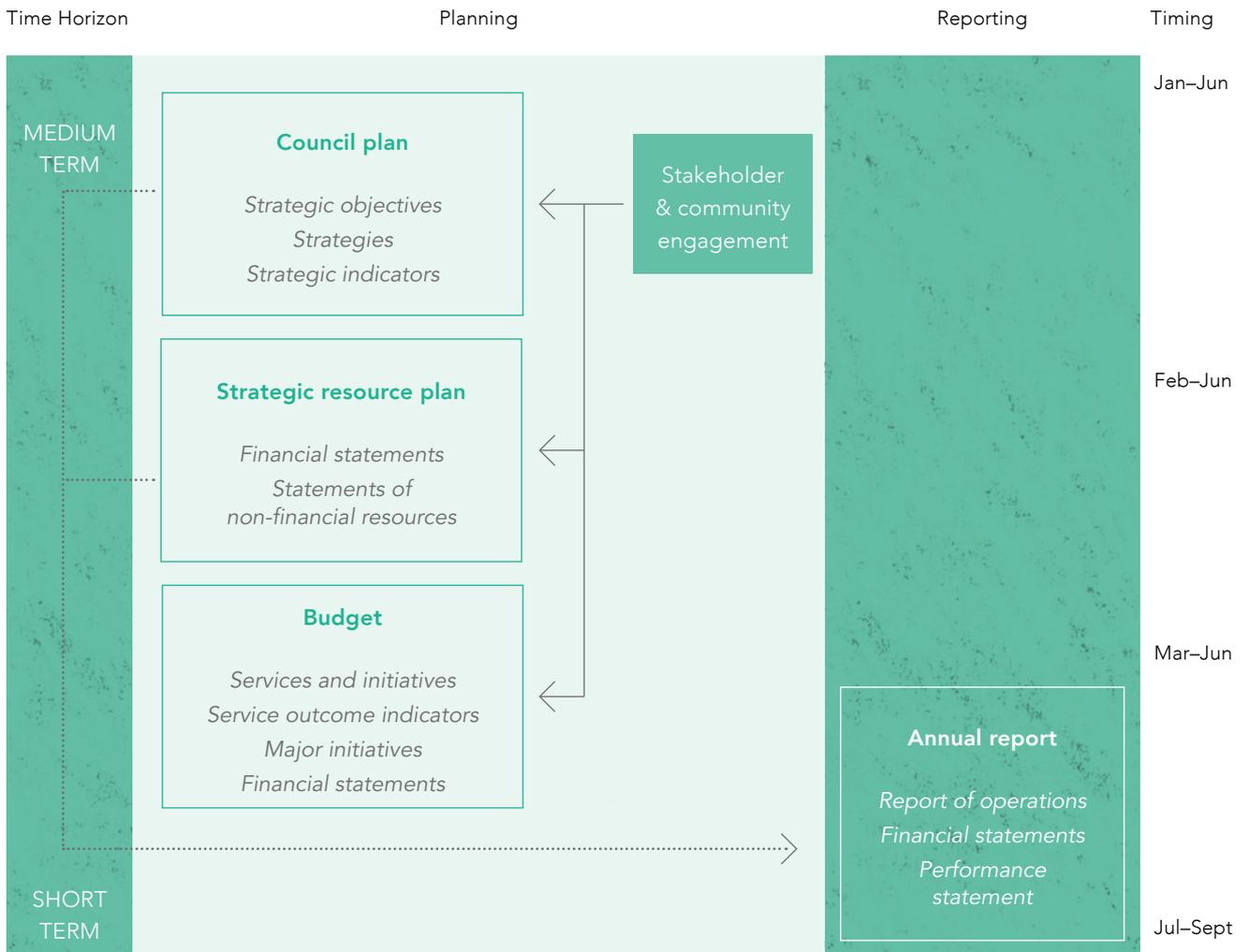


PERFORMANCE

# Planning & Accountability

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

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



PERFORMANCE

# Council Plan

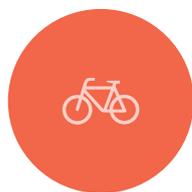
*The Council Plan 2017/21 includes strategic objectives, strategies for achieving these over the four-year period, strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan.*



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



Quality  
Community  
Infrastructure



Active & Engaged  
Community



Sustainable  
Environment



Vibrant  
Economy



High  
Performing  
Organisation

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



## PERFORMANCE

# Quality Community Infrastructure

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

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

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

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

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

## Major Budget Initiatives

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

## Strategic Indicators

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

## Service Performance Indicator Results

### Roads

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

## Service Performance Indicator Results

### Waste Collection

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



## PERFORMANCE

# Active & Engaged Communities

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

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

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

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

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

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

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

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

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

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

## Major Budget Initiatives

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

## Strategic Indicators

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

## Service Performance Indicator Results

### Aquatic Facilities

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

## Service Performance Indicator Results

### Library Facilities

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

## Service Performance Indicator Results

# Maternal and Child Health (MCH)

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



## PERFORMANCE

# Sustainable Environment

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

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

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

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

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

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

## Major Budget Initiatives

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

## Strategic Indicators

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



## PERFORMANCE

# Vibrant Economy

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

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

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

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

## Major Budget Initiatives

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

## Strategic Indicators

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



## PERFORMANCE

# High Performing Organisation

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

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

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

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

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

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

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

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

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

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

## Major Budget Initiatives

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

## Strategic Indicators

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

## Service Performance Indicator Results

### Governance

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

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

## Service Performance Indicator Results

### Animal Management

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

## Service Performance Indicator Results Animal Management (Continued)

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

## Service Performance Indicator Results

### Food Safety

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

## Service Performance Indicator Results

### Statutory Planning

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

PART SIX

# *Governance, Management & Other Information*



# Governance

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

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

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

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

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

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

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

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

## Council Meetings

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

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

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

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

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

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

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

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

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

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

## Special Committees

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

## Advisory Committees

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

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

## Code of Conduct

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

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

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

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

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

## Conflict of Interest

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

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

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

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

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

## Councillor Allowances

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

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

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

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

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

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

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

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

## Councillor Expenses

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

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

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

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

Note: Travel - Cost is inclusive of Mayoral vehicle allocation

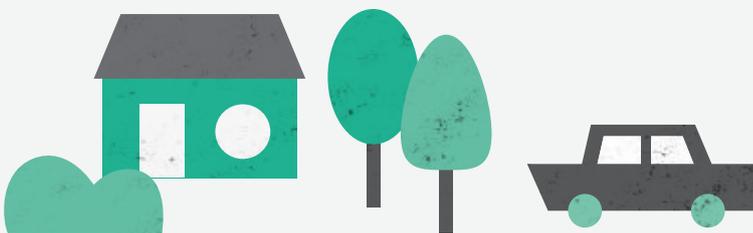
# Management

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

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

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

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



## Audit and Risk Committee

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

### Independent Members:

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

### Councillor Members:

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

## Attendance at Committee Meeting:

1 July 2019 – 30 June 2020

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

At these meetings the committee considers the following agenda items:

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

## Internal Audit Reviews

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

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

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

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

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

## Risk Management

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

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

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

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

## Major Contracts

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

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

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

# Governance & Management Checklist

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

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

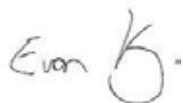
8	Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	19/08/2014 Council have a Fraud Prevention Policy that was developed in August 2014 and was due for review in 2018. This will be a focus for the organisation to revise and update. Council still operate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

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

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

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

**Evan King**  
Chief Executive Officer



Dated: TBC

**Cr Licia Kokocinski**  
Mayor

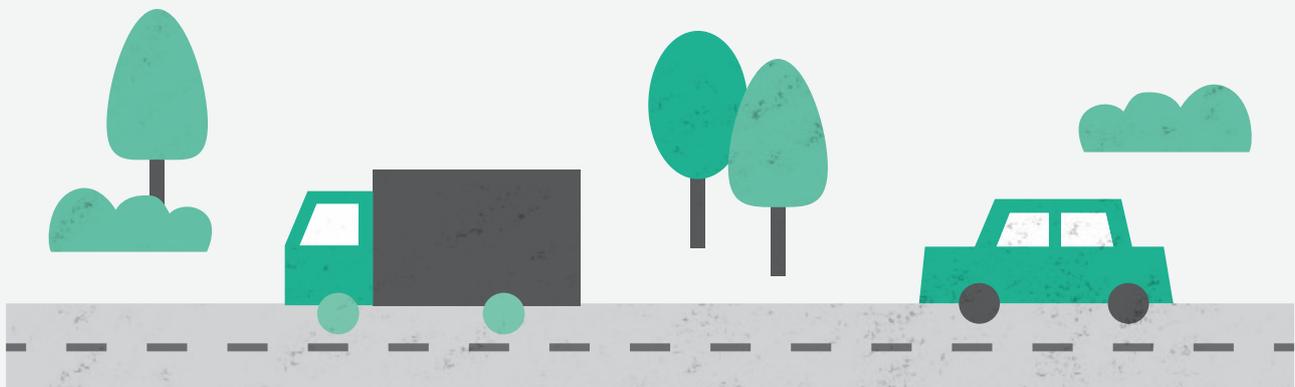


Dated: TBC

# The summary of the financial report

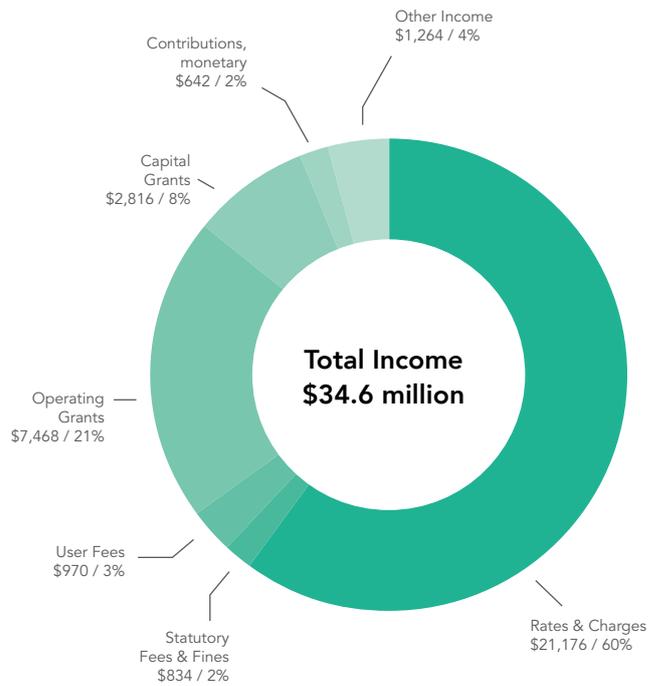
## Overview

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



## Income

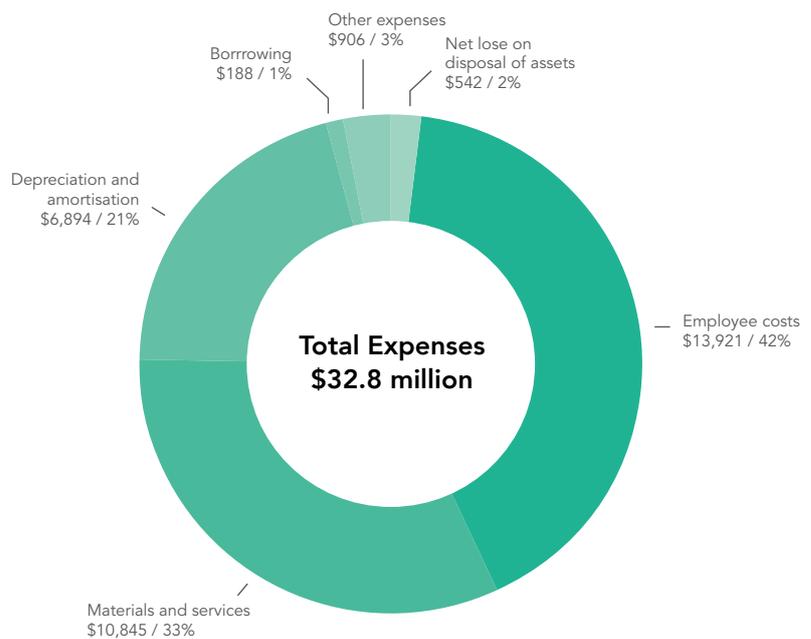
Total income for the financial year was \$34.6 million (2018/19; \$35.0 million). This included \$2.8 million of capital grants (2018/19; \$2.2 million)



## Expenses

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

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



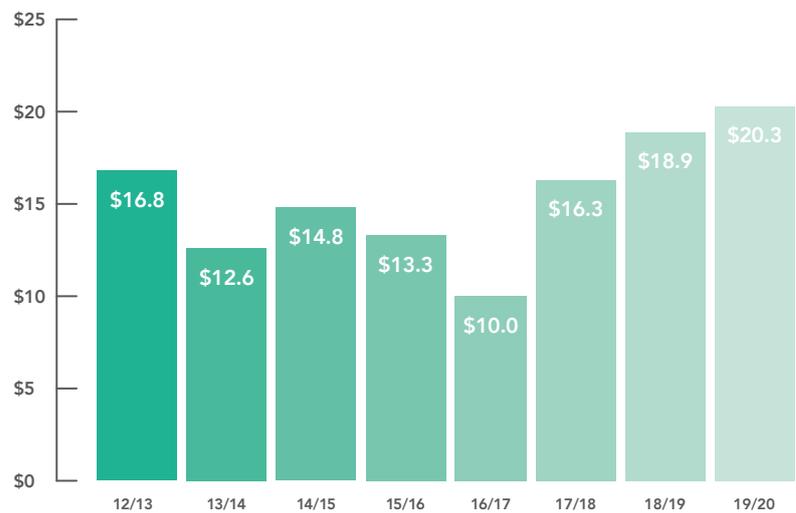
# Financial Strength

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

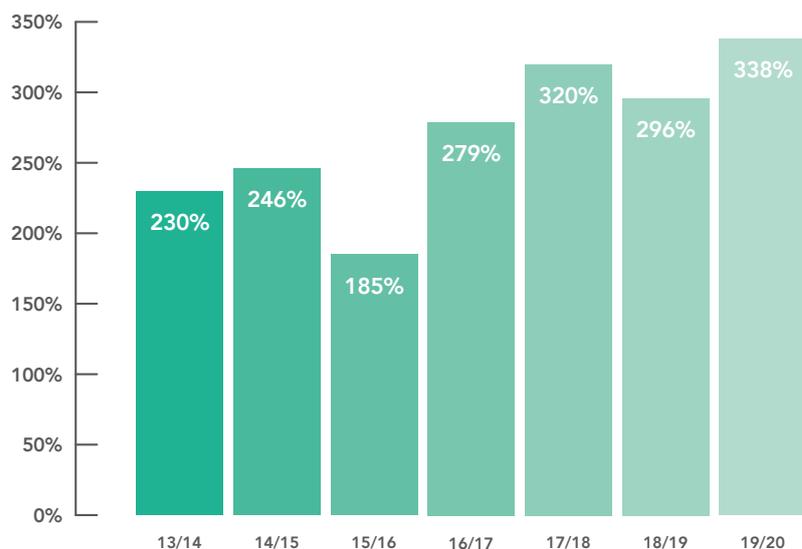
## Cash

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

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



Cash and Cash Equivalents (\$ millions)

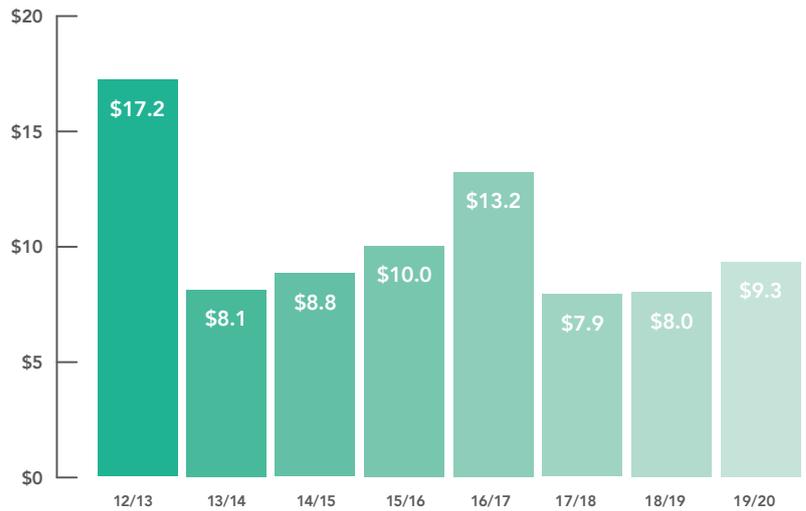


Working Capital Ratios

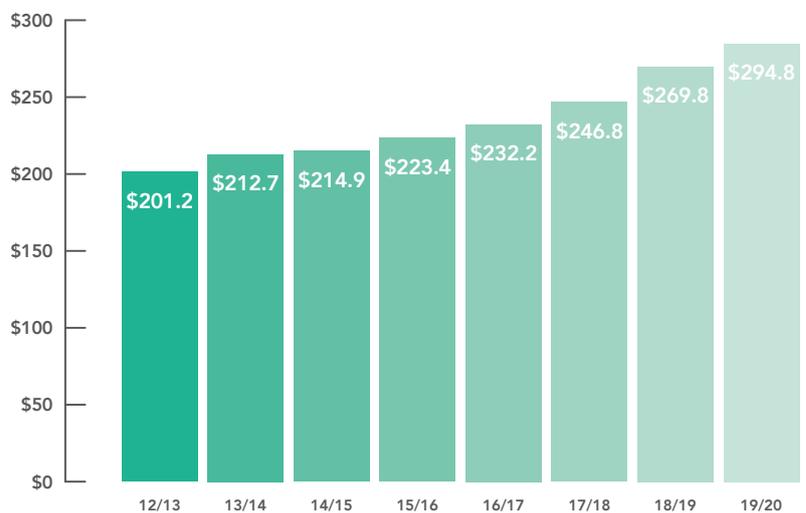
## Capital Works

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

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



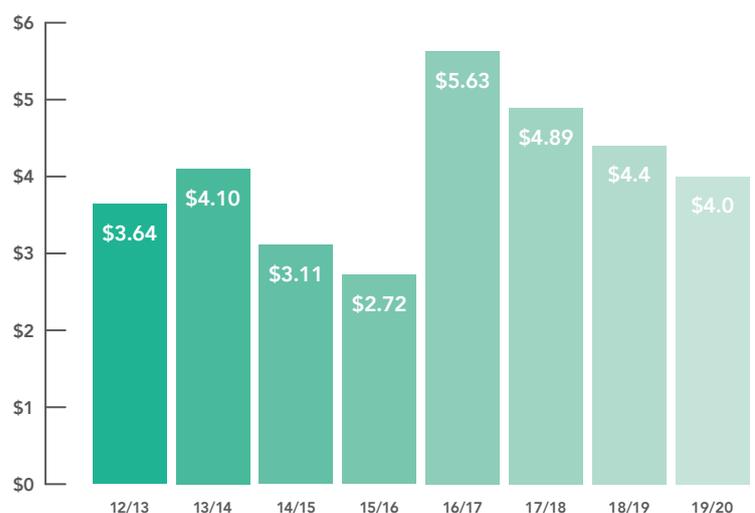
Capital Works (\$ Millions)



Plant, Property & Equipment (\$ Millions)

## Liabilities

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



Loan Liability (\$ Millions)

# Statutory Information

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

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

## Documents Available for Public Inspection

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

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

# Hepburn

SHIRE COUNCIL

## Hepburn Shire Council

PO Box 21 Daylesford Victoria 3460

T: (03) 5348 2306

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

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

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

## Council Offices

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### Daylesford

Corner Duke & Albert Streets,  
Daylesford

### Creswick

68 Albert Street,  
Creswick

### Clunes

The Warehouse - Clunes  
36 Fraser Street, Clunes

### **14.3 COUNCIL BRIEFING AND MEETING DATES FOR 2021 DIRECTOR COMMUNITY AND CORPORATE SERVICES**

*In providing this advice to Councillors as the Governance Specialist, I Rebecca Smith have no interests to disclose in this report.*

#### **ATTACHMENTS**

- Nil

#### **EXECUTIVE SUMMARY**

The purpose of this report is for Council to set the dates for Council Meetings in the 2021 calendar year.

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 2021.

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 2021 under this legislation and guided by the Good Practice Guidelines.

[https://www.localgovernment.vic.gov.au/\\_data/assets/pdf\\_file/0032/492764/Ministerial-Good-Practice-Guidelines-No-1-Virtual-Meetings.pdf](https://www.localgovernment.vic.gov.au/_data/assets/pdf_file/0032/492764/Ministerial-Good-Practice-Guidelines-No-1-Virtual-Meetings.pdf)

Council may elect to set meeting dates only for the first part of the year, or for the full calendar year, but 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 2021, with a commencing time of 6:00pm;*
  - *Tuesday 16 February 2021*
  - *Tuesday 16 March 2021*
  - *Tuesday 20 April 2021*
  - *Tuesday 18 May 2021*
  - *Tuesday 15 June 2021*
  - *Tuesday 20 July 2021*
  - *Tuesday 17 August 2021*
  - *Tuesday 21 September 2021*
  - *Tuesday 19 October 2021*
  - *Tuesday 23 November 2021 (delayed to the fourth Tuesday of the month due to the Melbourne Cup Public Holiday)*

- *Tuesday 21 December 2021*
2. *Elects to hold Ordinary Council Meetings virtually, in accordance with the COVID-19 Omnibus (Emergency Measures) and Other Acts Amendment Act 2020, until 26 April 2021;*
  3. *Determines to hold the Ordinary Council Meetings for the remainder of 2021 at the Daylesford Town Hall/Senior Citizens Precinct, 76 Vincent Street Daylesford;*
  4. *Adopts the following date for the Statutory Meeting of Council in 2021, with a commencing time of 6:00pm at the Daylesford Town Hall/Senior Citizens, 76 Vincent Street Daylesford:*
    - *Meeting to elect the Mayor and Deputy Mayor - Tuesday 16 November 2021;*
  5. *Places a public notice in local newspapers to advertise the dates and locations for meetings of Council for 2021;*
  6. *Makes the Council meeting dates and locations for the 2021 calendar year available on Council's website.*

## **MOTION**

*That Council:*

1. *Adopts the following dates as the schedule for Ordinary Meetings of Council in 2021, with a commencing time of 6:00pm;*
  - *Tuesday 16 February 2021*
  - *Tuesday 16 March 2021*
  - *Tuesday 20 April 2021*
  - *Tuesday 18 May 2021*
  - *Tuesday 15 June 2021*
  - *Tuesday 20 July 2021*
  - *Tuesday 17 August 2021*
  - *Tuesday 21 September 2021*
  - *Tuesday 19 October 2021*
  - *Tuesday 23 November 2021 (delayed to the fourth Tuesday of the month due to the Melbourne Cup Public Holiday)*
  - *Tuesday 21 December 2021*

2. *Elects to hold Ordinary Council Meetings virtually, in accordance with the COVID-19 Omnibus (Emergency Measures) and Other Acts Amendment Act 2020, with the objective of resuming in-person meetings at the Daylesford Town Hall/Senior Citizens Precinct, 76 Vincent Street Daylesford as soon as allowable under regulations;*
3. *Determines to hold the Ordinary Council Meetings for the remainder of 2021 at the Daylesford Town Hall/Senior Citizens Precinct, 76 Vincent Street Daylesford;*
4. *Adopts the following date for the Statutory Meeting of Council in 2021, with a commencing time of 6:00pm at the Daylesford Town Hall/Senior Citizens, 76 Vincent Street Daylesford:*
  - *Meeting to elect the Mayor and Deputy Mayor - Tuesday 16 November 2021;*
5. *Places a public notice in local newspapers to advertise the dates and locations for meetings of Council for 2021;*
6. *Makes the Council meeting dates and locations for the 2021 calendar year available on Council's website.*

**Moved:** Cr Brian Hood

**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 Confidential Councillor Briefings continue to be held on the:

- First Tuesday of the month (except January) - All day briefing on ongoing business of Council;
- Second Tuesday of the month (except January) - Half day briefing on strategic matters;
- Fourth Tuesday of the month (except January and December) - half day briefing on planning matters.

It is also proposed that this schedule be set back by one week for November 2021 to avoid the Melbourne Cup Public Holiday. This would place briefings on the second, third and fifth Tuesday of November.

Briefings can also be held virtually under relevant legislation.

It is proposed that Council adopts the following dates as the schedule for Ordinary Meetings of Council in 2021, 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 Senior Citizens Rooms) for meetings after this date in 2021:

- Tuesday 16 February 2021
- Tuesday 16 March 2021
- Tuesday 20 April 2021
- Tuesday 18 May 2021
- Tuesday 15 June 2021
- Tuesday 20 July 2021
- Tuesday 17 August 2021
- Tuesday 21 September 2021
- Tuesday 19 October 2021
- Tuesday 23 November 2021 (delayed to the fourth Tuesday of the month due to the Melbourne Cup Public Holiday)
- Tuesday 21 December 2021

Should the COVID-19 Omnibus Act not be extended again, Council must revert to in-person meetings after the 26 April 2020.

The proposed schedule omits an Ordinary Meeting in January 2021, 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 2021, with the location to be confirmed:

- Meeting to elect the Mayor and Deputy Mayor - Tuesday 16 November 2021.

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 operating budget.

### **RISK IMPLICATIONS**

The impact of the COVID-19 pandemic and restrictions in place for 2021 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 2021. 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 Council meeting timetable will be advertised in local newspapers. The timetable will also be placed on Council's website.

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.

#### **14.4 RECOMMENDATIONS FROM THE AUDIT AND RISK COMMITTEE MEETING HELD ON 14 SEPTEMBER 2020 DIRECTOR COMMUNITY AND CORPORATE SERVICES**

*In providing this advice to Council as the Manager Governance and Risk, I Krysten Forte have no interests to disclose in this report.*

##### **ATTACHMENTS**

1. CONFIDENTIAL - Draft Confidential Minutes - Audit and Risk Committee - 14 September 2020 [**14.4.1** - 86 pages]
2. Draft Public Minutes - Audit and Risk Committee - 14 September 2020 [**14.4.2** - 23 pages]

##### **EXECUTIVE SUMMARY**

The purpose of this report is for Council to consider advice from the Audit and Risk Committee meeting that was held on 14 September 2020.

##### **OFFICER'S RECOMMENDATION**

*That Council:*

1. *Receives the draft minutes of the Audit and Risk Committee Meeting that was held on the 14 September 2020; and*
2. *Notes the recommendations and resolutions of the Audit and Risk Committee that were moved at the meeting on 14 September 2020 and that are detailed in the body of this Council report.*

##### **MOTION**

*That Council:*

1. *Receives the draft minutes of the Audit and Risk Committee Meeting that was held on the 14 September 2020; and*
2. *Notes the recommendations and resolutions of the Audit and Risk Committee that were moved at the meeting on 14 September 2020 and that are detailed in the body of this Council report.*

**Moved:** Cr Tessa Halliday

**Seconded:** Cr Don Henderson

**Carried**

##### **BACKGROUND**

The Audit and Risk Committee held its quarterly meeting on 14 September 2020.

The Committee passed a number of resolutions for consideration by the Council.

The resolutions and recommendations to Council are as follows:

**Item 5 - Confirmation of Minutes**

*That the Minutes of the meetings of the Audit and Risk Committee held on 11 May 2020, 25 May 2020 and 27 July 2020 be confirmed.*

**Item 6 – Matters arising from the previous meeting**

*That the Audit and Risk Committee notes the update on matters arising from previous meetings.*

**Item 7.1 – Risk Profile – September 2020**

*That the Audit and Risk Advisory Committee:*

- 1. Receive and note the Review of Risk Event Summary Report; and*
- 2. Officers are to note whether there are any emerging risks in the resolution of the report for ongoing meetings.*

**Item 7.2 – Hepburn Hub at the Rex Project Update**

*That the Audit and Risk Advisory committee notes the report.*

**Item 7.3 – Hepburn Hub at the Rex Valuation**

*That the Audit and Risk Committee receive and note the report, detailing possible valuation methodologies for the Hepburn Hub.*

**Item 7.4 – Creswick Trails Project Update**

*That the Audit and Risk Committee note this report for information*

**Item 7.5 – Trentham Community Hub Project Update**

*That the Audit and Risk Committee note the progress on the progress of the Trentham Community Hub.*

**Item 8.1 – Draft Financial and Performance Statements 2019/2020**

*That that Audit and Risk Committee:*

- 1. Recommends that Council authorises two Councillors to approve the 2019/2020 Financial Statements and Performance Statements in their final form after any changes recommended or agreed to by the auditor have been made.*
- 2. Notes that the Draft Closing Report and Management Letter were discussed by VAGO representatives and that the final versions will be presented to the Committee at the next Audit and Risk Committee meeting.*

**Item 8.2 – 2019/2020 Project Reporting – June 2020**

*That the Audit and Risk Committee notes both the Operating Projects Report, and Capital Works Project Report as at 30 June 2020, the progress of projects, and notes the report was presented to Council at the August Ordinary Meeting.*

***Item 8.3 – Annual Plan 2019/2020 Projects Update***

*That the Audit and Risk Committee notes the Annual Plan 2019/2020 June 2020 Project Update, as presented to the August Ordinary Meeting of Council.*

***Item 8.4 – Annual Plan 2020/2021***

*That the Audit and Risk Committee note that Council has adopted the 2020/2021 Annual Plan, for information purposes.*

***Item 9.1 – Meeting in Camera with External Auditors***

*That the Audit and Risk Committee note that an in-camera discussion with representative of VAGO was held.*

***Item 10.1 – Strategic Internal Audit Plan 2019-2023***

*That the Audit and Risk Committee:*

- 1. receive and note the Strategic Internal Audit Plan 2019–2023 and support the amendments made to the upcoming internal audits; and*
- 2. Note that Officers will disseminate the scope for the internal audit out of session before the next meeting.*

***Item 10.2 – Review of Workforce Planning and Development GAP Analysis***

*That the Audit and Risk Committee receive and note the Final Report – Review of Workforce Planning and Development Gap Analysis and recommend the findings to Council.*

***Item 11.1 – Establishment of Audit Committee, Appointment to Members and Adoption of the Charter***

*That the Audit and Risk Committee*

1. *Receive and note the outcomes of the Special Council Meeting held on 25 August 2020 relating to its requirements under the Local Government Act 2020, specifically as it relates to:*
  - *The Establishment of the Audit and Risk Committee;*
  - *Appointment of members to the Audit and Risk Committee;*
  - *Adoption of the Audit and Risk Committee Charter;*
2. *Note the adopted Audit and Risk Committee Charter, as adopted by Council on 25 August 2020; and*
3. *Receive and note the officer responses to the feedback presented by committee members to the draft Charter prior to Council adoption.*

***Item 11.2 – Update to the Implementation of the Local Government Act 2020***

*That the Audit and Risk Committee receive and note the update provided relating to the implementation of the Local Government Act 2020.*

***Item 11.3 – Recent Reports and Publications – Local Government – August 2020***

*That the Audit and Risk Committee:*

1. *Note the recent reports and publications document as prepared by HLB Mann Judd;*
2. *Request the internal auditors highlight at the next Audit and Risk Committee and future Committee meetings any reports that they believe are relevant to the Hepburn Shire Council specifically; and*
3. *Note that the report will be presented at future Audit and Risk Committee Meetings as an attachment to the internal audit report.*

**KEY ISSUES**

The Audit and Risk Committee is a Committee of Council under Section 53 of the *Local Government Act 2020* and is not a delegated committee of Council (in that it does not have any decision-making powers of Council).

The Audit and Risk Committee assists council with oversight in the areas of risk, governance, financial management, and compliance.

The Audit and Risk Committee are governed by the Hepburn Shire Council Audit and Risk Committee Charter.

The Audit and Risk Committee last met on 14 September 2020 and resolved to recommend to Council a number of recommendations for Council's consideration as detailed in this report.

Council are committed to the principles of transparency and accountability and provide a public set of meeting minutes of the Audit and Risk Committee that are available on Council's website for the current and previous financial year which can be found via the website link

<https://www.hepburn.vic.gov.au/our-council/about-council/arc/>.

## **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.

## **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.

## **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

There are no community or stakeholder engagement implications associated with this report.



HEPBURN SHIRE COUNCIL  
AUDIT AND RISK COMMITTEE MEETING  
PUBLIC MINUTES

Monday 14 September 2020

Virtual Meeting  
via Video Conference

1:00pm

# MINUTES

Monday 14 September 2020

Virtual Meeting

via Video Conference

Commencing at 1:00pm

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## 1 IN CAMERA MEETING TO SET MEETING PRIORITIES

## 2 OPENING OF MEETING

**COMMITTEE MEMBERS PRESENT:** Mr Trevor Shard, Cr Licia Kokocinski (Mayor), Cr John Cottrell, Mr Robert Taylor, Ms Carol Pagnon, Ms Rachelle Tippett

**COUNCIL OFFICERS PRESENT:**

Mr Evan King – CEO

Mr Bruce Lucas – Director Infrastructure and Development Services

Mr Bradley Thomas – Director Community and Corporate Services

Ms Krysten Forte – Manager Governance and Risk

Mr Rob Ellis – Acting Manager Financial Services

Ms Alison Breach – Project Manager - Creswick Trails

Ms Bruce MacIsaac - Project Manager - Hepburn Hub

Ms Sharon Link - Manager People and Culture

**EXTERNAL ATTENDEES:**

Sanchu Chummar - External Auditor (VAGO)

Kevin Chan - External Auditor (VAGO)

Kundai Mtsambiwa - HLB Mann Judd

Mark Halloway - HLB Mann Judd

The meeting opened at 1:07pm.

## 3 APOLOGIES

Nil.

## 4 DECLARATIONS OF CONFLICTS OF INTEREST

Nil.

## 5 CONFIRMATION OF MINUTES

**RECOMMENDATION**

*That the Minutes of the meetings of the Audit and Risk Committee held on 11 May 2020, 25 May 2020 and 27 July 2020 be confirmed.*

**MOTION**

*That the Minutes of the meetings of the Audit and Risk Committee held on 11 May 2020, 25 May 2020 and 27 July 2020 be confirmed.*

**Moved:** Ms Carol Pagnon

**Seconded:** Mr Robert Taylor

**Carried**

## 6 MATTERS ARISING FROM THE PREVIOUS MEETING

The following is a list of matters arising/outstanding from previous Audit and Risk Committee Meetings. Items highlighted reflect items that have been completed and will be removed from the listing.

### OFFICER'S RECOMMENDATION

*That the Audit and Risk Committee notes the update on matters arising from previous meetings.*

### MOTION

*That the Audit and Risk Committee notes the update on matters arising from previous meetings.*

**Moved:** Ms Carol Pagnon

**Seconded:** Mr Robert Taylor

**Carried**

Mr Bruce Maclsaac joined the meeting at 1:15pm.

**7 RISK UPDATE****7.1 RISK PROFILE - SEPTEMBER 2020****DIRECTOR COMMUNITY AND CORPORATE SERVICES**

*In providing this advice to Audit and Risk Committee as the Manager Governance and Risk, I Krysten Forte have no interests to disclose in this report.*

**ATTACHMENTS**

- Nil

**EXECUTIVE SUMMARY**

The purpose of this report is to provide the Audit and Risk Committee with an update on high and urgent risk areas and incidents including fraud, injuries and claims.

In order for the Audit and Risk Committee to be informed about areas of focus or concern, this report provides a summary of fraud and protected disclosure events, incidents and urgent risks.

**OFFICER'S RECOMMENDATION**

*That the Audit and Risk Advisory Committee receive and note the Review of Risk Event Summary Report.*

**MOTION**

*That the Audit and Risk Advisory Committee:*

- 1. Receive and note the Review of Risk Event Summary Report; and*
- 2. Officers are to note whether there are any emerging risks in the resolution of the report for ongoing meetings.*

**Moved:** Ms Rachelle Tippett

**Seconded:** Mr Robert Taylor

**Carried**

Ms Sharon Link left the meeting at 1:14pm.

**7.2 HEPBURN HUB AT THE REX PROJECT UPDATE  
DIRECTOR INFRASTRUCTURE AND DEVELOPMENT SERVICES**

*In providing this advice to the Audit and Risk Advisory committee as the Project Manager – Hepburn Hub, I Bruce Maclsaac have no interests to disclose in this report.*

**EXECUTIVE SUMMARY**

The purpose of this report is:

- To provide an appropriate level of information to allow properly monitor the progress of the project against the Project Plan endorsed on the 18 February 2020.

**OFFICER'S RECOMMENDATION**

*That the Audit and Risk Advisory committee notes the report.*

**MOTION**

*That the Audit and Risk Advisory committee notes the report.*

**Moved:** Ms Carol Pagnon

**Seconded:** Ms Rachelle Tippett

**Carried**

Mr Bruce Maclsaac left the meeting at 1:34pm.

### 7.3 HEPBURN HUB AT THE REX VALUATION DIRECTOR COMMUNITY AND CORPORATE SERVICES

*In providing this advice to the Audit and Risk Committee as the Director Community and Corporate Services, I Bradley Thomas have no interests to disclose in this report.*

This report will be presented by:

- Bradley Thomas, Director Community and Corporate Services

#### ATTACHMENTS

- Nil

#### EXECUTIVE SUMMARY

A motion from the Audit and Risk Advisory Committee and Council has been prepared that request that officers prepare a report that complete a discussion on the Hepburn Hub at the Rex applied valuation methodology prior to Council moving into Caretaker Period in September 2020.

Independent advice has been sought from Chris Barrett, Certified Practising Valuer, and Councils appointed municipal valuer.

The recommendation of Mr Barrett and summary of the proposed valuation methodology has been included in the report.

This report was presented to the 8<sup>th</sup> September 2020 Councillor Briefing.

#### OFFICER'S RECOMMENDATION

That the Audit and Risk Committee receive and note the report, detailing possible valuation methodologies for the Hepburn Hub.

#### MOTION

That the Audit and Risk Committee receive and note the report, detailing possible valuation methodologies for the Hepburn Hub.

**Moved:** Ms Carol Pagnon

**Seconded:** Ms Rachelle Tippett

**Carried**

Ms Alison Breech joined the meeting at 1:43pm.

**7.4 CRESWICK TRAILS - PROJECT UPDATE  
DIRECTOR INFRASTRUCTURE AND DEVELOPMENT SERVICES**

*In providing this advice to the Audit and Risk Committee as the Project Manager - Creswick Trails, I Alison Breach have no interests to disclose in this report.*

**ATTACHMENTS**

- Nil

**EXECUTIVE SUMMARY**

The Creswick Trails Project is currently progressing positively against project timelines and funding milestones. There are some high-level risks that have the potential to put the project at risk. These factors are being actively managed, however there is a need to prepare and consider options should the project's scope, funding or timeline need to be amended.

**OFFICER'S RECOMMENDATION**

*That the Audit and Risk Committee note this report for information.*

**MOTION**

*That the Audit and Risk Committee note this report for information.*

**Moved:** Mr Robert Taylor

**Seconded:** Ms Carol Pagnon

**Carried**

Ms Alison Breach left the meeting at 2:00pm.

## 7.5 TRENTHAM COMMUNITY HUB PROJECT UPDATE DIRECTOR COMMUNITY AND CORPORATE SERVICES

*In providing this advice to the Audit and Risk Committee as the Manager Major Projects, I Ben Grounds have no interests to disclose in this report.*

### ATTACHMENTS

- Nil

### EXECUTIVE SUMMARY

The purpose of this report is to provide to the Audit and Risk Committee an update on the Trentham Community Hub project. The project is progressing through the broad community consultation stage, which will have closed at the end of August. A number of key decisions will be required by Council on the project. These are planned for a December Council meeting.

### OFFICER'S RECOMMENDATION

*That the Audit and Risk Committee note the progress on the progress of the Trentham Community Hub.*

### MOTION

*That the Audit and Risk Committee note the progress on the progress of the Trentham Community Hub.*

**Moved:** Mr Robert Taylor

**Seconded:** Ms Carol Pagnon

**Carried**

Mr Rob Ellis joined the meeting at 2:00pm.

## 8 FINANCIAL AND MANAGEMENT REPORTING

### 8.1 DRAFT FINANCIAL AND PERFORMANCE STATEMENTS 2019/2020 DIRECTOR COMMUNITY AND CORPORATE SERVICES

*In providing this advice to Audit and Risk Committee as the acting Manager of Financial Services I Robert Ellis have no interests to disclose in this report.*

#### ATTACHMENTS

1. Draft Financial Statement [8.1.1 - 47 pages]
2. Draft Performance Statement [8.1.2 - 12 pages]

#### EXECUTIVE SUMMARY

This report aims to present to Audit and Risk Committee the draft Annual Financial Report and Performance Statement for review and discussion prior to seeking adoption at the September Ordinary Council meeting.

The financial and performance statement are still subject to audit clearance however, the draft statements are presented for Councillor discussion.

Details are included in this report's key issues section that detail Councils performance during the 2019/2020 financial year.

#### OFFICER'S RECOMMENDATION

*That that Audit Risk and Advisory Committee recommends that Council authorises two Councillors to approve the 2019/2020 Financial Statements and Performance Statements in their final form after any changes recommended or agreed to by the auditor have been made.*

#### MOTION

*That that Audit and Risk Committee:*

- 1. Recommends that Council authorises two Councillors to approve the 2019/2020 Financial Statements and Performance Statements in their final form after any changes recommended or agreed to by the auditor have been made.*
- 2. Notes that the Draft Closing Report and Management Letter were discussed by VAGO representatives and that the final versions will be presented to the Committee at the next Audit and Risk Committee meeting.*

**Moved:** Ms Rachelle Tippett

**Seconded:** Ms Carol Pagnon

**Carried**

*Item 9.1 was brought forward and heard after Item 8.1.*

Mr Evan King, Mr Bruce Lucas, Mr Bradley Thomas, Ms Krysten Forte and Mr Rob Ellis left the meeting at 2:50pm to allow for the in camera meeting with the Committee and the external auditor representatives.

The Audit and Risk Committee met in confidence with external auditors.

Mr Bruce Lucas, Mr Bradley Thomas and Ms Krysten Forte returned to the meeting at 3:00pm.

## **8.2 2019/2020 PROJECT REPORTING - JUNE 2020 DIRECTOR OF COMMUNITY AND CORPORATE SERVICES**

*In providing this advice to the Audit and Risk Committee as the Director Community and Corporate Services, I Bradley Thomas have no interests to disclose in this report.*

### **ATTACHMENTS**

1. Operating Projects Report - June 2020 [**8.2.1** - 5 pages]
2. Capital Projects Report - June 2020 [**8.2.2** - 9 pages]

### **EXECUTIVE SUMMARY**

The purpose of this report is to present a summary of Council's financial performance, and position for the 2019/2020 financial year ending 30 June 2020, for capital and operating projects.

Council's external audit is being undertaken in the two weeks commencing 10 August, with detailed financial statement and performance to be presented at the September Councillor briefing, with financial statements being considered by the Audit and Risk Advisory Committee on 7 September 2020 and then Council at the Ordinary Meeting 18 August 2020.

This project reporting update was provided to the August Ordinary Meeting of Council.

### **OFFICER'S RECOMMENDATION**

*That the Audit and Risk Committee notes both the Operating Projects Report, and Capital Works Project Report as at 30 June 2020, the progress of projects, and notes the report was presented to Council at the August Ordinary Meeting.*

### **MOTION**

*That the Audit and Risk Committee notes both the Operating Projects Report, and Capital Works Project Report as at 30 June 2020, the progress of projects, and notes the report was presented to Council at the August Ordinary Meeting.*

**Moved:** Mr Robert Taylor

**Seconded:** Cr John Cottrell

**Carried**

### **8.3 ANNUAL PLAN 2019/2020 PROJECTS UPDATE DIRECTOR COMMUNITY AND CORPORATE SERVICES**

*In providing this advice to the Audit and Risk Committee as the Director Community and Corporate Services, I Bradley Thomas have no interests to disclose in this report.*

#### **ATTACHMENTS**

1. Annual Plan 2019/2020 Project Updates - Quarter Progress 4 [**8.3.1** - 18 pages]

#### **EXECUTIVE SUMMARY**

The attached report provides a list of the projects included in the Annual Plan 2019/2020 and a progress comment has been provided for each project by a responsible officer.

The report is presented to the Audit and Risk Committee for information to give the Committee assurance that the progress of major projects is reported to the Council, and Community.

#### **OFFICERS RECOMMENDATION**

*That the Audit and Risk Committee notes the Annual Plan 2019/2020 June 2020 Project Update, as presented to the August Ordinary Meeting of Council.*

#### **MOTION**

*That the Audit and Risk Committee notes the Annual Plan 2019/2020 June 2020 Project Update, as presented to the August Ordinary Meeting of Council.*

**Moved:** Mr Robert Taylor

**Seconded:** Cr John Cottrell

**Carried**

#### 8.4 ANNUAL PLAN 2020/2021 DIRECTOR COMMUNITY AND CORPORATE SERVICES

*In providing this advice to the Audit and Risk Committee as the Director of Community and Corporate Services, I Bradley Thomas have no interests to disclose in this report.*

#### ATTACHMENTS

1. Annual Plan 2020/2021 [8.4.1 - 14 pages]

#### EXECUTIVE SUMMARY

The purpose of this report is to present to the Audit and Risk Committee the Annual Plan for 2020/2021 for noting, as Council adopted at the August Council Meeting.

Council has adopted a Council Plan for 2017-2021 and Budget 2020/2021 in accordance with the Local Government Act 1989 (the Act). The Council Plan sets out the aspirations of the Council and the strategies and objectives to achieve the Council's vision for the Shire.

Previously Council had not adopted an Annual Plan. However, adopted an Annual Plan for 2019/2020 to detail to the organisation, Councillors and the Community how Council will monitor progress towards actions in the Council Plan.

#### OFFICER'S RECOMMENDATION

*That the Audit and Risk Committee note that Council has adopted the 2020/2021 Annual Plan, for information purposes.*

#### MOTION

*That the Audit and Risk Committee note that Council has adopted the 2020/2021 Annual Plan, for information purposes.*

**Moved:** Mr Robert Taylor

**Seconded:** Cr John Cottrell

**Carried**

Mr Kundai Mtsambiwa and Mr Mark Holloway from HLB Mann Judd joined the meeting at 3.15pm.

## 9 EXTERNAL AUDIT

### 9.1 MEETING IN CAMERA WITH EXTERNAL AUDITORS

#### DIRECTOR COMMUNITY AND CORPORATE SERVICES

*In providing this advice to the Audit and Risk Committee as the Acting Manager Financial Services, I Robert Ellis have no interests to disclose in this report.*

#### ATTACHMENTS

- Nil

#### EXECUTIVE SUMMARY

The purpose of this report is to allow time for an in-camera discussion between members of the Audit and Risk Committee and VAGO (external auditors)

#### OFFICER'S RECOMMENDATION

*That the Audit and Risk Committee note that an in-camera discussion with representative of VAGO was held.*

*Item 9.1 was brought forward and heard after Item 8.1.*

#### MOTION

*That the Audit and Risk Committee note that an in-camera discussion with representative of VAGO was held.*

**Moved:** Mr Robert Taylor

**Seconded:** Ms Carol Pagnon

**Carried**

**10 INTERNAL AUDIT****10.1 STRATEGIC INTERNAL AUDIT PLAN 2019-2023  
DIRECTOR COMMUNITY AND CORPORATE SERVICES**

*In providing this advice to the Audit and Risk Committee as the Manager Governance and Risk, I Krysten Forte have no interests to disclose in this report.*

**ATTACHMENTS**

1. Strategic Internal Audit Plan 2019-2023 [**10.1.1** - 23 pages]

**EXECUTIVE SUMMARY**

The purpose of this report is to present the Draft Strategic Internal Audit Plan 2019–2023 to the Audit and Risk Committee for approval, detailing amendments to upcoming audits as determined by the Executive Leadership Team.

Years 2022 onwards will be subject to a review of the contract internal audit services contract, that will be subject to public tender.

**OFFICER'S RECOMMENDATION**

*That the Audit and Risk Committee receive and note the Strategic Internal Audit Plan 2019–2023 and support the amendments made to the upcoming internal audits.*

**MOTION**

*That the Audit and Risk Committee:*

1. *receive and note the Strategic Internal Audit Plan 2019–2023 and support the amendments made to the upcoming internal audits; and*
2. *Note that Officers will disseminate the scope for the internal audit out of session before the next meeting.*

**Moved:** Ms Rachelle Tippett

**Seconded:** Mr Robert Taylor

**Carried**

Ms Sharon Link returned to the meeting at 3:20pm.

Mr Evan King returned to the meeting at 3:25pm.

## **10.2 REVIEW OF WORKFORCE PLANNING AND DEVELOPMENT GAP ANALYSIS DIRECTOR COMMUNITY AND CORPORATE SERVICES**

*In providing this advice to the Audit and Risk Committee as the Manager Governance and Risk, I Krysten Forte have no interests to disclose in this report.*

### **ATTACHMENTS**

1. Review of Workforce Planning and Development Gap Analysis [**10.2.1** - 47 pages]

### **EXECUTIVE SUMMARY**

The purpose of this report is for Audit and Risk Committee to receive the Final Report – Review of Workforce Planning and Development Gap Analysis that was undertaken in May 2020.

### **OFFICER'S RECOMMENDATION**

*That the Audit and Risk Committee receive and note the Final Report – Review of Workforce Planning and Development Gap Analysis and recommend the findings to Council.*

### **MOTION**

*That the Audit and Risk Committee receive and note the Final Report – Review of Workforce Planning and Development Gap Analysis and recommend the findings to Council.*

**Moved:** Mr Robert Taylor

**Seconded:** Ms Carol Pagnon

**Carried**

Mr Kundai Mtsambiwa and Mr Mark Holloway left the meeting at 3.27pm.

## **11 AUDIT COMMITTEE COMPLIANCE AND GOVERNANCE**

### **11.1 ESTABLISHMENT OF AUDIT COMMITTEE, APPOINTMENT TO MEMBERS AND ADOPTION OF CHARTER DIRECTOR COMMUNITY AND CORPORATE SERVICES**

*In providing this advice to the Audit and Risk Committee as the Manager Governance and Risk, I Krysten Forte have no interests to disclose in this report.*

#### **ATTACHMENTS**

1. Council Report - Establishment of Audit and Risk Committee & Appointment to members [**11.1.1** - 6 pages]
2. Audit and Risk Committee Charter August 2020 [**11.1.2** - 17 pages]

#### **EXECUTIVE SUMMARY**

The purpose of this report is for Audit and Risk Committee to be presented with outcomes of Council's work towards meeting it's requirements under section 53 and section 54 of the *Local Government Act 2020* specifically relating to audit and risk committees.

The report also addresses comments presented by committee members relating to the Draft Charter that was presented for feedback prior to presentation at Council for final adoption.

The report also provides for a way forward in the development of the Audit and Risk Committee Workplan from November 2020 – November 2024 (4-year workplan to align to Charter).

**OFFICER'S RECOMMENDATION**

*That the Audit and Risk Committee*

1. *Receive and note the outcomes of the Special Council Meeting held on 25 August 2020 relating to its requirements under the Local Government Act 2020, specifically as it relates to:*
  - *The Establishment of the Audit and Risk Committee;*
  - *Appointment of members to the Audit and Risk Committee;*
  - *Adoption of the Audit and Risk Committee Charter;*
2. *Note the adopted Audit and Risk Committee Charter, as adopted by Council on 25 August 2020; and*
3. *Receive and note the officer responses to the feedback presented by committee members to the draft Charter prior to Council adoption.*

**MOTION**

*That the Audit and Risk Committee*

1. *Receive and note the outcomes of the Special Council Meeting held on 25 August 2020 relating to its requirements under the Local Government Act 2020, specifically as it relates to:*
  - *The Establishment of the Audit and Risk Committee;*
  - *Appointment of members to the Audit and Risk Committee;*
  - *Adoption of the Audit and Risk Committee Charter;*
2. *Note the adopted Audit and Risk Committee Charter, as adopted by Council on 25 August 2020; and*
3. *Receive and note the officer responses to the feedback presented by committee members to the draft Charter prior to Council adoption.*

**Moved:** Ms Carol Pagnon

**Seconded:** Ms Rachelle Tippett

**Carried**

## 11.2 UPDATE TO THE IMPLEMENTATION OF THE LOCAL GOVERNMENT ACT 2020 DIRECTOR COMMUNITY AND CORPORATE SERVICES

*In providing this advice to the Audit and Risk Committee as the Manager Governance and Risk, I Krysten Forte have no interests to disclose in this report.*

### ATTACHMENTS

- Nil

### EXECUTIVE SUMMARY

The purpose of this report is for Audit and Risk Committee to be provided with an update on Council's progress with respect to the implementation of the *Local Government Act 2020* and presentation of the roadmap of work that is required to be undertaken for Council to continue to meet its obligations under the *Local Government Act 2020*.

### OFFICER'S RECOMMENDATION

*That the Audit and Risk Committee receive and note the update provided relating to the implementation of the Local Government Act 2020.*

### MOTION

*That the Audit and Risk Committee receive and note the update provided relating to the implementation of the Local Government Act 2020.*

**Moved:** Ms Rachelle Tippett

**Seconded:** Ms Carol Pagnon

**Carried**

### **11.3 RECENT REPORTS AND PUBLICATIONS - LOCAL GOVERNMENT - AUGUST 2020 DIRECTOR COMMUNITY AND CORPORATE SERVICES**

*In providing this advice to the Audit and Risk Committee as the Manager Governance and Risk, I Krysten Forte have no interests to disclose in this report.*

#### **ATTACHMENTS**

1. Recent Reports and Publications - Local Government - August 2020 [**11.3.1** - 16 pages]

#### **EXECUTIVE SUMMARY**

The purpose of this report is for Audit and Risk Committee to receive the Recent Reports and Publications (Local Government) report as prepared by HLB Mann Judd.

#### **OFFICER'S RECOMMENDATION**

*That the Audit and Risk Committee note the Recent Reports and Publications (Local Government) report as prepared by HLB Mann Judd.*

#### **MOTION**

*That the Audit and Risk Committee:*

1. *Note the recent reports and publications document as prepared by HLB Mann Judd;*
2. *Request the internal auditors highlight at the next Audit and Risk Committee and future Committee meetings any reports that they believe are relevant to the Hepburn Shire Council specifically; and*
3. *Note that the report will be presented at future Audit and Risk Committee Meetings as an attachment to the internal audit report.*

**Moved:** Mr Robert Taylor

**Seconded:** Ms Carol Pagnon

**Carried**

Ms Rachelle Tippet left the meeting at 3:45pm and did not return.

**12 GENERAL BUSINESS**

Mr Trevor Shard requested an update on funding and advocacy available to the Tourism and Hospitality industry under COVID-19.

Mr Bradley Thomas advised that the next Committee meeting would be delayed until approximately December 2020 due to the Council Elections and the timeframes for the induction of the new Council.

Cr John Cottrell thanked the Committee and noted that their professionalism had been motivating and rewarding during his tenure as the Councillor delegate for the Audit and Risk Committee

Cr Licia Kokocinski thanked the Committee for their contribution during her tenure as a Councillor delegate to the Audit and Risk Committee

Mr Robert Taylor thanked Councillor delegates and their involvement in the Committee and reflected on their positive and active contribution and thanked the Councillors for being engaged with the Committee who he believed understood what the Committee was trying to achieve.

**13 NEXT MEETING**

The next Audit and Risk Committee meeting is scheduled for November 2020.

The declaration of the poll of the 2020-2024 Council after the 2020 General Elections takes place on 24 October 2020 is not expected to be announced until 13 November 2020, and possibly even after this date.

Officers propose that the next Audit and Risk Committee meeting be rescheduled to a date in December 2020, when the Councillors are formally elected, have been inducted and appointments of Councillor delegates to the Audit and Risk Committee are made.

The location of the meeting will be determined at a later date based on restrictions due to COVID-19. The in-camera session for committee members will commence at 1:00pm, with officers and external attendees joining the meeting from 1:30pm.

**14 IN CAMERA REFLECTION**

Nil.

**15 CLOSE OF MEETING**

The Meeting closed at 3:53pm.

**15 CLOSE OF MEETING**

The Meeting closed at 7:20pm.