



HEPBURN SHIRE COUNCIL
ORDINARY MEETING OF COUNCIL
PUBLIC AGENDA

Tuesday 28 June 2022

Daylesford Town Hall
76 Vincent Street Daylesford

5:30PM

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

AGENDA

Tuesday 28 June 2022

Daylesford Town Hall

76 Vincent Street Daylesford

Commencing at 5:30PM

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BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

Tuesday 28 June 2022

CONDUCTING HYBRID COUNCIL MEETINGS

Council continues to be guided by government directives and wants to do the right thing for the health of our community during the COVID-19 pandemic. In line with these directives, the public are able to attend this meeting in person or virtually. To protect the health and wellbeing of Councillors, Council Officers, and the community, those attending in person will need to provide evidence of vaccination or a valid medical exemption.

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

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

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

1 ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

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

2 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:

OFFICERS PRESENT:

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

5 DECLARATIONS OF CONFLICTS OF INTEREST

6 CONFIRMATION OF MINUTES

RECOMMENDATION

That the Minutes of the Ordinary Meeting of Council held on 17 May 2022 (as previously circulated to Councillors) be confirmed.

7 ITEMS OF URGENT BUSINESS

8 COUNCILLOR AND CEO REPORTS

8.1 MAYOR'S REPORT

Councillor Tim Drylie, Creswick Ward

8.2 COUNCILLOR REPORTS

Councillor Juliet Simpson, Holcombe Ward

Councillor Jen Bray, Birch Ward

Councillor Lesley Hewitt, Birch Ward

Councillor Tessa Halliday, Cameron Ward

Councillor Don Henderson, Creswick Ward

Councillor Brian Hood, Coliban Ward

RECOMMENDATION

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

8.3 CHIEF EXECUTIVE OFFICER'S REPORT

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

- Nil

CHIEF EXECUTIVE OFFICER UPDATE

This month's Council meeting is a week later than usual due to the Mayor and I attending the Australian Local Government Association's National General Assembly in Canberra, which I will report on in next months report.

Some of the outcomes of last month's council meeting include:

- The adoption of the Early Years Strategy 2022-2030 which sets out the strategies that Council, in partnership with other agencies and the community, will undertake to deliver to support Children 0 – 12 years old within the Hepburn Shire area.
- Daylesford Speedway Drivers Association Inc. lease at the Basin Reserve, Daylesford was approved

On Wednesday 18 May 2022, I participated in a Local Government Professionals Roundtable discussion to discuss how to address the Skills Shortage. This session brought together key stakeholders to generate discussion and solutions to the current job vacancy and skill shortage crisis across Victorian Local Government.

It was a great session and attendance was capped at 45 attendees including some Local Government CEOs, heads of key peak bodies, MAV, State Government, legal firms, recruitment firms, recent graduates, university and TAFE sector representatives.

There were numerous ideas and background provided, and I look forward to the implementation of these to reduce staff and skills shortages across local government and Hepburn to improve our customer experience.

LGPro will collate the information and prepare a report and they have also met the Minister Local Government about a range of topics.

That evening the Mayor and I held a live webinar to discuss major highlights and answer questions about the \$58.06M draft budget.

On Saturday 21 May 2022, Labor defeated the Liberal and National coalition in the 2022 federal election. Congratulations to Catherine King MP for being re-elected to the federal seat of Ballarat. We have worked closely with Catherine over many years and look forward to continuing to achieve positive outcomes for our Shire and community. We recognise the hard work of all candidates in the lead up to the election and appreciate their time in meeting with us to understand local priorities. The Victorian State election will be held later in the year at a date to be determined.

Thursday 26 May 2022 was National Sorry Day. Every year on this day we remember and acknowledge the mistreatment of Aboriginal and Torres Strait Islander people who were forcibly removed, which we now know as 'The Stolen Generations'.

As a community, in our workplaces, and as individuals we can all play a part in the healing process of our people, both at the local level and as a nation. We cannot begin to fix the problems of the present without accepting the truth of our history. Sorry Day asks us to acknowledge the Stolen Generations, and in doing so, reminds us that historical injustice is still an ongoing source of intergenerational trauma for Aboriginal and Torres Islander families, communities, and peoples.



National Reconciliation week 2022 commenced on Friday 27 May 2022 and this year's theme was "Be Brave. Make Change". This is a challenge to all Australians – individuals, families, communities, organisations and government – to be brave and tackle the unfinished business of reconciliation so we can Make Change for the benefit of all Australians. Council held Sorry Day and Reconciliation Week events at the Daylesford and Trentham libraries.

If you were wandering down Vincent Street in Daylesford on 2 June 2022, you might have seen Hepburn Shire Town Crier Philip Greenbank in action, presenting a specially written proclamation to celebrate Queen Elizabeth II's Platinum Jubilee. The proclamation was made by several hundred town criers from around the world. Thank you to our resident Town Crier for leading this event!



On the 7 and 8 June 2022, Council hosted a stand at the Ballarat Jobs and Training Expo at the Goods Shed.

We spoke to students about working for Council including trainee roles and casuals for the upcoming pool season. The general public were also able to attend the expo on Tuesday 7 June 2022.

More than 50 people attended a Habitat Workshop at the Lyonville Hall on Saturday 4 June 2022. Presenters included Brian Bainbridge (Council's Biodiversity Officer), Gayle Osborne (Wombat Forest Care) and John Harris (Wildlife and Ecology).

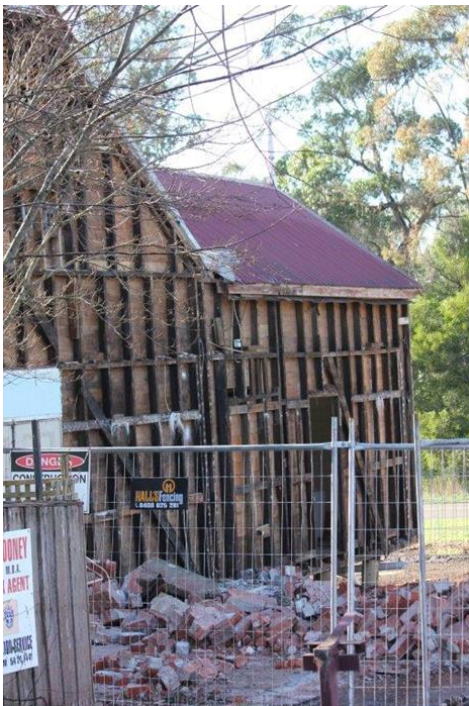


The speakers discussed the environmental impacts of the June 2021 storm, including such things as the ecological changes that are likely to occur as the forest canopy opens. Participants received vouchers from Bullarto Native Plants and a personalised consultation with the owner, Jeremy Neale. They will also receive a nestbox suitable for Rosellas, Sugar gliders or Phascogales. This program was funded by Council and DELWP.

One year on from the devastating storm that impacted our Shire on 9 June 2021, Bushfire Recovery Victoria announced additional funding to assist with work on community assets and public land. This will include works on key public assets like heritage railways, tourist walking trails, fire access tracks and recreation reserves.

Some of the community assets selected in Hepburn Shire are the Daylesford Spa Country Railway, Domino Trail, Wombat Trail, Stony Creek Reserve and Lyonville to Bullarto Reserve.

I am thrilled that transformation of Trentham Mechanics Institute into the new \$6 million Trentham Community Hub is underway! Mayor Cr Tim Drylie was joined on a site tour and official launch of construction today with The Hon. Mary-Anne Thomas MP Minister for Regional Development, Cr Brian Hood, myself and, members of the Project Advisory Group and Council staff.

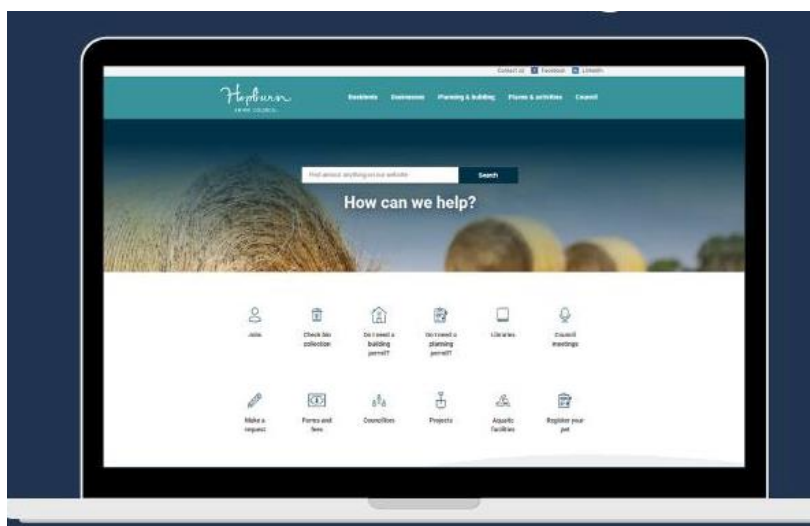


This major investment will incorporate a library, Council customer service centre and large community hall, along with a commercial-style kitchen, visitor information services, playgroup area, on-site parking, all beautifully situated in landscaped surrounds.

Regional Development Victoria has generously provided \$3.5 million through the Regional Infrastructure Fund, with funding from the Federal Government's Local Roads and Community Infrastructure grant.

The building will have a five-star Greenstar rating and back-up generator. Construction is expected to be completed by the end of June 2023.

We are excited to have launched our new website on Tuesday, 21 June 2022. After 7 years, our website needed a refresh to make it easier for the community to find information and access online forms. Some of the features of our new website will be the enhanced search function, easy navigation and updated forms which can be completed online.



On Wednesday 22 and Thursday 23 June 2022 Council hosted storm recovery evenings – one in Creswick and one in Lyonville. This was an opportunity for residents to catch up with friends, community and councillors. Psychologist Dr Rob Gordon was in attendance and spoke about the practical and emotional responses after such events as experienced during the storm events.

The transition project for aged care and disability services has been progressing according to the project timeline. Affected Community Care staff have been provided with Outplacement support and a superannuation session was provided to support the next step in their career, including those that are considering retirement. We wish staff all the very best for this next chapter. The scheduled transition date is still 1 July 2022.

A large number of delegates attended the Australian Local Government Association's National General Assembly last week in Canberra. Victoria was well represented among the 1000+ mayors and councillors from across the country. There were many important presentations and commitments on issues that matter to our community: affordable housing; climate change; disaster recovery, empowering local government and local communities.

Some of the meetings I have attended over the past month include:

- Council briefings
- Council meeting
- Meeting regarding skills shortage
- COVID-19 meetings with various agencies
- Pride Cup football match
- Meeting with Liz Corbett, Regional Partnerships
- Meetings regarding the Western Victoria Transmission Network Project (WVTNP)
- Regular and recurring meetings with Directors and direct reports
- Executive Team and Leadership Team meetings
- Meetings relating to Council's new internet site (launched 21 June 2022)
- ALGA NGA
- Meeting with Buloke Council Executive Team
- Creswick Youth Project
- End of year Performance Review meetings with my direct reports
- Loddon Campaspe Councils and Central Highlands CEO's meeting
- Meeting regarding Emergency Management
- Leading Teams workshop
- ICT Steering Committee meeting
- Tour of the Daylesford Museum
- "Supporting regional tourism in the central highlands" meeting
- Central Highlands Regional Partnership Quarterly meeting
- Meeting regarding social and affordable housing
- Local Government Professionals Annual Conference and awards night
- Central Highlands Regional Partnerships Jobs Working Group meetings
- Central Highlands Regional Partnerships Housing Working Group
- Meeting with The Age newspaper
- Men's Health week breakfast
- Meeting with LGRPro CEO

RECOMMENDATION

That Council receives and notes the Chief Executive Officer's Report for June 2022.

9 PUBLIC PARTICIPATION TIME

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

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

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

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

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

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

BEHAVIOUR AT COUNCIL MEETINGS

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

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

Respectful behaviour includes:

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

Inappropriate behaviour includes:

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

9.1 PETITIONS

9.2 PUBLIC QUESTIONS

The Chair will read out responses to questions taken on notice from the last ordinary meeting, and then read and respond to new questions received in accordance with Council's Governance Rules.

9.3 REQUESTS TO ADDRESS COUNCIL

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

10 STATUTORY PLANNING

10.1 PA 3335 - 153 CHARLIES ROAD ELEVATED PLAINS - REFERRAL OF MATTER TO VCAT DIRECTOR COMMUNITY AND DEVELOPMENT

In providing this advice to Council as Senior Planning Consultant, I have no interests to disclose in this report.

ATTACHMENTS

- Nil

EXECUTIVE SUMMARY

The purpose of this report is for Councillors to consider an amended resolution in relation to application PA 3335 for the use and development of a Camping and Caravan Park and display of a business identification sign at 153 Charlies Road, Elevated Plains.

At the 17 May 2022 Ordinary Council meeting, Council determined to Refuse to Grant a Permit in relation to PA 3335. An application for review under Section 79 of the *Planning and Environment Act 1987* was lodged against Council's failure to determine the application within the prescribed time, on 29 April 2022. However, notification of the application for review was received by Council on 18 May 2022, following the Ordinary Council Meeting.

Therefore, Council cannot issue a determination and is required to form a view on the application prior to the hearing.

OFFICER'S RECOMMENDATION

- 1. That Council notes that its previous decision on 17 May 2022 cannot be enacted as the matter has been referred to VCAT.*
- 2. That Council, having caused notice of planning application PA3335 to be given under Section 52 of the Planning and Environment Act 1987 (the Act) and having considered all the matters required under Section 60 of the Act, advise VCAT that had an appeal not been lodged against failure to determine the application within the prescribed time, Council would have determined to issue a Notice of Refusal to Grant a Planning Permit at 153 Charlies Road, Elevated Plains for the use and development of a Camping and Caravan Park and display of a business identification sign, in accordance with the following grounds:*
 - 1. The proposal is inconsistent with Clauses 14.01-1L and 14.01-1S of the Hepburn Planning Scheme 'Protection of agricultural land' as the proposal does not minimise the adverse impact that an accommodation use will have on the productivity and operation of agricultural land.*

2. *The proposal will fragment an existing productive rural area and is therefore inconsistent with the purpose and decision guidelines of Clause 35.07 Farming Zone of the Hepburn Planning Scheme.*
3. *The proposal is inconsistent with Clause 13.02-1S Bushfire planning and the purpose and decision guidelines of Clause 44.06 Bushfire Management Overlay of the Hepburn Planning Scheme as it has not been adequately demonstrated that the proposal and bushfire response would not pose an unacceptable risk to human life.*
4. *The proposal is inconsistent with the decision guidelines at Clause 65.01 of the Hepburn Planning Scheme and does not result in the orderly planning of the area nor respond to the degree of fire hazard associated with the location of the land and the proposed use.*
5. *Proposed access arrangements to the site are inappropriate to cater for an increase in vehicular traffic and types of vehicles accessing the site, including fire trucks.*
6. *The proposal is inconsistent with Clause 65 Decision Guidelines of the Hepburn Planning Scheme and will produce an unacceptable outcome for the area.*

POLICY AND STATUTORY IMPLICATIONS

This application meets Council's obligations as Responsible Authority under the *Planning and Environment Act 1987*.

Council cannot issue a determination when an application for review against failure to determine an application within the prescribed time has been lodged with VCAT.

GOVERNANCE ISSUES

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

SUSTAINABILITY IMPLICATIONS

Sustainability implications associated with this application relate to environmental sustainability and the fragmentation and productivity of viable agricultural land.

FINANCIAL AND RISK IMPLICATIONS

Financial implications include the cost of representation required to defend Council's position at VCAT.

11 A RESILIENT AND SUSTAINABLE ENVIRONMENT

11.1 TOWARDS ZERO COMMUNITY GRANTS 2021/2022 - ASSESSMENT PANEL FUNDING RECOMMENDATIONS DIRECTOR COMMUNITY AND DEVELOPMENT

In providing this advice to Council as the Sustainability Officer, I Manny Pasqualini have no interests to disclose in this report.

ATTACHMENTS

- Nil

EXECUTIVE SUMMARY

Applications for 2021/2022 Towards Zero Community Grants have been advertised and three applications received. These have been assessed by the assessment panel (two Council officers and one community member) and the three projects outlined in the table below are recommended for Council approval.

Given the high quality of the applications and the role each organisation plays in supporting the Hepburn Shire community, the officer recommendation is that all three applications are approved for funding to a total cost of \$44,969.21.

OFFICER'S RECOMMENDATION

That Council:

- 1. Awards the 2021/22 Towards Zero Community Grants, totalling \$44,969.21, to the Organisation/Community Groups for the projects and funding amounts listed below:*

<i>Organisation/Community Group</i>	<i>Name of Project</i>	<i>Funding Amount</i>
<i>Daylesford Museum Reserve Committee of Management</i>	<i>Daylesford Museum Goes Solar - 10.53kW of solar PV</i>	<i>\$11,189</i>
<i>Doxa Youth Foundation</i>	<i>Doxa Strives Towards Zero-net - 11.7kW solar PV system + off-grid hardware/software</i>	<i>\$23,890</i>
<i>Daylesford RSL</i>	<i>Daylesford RSL Towards Zero Emissions - 7.8kW of solar PV</i>	<i>\$9,890.21</i>

2. *Authorises Council Officers to communicate the outcome to the Organisation/Community Groups receiving the funding and administer accordingly.*

BACKGROUND

The Towards Zero Community Grants fund is made available for community groups, to assist with implementing emission reduction projects. An application process is opened to the public, who then identify potential projects for their community facilities or programs. Council Officers work with the applicants to determine which projects are most feasible, based on their current situation and the proposed upgrades. Applications are refined and prioritised based on factors such as their viability, any co-contributions and the available budget, and emissions reduction impact. Recommendations are then made to Council by the independent assessment panel based on these factors.

KEY ISSUES

Three applications have been received and assessed and the following three projects are recommended for funding.

The assessment panel originally consisted of two community member assessors and one Council staff assessor. One of the community assessors was not able to complete the assessments during the assessment period (16 – 20 May 2022) and a Council staff replacement was found. The guidelines do not stipulate how many community or Council assessors are required however having at least three assessors in total is considered good practice.

SUMMARY OF SUBMITTED APPLICATIONS

All three projects are requesting funding for solar PV systems in order to reduce carbon emissions from their operations, reduce their operating costs, and in turn unlock future opportunities from the expected electricity bill savings to invest in additional sustainability upgrades.

The Daylesford Museum Reserve

By adding 10.53kW of solar the Band and the Historical Society's bills will be reduced by more than \$1,419 and save 16.7 tonnes of CO₂ emissions over the year. These savings will be used to improve our facility, help the Historical Society and the Band reduce their overheads and support more local engagement with history and culture. This project is being led by the Daylesford Museum Reserve Committee of Management, in close collaboration with and on behalf of the building tenants.

Daylesford Museum Reserve Committee of Management is co-contributing \$400, the Daylesford Community Brass Band \$300, and the Daylesford and District Historical Society \$300 to the project. Additionally, the Hepburn Energy Impact Fund has contributed \$2,000.

What will the Project achieve and how will it be implemented?

As the Hepburn Shire seeks to transition to zero-net energy by 2025 and emissions by 2030 there is a need for community facilities to reduce their emissions. We aim to demonstrate a pathway for heritage buildings to cut CO2 while saving money. Installing solar will be a critical first step for our building to decarbonise. With this 10.53kW system we will save a minimum of \$1,419 annually. These changes will modernise our facility, while maintaining the charm and integrity of this heritage building. We aim to act as a model for other heritage listed buildings to emulate, inspiring other community facilities to take action on climate change and reduce their emissions.

Doxa Youth Foundation

Doxa Youth Camp situated in Glenlyon in the Holcombe Ward supports disadvantaged children by providing a place for fun, learning and connection. The camp is usually occupied for 50 weeks a year, welcoming between 50-80 young people at any given time, with plans to host up to 150 children and adults in the future. The camp comprises nine energy-intensive buildings, costing \$12,585 per annum in electricity bills, even with an existing 10kW solar system. Not only is this site expensive to run, the current system lacks resilience as Doxa is located on a SWER line - which limits the maximum electricity draw or export to and from the grid and increases vulnerability to grid connectivity issues (brown/black outs). So as the camp looks to grow, they need a resilient and sustainable energy source.

What will the Project achieve and how will it be implemented?

A hybrid system involving the installation of a further 11.7kW of solar and off-grid hardware and software carefully calibrated to the site is proposed. This system would accommodate high electricity loads being consumed on-site and generated by the solar system, run independently from the grid (i.e. even with grid-connectivity issues) from the two solar arrays (one existing and one new) and would be able to draw from the grid when on-site generation is unavailable. Importantly, it would facilitate the future installation of more on-site solar, battery and generators as well as the gradual process of electrification of the site as Doxa heads towards a zero net emissions future. This proposed solar system would save the facility \$1,750 on electricity bills and cut 16.56 tonnes of CO2 per annum, contributing to Hepburn Z-NET target of achieving zero-net emissions by 2030.

Daylesford RSL

This project proposes the installation of a 7.8kW solar PV system to reduce the club's carbon emissions and cost of electricity.

What will the Project achieve and how will it be implemented?

- a reduction of 12.012173 Tons of CO2 per annum

- an annual cost reduction of \$1,809 (33% reduction) will be achieved by the installation of a 7.8kW solar system consisting of 20 solar panels
- this will benefit the whole community by reducing the RSL's carbon footprint and will be implemented as per the grant timeline. Some of the community groups supported are Path Of The Horse Equine Therapy Centre, Primary Schools throughout Hepburn Shire, Daylesford Secondary College, Rotary Club use the facilities for meetings, Motorfest, Daylesford Brass Band, Daylesford Speed way and many other local groups and organisations.

Project Name	Organisation/ Community Group	Description	Grant Amount Requested	Total Project Amount	Recommendation
Daylesford Museum Goes Solar	Daylesford Museum Reserve CoM	10.53kW of solar PV	\$11,189	\$14,189	Recommended
Doxa Strives Towards Zero-net	Doxa Youth Foundation	11.7kW solar PV system + off-grid hardware/software	\$23,890	\$34,890	Recommended
Daylesford RSL Towards Zero Emissions	Daylesford RSL	7.8kW of solar PV	\$9,890.21	\$9,890.21	Recommended
Total amount recommended:			\$44,969.21		

The recommendation is to fund all three projects to a total amount of \$44,969.21.

This total is within Council's budget of \$46,528 however the amount publicly advertised as the available funding pool was \$40,000.

Each applicant has been contacted to discuss whether any further co-contributions can be secured and all three organisations responded that they would likely not be able to find additional funding and had already contributed as much as they could.

Subsequently, given the high quality of the applications and the role each organisation plays in supporting the Hepburn Shire community, the officer recommendation is that all three applications are approved for funding to a total cost of \$44,969.21 which is within Council's budget.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2021-2025

A resilient, sustainable and protected environment

1.1 Adapt to and mitigate climate change to reach net-zero community emissions by 2030.

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

All projects are aimed at delivering emission reductions, resulting in a net environmental benefit. Further, as the applicants are local community groups, these projects will act to reduce their operating costs and retain savings within the community which could lead to further sustainability outcomes.

FINANCIAL IMPLICATIONS

This program is funded through an ongoing operational allocation which Council has committed to in the 2021-22 budget. The recommended funding of \$44,969.21 to support the three projects is within the available budget of \$46,528.

RISK IMPLICATIONS

The amount publicly advertised as the available funding pool for the 2021/2022 Towards Zero Community Grants was \$40,000. The Officer recommendation is to fund all three projects to a total amount of \$44,969.21 which is within Council's budget. There is a slight reputational risk of not spending to the advertised amount, however given the high quality of the applications and the role each organisation plays in supporting the Hepburn Shire community, the community benefit outweighs this risk.

Council will be providing funding to eligible applicants, who are then required to appoint a suitably qualified contractor. It is the responsibility of the applicant to manage all risks associated with their proposed project. Identifying risks and appointing suitably qualified and insured contractors is required of applicants.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Council staff and community stakeholders have discussed these recommended projects after a publicly advertised application process.

12 A HEALTHY, SUPPORTED, AND EMPOWERED COMMUNITY

12.1 ADOPTION OF THE ADVOCATE, CELEBRATE AND ELEVATE (ACE) YOUTH DEVELOPMENT STRATEGY DIRECTOR COMMUNITY AND DEVELOPMENT

In providing this advice to Council as the Youth Engagement Officer, I Jonathon Van Der Ploeg have no interests to disclose in this report.

ATTACHMENTS

1. 2022 - 2030 Hepburn Shire Council s ACE Youth Development Strategy FINAL [12.1.1 - 21 pages]

EXECUTIVE SUMMARY

During the last 12 months community consultation has been undertaken which has informed the Youth Strategy for 2022-2030. The focus of the Youth Strategy is on three guiding pillars; Advocate, Celebrate and Elevate (ACE). These pillars were key themes throughout the consultation with young people, and it gives Council a practical guide to address challenges experienced by young people (aged 12-25).

The 2022-2025 Youth Strategy has been named “ACE”, which is an abbreviation of Advocate, Celebrate and Elevate. These pillars provide Council with a practical guide to how we address the challenges which young people are currently facing.

Advocate - young people to be connected to services, community & positive peer/adult role models and advocate for programs, education & employment Opportunities.

Celebrate – Acknowledge, support and celebrate young people and the outstanding work they do in the community.

Elevate - to be safe, to be healthy, to learn and earn.

OFFICER’S RECOMMENDATION

That Council:

1. *Adopts the ACE Youth Development Strategy.*
2. *Acknowledges the young people, key stakeholders and community organisations who have been involved in the development of Hepburn Shire ACE Youth Development Strategy for 2022-2030.*

BACKGROUND

The 2016-2021 Youth Engagement Strategy has come to conclusion and over the last 12 months we have been in the process of developing a new Youth Strategy for 2022-2030.

Council conducted a thorough consultation phase for the Youth Development Strategy involving fortnightly meetings with young people in the Co-design team, consultation meetings with young people and the welfare sector, and the Youth Census (online surveys). Over 500 people have been involved in the consultation phase. We also had extensive anecdotal data from prior engagement with young people and the community while delivering the previous Youth Engagement Strategy (2017-2021).

Data collected as part of the Hepburn Together project was also able to be used in the development of the Youth Strategy.

Youth Census snapshot:

Top 4 issues young people want Council to focus on:

1. Improving Mental wellbeing – 59%
2. Tackling Climate Change 53%
3. Gender equality & preventing all forms of Violence 48%
4. Improving Sexual and reproductive health 34%

Top 4 issues young people have been most concerned about over the last 12 months:

1. Anxiety 60%
2. School/ Study problems 59%
3. Body Image 57%
4. Coping with Stress 53%

KEY ISSUES

Previously Councils Early Years Plan 2014 – 2017 (0 – 8 years of age) and a Youth Strategy 2016 – 2021 (12 - 24 years of age). This left a gap in middle years which has been rectified in the new Early and Middle Years Strategy (0-11 years of age) and the draft ACE Youth Strategy (12 – 24 years of age) will now interconnect to support young people from birth through to adulthood.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2021-2025

A healthy, supported, and empowered community

2.2 Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing.

Diverse economy and opportunities

4.1 Work in partnership to attract and retain young people in our area through the provision of improved digital connectivity, education opportunities, employment pathways, affordable housing, improved public and active transport options, and leadership opportunities.

This strategy has been created in line with current regional, state and national plans and policies as stated below:

Federal

- The United Nations Convention on the Rights of the Child

State

- Local Government Act 2020
- Victorian Public health and wellbeing plan 2019-2023
- Roadmap for Reform: Strong Families, Safe Children is the 2018

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.

A Gender Impact Assessment (GIA) is being completed on this strategy as per the requirements under the Gender Equity Act 2020 and will inform the action plans going forward.

FINANCIAL IMPLICATIONS

The strategy will be delivered through both the current Youth budget and through opportunity to seek future grant funding opportunities and in working with other funded partners to support delivery of the strategy.

Youthrive is a local provider based in Creswick and have recently been funded under the Youth “Engage” funding from the Department to support youth programs within Hepburn region. Youthrive will be a key partner over the next 4 years that we will work closely with to ensure placed based services are available within the Hepburn Shire

RISK IMPLICATIONS

There are no risk implications associated with this report.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

There was extensive youth and community and stakeholder engagement completed as part of the development of the strategy which is described in the Youth Strategy document.

During Public exhibition period feedback workshops were held with Youth internal working group and Hepburn Engaging Youth (HEY) stakeholder Network. Members of the public made online submissions for feedback. The ACE Youth development

strategy has been modified in line with Council and community feedback as attached.

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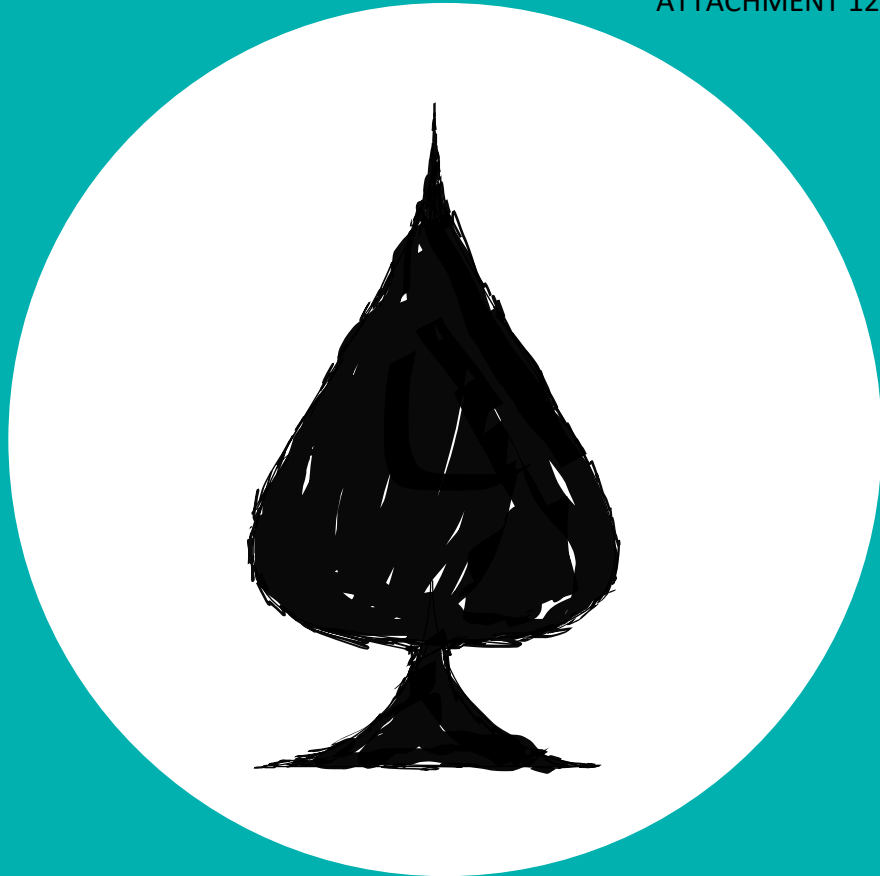
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THE ACE

YOUTH DEVELOPMENT STRATEGY

HEPBURN SHIRE 2022 - 2030

Hepburn

SHIRE COUNCIL



ACKNOWLEDGEMENT OF COUNTRY

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

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



Message from the Mayor

We recognise young people as leaders in our community and as our future. Their visions and dreams will make the communities and world we live in a better place for us all.

The ACE Youth Strategy 2022-2030 is our commitment to elevating and celebrating our young people, their gifts, talents, passions and contributions and our promise to continue working/advocating for and with them to ensure Hepburn Shire is a welcoming and nurturing place for all young people.

Our ACE Youth Strategy outlines a vision where all young people who live in Hepburn Shire get the opportunities and support needed for them to reach their potential and chase down their dreams.

The strategy also demonstrates our commitment to work together as a community to create strong foundations and ensure social and community support networks that celebrate the contribution youth make within our communities.

I would like to thank the large number of local young people who have contributed to the development of the ACE Youth Strategy and acknowledge the leadership and dedication of the Youth Co-Design group who have played a pivotal role in ensuring this strategy was for and by the young people who call Hepburn Shire home.

They have raised challenges about personal, regional and global issues that amplify the need for change in our communities. This strategy is the framework that will push us onto the next steps towards a more connected, sustainable and equitable region for young people and our community as a whole.

It's an exciting time for youth within the Council as we look forward to the future and start to embed youth voices through investigating the possibility of a Youth Council or Youth Advisory Committee.

Cr. Tim Drylie, Mayor
Hepburn Shire Council



OUR CO-DESIGNER TEAM

ATTACHMENT 12.1.1



"By being involved in youth co design I've been able to tangibly influence the experience of young people in Hepburn Shire. This experience provides a fantastic insight into the work councils do for anyone who wants to become involved in policy making into the future."

- Tino (19) Hepburn

"Having a voice in Hepburn Shire, especially as an 18 year old has helped me not only be able to see the changes this strategy is going to provide; but it has also helped me visualise the issues that young people have in the area, such as the lack of youth spaces in the area."

- Shaelyn (18) Trentham



"Being a part of the Youth Strategy Co-Design group has allowed me to voice my concerns and thoughts about my personal experience in growing up in the Shire. My outlooks and beliefs are recognised, listened to and taken into consideration within the discussions. This allows me to feel as though I can personally make a change and elevate future youth experiences in the Shire."

- Lilia (21) Creswick

"Having my voice heard, and my ideas come alive, was such a satisfying and amazing feeling. It made me feel that I was a true part of the community. I hope that this strategy can show young people how many others within the community are willing to help them thrive and succeed, and that having a voice within the community can pay off and can truly make a difference."

- Lucinda (18) Daylesford



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As Hepburn Shire, along with the rest of the country navigates the new COVID normal, business support, community and economic recovery will remain a high priority.

Young People in our region have been severely impacted by the pandemic lock downs, which have all contributed to challenges for businesses, especially those working in the tourism and hospitality sector. Many young people within the Hepburn Council rely on these as their primary income.

COVID 19 has also brought along challenges of isolation and connection for many young people. This has compacted the many complex issues of living in a small rural town. Mental health, social support systems and transport have become a high focus for young people moving to a COVID normal lifestyle.



IMPACT OF COVID-19

Hepburn Shire is home to some of the most intelligent, talented, caring, unique and real young people in Australia. Hepburn Shire Council's Youth Team have been fortunate enough to engage a handful of such young people (see page 5) in the co-design of this strategy and also the youth consultation and engagement which preceded its development (as per page 6).

The Hepburn Shire Council's ACE Youth Strategy 2022-2030 sets the strategic direction for the Hepburn Shire Council and our local communities, networks and partner agencies, work in:

- i) **Advocating** with and for young people on the issues that matter most to them;
- ii) **Celebrating** our young people, their passions, skills, contributions, achievements and endeavours; and
- iii) **Elevating** young people as leaders and decision making roles in our schools and communities, and in their own lives however they choose to live them.

The Hepburn Shire Council's ACE Youth Strategy 2022-30 has been co-design with and for young people. Its purpose is guide our work in supporting, empowering and championing young people of Hepburn Shire through three core functions articulated as overarching strategic action areas: Advocate | Celebrate | Elevate

Expanded upon on page 13 & 14, these three strategic action areas provide a focus point or lens through which all of the Hepburn Shire Council's work with and for young people can be articulated, rationalised, operationalised and ultimately measured and reviewed.

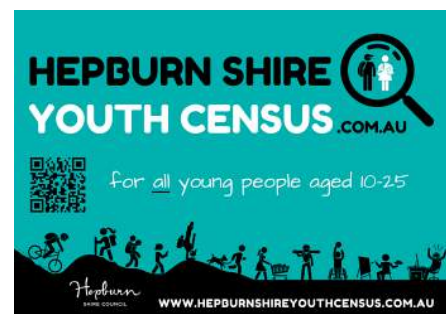
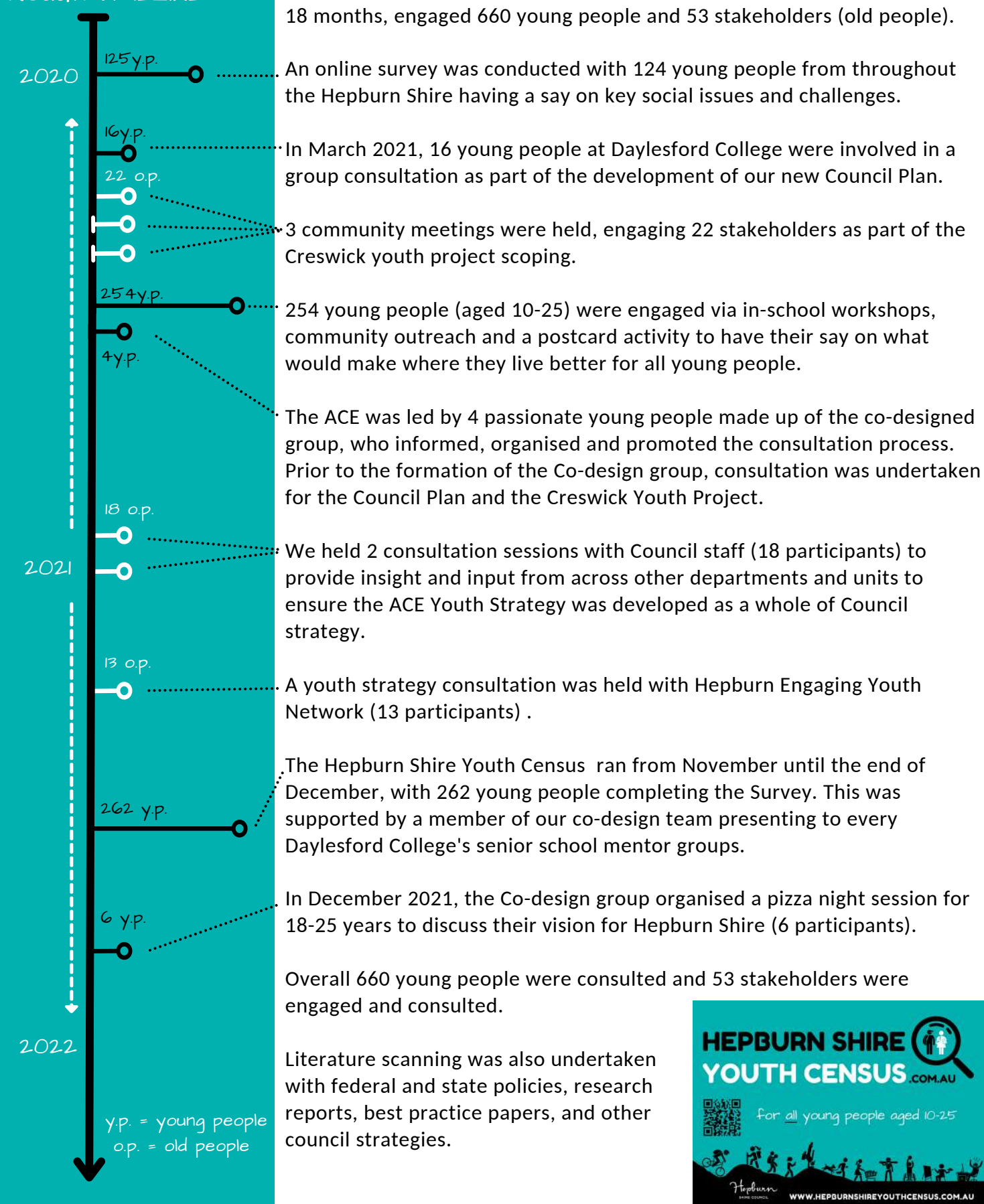
Under the scope of our three strategic action areas the Hepburn Shire Council is also committing to working across eight priority areas (listed on pages 15 - 18), which have been identified through extensive consultation with our young people. These priority area have been included within the strategy to help keep the focus of our work on addressing the key issue impacting young people today, so that we can deliver a better future for and with all young people in Hepburn Shire and surrounding areas.

The combination of the ACE Youth Strategy's strategic action areas and youth priority areas provide the basis for the development and implementation of the Annual Action Plans (see page 19), which will operationalise the strategy and provide a framework by which we will monitor and evaluate the strategy (as per page 20).

YOUTH & SECTOR INFORMED

ATTACHMENT 12.1.1

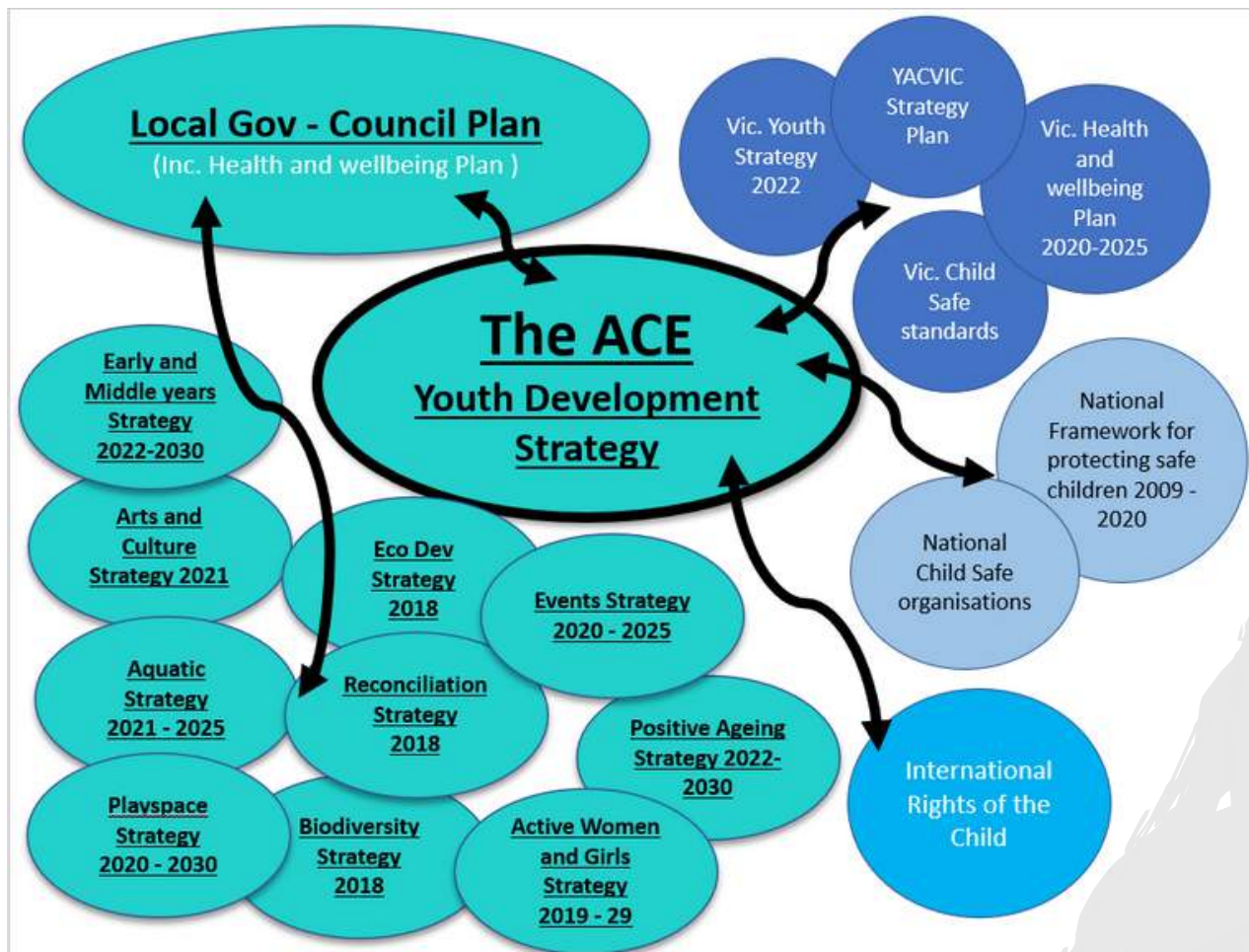
ROUGH TIMELINE



INTEGRATED & CONNECTED

ATTACHMENT 12.1.1

The Hepburn Shire Council ACE Youth Strategy 2022-2030 aligns with and is informed by local, state, national and international priorities and outcomes.



Our Partners

Ballarat Community Health
 Ballarat Foundation
 Central Goldfields Shire Council
 Central Highlands Rural Health
 Child & Family Services (CAFS)
 ChillOut Festival
 City of Ballarat
 CoRE
 Cresfest
 Daylesford College
 Federation University
 Headspace
 Hepburn Engaging Youth Network
 Hepburn Local Drug & Alcohol Team
 Hepburn Region Blue Light
 Highlands Local Learning & Employment Network (LLEN)
 L2P



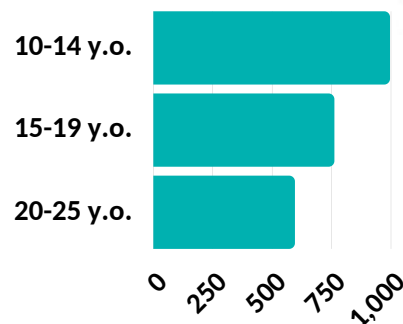
Macedon Ranges Shire Council
 Melbourne University
 Moorabool Shire Council
 Mt. Alexander Shire Council
 Neighborhood Houses
 (Creswick/Clunes/Daylesford/Trentham)
 Prevention of Violence Network
 Pride Brigayed
 Primary Schools within Hepburn Shire
 The Push inc.
 Uniting Care
 Victorian Police
 WayOut
 Womens Health Grampians
 Youth Affairs Council of Victoria (YACVic)
 Youthrive
 Youth Participation Practice Network (YPPN)

YOUTH PROFILE

ATTACHMENT 12.1.1



In 2020, Social Health Atlas of Australia - Torrens University, there were 2,351 young people aged 10-24 years old living in Hepburn Shire.



According to the National Census Data from 2016 and Social Health Atlas Data from 2018 for every 100 young people living in Hepburn Shire at the time:



1 would be pregnant

2 would identify as Aboriginal



4 would have been living with a disability

8 would have been studying at Tafe



10 would have been unemployed

13 would have been born overseas



17 would have been studying at university

23 would have been involved in volunteering



Of our 2,351 young people aged 10-24 in 2020:



2 in 5 were aged 10-14



1 in 3 were aged 15-19



1 in 3 were aged 15-19



Hepburn Shire Council's ACE Youth Strategy is informed by the views and opinions of over 25% of young people living in the Hepburn Shire who were engaged in the lead up and/or design of the strategy. Below is a brief summary of some of the most important issues that young people spoke to us about and that have provided a platform for the creation of the new ACE Youth Strategy.

Mental Health

An overwhelming majority of young people consider mental health to be a significant issue in Hepburn. With 59% of young people telling us that improving mental wellbeing should be Council's top priority for supporting youth. When we asked young people in 2019 about the most significant issues facing young people, the top two responses were 'Anxiety' and 'Depression'.

Gender Equality, Inclusion and Diversity

Almost 50% young people believe that Gender equality and preventing violence should be a priority action for Council. Unhealthy intimate relationships were seen as an issue by 46% of our youth survey responses and 31% believed family violence was also a problem within the community. Mission Australia's Youth Survey also found that 69% of gender diverse young people have been unfairly treated.

Education & Employment

Young people told us that there are significant barriers to living in the Hepburn Shire. In our consultation sessions, participants said that the lack of further education and employment options mean they will need to leave Hepburn Shire. 47% of young people said they don't see themselves living in the Hepburn Shire in 10 years. Only 48 % of students who finished year 12 in 2019, went on to further study (Undergraduate, TAFE, apprenticeship), which is much lower than the State average (75%). The Unemployment rate in Hepburn Shire (12%) is also much higher than neighbouring Council areas (Moorabool 8%, Ballarat 10%).

Social and Community Inclusion

When we asked young people about their community, a majority of young people felt connected to their community (79%). In contrast young people also believed Government (66 %) and Community (45%) don't value the rights and opinions of youth. There was also a growing concern amongst older young people (15-20 years) that they are often unfairly treated by the Community on Social media and in the media (44%). Outside of school young people are well connected to their community. 54% of young people play sports, 27% are engaged in Art/music/cultural activities, and 16% are involved in community volunteering. 76% of young people who participated in our survey felt well supported by their community.

Climate Action

Young people in the Hepburn Shire have been passionate and active regarding action on climate change. These include 16% of young people participating in community eco programs and attending Climate strikes in Melbourne. 53% of young people believe council should make Climate action a priority.

Youth Arts & Cultural Events

In our consultations with young people, there was a strong theme for more art programs and music events (28%). Young people stated that music events were an excellent opportunity for young people to create a safe space, where they can spend time with friends (outside of school) and have fun. Dedicated after-school art programs was also seen as a need. 26% of 10-14 year olds said that having a youth space was important to them, and 29% said that they want more outside of school programs.

Drugs & Alcohol

Alcohol & drug usage was considered a significant issue for young people aged 15-19 years. Alcohol was the most prevalent drug tried by this cohort with over 90% saying that they have previously drank alcohol. Tobacco and Cannabis were the next highest drugs used with 51% and 50% respectively. Lack of entertainment options, boredom and relieving stress were the main reasons for drug usage.

Transport

Transport continues to be a major barrier for young people. This came across very strongly in our consultation sessions. With many young people unable to attend after-school sports & programs with support of a parent. 17% of young people stated that transportation has been a concern for them. In Youth Affairs Council of Victoria's (YACVic) survey with young people from Rural Victoria, 89% of participants said they were unable to get public transport to work/university/TAFE and 82% said they relying on getting a lift from their parent to attend Youth Programs.



Hepburn Shire Council adopts a 'Strengths Based Approach' to its work with young people, engaging a Positive Youth Development Framework as defined by Kathryn Seymour.

The framework provides a practical evidence based guide to delivering youth programs. These programs provide a range positive developmental outcomes, including the opportunity for young people to develop knowledge competencies and practical life skills.

Learning and Development

Effective youth development programs provide learning and development opportunities for Young people. Emphasis is placed on a structured learning approach that builds on the strengths and skills of young people. Youth Participants will lead and be responsible for their own learning outcomes within programs. The Learning experiences should be age appropriate, safe, fun, meaningful and relate to real life.

Leadership and Decision Making

By engaging youth in leadership roles and decision-making processes we recognise young people's expertise and their role as active citizens. Programs support young people's right to be involved, to be informed, to have their own opinion, to express their views and to be heard. Young people recognise that by taking up decision making and leadership opportunities they become confident participants, develop important life skills, make a valuable contribution to the organisation, act as role models for other young people and support organisations to be responsive to their needs and aspirations.

Inclusive Ethos

Youth Programs are best served by involving young people of different backgrounds, opinions, experience, skills, interests, needs and capacity. By being inclusive, programs are more responsive, effective and support the advantages of youth development programs being accessible to all young people.

Community Service

Active young people in the community help to develop their sense of belonging and connectedness within their community. Effective programs provide many learning opportunities, which builds optimism and broadens their long-term outlook. Youth Programs acknowledge, reward and celebrate the efforts that young people make to the community surrounding them.

Partnerships and Social Networks

Partnerships and social connections help to build community capacity, widen available resources, provide access to and strengthen social networks and expand the diversity of available opportunities. We encourage and support young people to develop community partners and build upon their social networks.

Ethical Promotion

Youth programs promote positive images of young people and work to ensure promotional material is an honest and an accurate reflection of the program. The best interests of young people are considered in any decision making.

VISION & PURPOSE

ATTACHMENT 12.1.1

Our vision is:

That Hepburn Shire is an inclusive rural community located in Dja Dja Wurrung country where youth are valued, partnerships are fostered, environment is protected, diversity supported, and innovation embraced.

Our purpose is:

To Advocate, Celebrate and Elevate with and for all young people so they can be healthy, happy, heard and 100% themselves.



ADVOCATE



CELEBRATE



ELEVATE



STRATEGIC ACTION AREAS

ATTACHMENT 12.1.1

Hepburn Shire Council's ACE Youth Strategy 2022-30 aims to support, empower and champion young people of Hepburn Shire through three core functions articulated in this guiding document as overarching strategic action areas: Advocate | Celebrate | Elevate

Expanded upon below these three strategic action areas provide a focus point or lens through which all of the Hepburn Shire Council's work with and for young people can be articulated, rationalised, operationalised and ultimately measured and reviewed.

Under the scope of these three strategic action areas the Hepburn Shire Council is committing to working across eight priority areas (as listed in the following section of this document), identified through extensive consultation with young people, to help address key issue impacting young people today and deliver a better future for all young people in Hepburn Shire and surrounding areas.

The combination of the ACE Youth Strategy's strategic action areas and youth priority areas provide the basis for the development and implementation of the Annual Action Plans which will operationalise the strategy and provide the tools required to monitor and evaluate the strategy.



advocate (v): to publicly support or suggest an idea, development, or way of doing something

Ensuring young people have resources in our community and advocating for further inclusion of young people in Hepburn Shire.

ADVOCATE

This may take on forms such as;

- Activating spaces within Hepburn Shire through community grants such as 'Youth Space Activation' Grants
- Working with internal teams at Hepburn Shire such as Customer Service and Library Teams
- Hosting external networking and support meetings such as 'HEY Network'
- Ensuring youth voice informs practice ie. 'Youth Census', 'Covid Youth Survey' & Youth Strategy Co-Design among other consultations
- Providing training for staff, organisations, parents and community regarding needs of young people including but not limited to; Mental Health First Aid, Child safe awareness,
- Maintaining play spaces, sporting facilities, walking trails & upgrades to existing facilities and clubs.
- Promoting access and inclusion within Council's youth-based activities and ensuring safe places for all kinds of young people ie. Queer Youth Bookclub, Chill Out Ball, Youth Ball, Reconciliation, Disability, Women and Girls



CELEBRATE

celebrate (v); to praise widely or to present to widespread and favourable public notice

Promoting the amazing work and achievements of young people in Hepburn Shire.

This may take on forms such as;

- Providing positive news for and about young people in Hepburn Shire through our social media streams at Council.
- Youth Ball, CresFest, Australia Day Youth Awards
- Youth centric events
- School Holiday Programs
- Providing opportunities for young people to explore new hobbies by hosting free and accessible arts, cultural and sporting events including Skate Competitions, learn-to-skate sessions and art and craft workshops.
- Supporting access for young people at local events such as ChillOut & CresFest



ELEVATE

elevate (v): to raise or lift to a higher position

Removing barriers for young people in our community and providing extra support to make sure they can thrive in Hepburn Shire.

This may take on forms such as;

- Providing work experience to bridge employment barriers through work experience, 'Junior Lifeguard Program', Skate Staff Training, 'Getting Dirty' program, 'Young Growers' program
- Providing opportunity for young people to expand their knowledge, influence and leadership skills through supporting existing and internal leadership programs such as YouThrive & Western Bulldogs Leadership Program
- Bridging gaps for young people attaining their licence with L2P Program and sourcing alternative transport for young people accessing programs and events in Hepburn Shire.
- Providing financial assistance to young people to excel in their academic studies through Youth Training and Education Grants.
- Supporting youth agency over their entertainment and entrepreneurship with 'Quick Response Youth Grants'
- Ensuring young people have tangible skills that align with their interests with support from FReeZA and ensuring they have agency over the influence of youth events in their community

YOUTH PRIORITY AREAS

ATTACHMENT 12.1.1

In the the development of the ACE Youth Strategy 2022-2030 the Hepburn Shire Council's youth team, in conjunction with our Co-design Team, have identified eight priority areas based on data gained from extensive consultation with our young people and local youth sector. These priority area have been included within the strategy to help keep the focus of our work on addressing the key issue impacting young people today, so that we can deliver a better future for and with all young people in Hepburn Shire and surrounding areas. The youth priority areas in combination with the strategic action areas will form the basis of the annual action plans.



MENTAL HEALTH

School related stress, transition, mindfulness, arts and culture, supports, bullying interventions, raise awareness and understanding on mental health services and resources.

Our approach:

- **Build resilience through youth programs and activities to support mental health and increasing referral pathways.**
- Advocate, raise awareness and understanding of mental health services and increase accessibility for young people.
- **Strengthen partnerships, build, support and maintain strong networks for young people to improve healthy mental wellbeing.**



CLIMATE ACTION

Enable young people as leaders to adapt and mitigate climate change, and take action to support net zero community emissions by 2030.

Our approach:

- **Supporting young people to advocate for environmental issues that affect them.**
- Improve sustainable environmental practice within youth programs, events and activities.
- **Implement programs, events and activities that have a focus on sustainability and positive climate impact.**
- Identify ways to engage young people with the environment eg. Education, projects and leadership opportunities.



GENDER EQUALITY, INCLUSION & DIVERSITY

Awareness, access, education, prevention of violence, support, intersectionality.

Our approach:

- **Acknowledgement and celebrate inclusion by increasing young people participation in Council advisory committees.**
- Implement and support programs, events and prevention activities that focus on community participation, diversity and inclusion.
- **Strengthen partnerships and increase community awareness through education and networking.**
- Increasing agency in young people to lead events and activities that focus on gender equity, diversity and inclusion.



YOUTH HEALTH & WELLBEING

Sexual and reproductive health, body image, sport and recreation, natural environment , food, alcohol and drug use (vapes), safety/crime.

Our approach:

- **Implement and support programs, events and activities that have a focus on physical activity and health and wellbeing.**
- Build awareness through youth programs and activities to support personal health and wellbeing and increasing referral pathways.
- **Implement youth physical health awareness communication campaign through Councils youth networks.**



SOCIAL & COMMUNITY CONNECTION

Transport, wifi and reception, access and inclusion, youth space (libraries, NH, etc), inclusion, community perception and (re)integration.

Our approach:

- **Work collaboratively with existing community stakeholders to connect youth with programs, events and initiatives.**
- Identify opportunities for youth to be involved in formal community events.
- **Improve community perception of youth through youth celebration events and promotion**
- Improve young people's connection to their peers to support inclusion.
- **Scope, Investigate and seek funding for a 'Youth hub' in Creswick**
- Support young people with transportation barriers to attend Council programs & events



PERSONAL GROWTH & DEVELOPMENT

Education, volunteering, leadership, mentoring.

Our approach:

- **Investigate, scope and seek funding for a youth mentoring program across the Hepburn Shire**
- Implement and support youth leadership and development programs.
- **Support local youth volunteering within the community.**
- Provide leadership and development opportunities for young people to increase youth advocacy and employment.
- **Increase arts and culture activities throughout the youth program to support and build pathways for emerging young artists.**
- Advocate and support alternative education programs within Hepburn Shire



YOUTH AGENCY & EMPOWERMENT

Respect, decision making, action, communication, youth advisory committee, information (how and why).

Our approach:

- **Investigate the formation of a youth council or youth advisory Committee.**
- Increasing agency in young people to lead events and activities for issues that are important to them.
- **Increasing youth involvement in community engagement for council projects.**
- Create a database of youth voice through biannual youth census.



SAFETY & SECURITY

Housing, Employment, Personal Safety, Bullying & Cyber-safety.

Our approach:

- **Ensure sustainable, inclusive and accessible infrastructure that promotes healthy recreational, physical activity and social connection.**
- Support, promote and advocate opportunities for employment of young people
- **Increasing youth advocacy avenues to state, federal government and peak bodies on issues Eg. Transport, Employment, housing, Crime and internet safety.**
- Delivery of healthy, safe and secure youth programs, events and activities and increasing referral pathways. Including transport where possible.
- **Implement youth safety and security awareness communication campaign through Councils youth networks.**
- Advocate, investigate and support local solutions for increased transport, youth employment, affordable housing and homelessness within the region.

ANNUAL ACTION PLANS

ATTACHMENT 12.1.1

The Hepburn Shire Council's ACE Youth Strategy 2022-30 has been designed to provide the high level strategic direction for the Council's actions within the local youth sector.












The ACE Youth Strategy supports the development and implementation of annual Youth Action Plans (example template below) that operationalise the strategy and provide detailed direction on the work of Council in all eight priority areas and within the three overarching strategic action areas of Advocate | Celebrate | Elevate.

A robust internal monitoring and evaluation framework has been designed to measure the success/impact of the ACE Youth Strategy and its annual action plans (as detailed on the following page).

This process will sit alongside an annual peer review process conducted by Hepburn Shire Council staff with neighbouring Local Government's youth teams and will operate in parallel to a human centred design process engaging local young people to assist in the review of the current action plan and co-design next years action plan.

Hepburn Shire Council's

ACE Youth Strategy 2022-30 | YOUTH ACTION PLAN Template

PRIORITY AREAS	 ADVOCATE	 CELEBRATE	 ELEVATE	KEY STAFF PARTNERS & YOUTH	KEY DATES & PERFORMANCE INDICATORS	STATUS & LINKS TO REPORTING
 MENTAL HEALTH						
 CLIMATE ACTION						
 SOCIAL & COMMUNITY CONNECTION						
 PERSONAL GROWTH & DEVELOPMENT						
 GENDER EQUALITY, INCLUSION & DIVERSITY						
 SAFETY & SECURITY						
 YOUTH HEALTH & WELLBEING						
 YOUTH AGENCY & EMPOWERMENT						

MONITORING & EVALUATION

ATTACHMENT 12.1.1

The Hepburn Shire Council's ACE Youth Strategy 2022-30 and it's Youth Action Plans will be supported by a robust monitoring and evaluation framework

This action plan will be monitored and evaluated with an annual review that will take place in June and will be informed by the bi- annual Youth Census that will be implemented in March of that year. The 2021 Youth Census will be used as base line data and the Bi- annual Youth Census will seek to get feedback from the community on how we are tracking and inform the Council of any arising issues that may need to be considered in the future Action planning. This will ensure that the strategies and actions are inline with the overall vision and reflect the needs and wants of youth today.



12.2 RENEWAL OF LEASE FOR TRENTHAM LIBRARY DIRECTOR INFRASTRUCTURE AND DELIVERY

In providing this advice to Council as the Property Officer, I Karen Menne have no interests to disclose in this report.

ATTACHMENTS

1. CONFIDENTIAL REDACTED - Trentham Library Lease [12.2.1 - 23 pages]

EXECUTIVE SUMMARY

The purpose of this report is to seek Council approval for a new short-term Lease of 2 years plus 1 year option between Central Highlands Rural Health (Landlord) and Hepburn Shire Council (Tenant) for the Trentham Library, which is part of 13 Albert Street Trentham.

OFFICER'S RECOMMENDATION

That Council:

1. *Approves the Lease with Central Highlands Rural Health for the term of 2 years plus a 1-year option commencing 1 January 2022 for part of 13 Albert Street Trentham as drafted in the attached Lease document;*
2. *Authorises the Chief Executive Officer and the Mayor to execute the Lease and affix the Council's Common Seal;*
3. *Authorises Council Officers to manage the exercise of the extension option when it comes due and authorises the Chief Executive Officer and the Mayor to execute the Renewal of Lease and affix the Council's Common Seal.*

BACKGROUND

In 2011, the Council undertook a project to establish a Community Library in Trentham. Following discussions with the Hepburn Health Service, now Central Highlands Rural Health (CHRH), it was agreed that Council would take a 5 + 5-year lease of the former Day Care Centre building at 13 Albert Street for this purpose. As the Lease was to expire on 31 December 2021 and the Trentham Hub is currently under construction, Council Officers approached CHRH for a new short-term lease of the current library location.

KEY ISSUES

The Trentham Library will need to remain in its current location until the Trentham Hub construction is complete.

Key terms of the proposed new Lease are as follows:

- Two (2) year term commencing 1 January 2022;
- Additional one (1) year option; this has been included to allow flexibility in relation to the completion of the construction of the Trentham Hub;
- The annual fee is \$104 per annum (excluding GST);
- The terms and conditions are the same as the recently expired Lease.

The new Lease (attached) has been drafted by Council's solicitors, Securitec Lawyers, and approved by the Landlord.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2021-2025

A healthy, supported, and empowered community

2.3 Optimise the use of public spaces to increase participation and community connection.

Council Policy 9: Council Owned & Controlled Property (1997) requires that appropriate written occupancy arrangements be in place to support good governance objectives and principles.

Formal tenure agreements provide legal certainty and ensure that the responsibilities and obligations of both the owner and the occupant are clearly identified and managed.

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 continuation of library and Council customer services in Trentham until the completion of the Trentham Hub is socially important for the community.

FINANCIAL IMPLICATIONS

There are no significant financial implications regarding the new lease. The annual fee of \$104 per annum (+ GST) is payable by Council and included in operational budgets.

RISK IMPLICATIONS

The property is covered by Council's public liability and library contents insurance.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

As noted above, the Trentham Library at its existing location plays an important role in the community, which needs to be maintained until the construction of the

Trentham Hub is complete. No additional community engagement has been undertaken in considering this lease renewal.

12.3 ADDITIONAL MEMBERS OF THE LGBTIQA+ ADVISORY COMMITTEE DIRECTOR COMMUNITY AND DEVELOPMENT

In providing this advice to Council as the Coordinator Community Partnerships, I Rosalie Hastwell have no interests to disclose in this report.

ATTACHMENTS

- Nil

EXECUTIVE SUMMARY

The LGBTIQA+ Advisory Committee was established in March 2022 with the purpose of providing Council with advice and information on inclusion, access, and equity issues for the LGBTIQA+ community.

The Terms of Reference for the Committee indicate a membership of eight to ten diverse community representatives. The Committee currently has a membership of six community representatives.

Council resolved at its Ordinary Meeting in March 2022 to advertise a second round of Expressions of Interest and to seek to broaden the diversity of representation on the Committee. Five Expressions of Interest were received following an advertising period in April to May 2022. Four applicants are recommended to join the Committee.

OFFICER'S RECOMMENDATION

That Council appoints the following four additional members to the LGBTIQA+ Advisory Committee:

- Jac Nancarrow
- Trish Power
- Grace Lee
- Anne Marie Banting

BACKGROUND

The LGBTIQA+ Advisory Committee of Council has been established in line with the resolution passed at the June 2021 Ordinary Meeting of Council. The purpose of the Advisory Committee is to provide Council with advice and information on inclusion, access and equity issues for the LGBTIQA+ community so that Council can strive to improve programs and services for the community and inclusion throughout the Shire.

A public advertisement calling for Expressions of Interest for Committee members was held over a six-week period in December 2021 to January 2022. Council resolved at its Ordinary Meeting in March 2022 to appoint all six applicants to the Committee and an initial meeting was held on 4 April 2022.

The Draft Terms of Reference require a membership of eight to ten community members. At its Ordinary Meeting in March 2022, Council resolved to further advertise a second round of Expressions of Interest in order to seek additional members of the LGBTIQA+ Advisory Committee and enhance diversity of representation.

KEY ISSUES

A call for Expressions of Interest for additional Committee members was advertised and an application process was open for 4 weeks from 4 April to 3 May 2022. Five applications were received for the four vacancies.

The Selection Panel comprising Councils Inclusion Officer, Coordinator Community Partnerships, and the Acting Chair of the Committee Councillor Bray, have reviewed the applications and recommend the following appointments in line with the Terms of Reference for the Committee.

Recommended

Jac Nancarrow- Jac has a background in the development of government policies and reports on gender, prevention of violence, and prevention of violence in LGBTIQA+ families.

Trish Power - Trish is a founder of the Victorian Pride Centre and interests include affordable housing, arts and artists, and aged care/senior's health.

Grace Lee - Grace has experience on government boards and involvement in LGBTIQA+ organisations, and was President of Transgender Victoria for five years.

Anne Marie Banting - Anne Marie is a local business owner who is well connected in the Queer community.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2021-2025

A healthy, supported, and empowered community

2.2 Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing.

2.5 Improved mental wellbeing within the community.

A dynamic and responsive Council

5.1 Harness community expertise.

5.6 Be a leader in gender equality and equity, and promote respect and safety in our 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

There are no financial implications associated with this report.

RISK IMPLICATIONS

There are no risk implications associated with this report.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

A call for Expressions of Interest was publicly advertised for a period of four weeks through social media and on the Participate Hepburn site.

12.4 COMMUNITY GRANTS PROGRAM 2021/2022 ROUND 4 DIRECTOR COMMUNITY AND DEVELOPMENT

In providing this advice to Council as the Health and Wellbeing Officer, I Tamara Patterson have no interests to disclose in this report.

ATTACHMENTS

- Nil

EXECUTIVE SUMMARY

The Community Grants Program 2021/2022 aligns with the Council Plan to support the strength and resilience of the community. Eligible community groups can access funds in four rounds annually across five categories that support a range of community needs. Round 4 opened on 31 March 2022.

For the final round of the 2021/2022 Community Grants Program, it is recommended the group applying under Category E is awarded full funding, and that the total remaining funds across applications within Categories A to D are consolidated so that all remaining applications which best meet the criteria are able to be funded. Officers recommend that Council award partial funding of 85% of the requested amount to the six applications from Categories A to D which were assessed as meeting the criteria.

This represents a total of \$12,344.56 in grants as outlined in Table 1 and 2 below.

The grant monies awarded will support community projects worth in total \$27,710.07.

OFFICER'S RECOMMENDATION

That Council:

1. *Make grants available for the recommended Round 4 Community Grant applications as follows:*

- a. *Application from Category E recommended for full amount*

<i>Applicant</i>	<i>Name of Project</i>	<i>Recommended grant amount</i>
<i>The 5000 Club Inc</i>	<i>The 5000 Club Weekly Community Luncheons</i>	<i>\$2000</i>

2. *Approves that (Community Grant) Funds remaining totalling \$10,344.56 be combined and made available for successful Round 4 applications in Categories A to D as follows:*

a. Applications from Categories A to D recommended for 85% of requested amounts

<i>Applicant</i>	<i>Name of Project</i>	<i>Recommended grant amount</i>
<i>Victoria State Emergency Service - Hepburn Shire Unit</i>	<i>SES Community Open Day</i>	<i>\$2,125</i>
<i>Daylesford Girl Guides</i>	<i>Daylesford Girl Guides – Ovens</i>	<i>\$1,360</i>
<i>Creswick Bowling Club</i>	<i>Replacement Computer System</i>	<i>\$1,316.65</i>
<i>Daylesford Men's Shed</i>	<i>Drum Sanding</i>	<i>\$1,637.95</i>
<i>Hepburn Community Radio</i>	<i>FM Broadcasting equipment</i>	<i>\$2,033.63</i>
<i>Friends of Creswick Park Lake Botanical Reserve Association Inc.</i>	<i>"Christmas in July" Community Bonfire</i>	<i>\$1,871.33</i> <i>subject to event safety management plan</i>

BACKGROUND

The Hepburn Shire Council Community Grants Program 2021/2022 receives applications and awards funding on a quarterly basis.

Key Program dates are as follows:

Round 1

Round Opens: 1 July 2021

Round Closes: 29 July 2021

Council Meeting: 21 September 2021

Round 2

Round Opens: 1 October 2021

Round Closes: 29 October 2021

Council Meeting: 21 December 2021

Round 3

Round Opens: 8 February 2022

Round Closes: 1 March 2022

Council Meeting: 20 April 2022

Round 4

Round Opens: 31 March 2022

Round Closes: 28 April 2022

Council Meeting: 21 June 2022

The Community Grants program has five categories that support a range of community needs. These include:

A. Active and Engaged Communities (up to \$2,500)

B. Quality Community Infrastructure (up to \$2,500)

C. Sustainable Environments (up to \$2,500)

D. Children's Program (up to \$2,500)

E. Charitable Purposes (up to \$2,000) Round 3

The overall annual Program budget is \$65,000. Categories A-C are funded through the Community Grants Program Fund of \$45,000, including \$3,000 for New Resident Sessions. Category D is funded through the Children's Program Fund of \$10,000. Category E is funded through the Charitable Purposes Fund of \$10,000, of which a maximum of \$2,000 can be awarded per Council ward. All Council wards except for Holcombe and Birch have received Charitable Purposes Grants through previous Rounds for 2021- 2022. Applications from Holcombe and Birch were encouraged for Round 4. An application from the 5000 Club Inc was received in the Charitable Purposes category for this round. No application was received from the Holcombe Ward in the Charitable Purposes category.

Consolidation of funds for Round 4

In 2020/2021 Council resolved to consolidate grant funds across all categories in Round 4 for the purpose of funding the most competitive applications. It is recommended that this principle is also applied to Round 4 of the 2021/2022 Grants Program.

KEY ISSUES

Officers implemented a communications plan for Round 4 of Community Grants prior to the round opening. This included Councillor Bulletin, Hepburn Life and Facebook posts.

Applications opened on 31 March 2022 and closed on 28 April 2022. During this time Council Officers promoted the opportunity to community groups across the Shire and advertised publicly through both printed and digital platforms.

All applicants were required to contact a grants officer to discuss their application and were required to consider any potential implications of the pandemic on the delivery of their project as part of their application.

Applications were assessed by an evaluation panel consisting of two external Community Assessment Panel members and two Council Officers whose expertise aligned with the submission including: Community Development Officer, Reconciliation Officer, Visitor Experience Officer, Sport and Active Recreation Development Officer, Events Officer and Positive Ageing Officer.

Applications received for Round 4 of the 2021/2022 Community Grants Program

Nine applications were received in Round 4 of the 2021/2022 Community Grants Program. All applicants contacted officers to discuss their application prior to submitting. One application was received for the Category E. Two applications were withdrawn.

Recommended Distribution of Funds

Table 1: Summary of projects recommended for full funding

Applicant	Funding Requested	Total value of project	Project	Description of Project	Comments
The 5000 Club Inc.	\$2,000 Funding will go directly towards food purchases for lunches	\$6,500	The 5000 Club Weekly Community Luncheons	Purchase of food for free weekly lunch for residents experiencing hardship. In 2022, The 5000 Club will provide a weekly lunch to an average of 40 residents of Hepburn Shire who experience social isolation and/or financial hardship.	A great initiative to combat social isolation and support those struggling financially. The Club has successfully attracted support from businesses and has developed a strong volunteer component. The project aligns with Council's Municipal Health and Wellbeing Plan. Recommended for full funding

Table 2 – Summary of projects recommended for 85% funding

Applicant	Funding	Total value of	Project	Description of	Comments
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	Requested	project	Title	Project	
Victoria State Emergency Service - Hepburn Shire Unit	\$2,500 For Djaara fee for Welcome to Country; marketing, advertising and equipment.	\$10,000	SES Community Open Day	Community awareness day to attract new members, build community capability. The open day will involve guided tours, storytelling sessions and practical demonstrations.	A great opportunity to engage the community, build resilience and community capacity. Aligns with Council's Reconciliation Action Plan, Council Priority 2: <i>A healthy, empowered and supported community</i> ; and Council Priority 3: <i>Embracing our past and planning for the future</i> . Recommended for \$2,125
Daylesford Girl Guides	\$1,600 For purchase of stoves	\$2,500	Daylesford Girl Guides- Ovens	Purchase of kitchen equipment for expanded program delivery. The funding will cover the purchase of two stoves with ovens so that the girls can experience cooking activities. It will also increase the appeal of hiring out the hall.	The ovens would help to facilitate new programs and activities which has the potential to engage new members to the group. The application aligns with the Active Women and Girls Strategy. Recommended for \$1,360
Creswick Bowling Club	\$1,549 For new computer system to meet club needs.	\$1,979	Replacement Computer System	Computer will be used to enter results, respond to emails, conduct live streaming (Zoom) meetings and online events.	A sound application for equipment to support the Creswick Bowling Club to perform its functions effectively. Being able to stream meetings online will support increased access and participation. Recommended for \$1,316.65
Daylesford Men's Shed	\$1,927 For drum	\$2,567	Drum Sanding	Purchase of a drum sander to allow members who have	Will increase the range of activities for the group, and the

	sander			significant physical impairments to contribute meaningfully to projects. The sander will be a significant addition to equipment. The group will pay for a dust extractor and additional belts.	accessibility and inclusion for those members with permanent or temporary disabilities. The Men's Shed program aligns with the Municipal Health and Wellbeing Plan and has great mental health benefits, particularly for ageing men. Recommended for \$1,637.95
Hepburn Community Radio	\$2,392.50 For purchase of broadcasting unit, aerial and cable.	\$2,392.50	FM Broadcasting	The group aims to transition from an internet-based community radio station to an FM licensed radio station. They have acquired broadcasting rights which will enable them to significantly increase their reach and presence in the Daylesford/Hepburn area. They will recruit new members to support the expanded programming	An exciting project that will increase participation and engage the community. The application addressed all factors satisfactorily. Recommended for \$2,033.63
Friends of Creswick Park Lake Botanical Reserve Association Inc.	\$2,201.57 For event costs	\$2,201.57	"Christmas in July" Community Bonfire	A community event to support storm recovery efforts. The Friends of Park Lake, along with Council's team, have been clearing fallen and hanging branches from Park Lake's paths following the January storm. The group is proposing a Christmas in July bonfire, including a sausage sizzle and entertainment by the Creswick Brass Band to bring the community together.	The proposed event will bring the community together and promote the park. There are a number of concerns in relation to health and environmental risks as well as ensuring the event is safely managed, The application is recommended with the condition that the applicant provides a risk management plan for the event including how health and environmental

					<p>concerns will be addressed, and a letter from the CFA with further information about public safety management</p> <p>Recommended for \$1,871.33 with conditions as outlined above</p>
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POLICY AND STATUTORY IMPLICATIONS

Council Plan 2021-2025

A resilient, sustainable and protected environment

1.5 Protect and regenerate the natural resources of the Shire including soils, water and ecological systems from both current and future threats

A healthy, supported, and empowered community

2.2 Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing.

2.3 Optimise the use of public spaces to increase participation and community connection.

Embracing our past and planning for the future

3.1 Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate and preserve our area's cultures, traditions and environs.

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 Community Grants Program supports projects by volunteer community groups. The focus of these projects is to strengthen community resilience and connection, promote sustainability and to assist in the implementation of community priorities.

FINANCIAL IMPLICATIONS

Annual Budget	Current funds remaining for 2021/2022	Total Grants Recommended for this Round

\$65,000	\$12,656.55	\$12,344.56

RISK IMPLICATIONS

All applicants are required to identify how project risk and safety issues will be managed and this formed part of the assessment process.

Insurance, not-for-profit-status and ABNs are checked for all applications to determine eligibility. Applicants were asked to supply COVID Safe Plans where appropriate. All successful applicants are required to sign grant terms and conditions prior to receiving the grant allocation. Council Officers monitor the receipt of acquittals and follow up any outstanding acquittals.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

A Communications Plan was implemented with Facebook posts, advertising via Hepburn Life, and direct contact with community groups. Council Officers also offered over two and half hours of one-on-one phone and email support to applicants during the application process. All recommended applicants contacted the Officer prior to their submission.

13 EMBRACING OUR PAST AND PLANNING FOR OUR FUTURE

13.1 ADOPTION OF THE MUNICIPAL ASSET PLAN 2022-2032 DIRECTOR INFRASTRUCTURE AND DELIVERY

In providing this advice to Council as the Coordinator Engineering, I Tim Powell have no interests to disclose in this report.

ATTACHMENTS

1. Asset Plan 2022-2032 [13.1.1 - 30 pages]

EXECUTIVE SUMMARY

Under the *Local Government Act 2020*, Council is required to adopt an Asset Plan prior to 30 June 2022. The Asset Plan sets out Council's method and objectives for managing its public assets.

The Asset Plan's objective is to be a high-level plan that outlines to the community the long term (10 year) outlook, vision and actions for the organisation's infrastructure assets such as acquisition, operation, maintenance, renewal and disposal.

A draft Asset Plan was developed in line with Council's existing Asset Management Framework and forms part of Council's Integrated Strategic Framework with strong links to Council's recently adopted 10 Year financial plan.

The draft Asset Plan was put on public exhibition and community submissions sort. Three (3) submissions were received with relevant feedback incorporated into the draft Asset Plan for consideration and adoption.

OFFICER'S RECOMMENDATION

That Council:

1. *Accepts minor amendments made to the draft Asset Plan based on community feedback through the public exhibition process.*
2. *Adopts the Asset Plan 2022-2032 noting the plan will go through a full review on a four (4) year cycle.*

BACKGROUND

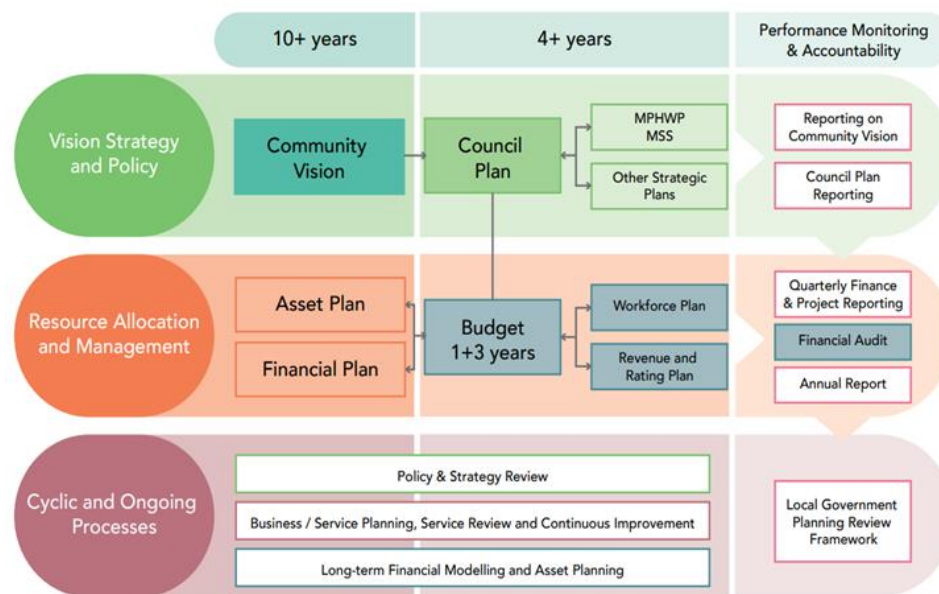
The Asset Plan has been prepared to meet the requirement of section 92 of the Victorian *Local Government Act 2020*.

The Victorian *Local Government Act 2020* states that an Asset Plan must:

- include information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council

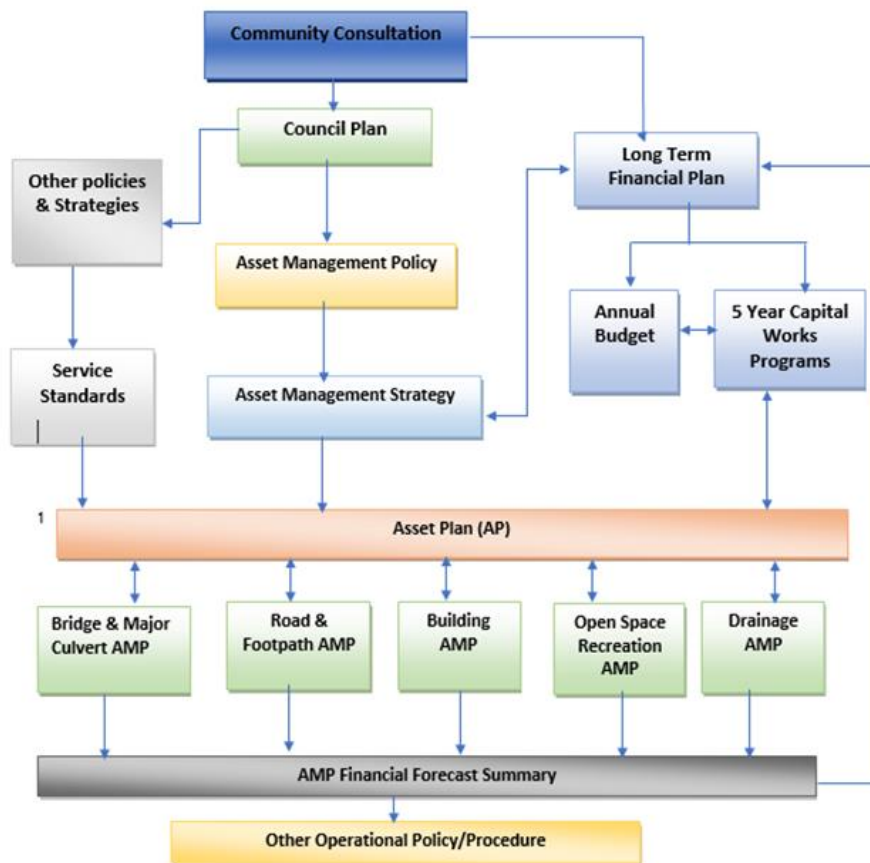
- be developed, adopted and kept in force in accordance with the council's deliberative engagement practices.

The Asset Plan referred to in the Act is intended to be a strategic public facing document that informs the community on how the council-controlled (infrastructure) assets are to be managed to achieve the Community Vision and supporting Council Plan objectives. The Asset Plan forms part of Council overall integrated strategic framework which through this framework elevates the importance of Asset Management sitting parallel with Council's 10 Year Financial Plan.



The Asset Plan is a document that communicates the importance and magnitude of the infrastructure assets for which council is the custodian. It is intended that the development of this plan will result in more informed community engagement and a mutual understanding of the best use of council assets in the interest of the community into the future.

Officers prepared the draft Asset Plan in alignment with Council's adopted Asset Management framework inclusive of Council's Asset Management Policy, Asset Management Strategy and specific individual Asset Management Plans for all Asset classes as shown below.



Note: The Asset Management Framework relates to public assets, only Council's public assets are included in the scope.

KEY ISSUES

The draft Asset Plan was put out on public exhibition for a 21-day period with feedback invited. Three (3) separate submissions were received. Some items raised in submissions were not relevant to the Asset Plan (such as advocating for LGA amalgamations) but others have been incorporated into the final draft version presented for adoption. These inclusions can be summarised as:

- Greater detail on assets contained within each asset class
- Specific mention of climate change as a driving factor
- Minor cosmetic changes to the document

POLICY AND STATUTORY IMPLICATIONS

Adoption of the Asset Plan 2022-2032 is required before 30 June 2022, as required by the *Local Government Act 2020*.

GOVERNANCE ISSUES

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

SUSTAINABILITY IMPLICATIONS

Long term, data-based asset management is important to ensure the long term financial and environmental sustainability of Council.

FINANCIAL IMPLICATIONS

The level of service outlined in the Asset Plan is aligned with the current Council service and resourcing levels. Changes to the levels of service affect the required resources to maintain the infrastructure to the adopted level of service. As there are no changes to the proposed service levels, there are no financial implications resulting from this report.

RISK IMPLICATIONS

Adoption of the Asset Plan 2022-2032 prior to 30 June 2022 is required to prevent a breach of the *Local Government Act 2020*.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Through the Hepburn Together community engagement process, Asset Management as a general concept was considered which ultimately shaped the Community Vision & Council Plan. This deliberative engagement process provided the basic parameters for officers to guide the creation of the draft Asset Plan.

Once the draft Asset Plan had been compiled, the document was placed on public exhibition for a 21-day period. Submissions were sort and relevant feedback incorporated into the document.

ASSET PLAN 2022-2032

DRAINAGE | BRIDGE | OPEN SPACE
BUILDING | ROAD & FOOTPATH

JUNE 2022

Hepburn
SHIRE COUNCIL

DOCUMENT CONTROL - ASSET PLAN

Document ID:

Rev No	Date	Revision Details	Author	Reviewer	Approver
0	2022	Initial Draft	MB	TP	
1	11/03/2022	Internal feedback incorporated	TP	MB	
2	05/22	External feedback incorporated	TP	TM	TM



ACKNOWLEDGEMENT OF COUNTRY

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

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

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1

Hepburn Shire Council is responsible for the acquisition, operation, maintenance, renewal, and disposal of an extensive range of infrastructure assets. Providing effective and efficient management of public asset in the most cost-effective manner is a key obligation of the council.

It is a high-level plan that outlines the long term (10 year) outlook, vision and actions for the organisation's asset. Designed and delivered in an approachable way so that non-asset readers can understand the basic concepts and outline of the plan and organisation's future path.

1.1. The Purpose of Asset Plan

This Asset Plan has been prepared to meet the requirement of section 92 of the Victorian Local Government Act 2020.

The Victorian Local Government Act 2020 states that an Asset Plan must

- include information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council
- be developed, adopted and kept in force in accordance with the council's deliberative engagement practices.

1.2. Scope of the Asset Plan

Council owned, controlled, and/or managed an extensive range of infrastructure assets. This asset plan only covers Road, Kerb & Channel, Footpath, Bridge & Major Culvert, Storm Water Drainage, Building and Open Space Assets including Recreation Facilities, Playgrounds, Aquatics, Sporting, Playing Surfaces etc. Other non-public assets classes such as Vehicle, Plant, Equipment, ICT etc will be managed separately under internal departmental operational plans.

1.3. What is an Asset?

A physical item which has value and economic life of greater than 12 months with the purpose of delivering a service to the community. Physical public assets like roads, bridges, buildings, Stormwater drainage, playgrounds, sports field etc are covered by this Asset Plan.

1.4. What is Asset Management?

The systematic and coordinated activities, processes and practices, the combination of management, financial, economic and engineering applied to physical assets with the objective of providing the required level of service in the most cost-effective life-cycle management of assets.

1.5. Why is Asset Management Important?

Council manage a portfolio of physical assets that have combined value and replacement cost of \$ 440 Million. These assets are mainly used to provide the services and amenity to our community.

Effective Asset Management provides better accountability, sustainability, risk management, service management, and financial efficiency. The Standard to which these assets are maintained and the extent to which they are expand and improved are a key consideration in setting and delivering on council community Vision and Council Plan.

1.6. Asset Management Framework

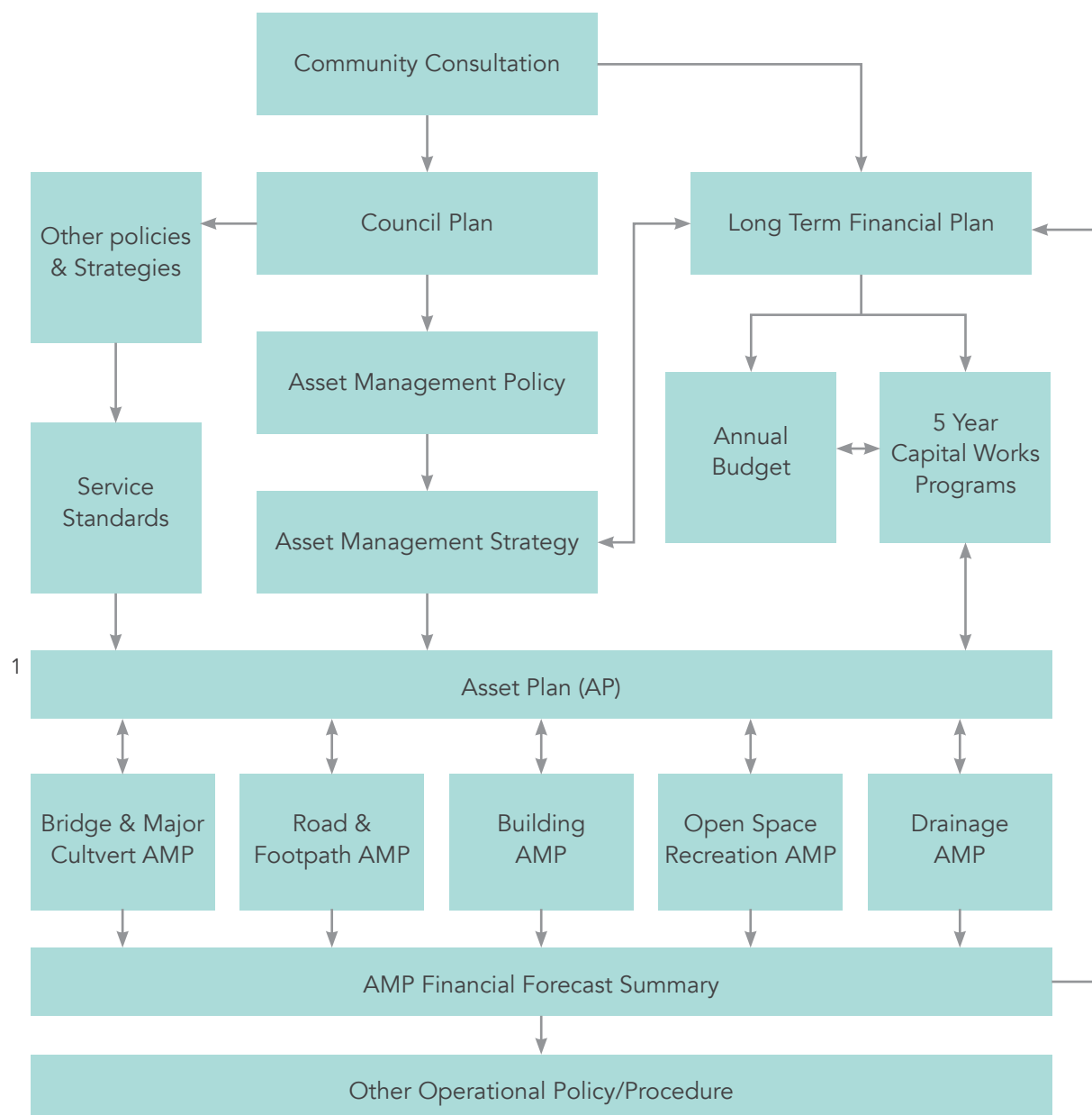
Hepburn Shire council has identified the following five focus areas in its council Plan (2021-25) to help work towards the aims of the community vision:

- A resilient, sustainable and protected environment
- A healthy, supported and empowered community
- Embracing our past and planning
- Diverse economy and opportunities
- A dynamic and responsive Council

The Council Plan plays a vital role in setting the strategic direction of the council plan for the council term and ensures an integrated approach to planning, monitoring and performance reporting.

Council's Asset management Framework shown in fig 1 aims to ensure that a systematic approach to asset management delivers practical and efficient outcomes that meet both our corporate and asset management objectives.

Fig 1. Asset Management Framework



Note: The Asset Management Framework relates to public assets, only Council's public assets are included in the scope.

¹ The Naming convention has been updated from the recently adopted Asset Management Policy. To comply with the requirements of the Local Govt Act 2020, the Asset Management Plan (AMP) has been renamed to Asset Plan (AP).

KEY ELEMENTS FOR ASSET MANAGEMENT

2

The core quality elements of Asset Management are listed below with the following definitions:

2.1 Community Vision & Council Plan

Council plans have a strong external focus, cover major portions of the organisation, and identify major targets, actions, and resource allocations relating to the long-term survival, value, and growth of the organisation. The Council Plan 2021/26 was adopted in October 2021.

2.2 Financial Plan (FP)

The Financial Plan (FP) demonstrates Council's practical and sustainable financial management of meeting service delivery needs. The FP is supported by a series of Financial Strategy principles of which some are directly relevant to Asset Management practices. The current FP has been adopted in October 2021.

2.3 Asset Management Policy (AM)

A high-level statement of the organisation's principles and approach to asset management. The current AM Policy has been adopted in Apr 2021 to incorporate best practice aspects.

2.4 Asset Management Strategy (AMS)

A high-level action plan that gives effect to the organisation's Asset Management Policy. The current AMS has been adopted in 2022.

2.5 Asset Plan

A high-level plan that outlines the long term (10 year) outlook, vision and actions for the organisation's asset. Designed and delivered in an approachable way so that non-asset readers can understand the basic concepts and outline of the plan and organisation's future path.

It includes high level summary about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council. Asset Plan are now being prepared and will be adopted by the end of June 2022.

2.6 Asset Management Plans

Long-term individual Plans (Usually 10-20 years) that outlines the asset activities and programs for each service area and resources applied to provide a defined level of services in the most cost-effective way. Council is committed to developing Asset Management Plans for all its major infrastructure assets as identified in Asset management policy to continue to deliver the required levels of service. Road, Bridge & Major Culvert AMP are now being prepared and will be adopted by the end of 2022. AMP for Building, Stormwater Drainage and Open Space assets will be prepared by 2024 after establishing a robust Asset Register of these assets.

2.7 The Regulatory Framework

The Principle legislation in Victoria governing the establishment and operation of the council is the Local Government Act 2020 ("The Act"). The Act is to give effect to section 74A(1) of the Constitution Act 1975 which provides that local government is a distinct and essential tier of government consisting of democratically elected Councils having the functions and powers that the Parliament considers are necessary to ensure the peace, order and good government of each municipal district.

The act requires all council to prepare Asset Plan which is intended to be a strategic public facing document that informs the community on how the council-controlled infrastructure assets are to be managed to achieve the Council Plan objectives and Community Vision statement. Asset Plan must include information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council and be developed, adopted and kept in force in accordance with the council's deliberative engagement practices.

2.8 Other Relevant Strategic Documents

- Road management plan
- Road Upgrade Policy
- Public Buildings Maintenance Policy
- Community Engagement Policy
- Risk Management Policy
- Recreation Policy

3

The Level of service is the defined quality for a particular service area and can be grouped into below two categories:

Customer Levels of Service – Customer levels of service relate to what the customer expects of the service. Customer Levels of Service are considered in terms of:

Quality: How good is the service ... what is the condition or quality of the service?

Function: Is it suitable for its intended purpose Is it the right service?

Capacity/Use: Is the service over or under used ... do we need more or less of these assets?

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Levels of service have not yet been fully defined for all asset's classes at Hepburn Shire Council and are currently based on statutory requirement e.g. Road Management Plan, community expectation and the capacity to fund a particular level of Service.

4

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, climate change, etc.

The present position and projection for demand drivers due to population growth that may impact future service delivery can be found at:

<https://app.remplan.com.au/hepburn/community/population/birthplace?state=I9BZTj!qOZESndNQU3Y3NyF8d8vmTOcluznWTxuquVuP5hRuwsra4FnBg>

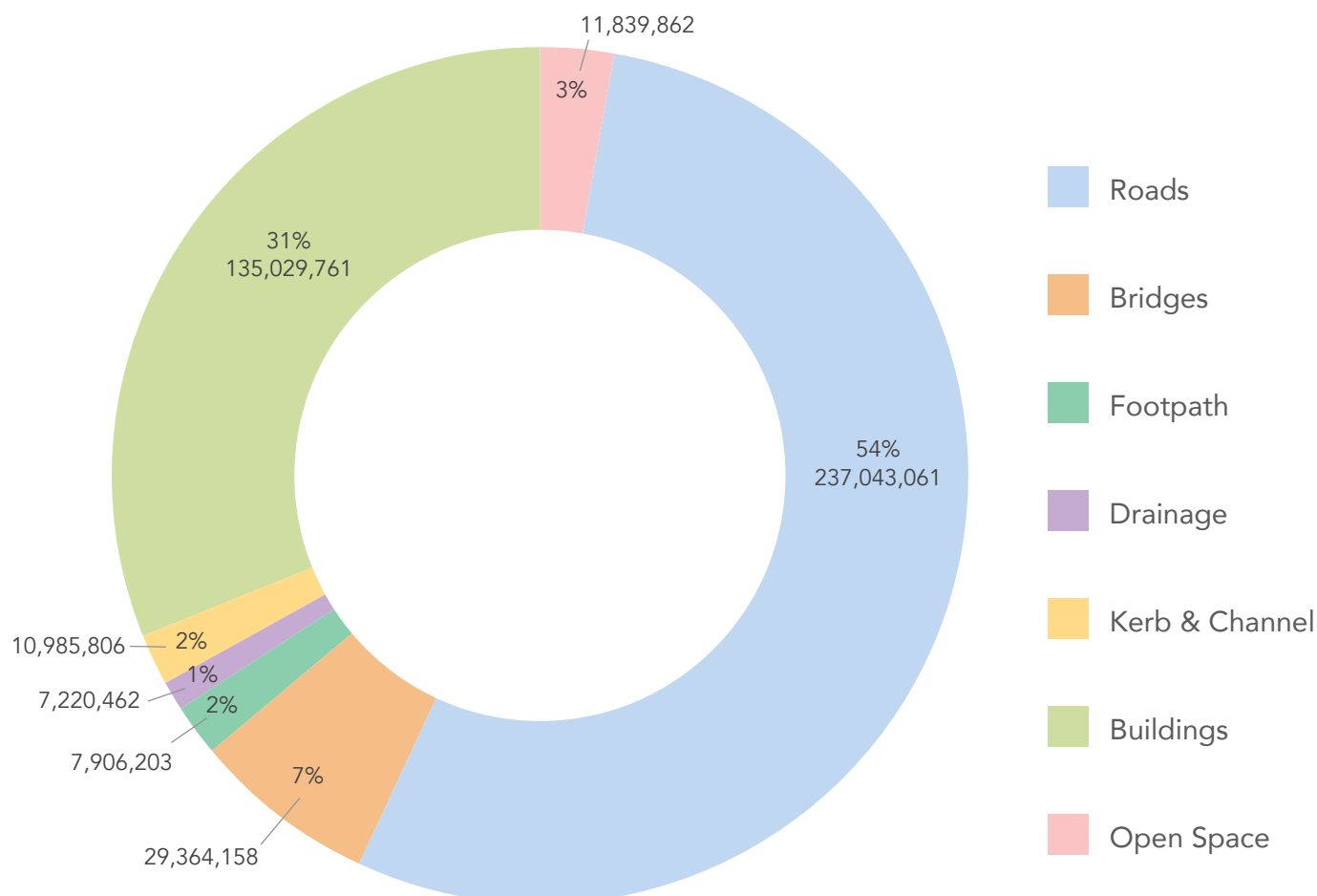
Council is continuously monitoring new asset treatments that may be available to increase the life of its assets. Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures. The new assets required to meet demand may be acquired, donated or constructed.

5

Council manages an important portfolio of physical assets in support of delivering the services. The Value of infrastructure asset as of 30 June 2021 is

SN	Asset Class	Replacement Cost (\$)
1	Roads	\$237,043,061
2	Bridges	\$29,364,158
3	Footpath	\$7,906,203
4	Drainage	\$7,220,462
5	Kerb & Channel	\$10,985,806
6	Buildings	\$135,029,761
7	Open Space	\$11,839,862
Total		\$ 439,389,313

REPLACEMENT COST (\$) = \$ 439,389,313



An overview of these assets in terms of their condition, functionality and capacity is provided below:

TABLE 1: CURRENT STATE OF DATA CONFIDENCE

SN	Asset Class	Data Confidence Level
1	Road	B – Reliable
2	Footpath	B – Reliable
3	Kerb & Channel	B – Reliable
4	Bridge & Major Culvert	B – Reliable
5	Buildings	C – Uncertain
6	Storm Water Drainage	C – Uncertain
7	Open Space	C-Uncertain

The data grading confidence level system (IIMM 2015) used is as follows:

Confidence Grade	Description
A – Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimate to be accurate $\pm 2\%$.
B – Reliable	Data based on sound records, procedures, investigations and analysis, documented properly and but has minor shortcomings, eg some data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimate to be accurate $\pm 10\%$.
C – Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated is $\pm 25\%$.
D – Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy estimated is $\pm 40\%$.
E – Unknown	None or very little data held.

Council uses condition grading on a 1 – 5 grading system as detailed in Table below.

Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

SN	Asset Class	Asset Covered
1	Road	Formation Pavement Surface

Condition Distribution by % of Road Asset



Data based on Condition Survey Jan 2021

SN	Asset Class	Asset Covered
2	Footpath	Footpath Trail

Condition Distribution by % of Footpath



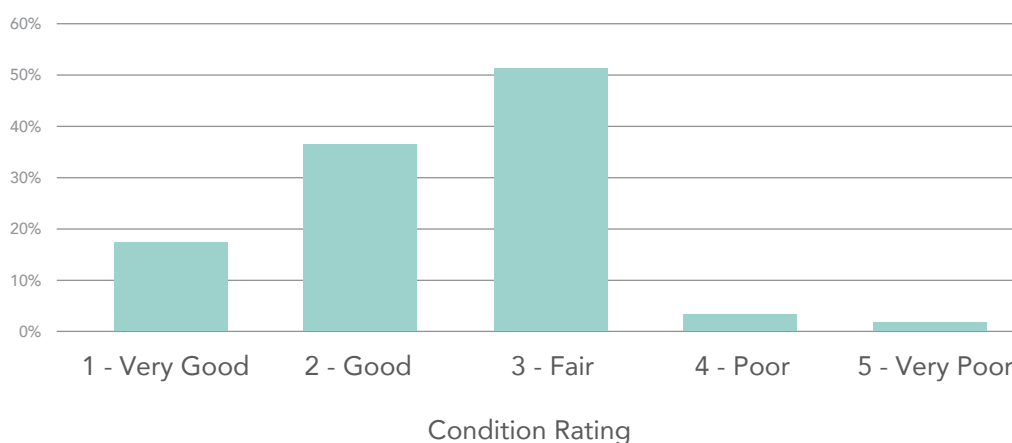
SN	Asset Class	Asset Covered
3	Kerb & Channel	Kerb & Channel

Condition Distribution by % of Kerb & Channel



SN	Asset Class	Asset Covered	
4	Bridge & Major Culvert	Road Bridge	Major Culvert
		Pedestrian Bridge	Jetty

Condition Distribution by % of Bridge & Major Culverts



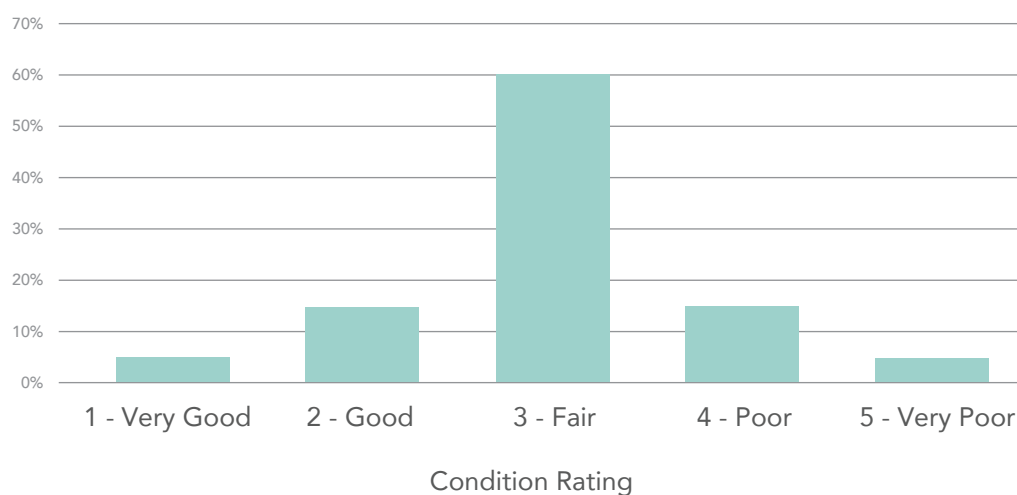
SN	Asset Class	Asset Covered
5	Buildings	Buildings and Associated Structures and Services
		Community Facilities (excluding aquatic)

Condition Distribution by % of Building Assets



SN	Asset Class	Asset Covered
6	Storm Water Drainage	Pipe Pit

Condition Distribution by % of Drainage Assets



Data based on Estimate and Engineering Judgement

SN	Asset Class	Asset Covered
7	Open Space Assets	Access roads within Recreation Reserves
		Light Tower
		Aquatics facilities
		Off street Carparks
		BBQ
		Park Rotunda
		Bin
		Playground Equipment
		BMX Track
		Retaining Wall
		Drinking Fountain
		Sports Field
		Fence
		Sculpture
		Fishing Platform
		Shelter
		Flag Pole
		Sign
		Furniture
		Skate Park
		Garden Bed
		Stairs
		Handrail
		Water Tank
		Irrigation

Condition Distribution by % of Open Space Assets

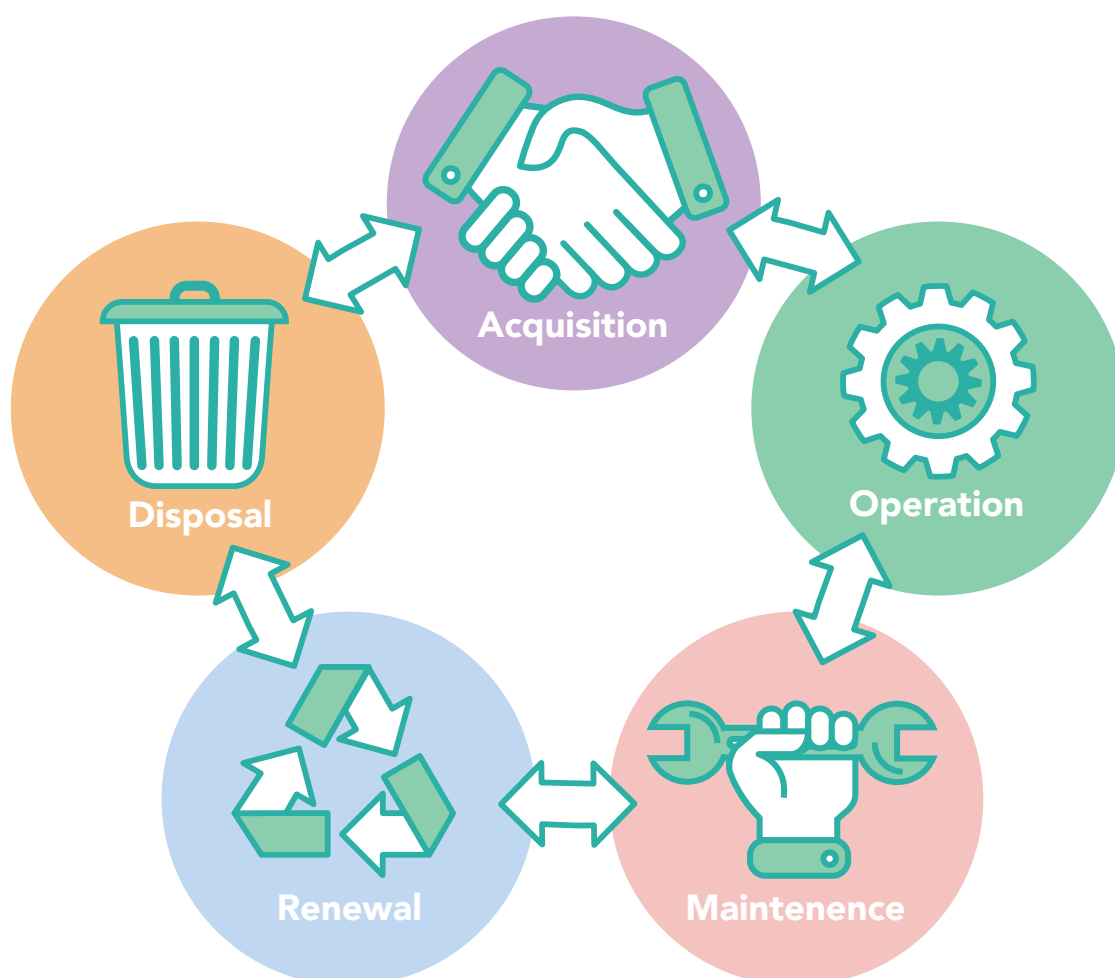


Data based on Condition Survey 2016

6

Lifecycle Asset Management is the cycle of activities that an asset goes through while it retains an identity from planning and design, to construction and maintenance, to decommissioning or disposal. The whole of Life Cycle Cost is the total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, renewal/replacement and disposal costs.

A Formal approach to the management of asset is essential to providing our services in the cost-effective manner. This enhances our ability to demonstrate our approach to asset management to our stakeholders. Council approach to asset management is centred on asset lifecycle management. There are five key stages in the asset lifecycle as shown fig below:



6.1 Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the organisation from land development.

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in the respective asset management plans.

6.2 Operational and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs. Operating Expenditure are the recurrent expenditure which is continuously required to provide a service typically power, fuel, staff, etc but excludes maintenance expenditure. It is a core expenditure.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs. Maintenance Expenditure are the recurrent expenditure required regularly or periodically as part of anticipated scheduled work required to ensure that the asset achieves its useful life and provides the required level of service. This keeps the asset in its original condition and slows down its deterioration. Maintenance expenditure is a core expenditure.

Council act to enable existing assets operate to their service potential over their useful life. Council regularly inspect, service and maintain our assets so that they are safe, compliant and are continuously available for use. Maintenance is planned to minimise the risk of critical asset failure and ongoing lifecycle costs. Council has setup a process to record information about our assets and monitor their performance.

6.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Council typically undertakes the asset renewal to ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5t load limit due to its poor condition), or to ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground). Council prioritise renewals works by identifying assets or asset groups that have a high consequence of failure, have high use and subsequent impact on users would be significant, have higher than expected operational or maintenance costs, have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service and have a higher level of expectation from the community. Council has developed weighted renewal and prioritisation criteria as below:

TABLE 2:
RENEWAL AND REPLACEMENT PRIORITY RANKING CRITERIA

Criteria
Condition Rating
Risks/Safety
Utilization
Customer request

6.4 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.

Any Assets undergoing disposal will meet the requirement of Local Government Act 2020.

7

7.1 Spending Categories

Our spending on our infrastructure is categorised as follows:

Category	Lifecycle Activity	Description
Growth	New	The expenditure that creates a new asset providing new service that did not exist beforehand. It is a discretionary expenditure.
	Expansion	The expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is a discretionary expenditure, which increases future operating and maintenance costs because it increases the organisation's asset base but may be associated with additional revenue from the new user group.
	Upgrade	The expenditure, which replaces a previously existing asset with enhanced capability or function, where an option existed for replacement without the enhanced capability or functionality. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. In most instances, it will increase operating and maintenance expenditure in the future because of the increase in the organisation's asset base.
Recurrent	Operation	The recurrent expenditure which is continuously required to provide a service typically power, fuel, staff, etc but excludes maintenance expenditure. It is a core expenditure.
	Maintenance	The recurrent expenditure required regularly or periodically as part of anticipated scheduled work required to ensure that the asset achieves its useful life and provides the required level of service. This keeps the asset in its original condition and slows down its deterioration. Maintenance expenditure is a core expenditure.
Renewal	Renewal	The expenditure for replacing an existing asset with the same or technologically modern equivalent asset which restores service level to its original standard. This may reduce future operating and maintenance expenditure and will restore its condition to new. It is a core expenditure.

7.2 Financial Projection

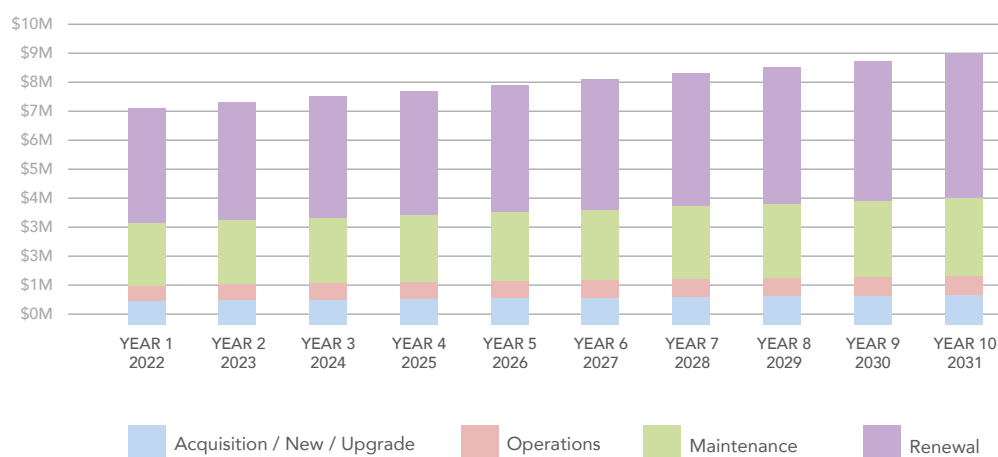
This section contains the projected expenditure requirements for the operation, maintenance, renewal and acquisition of infrastructure assets based on the long-term strategies over the next 10 years. All expenditure is stated in dollar values as at 2022 and 2.5 % inflation has been assumed over the 10-year planning period.

SN	Asset Class	Asset Covered
1	Road	Formation
	Footpath	Pavement
	Kerb & Channel	Surface
		Footpath
		Kerb & Channel

TABLE 3: PROJECTED EXPENDITURE FOR NEXT 10 YEAR

SN	Category	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	Acquisition / New / Upgrade	\$788,632	\$808,348	\$828,556	\$849,270	\$870,502	\$892,265	\$914,571	\$937,436	\$960,872	\$984,893
2	Operations	\$534,960	\$548,335	\$562,043	\$576,094	\$590,496	\$605,259	\$620,390	\$635,900	\$651,797	\$668,092
3	Maintenance	\$2,139,842	\$2,193,338	\$2,248,171	\$2,304,376	\$2,361,985	\$2,421,035	\$2,481,561	\$2,543,600	\$2,607,190	\$2,672,369
4	Renewal	\$3,943,160	\$4,041,739	\$4,142,782	\$4,246,352	\$4,352,511	\$4,461,324	\$4,572,857	\$4,687,178	\$4,804,358	\$4,924,467

10 Year Projected Expenditure

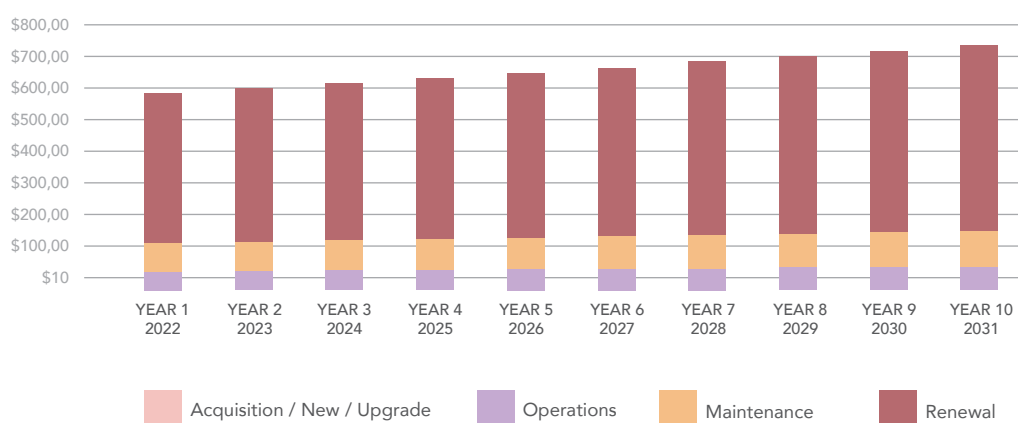


SN	Asset Class	Asset Covered
1	Bridge & Major Culvert	Road Bridge Pedestrian Bridge Major Culvert

TABLE 4: PROJECTED EXPENDITURE FOR NEXT 10 YEAR

SN	Category	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	Acquisition / New / Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Operations	\$60,000	\$61,500	\$63,038	\$64,613	\$66,229	\$67,884	\$69,582	\$71,321	\$73,104	\$74,932
3	Maintenance	\$90,000	\$92,250	\$94,556	\$96,920	\$99,343	\$101,827	\$104,372	\$106,982	\$109,656	\$112,398
4	Renewal	\$471,208	\$482,988	\$495,063	\$507,439	\$520,125	\$533,129	\$546,457	\$560,118	\$574,121	\$588,474

10 Year Projected Expenditure

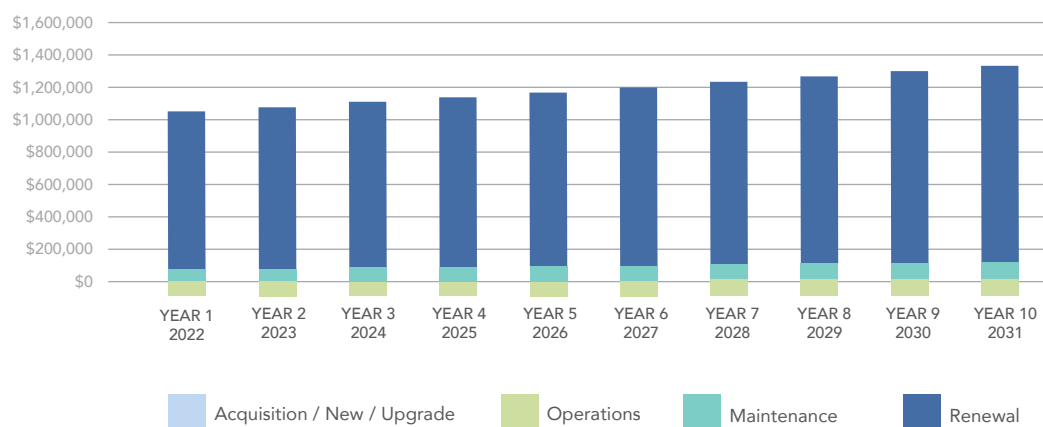


SN	Asset Class	Asset Covered
5	Buildings	Building & associated structures

TABLE 5: PROJECTED EXPENDITURE FOR NEXT 10 YEAR

SN	Category	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	Acquisition / New / Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Operations	\$80,000	\$82,000	\$84,050	\$86,151	\$88,305	\$90,513	\$92,775	\$95,095	\$97,472	\$99,909
3	Maintenance	\$80,000	\$82,000	\$84,050	\$86,151	\$88,305	\$90,513	\$92,775	\$95,095	\$97,472	\$99,909
4	Renewal	\$965,000	\$989,125	\$1,013,853	\$1,039,199	\$1,065,179	\$1,091,809	\$1,119,104	\$1,147,082	\$1,175,759	\$1,205,153

10 Year Projected Expenditure

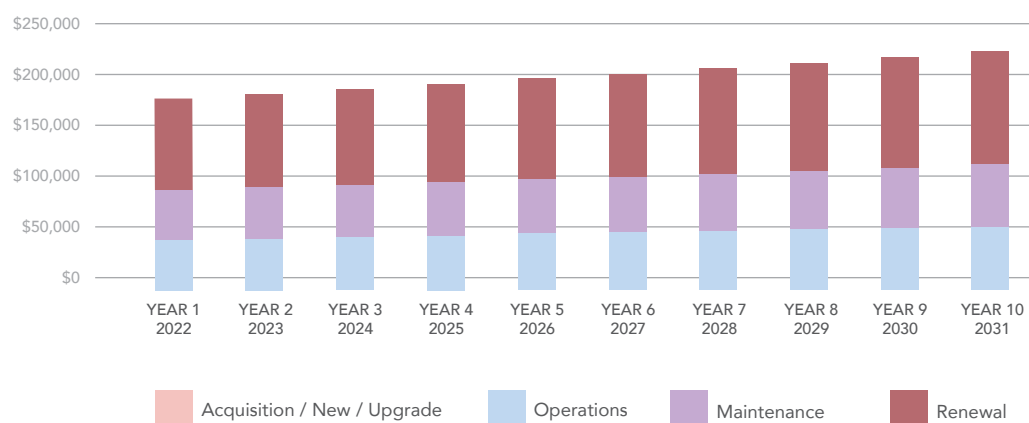


SN	Asset Class	Asset Covered
6	Storm Water Drainage	Pipe Pit

TABLE 6: PROJECTED EXPENDITURE FOR NEXT 10 YEAR

SN	Category	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	Acquisition / New / Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Operations	\$50,000	\$51,250	\$52,531	\$53,845	\$55,191	\$56,570	\$57,985	\$59,434	\$60,920	\$62,443
3	Maintenance	\$50,000	\$51,250	\$52,531	\$53,845	\$55,191	\$56,570	\$57,985	\$59,434	\$60,920	\$62,443
4	Renewal	\$90,652	\$92,918	\$95,241	\$97,622	\$100,063	\$102,564	\$105,129	\$107,757	\$110,451	\$113,212

10 Year Projected Expenditure

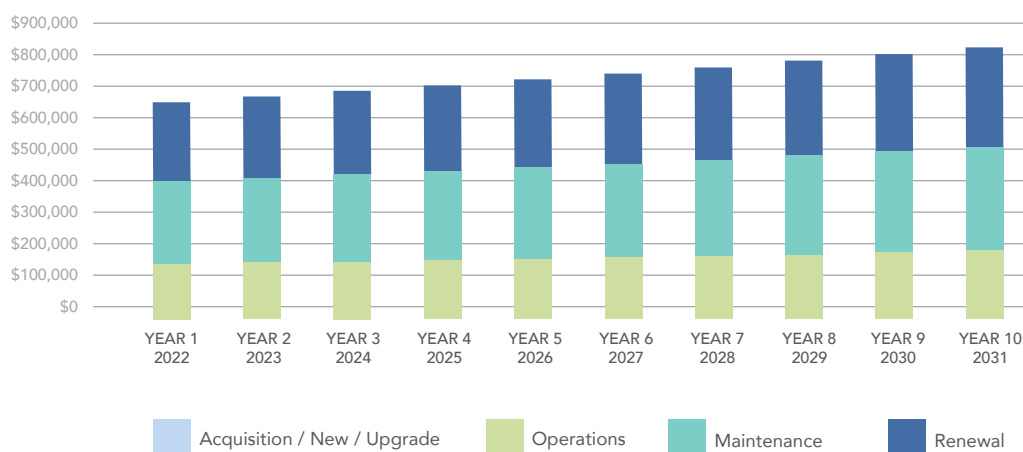


SN	Asset Class
7.0	Open Space

TABLE 7: PROJECTED EXPENDITURE FOR NEXT 10 YEAR

SN	Category	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	Acquisition / New / Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Operations	\$176,000	\$180,400	\$184,910	\$189,533	\$194,271	\$199,128	\$204,106	\$209,209	\$214,439	\$219,800
3	Maintenance	\$264,000	\$270,600	\$277,365	\$284,299	\$291,407	\$298,692	\$306,159	\$313,813	\$321,658	\$329,700
4	Renewal	\$255,000	\$261,375	\$267,909	\$274,607	\$281,472	\$288,509	\$295,722	\$303,115	\$310,693	\$318,460

10 Year Projected Expenditure



FINANCIAL PLAN & ASSET PLAN INTEGRATION

8

Council's adopted Financial Plan & this Asset Plan are still to align. Integration to the Asset Plan is a key principle of the Council's Strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

This Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. This Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The adoption of this Asset Plan will trigger an update to the Financial Plan to ensure it meets forecasted lifecycle cost which is then to be reviewed annually. Development of the individual Asset Management Plans, over the subsequent year, will help to refine the integration between Asset Plan and Financial Plan.

9

Our improvement plan is summarised below:

- Implementation of robust GIS Integrated Asset Information Management System (AIMS).
- Investigate the opportunity to implement an integrated Asset Management and Asset Maintenance System.
- Financial Plan & Asset Plan are to align.
- Conduct regular condition assessment inspections (every 4-5 years of interval) of infrastructure assets.
- Continue to maintain and quality check of the Asset Register.

The Asset Plan will be reviewed and updated periodically to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, upgrade/new and asset disposal costs and proposed budgets



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DAYLESFORD

Cnr. Duke & Albert Streets,
Daylesford
8:30am – 5:00pm

CRESWICK

Creswick Hub
68 Albert Street
8:30am – 5:00pm

CLUNES

The Warehouse – Clunes
36 Fraser Street, Clunes
Mon & Thurs 10am – 6pm
Wed & Fri 10am – 4pm

13.2 CONTRACT AWARD HEPBU RFT 2022.77 HAMMON PARK TRAILHEAD PUBLIC AMENITIES BLOCK - TOILETS AND CHANGING PLACE DIRECTOR INFRASTRUCTURE AND DELIVERY

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

ATTACHMENTS

1. CONFIDENTIAL REDACTED - Tender Evaluation Report - HEPB U. RF T 2021.77 - Hammon Park Trailhead Public Amenities Block [**13.2.1** - 9 pages]

EXECUTIVE SUMMARY

The purpose of this report is for Council to award a contract for HEPBU.RFT.2022.77 Hammon Park Trailhead Public Amenities Block - Toilets and Changing Place.

OFFICER'S RECOMMENDATION

That Council:

1. *Awards the contract HEPBU.RFT.2022.77 - Hammon Park Trailhead Public Amenities Block - Toilets and Changing Place to GR Design and Construct for the sum of \$283,761 (ex GST).*
2. *Delegates authority for the Chief Executive Officer to execute the contract documents on behalf of Council.*
3. *Approves Council Officers to make variations to the contract, in excess of the awarded lump sum contract value, within approved Officer Delegations for each variation, and within approved budgets and contingencies.*
4. *Resolves that the Tender Evaluation Report, attached, remains confidential.*

BACKGROUND

Council adopted a masterplan for Hammon Park Trailhead in September 2020. The masterplan includes provision of a new public amenities block and a Changing Place. In March 2021, Council received \$2.1M in State Government funding from the Regional Tourism Infrastructure Fund for construction. Part of that funding is committed to a Changing Places facility.

The new amenities provide for the increased projected usage for the reserve given development of the Hammon Park Trailhead and Creswick Trails Network as well as improvements to accessibility within the reserve.

KEY ISSUES

Current Facilities

The existing public toilet located at Hammon Park has reached the end of its useful life and will be decommissioned once the new amenities are complete.

Accessibility Improvements

The new public amenities block associated with this contract offers an accessible outcome for users of the reserve, trails and members of the community. The toilet block is accessed by an accessible path and accessible parking of the new trailhead facility.

The amenities block includes four new toilet cubicles where three are standard cubicles with washbasin and the fourth is an accessible toilet cubicle with a shower. All cubicles are unisex.

The Changing Place is the highest level of accessibility currently offered on the market with an adult changing table, hoist, accessible shower and ample space for users and their carers to move around. A Changing Place is accessible by a Universal MLAK (Master Locksmiths Association of Australasia) key that is usable in the network of similar facilities Australia wide. This key is given to those individuals who need the facilities to ensure a high standard of cleanliness and function.

Design and Construct Tender Process

Following two unsuccessful public tender processes based on a set of prescriptive architectural drawings, officers amended procurement strategy to a design and construct methodology.

This methodology was successful and attracted four conforming responses of which one is recommended for award of the contract.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2021-2025

A healthy, supported and empowered community

2.3 Optimise the use of public spaces to increase participation and community connection.

Embracing our past and planning for the future

3.3 Build and maintain quality infrastructure that supports and promotes liveability and active living in the community.

These amenities will support the aims of Council's Disability Access and Inclusion Plan – in particular Objective 1: to ensure all council services, recreation and infrastructure is accessible to people with a disability.

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 submission from GR Design and Construct is achievable within the allocated budget for the works.

The budget allowed for this contract is \$326,835 with \$150,000 from grant funding and the balance from Council's capital works budget to upgrade public amenities.

GR Design and Construct's quoted price was \$283,760 excluding GST. Accounting for project management costs and contingency, the project is anticipated to be delivered with the allocated budget.

RISK IMPLICATIONS

The construction industry is facing an unprecedented skills and materials shortage. The preferred contractor for this contract, GR Design and Construct, is a family run business with more than 20 years experience in the industry. They specialise in furniture and prefabricated buildings for public open space. Their experience in the sector helps mitigate the risks of an uncertain construction industry.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Community engagement has been undertaken for the implementation of the public toilet block as part of engagement for the development of the Masterplan and as part of the ongoing engagement for the Creswick Trails network. The community is very supportive of the new facilities.

14 A DYNAMIC AND RESPONSIVE COUNCIL

14.1 ADOPTION OF THE COUNCIL BUDGET 2022/2023 DIRECTOR ORGANISATIONAL SERVICES

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

ATTACHMENTS

1. CONFIDENTIAL REDACTED - Draft Budget 2022/2023 Submissions [**14.1.1** - 11 pages]
2. Hepburn Shire Council Budget 2022/2023 [**14.1.2** - 76 pages]

EXECUTIVE SUMMARY

Under section 94 of the *Local Government Act 2020*, Council must;

- prepare and adopt a Budget for each financial year and the subsequent three years by 30 June each year – Section 94(1)(a)
- develop the Budget and any revised Budget in accordance with the financial management principles – Section 96(1)(a)
- develop the Budget and any revised Budget in accordance with its community engagement policy – Section 96(1)(b).

The Budget describes how Council intends to raise revenue and allocate resources to deliver services and invest in both existing and new infrastructure. This Budget is fiscally responsible and aims to achieve actions identified in our Council Plan whilst balancing the physical and financial resources available to Council.

In accordance with Sections 94 and 96 of the Local Government Act 2020, Council resolved at its meeting held on 10 May 2022 to:

- Make the 2022/2023 Draft Budget available at Council Libraries and Customer Service Hubs and via Council's Participate Hepburn website
- Invite public comment via written submissions from 11 May 2022 to 31 May 2022.

At the conclusion of the community engagement process, eight submissions had been received.

All submissions were provided to Councillors and considered at a briefing held on 14 June 2022.

Note: A table is provided within the report that outlines the topics and summary of all submissions received through the Participate Hepburn site along with Officer recommendations. All submissions have been provided in full to Councillors and are included as a confidential attachment.

Following consideration of these submissions and recognising additional information that has become available, since preparing the draft, the following amendments are proposed to the Draft Budget that was presented to the community.

Table of Proposed Changes:

Proposed Changes	Advertised Budget		Proposed Revisions			Comments
	Income	Expense	Income	Expense	Cash Impact of Adjustment in 2022-23 Budget	
Victorian Grants Commission early receipt of 75% 2022/2023 allocation			-\$ 4,430,969			Early receipt of 75% of 2022/2023 allocation - impact on 2021/2022 operating result and closing cash balance.
Victorian Grants Commission Additional allocation 2022/2023			\$ 311,086		\$ 311,086	Additional funding advised in May 2022
Daylesford & District Historical Society - Daylesford Museum	\$ -	\$ -		\$ 35,000	-\$ 35,000	Submission received and officers recommend the change
Bridge and Major Culvert Renewal Program	\$ 2,560,000	\$ 3,200,000		\$ 640,000	\$ -	Timing of grant and corresponding spend rephased into 2023/2024
Targeted Recovery Funding Initiative			\$ 147,400	\$ 147,400	\$ -	Notification of Grant funding received
Hepburn Kindergarten				\$ 71,200	-\$ 71,200	Shortfall in funding identified
					\$ 204,886	

Note 1 – Grants Operating

Council received 75% (\$4.430m) of the 2022/2023 financial assistance grants allocation in 2021/2022 and have adjusted the budget accordingly as the income will be recognized in the year it is received. The impact of the early receipt on the 2021/2022 results will be favourable to the operating result and an increase in closing cash balances.

Council was advised that the 2022/2023 allocation would be slightly favourable to original indication so additional income (\$311,000) has been included in 2022/2023.

An additional grant linked to storm recovery (\$147,000) has also been awarded to Council.

Note 2 – Grants Capital

The capital grant for bridge and major culvert work (\$2.560m) has been rephased in to the 2023/2024 year. The outcome of this grant application will not be communicated until later this year and if successful the major construction costs will not be incurred until 2023/2024. The corresponding expense has also been reallocated to 2023/2024 budget year.

Note 3 Materials and Services

The increase is for the corresponding spend against the storm recovery grant.

Note 4 – Other Expenses

This increase is the contribution to the Daylesford Museum for works as recommended from the budget submission received.

The financial impact of these amendments will be a \$204,886 increase in the 2022/2023 net result, cash balance and equity.

Other minor presentation improvements to improve readability of the budget document were also undertaken.

Any outcomes from the 2022/2023 State Budget, Federal Election and / or State election will be addressed in budget reviews throughout the year once funding agreements are received and details confirmed. None of which are expected to have a material impact on Council's on-going financial sustainability.

Once adopted the Budget document will be made available on Council's website.

OFFICER'S RECOMMENDATION

That Council, having considered all submissions and subsequent information received;

- 1. Adopts the 2022/ 2023 Budget annexed to this report including the proposed changes, in accordance with Section 94 of the Local Government Act 2020 and relevant regulations;*
- 2. Acknowledges the contribution of submitters to the budget consultation process, thanks them for their contribution and requests officers to provide a formal response to each submitter;*
- 3. Adopts the rates and schedule of Fees and Charges as detailed in the 2022/2023 budget;*
- 4. Notes that as part of a mid-year review, Officers will undertake an organisational service scan by December 2022 to identify opportunities to review operations and projects to ensure Councils ongoing financial sustainability; and*
- 5. Notes that the Council Plan 2021-2025 and the Community Vision 2021-2031 were used to develop this budget;*

BACKGROUND

Council considered the 2022/2023 Draft Budget at its meeting on 10 May 2022 and made the draft budget available for comment.

At the conclusion of the community engagement process, 8 submissions had been received.

This report presents Council with the updated 2022/2023 Budget in line with relevant legislation and regulations.

In 2021/2022 Council utilised a largely 'business as usual approach' to budget development, as at that time the Community Vision, Council Plan and other key strategic documents were still to be finalised as part of the Hepburn Together project.

The Hepburn Together project harnessed Council's commitment to work with our community to set our strategic direction and over the past year Council undertook an extensive engagement process to develop and adopt the ten-year Community Vision and four-year Council Plan. During this period Council also finalised and adopted supporting plans including the four-year Revenue and Rating Plan, ten-year Financial Plan, four-year Asset Plan (due to be adopted by 30 June 2022) and four-year Workforce Plan in accordance with the *Local Government Act 2020*.

Our adopted Council Plan provides the focus for our organisation, as we continue to strive for good governance, financial sustainability, improved community engagement, quality customer service and the delivery of a broad range of services and projects.

The Council Plan identifies five key Focus Areas being:

1. A resilient, sustainable and protected environment
2. A healthy supported, and empowered community
3. Embracing our past and planning for the future
4. Diverse economy and opportunities
5. A dynamic and responsive council

Adoption of the Council Plan is significant as it supports Council to concentrate our efforts on delivering priorities aligned to these focus areas for our community.

KEY ISSUES

Budget 2022/2023

The draft budget is the result of an extensive process which commenced early in 2022. Councillors, Executive, Senior staff and the Finance team worked together to develop and deliver a fiscally responsible budget that aims to achieve actions identified in our Council Plan whilst balancing community expectation with the physical and financial resources available to Council.

The past two years have been particularly challenging for our community and Council acknowledges the significant economic and social impact caused by the COVID-19 pandemic and severe weather events in the Shire. Hepburn Shire was severely impacted by storm events both in June 2021 (east of shire) and in January 2022 (west of shire).

Council is committed to supporting our community through recovery, and this budget allocates funding for the provision of more than 100 services to our community along with significant investment in asset renewal and new asset construction, all of which support the social and economic recovery of our Shire.

Key Financials

- Total Revenue - \$49.58M - an increase of \$8.71M which reflects increased capital grants received to complete stimulus projects and operating grants to provide reimbursement for storm recovery costs.

- Total Operating Expenditure of \$43.85M - an increase of \$8.1m or 23% from 2021/2022 which is predominately additional costs associated with storm recovery undertaken by Council to support our community. Whilst a significant amount of these funds will be recouped from government, Council has now allocated an unbudgeted cost to Council of \$1.0 million in 2021/2022 with a further funding shortfall of \$800,000 allocated for 2022/2023. In total, this is equivalent to 9.3% of our annual rates revenue.
- Operating Surplus - \$5.73M - Council has budgeted to receive \$12.66M of capital grants which will be invested into capital works projects. The large surplus is predominantly due to significant government grant funding. The cash impact of activities and projects is a deficit of \$6.17M, when including borrowings, early receipt in 2021/2022 of 75% of the 2022/2023 financial assistance grants allocation and the net cost to Council of storm recovery activities this would improve to a minor surplus of \$559,000.
- Cash and Investments - \$11.48M - This is the closing balance at 30 June 2023 however some of this is restricted for use and will impact the unrestricted cash position of Council.
- Budgeted unrestricted cash as at June 2023 is forecast at a surplus of \$991,000 improving from \$648,265 surplus forecast as at June 2022. This includes a budgeted net cost to Council for storm recovery works of \$800,000 and new loan borrowings of \$1.50 million to fund key stimulus infrastructure projects.

Capital Works

The budget will deliver \$18.76 million of capital works – improving, renewing and creating new infrastructure. This is the largest capital works budget that has ever been delivered by the Shire and is supported by an unprecedented \$12.66 million stimulus grant funding from State and Federal Government, supplemented by a further \$1.5 million in new borrowings from Council.

This unprecedented State and Federal Government investment into stimulus grant funded projects will deliver projects across the Shire including:

2022/2023 Expenditure	Total Project Cost	Project Description
\$1.413M	\$2.47M	Hammon Park Trail Head Creswick Community and Youth Hub - construction
\$1.692M	\$2.67M	Trentham Sports Ground – new pavilion and change facilities
\$4.400M	\$5.87M	Trentham Community Hub
\$680,674	\$1.08M	Creswick Town Hall

\$188,000	\$888,000	Wombat Hill Botanic Gardens Daylesford, works to enhance the visitor experience
\$277,000	\$677,000	Bullarto Station – building upgrades

Additional Capital Project Highlights include:

- \$458,000 Lee Medlyn Bottle Museum Clunes – Building renewal works
- \$399,000 Creswick Bowls Club Green replacement – works prioritised to support club and community recovery after recent storm events
- \$263,000 Aquatics Strategy implementation – includes initial work to develop a feasibility study for an indoor aquatic facility for the Shire
- \$640,000 Bridge and major culvert renewal Program – including major bridge works on Creswick- Lawrence Road (subject to grant funding)
- \$1.05M Road reseal program
- \$2.06M Road rehabilitation Program including Dean Newlyn Road in Newlyn and Ullina-Kooroocheang Road in Ullina
- \$200,000 Road upgrade program. Note: A further \$900,000 to support improved road conditions as locations across the Shire will be allocated from the Local Roads and Community Infrastructure program, however, this funding will not be received until July 2023.
- \$1.40M Footpath and cycleways improvement, renewal and extension including \$925,000 planning funding for the Daylesford to Hanging Rock Rail Trail subject to securing Government Grant Funding.

Rates and charges

Rates and charges generally make up approximately two-thirds of Council's annual budgeted revenue and are vital to allow us to provide the services and facilities that our community needs. Rate increases have been capped at 1.75% in line with the Victorian Government's Fair Go Rates System, and Council has not applied to the Essential Services Commission for a rate cap variation.

The State Government now requires all properties to be revalued annually and this will result in a redistribution of rates payable, based on the change to a property's value. There can be a misconception that as properties are revalued, Council receives additional revenue. This is not the case, instead the total revenue is redistributed across all properties in the shire.

Council will continue with its Council funded additional rebate of \$21 for pensioners who qualify under the State Government's Pensioner Rebate Remission scheme to accommodate the difficulties experienced by pensioners.

Rate Differentials

Have been set in the Draft Budget in accordance with the Revenue and Rating Strategy, with no changes proposed from the previous financial year. The proposed rate differentials are detailed in the table below. Each class of land as increased in

line with the cap imposed by the Minister for Local Government. The decrease change shown in the table below is reflective of a higher capital improved value of properties following 2022 general revaluation.

Type or class of land	2021/22 cents/\$CIV ^a	2022/23 cents/\$CIV ^a	Change	%
General rate for residential properties	0.002927	0.002218	(0.0007)	-24.22%
Rate concession for farm properties	0.001903	0.001442	(0.0005)	-24.22%
General rate for commercial properties	0.003395	0.002573	(0.0008)	-24.21%
General rate for mixed use properties	0.003395	0.002573	(0.0008)	-24.21%
General rate for industrial properties	0.003395	0.002573	(0.0008)	-24.21%
General rate for vacant land township properties	0.003659	0.002773	(0.0009)	-24.21%
General rate for vacant land other properties	0.002927	0.002218	(0.0007)	-24.22%
Rate concession for trust for nature properties	0.001464	0.001109	(0.0004)	-24.25%
Rate concession for recreational properties	0.001464	0.001109	(0.0004)	-24.25%

Waste Charges

An average increase of approximately 12% in annual waste charges has been included to meet increased service costs to users of the service. This increase will amount to an average additional cost of \$56 per property per year. The standard annual fee for a residential property (weekly garbage collection and fortnightly recycling) will now be \$535 or the equivalent of \$10.28 per week.

This increase allows for rising costs of waste management, global recycling challenges and payment of the State Government landfill levy. Additionally, Council has also had to factor in a significant increase in waste volume generated (approximately 20%) due to the COVID-19 evolving work from home, new way of working.

Importantly the increase will also support community driven initiatives developed through the Sustainable Hepburn project with \$225,000 funding budgeted for initiatives relating to the four project pillars being; beyond zero emissions, natural environment and biodiversity, climate and water resilience and a low waste shire. Council also proposes to fund the employment of Circular Economy officer to investigate and drive investment in circular economy initiatives relevant to the Shire.

Type of Charge	Per Rateable Property 2021/22 \$	Per Rateable Property 2022/23 \$	Change \$	%
Kerbside collection - garbage (weekly)	179	196	17	9.5%
Kerbside collection - garbage (Fortnightly)	148	169	21	14.2%
Kerbside collection - recycling (Fortnightly)	115	126	11	9.6%
Commercial garbage charge	423	459	36	8.5%
Waste management improved charge	185	213	28	15.1%
Waste management unimproved charge	185	213	28	15.1%

User and Statutory Fees

User fee income has decreased due to the decision to cease the delivery of aged care services in 2022/2023 - but has been partially offset by an increase in fees at the transfer stations. Casual swimming pool fees will continue to be free in the 2022/2023 budget, encouraging our residents to stay active and healthy.

Statutory fee income has increased due to increased volume of planning permits being processed.

Service Initiatives

Section 2 of the attachment provides a description of the services and initiatives to be funded in the 2022/2023 financial years. Items to highlight include (but not limited to):

- \$2.50M to further enhance and support both our statutory and strategic planning activities
- \$160,000 Aquatics Strategy implementation including initial work to develop
- Funding for Sustainable Hepburn Implementation - \$225,000
- An officer employed to focus on Circular Economy initiatives
- Completion of recovery and rectification works associated with the storm events – net cost of \$800,000

Aged Care and Disability Services

Council took the decision to withdraw from delivering Aged Care and Disability Services at the March 2022 Ordinary Meeting of Council. However, we remain committed to our community and will be exploring what services we can deliver to support people that need assistance, particularly older people, people living with a disability along with vulnerable members of the community. Council will continue to fund and deliver a range of programs and services, including our commitment to the development of a Positive Ageing Strategy, Disability Action and Inclusion Plan, and Gender Equality Action Plan. We will continue to work closely and constructively with the new aged care and disability service provider during the transition period and into the future will continue our advocacy support on behalf of our community, additionally we will continue to work with Council's key advisory committees.

Council will continue to strive to deliver high quality services that align to our community's priorities and expectations. In addition to the programs already identified we are committed to funding programs including libraries, community grants, tourism, reconciliation including funding of \$34,000 to undertake our next Reconciliation Action Plan.

Council is committed to the health and wellbeing of our community and in addition to the stimulus projects detailed earlier along with our investment in footpath improvement and extensions we have committed \$90,000 to undertake a Walking and Cycling Strategy to identify future investment in the shire.

The Budget is balanced and financially sustainable and allows Council to fund the programs and projects that align to our Community Vision and Council Plan, whilst continuing the repair of Council's financial position.

Changes in the Budget Document

The budget process follows a comprehensive and stringent process in its development. Since the budget was placed out for public advertising there are changes required to respond to budget submissions and other announcements with financial impacts.

Comprehensive Income Statement (Section 3.1)

Operating Grants have decreased from \$12.25M to \$8.27M to reflect 75% of the 2022/2023 VGC grant being received in 2021/2022.

Capital Grants have decreased from \$15.22M to \$12.66M due to expected timing of receiving a grant for major bridge and culvert work (\$2.56M if successful) and ability to spend this grant in 2022/2023 financial year.

Materials and Services have increased \$147,400 which is offset against additional storm recovery grants received.

Other expenses have increased \$35,000 in response to a submission from Daylesford Historical Society,

Impact to other financial statements and financial performance indicators are all as a result of the changes listed in the Comprehensive Income Statement section above.

Submissions received from the community

At the conclusion of the community engagement process, 8 submissions had been received.

All submissions were presented to Council for consideration at Council Briefing on 14 June 2022. One change is recommended to be included in the budget - \$35,000 to be included as a contribution to the Daylesford Historical Society for painting works at the Daylesford Museum.

Note: A table is provided below that outlines the topics and summary of all submissions received through the Participate Hepburn site and Officers recommendations.

Submitter	Topic of Submission	Council Action / Recommendation
Submitter 1	Council Legal Fees budget	Submission noted – Council has an allocation for fees within the operational budget. No further allocation required.
Submitter 2	Request from Daylesford and District Historical Society for a contribution of \$35k towards repainting the Daylesford Museum.	Identified as a significant building within the Shire which the Historical Society Committee are working towards a Future Plan for use of the building. The building has had the roof replaced and ceilings insulated under stage 1 with funding from Department of Environment, Land, Water and Planning (DELWP). A submission for stage 2 works is being prepared for DELWP consideration. Recommend including \$35k in the final budget in support of the works being delivered from DELWP funding.

Submitter 3	Acknowledgement of Daylesford to Hanging Rock Rail Trail and Rail Trail Extension being included in the 2022/2023 budget.	Acknowledgement noted. Council was advised in late May that grant funding application through the Department of Jobs, Precincts and Regions - Enabling Tourism Fund was unsuccessful. Council will continue to work with State and Federal Government to identify further funding opportunities.
Submitter 4	Request for \$15k for improvement works at the skate park at Daylesford Community Park.	<p>All items in the submission that have safety risks identified will be referred to Council's Parks and Open Space Team for investigation and action. The steel basketball ring replacement has been referred to Council's Parks and Open Space Team for consideration and action.</p> <p>General Improvement works listed will be referred to Councils Sport and Active Reaction team as part of the Daylesford Community Park Master Plan project proposed to be undertaken in 2022/2023.</p>
Submitter 5	Request from Creswick Soccer Club for \$25k for planning and design work for new Change Room facilities at Doug Lindsay Recreation reserve.	The planning and development of additional change facilities to accommodate the growth of women's participation at the Creswick Soccer Club at Doug Lindsay Recreation Reserve is a medium-term priority action from the endorsed Doug Lindsay Recreation Reserve Master Plan. The Master Plan is used to guide the priority order of projects and in the 2022/2023 financial year Council is planning to undertake short term priority projects arising from the Master Plan including Creswick Bowling Green redevelopment which was damaged by recent storm events/flooding, sport oval drainage and water harvesting project and new play space development planning and design which aligns with the existing resources provided to design and deliver projects at Doug Lindsay Reserve in 2022/2023. Officers will work with the club to further develop a project scope to undertake this work for future budget consideration including consultation with other Doug Lindsay Reserve stakeholders in context of the Master Plan.
Submitter 6	Requesting \$450k to implement the Central Springs Mineral Springs Reserve Master /	Officers recommend that implementation phase of the Central Springs Mineral Springs Reserve Master Plan / Management Plan is considered for inclusion in the 2023/2024 budget. This funding is proposed to be combined with the \$365,000 Federal election

	Management Plan.	commitment. It is further proposed that planning works will be undertaken in 2022/23 to allow project planning to be undertaken as per the scope identified in the Master Plan.
Submitter 7	<p>Concern that there are no programs to support sustainable agriculture.</p> <p>Would like to have visibility of the complete capital works project list.</p>	<p>Councils Capital program is listed in Section 4.5 of the budget document.</p> <p>Funding has been allocated to commence implementation of the Sustainable Hepburn initiatives. The Council Plan and Municipal Health and Well Being Plan refer to “Strengthen and protect existing agriculture to support the availability, sustainability and accessibility of local food sources”.</p> <p>Council is undertaking work with the agriculture sector via Council’s Economic Development Team which includes undertaking a 3-year Artisan Agriculture project focusing on small-scale farms and producers. This is a three-year project, currently in its third year, and which is fully funded. Work under this project includes working with Agriculture Victoria’s Planning and Advisory Service to achieve better outcomes for farming applications in Hepburn Shire Council. In addition, Council is also funding from its operational budget a ‘Healthy Landscapes program’ which is an initiative between 3 LGA’s (Hepburn Shire, Macedon Ranges Shire, and the City of Greater Bendigo) focusing on regenerative Farming Practices.</p>
Submitter 8	<p>Investment in Libraries across the municipality.</p> <p>Concern that the community facilities that were going to be included in The Hub at the Rex have been forgotten.</p>	<p>Investment in libraries across the municipality is continuing. The library construction at Trentham has commenced as part of the broader Community Hub project. The Daylesford library is currently undergoing an upgrade with works due to be completed in July 2022. Community facilities and library services will be considered as part of a project to accommodate council services following the decision on Nov 23, 2021, to not continue with The Rex project.</p>

All submissions have been provided in full to Councillors and are included as a confidential attachment.

A formal response thanking submitters for their contribution and confirming the outcome of their submission will be provided to each submitter once Council adopts the Budget.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2021-2025

A dynamic and responsive Council

5.2 Actively communicate, inform and engage with our community about events and decision-making

5.3 A sustainable and agile organisation with strong corporate governance that supports excellent operations

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 direct sustainability implications associated with this report, however the draft budget does include planned resource allocation toward sustainability, social and environmental services and projects.

FINANCIAL IMPLICATIONS

The annual budget is critical in ensuring that funds are raised and allocated in a manner that achieves objectives prioritised by Council following consultation with the Community.

RISK IMPLICATIONS

The annual budget process is a key control in mitigating financial risk.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The draft 2022/2023 Annual Budget has been completed with input from officers and Councillors. The draft budget was subject to a media release as well as being advertised in local newspapers and on social media. A webinar was also scheduled to provide information and answers to questions from the community. The document was also available on Council's website, inviting community comment via Participate Hepburn.

A Councillor Briefing was held on 14 June 2022 for Council to consider Community feedback received via Participate Hepburn. Councillors and officers have taken this feedback and subsequent grant funding announcements into account when formulating the final draft 2022/2023 Annual Budget.

The community engagement strategy undertaken is consistent with Council's adopted Community Engagement Policy.



2022 | 2023 BUDGET

delivering for our community


Hepburn
SHIRE COUNCIL



ACKNOWLEDGEMENT OF COUNTRY

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

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



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Mayor and CEO Introduction

In 2021-2022 Council utilised a largely 'business as usual approach' to budget development, as at that time the Community Vision, Council Plan and other key strategic documents were still to be finalised as part of the Hepburn Together project. The Hepburn Together project harnessed Council's commitment to work with our community to set our strategic direction and during the past year Council undertook an extensive engagement process to develop and adopt the ten-year Community Vision and four-year Council Plan. During this period Council also finalised and adopted supporting plans including the four-year Revenue and Rating Plan, ten-year Financial Plan, four-year Asset Plan (due to be adopted by June 30, 2022) and four-year Workforce Plan in accordance with the Local Government Act 2020.

The ten-year Community Vision is:

Hepburn Shire – an inclusive rural community located in Dja Dja Wurrung country where all people are valued, partnerships are fostered, environment is protected, diversity supported, and innovation embraced.

Our adopted Council Plan provides the focus for our organisation, as we continue to strive for good governance, financial sustainability, improved community engagement, quality customer service and the delivery of a broad range of services and projects.

The Council Plan identifies five key Focus Areas being:

1. A resilient, sustainable and protected environment
2. A healthy supported, and empowered community
3. Embracing our past and planning for the future
4. Diverse economy and opportunities
5. A dynamic and responsive council.



Adoption of the Council Plan is significant as it supports Council to concentrate our efforts on delivering priorities aligned to these focus areas for our community.

Budget 2022/23

The 2022/23 draft budget delivers a fiscally responsible budget that aims to achieve actions identified in our Council Plan whilst balancing community expectation with the physical and financial resources available to Council. Council is in a delicate financial position which must continue to be managed.

The past two years have been particularly challenging for our community and Council acknowledges the significant economic and social impact caused by the COVID-19 pandemic and severe weather events in the Shire. Hepburn Shire was severely impacted by storm events both in June 2021 (east of shire) and in January 2022 (west of shire).

We remain committed to supporting our community through recovery, and this budget allocates funding for the provision of more than 100 services to our community along with significant investment to asset renewal and new asset construction, all of which support the social and economic recovery of our Shire.

Overall operating expenditure for 2022/23 has increased by 23% from the 2021/22 adopted budget. A significant component of this increase, approximately \$7.0 million relates to costs associated with storm recovery works undertaken by Council to support our community. Whilst a significant amount of these funds will be recouped from government, Council has now allocated an unbudgeted cost to Council of \$1.0 million in 2021/22 with a further funding shortfall of \$800,000 allocated for 2022/23. In total, this is equivalent to 9.3% of our annual rates revenue.

The 2022/23 budget was developed with the aim to achieve a balanced budget close to breakeven or slightly cash positive. Budgeted unrestricted cash as at June 2023 is forecast at a surplus of \$991,000.

This includes a budgeted net cost to Council for the storm recovery works of \$800,000 and new loan borrowings of \$1.50 million to fund key stimulus infrastructure projects supported by State and Federal Government grant funding.

This budget will deliver \$18.764 million of new capital works, a record for the Shire, supported by \$12.66 million in funding from both State and Federal Government and a further \$1.50 million in new borrowing from Council. This unprecedented investment from government will deliver stimulus projects across the Shire including:

- \$1.413 (\$2.47M) Hammon Park Trail Head Creswick Community and Youth Hub - construction
- \$1.692M (\$2.67M) Trentham Sportsground – new pavilion and change facilities
- \$4.400M (\$5.87M) Trentham Community Hub
- \$680,674 (\$1.08M) Creswick Town Hall - building renewal
- \$188,000 (\$888,000) Wombat Hill Botanic Gardens Daylesford - works to enhance the visitor @experience
- \$277,000 (\$677,000) Bullarto Station - building upgrades

Additional Capital Project Highlights include:

- \$458,000 Lee Medlyn Bottle Museum Clunes – Building renewal works
- \$399,000 Creswick Bowls Club Green replacement – works prioritised to support club and community recovery after recent storm events
- \$160,000 Aquatics Strategy implementation – includes initial work to develop a feasibility study for an indoor aquatics facility for the Shire.
- \$232,000 Chatfield Reserve Lake Daylesford – landscape works

- \$640,000 Bridge and major culvert renewal Program – including major bridge works on Creswick-Lawrence Road (subject to grant funding)
- \$1.05M Road reseal program
- \$2.06M Road rehabilitation program – including Dean Newlyn Road in Newlyn and Ullina-Kooroocheang Road in Ullina
- \$0.2M Road upgrade program to support improved road conditions at sites across the Shire
- \$1.4M Footpath and cycleways improvement, renewal and extension including planning funding for the Daylesford to Hanging Rock Rail Trail.

Rates and charges make up approximately two-thirds of Council's annual budgeted revenue and are vital to allow us to provide the services and facilities that our community needs. Rate increases have been capped at 1.75% in line with the Victorian Government's Fair Go Rates System, and Council has not applied to the Essential Services Commission for a rate cap variation. The State Government now requires all properties to be revalued annually and this will result in a redistribution of rates payable, based on the change to a property's value. There can be a misconception that as properties are revalued, Council receives additional revenue. This is not the case, instead the total revenue is redistributed across all properties in the Shire. Council will continue with its Council-funded additional rebate of \$21 for pensioners who qualify under the State Government's Pensioner Rebate Remission scheme to accommodate the difficulties experienced by pensioners.

An average increase of approximately 12% in annual waste charges has been included to meet increased service costs to users of the service. This increase will amount to an average additional cost of \$56 per property per year.

The standard annual fee for a residential property (weekly garbage collection and fortnightly recycling) will now be \$535 or the equivalent of \$10.28 per week. This increase enables rising costs of waste management, global recycling challenges and the payment of the State Government landfill levy. Council has also had to factor in a significant increase in waste volume generated (approximately 20%) due to COVID-19 and an evolving work from home environment.

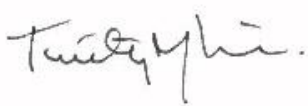
The increase will also support community driven initiatives developed through the Sustainable Hepburn project (\$225,000 funding) including for initiatives relating to beyond zero emissions, natural environment and biodiversity, climate and water resilience, a low waste shire and will fund the employment of a Circular Economy officer to investigate and drive investment in circular economy initiatives relevant to the Shire.

Council took the decision to withdraw from delivering Aged Care and Disability Services at the March 2022 Ordinary Meeting of Council. However, we remain committed to our community and will be exploring what services we can deliver to support people that need assistance, particularly older people, people living with a disability and vulnerable members of the community. Council will continue to fund and deliver a range of programs and services, including our commitment to the development of a Positive Ageing Strategy, Disability Action and Inclusion Plan, and Gender Equality Action Plan. We will continue to work closely and constructively with the new aged care and disability service provider during the transition period and into the future will continue our advocacy support on behalf of our community, additionally we will continue to work with Council's key advisory committees.

Council will continue to strive to deliver high quality services that align to our community's priorities and expectations. In addition to the programs already identified we are committed to funding programs including libraries, community grants, sustainability, tourism, reconciliation (funding of \$34,000 to undertake our next Reconciliation Action Plan). This budget includes over \$2.50M to further enhance and support both our statutory and strategic planning activities.

We are committed to the health and wellbeing of our community and in addition to the \$13.676M stimulus projects detailed earlier along with our investment in footpath improvement and extensions we have committed \$90,000 to undertake a Walking and Cycling Strategy to identify future investment in the shire. We will also continue to offer free entry to our aquatic facilities for the 2022/23 season, encouraging our residents to stay active and healthy.

We are pleased to present a Budget that is balanced and financially sustainable that allows us to fund the programs and projects that align to our Community Vision and Council Plan, while continuing the repair of Council's financial position.



Tim Drylie
Mayor



Bradley Thomas
Chief Executive Officer



Executive Summary

Overall, operating expenditure budgeted for 2022/2023 has increased by 23% from the 2021/2022 adopted budget. If you exclude depreciation, budgeted expenditure has increased by 29% when compared to the 2021/2022 original budget. A significant component of this increase relates to the costs associated with the storm recovery process (\$7.0M).

Over the coming years Council will continue our work to ensure financial sustainability in a rate capped environment. The long-term financial plan was delivered in October 2021 and provides Council and ratepayers with a robust data set outlining how this will be achieved and determine parameters around major costs and income streams in order to do so. This long-term financial plan will be reviewed on an annual basis.

The 2022/2023 budget was developed with the aim to achieve a cash impact for 2022/23 which was close to breakeven or slightly positive. This included a budgeted net cost to Council in 2022/2023 for Storm recovery impact in of \$800K. New loan borrowings of \$1.5M are also included to fund the many stimulus funding projects being completed by Council in 2022/2023.

Cash Impact of Recurrent Activities & Projects

\$'000

Surplus	5,736
Add back Depreciation and amortisation	6,856
Cash Impact of Profit & Loss	12,592

Capital Project Expenditure (Gross)	(18,764)
Cash Impact of 2022-23 Recurrent Activities & Projects	(6,173)

Loan Borrowings	1,500
Cash Impact Deficit	(4,673)
Storm Recovery net cost	(800)
Cash Impact net of storm cost	(3,873)
Financial Assistance Grants early payment impact	4,431
Adjusted Cash Impact	558

Impact on Untied Cash

\$'000

Budgeted movement cash and investments during 2022-23	592
Transfers to Mineral Springs Reserve	(368)
Capital works funded from Mineral Springs Reserve	529
Transfers to the Waste Reserve	(380)
Transfer from the Waste Reserve	260
Transfer to Open Space Reserve	500
Transfer from Open Space Reserve	(790)
Movement in Untied Cash	343

Total forecast unrestricted cash, cash equivalents and other financial assets as reported in Mid Year Budget Review as at 30.6.2022	648
Budgeted unrestricted cash as at 30.6.2023	991

1. Rates and Charges

Total revenue from rates and charges is projected to be \$24.8M, which incorporates an average rate increase of 1.75%. This is in line with the Fair Go Rates System (FGRS) which caps rates increases by Victorian councils to the forecast movement in the Consumer Price Index (CPI) of 1.75%. Council has not elected to apply to the Essential Services Commission (ESC) for a variation. It is important to note, the actual rate increases experienced by individual ratepayers may differ from the 1.75% increase due to revaluations. Rate increases are impacted by the average rate increase (1.75%) and the property valuation increases (or decreases) of individual properties relative to the average across the municipality. If your property increased in value by more than the average for the Shire, your rates will increase by more than 1.75%. If your property value increased by less than the average, your rates will increase by less than 1.75% and may in fact reduce from the previous year.

2. Financial Position

The financial position is expected to improve with net assets (net worth) to increase by \$35.85M to \$350.83M during 2022/2023. Working capital is an indicator of councils ability to meet its financial obligations as and when they fall due (being current assets less current liabilities). When comparing this measure against the budget as at 30/6/2022 this measure is budgeted to improve from 1.98 to 3.05. Both of these figures fall into an acceptable range according to the Victorian Auditor General's Office's standard for this measure.

3. Operating Result

The expected operating result for the 2022/2023 year is a surplus of \$5,736M, which is an increase of \$0.647M from the 2021/2022 original budget. This is mainly due to an increase of \$3.46M in anticipated Capital grant funding and \$4.02M in operating grant funding. This increase in operating grants is predominantly reimbursement for storm recovery works which is offset by an increase in material and services of \$6.95M. Council also received 75% (\$4.430M) of its 2022/2023 financial assistance grants allocation in 2021/2022. The impact of the storm events on the operating result is budgeted at \$0.8m for 2022/2023 forecast at \$1.87M over 2021/2022 and 2022/2023. Employee costs have also increased due to additional staff to support the storm recovery works and processing of increased permit applications in the planning department.

4. Financial Sustainability

A budget has been prepared for the four year period ending 30 June 2026. The Budget is in turn set within the Financial Plan to assist Council to adopt a budget within a longer term financial framework. The key objective of the Financial Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives.

Council needs to continue to work with the community to:

- Review and prioritise the services that we provide;
- Determine the level of service that can be afforded;
- Determine which assets are required to undertake the prioritised services;
- Determine any surplus assets that can be decommissioned or rationalised; and
- Determine where staffing resources may need to be realigned to deliver the shift in prioritised services.

This budget has been developed through a rigorous process. More detailed budget information is available throughout this document.

5. Services

Council will continue to work with the community over the coming years to align community priorities and expectations with Council's service delivery model. During 2021/2022 the decision was made by Council to cease the delivery of aged care service. This is reflected in the budget for 2022/2023 and the future years. This needs to be set within a financially sustainable framework.

Further detail in relation to the cost of Council's services can be found in section 2 of this document.

6. Cash and Investments

Cash and investments are expected to increase by \$0.59M during the year to \$11.482M as at 30 June 2023. This increase is compared to the 2021/2022 budget. The major impact on the cash balance during the upcoming year is the delivery of a record capital program of \$18.764M and significant storm recovery works during 2021/2022 and 2022/2022. Both of these items have significant funding to offset the increased expenditure. The Council has continued to focus on returning its unrestricted cash position to a positive position.

7. Capital Works

Detail of the Capital Works program for 2022/2023 can be found in section 4.5 of this document.

The \$18.764M capital works program is funded by:

- \$7.060M in grants and contributions received in 2022/23 and \$5.0M in grants received in 2021/2022.
- \$1.5M in new borrowings will be used to fund stimulus projects being delivered during the year.

Council budget does not include carried forward projects from 2021/2022. Carry forward balances are considered and approved by Council after the conclusion of the end of financial year process.



BUDGET REPORTS

01

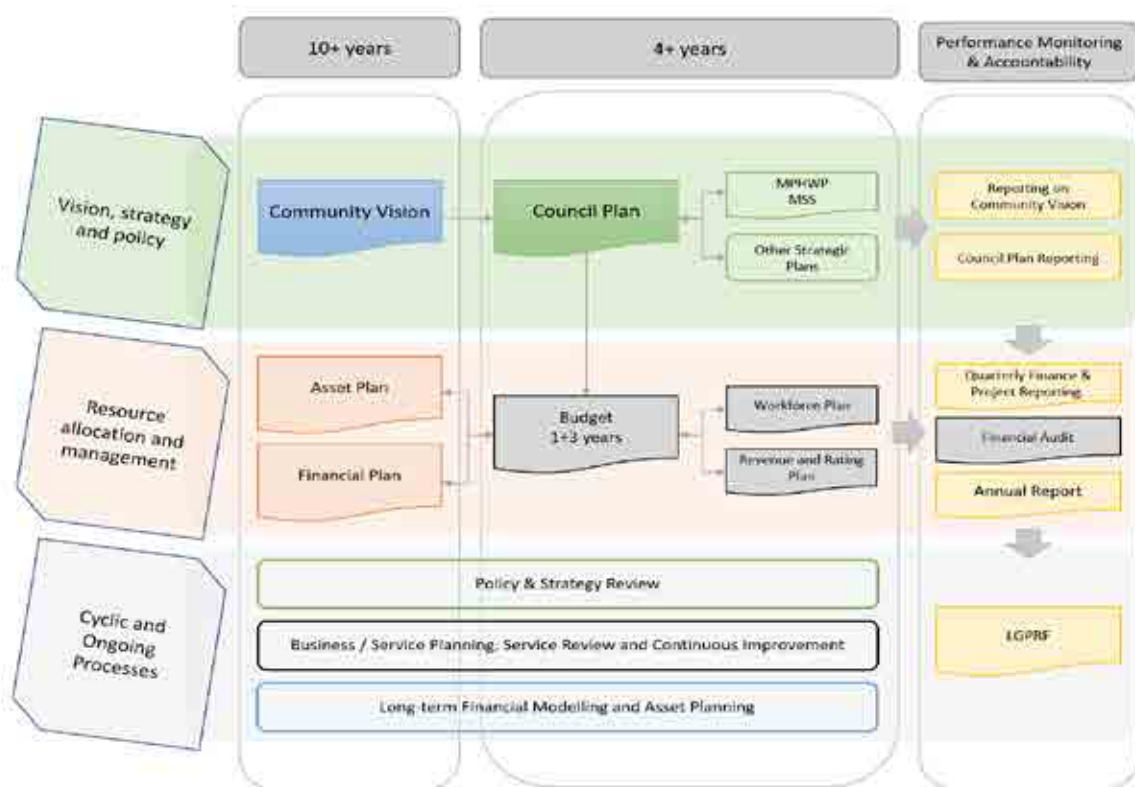
Link to the Council Plan

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1 Legislative Planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the

integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



1.1.2 Key planning considerations

SERVICE LEVEL PLANNING

Although councils have a legal obligation to provide some services—such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

1.2 Our Council Vision

Hepburn Shire - an inclusive rural community located in Dja Dja Wurrung country where all people are valued, partnerships are fostered, environment is protected, diversity supported, and innovation embraced.

OUR FOCUS AREA

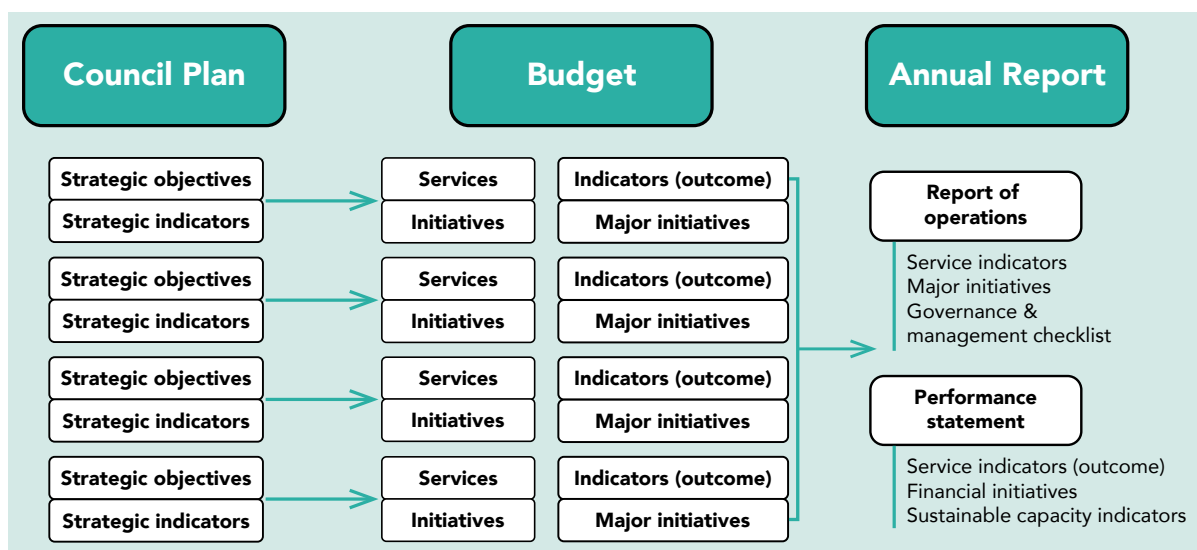
Council delivers activities and initiatives under major service categories. Each contributes to the achievement of one of the focus areas as set out in the four year Council Plan 2021-2025. The five focus areas described in the Council Plan are:



Focus Areas	Description
1. A resilient, sustainable and protected environment.	A responsive, adaptive, and resilient community that addresses changes to our climate and biodiversity.
2. A healthy supported, and empowered community.	A community that values connection, supports diversity, health, and wellbeing, and is inclusive of all people and their needs.
3. Embracing our past and planning for the future.	We acknowledge and empower Traditional Owners and other cultures of our area to protect our historical roots while planning for future generations.
4. Diverse economy and opportunities.	Our community is enhanced by a diverse and resilient economy that supports local aspirations through opportunity.
5. A dynamic and responsive council.	Council and the community partner to achieve their aspirations through excellent communication and engagement, the delivery of effective services, strong financial management, and governance.

Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2022/23 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Jobs, Precincts and Regions

2.1 Focus Area 1: A resilient sustainable and protected environment

To achieve our objective of a resilient and sustainable and protected environment, we will be a responsive, adaptive and resilient community that addresses changes to our climate and biodiversity. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Focus Areas	Description		2020/21 Actual \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000
Emergency Management	We work with the community and response agencies to develop robust and innovative plans to prepare, respond and recover from emergencies.	Income	120	120	146
		Expenses	329	211	228
		Surplus/(Deficit)	(209)	(91)	(81)
Sustainability	To guide and support Council and the community in the development of innovative sustainable practices that ensure the preservation of limited resources.	Income	—	—	—
		Expenses	107	112	122
		Surplus/(Deficit)	(107)	(112)	(122)
Natural Resource Management	In partnership with the community, natural resources are managed to ensure their conservation, enhancement and control.	Income	—	—	—
		Expenses	106	137	142
		Surplus/(Deficit)	(106)	(137)	(142)
Waste Management and Cleaning services	This service is to deliver high quality kerbside waste and recycling collection services, and general waste management which includes transfer stations, transporting materials, public place bins, disposing of waste, street cleaning, rehabilitating closed landfills and other waste management services.	Income	4,089	4,834	5,592
		Expenses	4,285	5,050	5,065
		Surplus/(Deficit)	(196)	(216)	527

INITIATIVES

- Funding from the waste reserve for Sustainable Hepburn implementation (\$0.150M) and the employment of an officer to work on the Circular Economy initiatives.

2.2 Focus Area 2 : A healthy supported and empowered community

To achieve our objective of a healthy supported and empowered community, we will be a community that values connection, supports diversity, health and wellbeing, and is inclusive of all people and their needs. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service Area	Description of services provided		2020/21 Actual \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000
Assets, Roads and Maintenance	With forward planning, the timely intervention and replacement of infrastructure assets is programmed to maximise serviceability of assets and minimise escalating maintenance costs. This proactive management of assets also allows long term financial demands for asset renewal works to be anticipated and planned for.	Income	1,670	5,694	11,481
		Expenses	4,138	5,112	13,102
		Surplus/(Deficit)	(2,467)	582	(1,622)
Aged & Disability Services	This service provides high quality aged and disability services including home and community care.	Income	630	1,410	0
		Expenses	634	1,775	0
		Surplus/(Deficit)	(4)	(365)	0
Family Services	This service provides leadership in the planning and development of early years services and programs and in partnership with community and service providers facilitate integrated and co-ordinated service provision including maternal and child health.	Income	231	143	143
		Expenses	588	422	641
		Surplus/(Deficit)	(357)	(279)	(498)
Library Services	This service provides, through our public libraries, a welcoming space that develops strong and connected communities, supports a culture of reading and improves quality of life.	Income	178	208	189
		Expenses	452	847	433
		Surplus/(Deficit)	(274)	(639)	(244)
Recreation	This service provides proactive and planned approach to the maintenance, renewal and upgrade of recreation assets, and provide strategic direction for future recreation and aquatic facilities.	Income	10	3,993	8,406
		Expenses	647	599	831
		Surplus/(Deficit)	(638)	3,394	7,575
Community Development	This service seeks to identify and create opportunities with residents to participate in enhancing community health and wellbeing.	Income	81	125	0
		Expenses	1,333	1,597	1,285
		Surplus/(Deficit)	(1,252)	(1,472)	(1,285)
Environmental Health	To provide a range of public health programs including food safety throughout the community which focus on a preventative approach to health and aim to minimise future problems.	Income	213	183	187
		Expenses	378	375	443
		Surplus/(Deficit)	(165)	(192)	(256)
Parks and Open Space	This service provides well presented Parks & Gardens, Public Open Space and Sporting Fields for the enjoyment, amenity and well being of our community and visitors to the Shire.	Income	56	500	—
		Expenses	2,034	1,963	2,222
		Surplus/(Deficit)	(1,978)	(1,463)	(2,222)
Compliance	Through education and Local Law enforcement, including animal management, the Compliance Department provides a safe community for all to enjoy.	Income	320	259	245
		Expenses	508	620	483
		Surplus/(Deficit)	(188)	(361)	(238)

INITIATIVES

- Hammon Park Trail Head (\$1.41M) to be completed in 2022/2023 which had significant grant funding associated with it.
- Trentham Sportsground Pavilion (\$1.69M) due for completion and all associated grant funding to be spent.
- Implementation of the Aquatics Strategy (\$0.160M) that was adopted by Council in 2021/2022.
- Council making the decision to cease provision of aged care services but committing funds to the Positive Aging Strategy, including funding a Positive Aging officer and Inclusion officer.
- Commitment to construct the Trentham Community Hub (\$4.4M) which has been supported by significant grant funding.

2.3 Focus Area 3: Embracing our past and planning for our future

To achieve our objective of embracing our past and planning for our future, we acknowledge and empower the Traditional Owners and other cultures of our area to protect our historical roots while planning for future generations. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service Area	Description of services provided		2020/21 Actual \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000
Statutory and Strategic Planning	The Planning team provides advice and guidance for responsible current and future land use planning which includes the consideration of applications for planning permits and ensuring compliance with planning permits and controls. Through regular review of the Hepburn Shire Planning Scheme and development of new policy documents, the Planning Department ensures that statutory planning, investment and decision making for the Shire is relevant to the needs of the community and provides a sustainable base for future generations.	Income	707	560	729
		Expenses	1,330	1,606	2,548
		Surplus/(Deficit)	(623)	(1,046)	(1,819)
Property & Facilities	To make decisions on property management arrangements that are underpinned by service plans, the long term financial plan and a minimisation of risks.	Income	1,527	1,097	1,417
		Expenses	1,245	481	739
		Surplus/(Deficit)	282	616	679
Building	To provide quality regulatory advice on all building matters associated with properties in the Shire.	Income	382	240	240
		Expenses	280	287	356
		Surplus/(Deficit)	102	(47)	(116)

INITIATIVES

- Strategic Planning program including town structure plan \$50K towards further studies to conform Council's Environmental Effects Statement submission regarding Western Renewables Link project.
- Continued investment in planning resources to support the increase in planning permits being processed.

2.4 Focus Area 4: Diverse economy and opportunities

To achieve our objective of a diverse economy and opportunities, we will ensure our community is enhanced by a diverse and resilient economy that supports local aspirations through opportunity. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service Area	Description of services provided		2020/21 Actual \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000
Economic Development and Tourism	To facilitate Hepburn Shire becoming a recognised tourist destination and to foster economic development that is appropriate within the Shire which increases employment and business opportunities.	Income	119	82	986
		Expenses	719	709	970
		Surplus/(Deficit)	(600)	(627)	16
Youth	This service seeks to engage our young people. Invest in them now and create our community leaders for the future.	Income	43	25	25
		Expenses	171	137	175
		Surplus/(Deficit)	(129)	(112)	(150)

INITIATIVES

- Implementation of Youth 'ACE' Strategy
- Continuation of the Economic Development strategy.

2.5 Focus Area 5: A dynamic and responsive Council

To achieve our objective of a dynamic and responsive Council, the Council and community will partner to achieve their aspirations through excellent communication and engagement, the delivery of effective services, strong financial management and governance. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service Area	Description of services provided		2020/21 Actual \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000
Financial Services	To deliver efficient and effective allocation of resources through sound financial planning and management, that is guided by the long-term financial plan and secures the financial viability of the municipality.	Income	4,019	2,561	336
		Expenses	1,366	1,533	1,501
		Surplus/(Deficit)	2,653	1,028	(1,165)
ICT	To provide the highest quality technology-based services, in the most cost-effective manner, to facilitate the delivery of services to Council and the community.	Income	—	—	—
		Expenses	1,139	1,481	1,821
		Surplus/(Deficit)	(1,139)	(1,481)	1,821
Culture and Performance	In partnership with Management, Culture and Performance provide a high level of service and support to the organisation for recruiting and retaining qualified and diverse staff, facilitating positive employee relations, developing and delivering training to enhance employees skills and capabilities, measuring employee performance and job satisfaction and providing industrial relations advice to contribute to Council's organisational effectiveness.	Income	845	—	—
		Expenses	2,109	570	818
		Surplus/(Deficit)	(1,264)	(570)	(818)
Customer Experience	To provide consistent, high quality customer service, by managing, resolving, and preventing problems; empowering and educating our customers with self-service tools and solutions; communicating effectively; and exceeding customer expectations which will enable Council and our community to reach their goals.	Income	17	—	20
		Expenses	745	500	871
		Surplus/(Deficit)	(728)	(500)	(851)
Governance & Risk	Good governance is provided through the development and implementation of policies and procedures that support good decision making.	Income	0	—	1
		Expenses	862	2,191	1,652
		Surplus/(Deficit)	(862)	(2,191)	(1,651)
Communications	Council delivers effective communication through varied channels to ensure all who wish to be informed are.	Income	—	—	—
		Expenses	145	178	252
		Surplus/(Deficit)	(145)	(178)	(252)

INITIATIVES

- Council are committed to the improvement of it's ICT infrastructure and in addition to maintaining a higher level of recurrent budget to enhance its day-to-day capability. It is also investing in a number of capital works projects to improve infrastructure, which will benefit both residents and staff.
- A customer service strategy is being undertaken in the current financial year with outcomes being rolled out in 2022-23. This is an organisation-wide project, with aims to improve customer service outcomes from all departments.

2.6 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[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
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members)	[Number of active library members in the last 3 years / sum of the population in the last 3 financial years] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions. (Number of successful animal management prosecutions)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service) Participation in MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 [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

2.7 Reconciliation with budgeted operating result

Strategic Objective	Surplus/(Deficit) \$'000	Expenditure \$'000	Revenue \$'000
A resilient sustainable and protected economy	181	5,557	5,738
A healthy supported and empowered community	1,211	19,440	20,650
Embracing our past and planning for the future	(1,256)	3,642	2,386
Diverse economy and opportunities	(135)	1,145	1,011
A dynamic and responsive Council	(6,559)	6,916	357
Total	(6,557)	36,700	30,142
Expenses added in:	(6,856)		
Depreciation & Amortisation	(198)		
Finance costs			
(Deficit) before funding sources	(13,611)		
Funding sources added in:			
General Rates Revenue	19,345		
Total Funding Sources	19,345		
Operating surplus / (deficit) for the year	5,736		

03

Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2022/2023 has been supplemented with projections to 2025/2026. These projections will be reviewed during the Financial Plan development.

This section includes the following financial statements prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources



3.1 Comprehensive Income Statement

For the four years ending 30 June 2026

		Budget 2021/22 \$'000	Budget 2022/23 \$'000	Projections		
Notes				2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Income						
Rates and charges	4.1.1	23,547	24,804	25,469	26,159	26,846
Statutory fees and fines	4.1.2	946	1,134	1,162	1,191	1,221
User fees	4.1.3	1,043	833	862	892	924
Grants - Operating	4.1.4	4,260	8,277	6,463	6,619	6,780
Grants - Capital	4.1.4	9,199	12,661	7,182	4,299	2,008
Contributions - monetary	4.1.5	528	510	520	530	541
Contributions - non-monetary	4.1.5	—	—	—	—	—
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(30)	—	165	90	15
Other income	4.1.6	1,384	1,368	1,393	1,419	1,449
Total income		40,879	49,587	43,217	41,199	39,784
Expenses						
Employee costs	4.1.7	15,412	16,429	16,082	16,427	16,780
Materials and services	4.1.8	12,318	19,488	11,771	12,349	12,409
Depreciation	4.1.9	6,926	6,723	7,071	7,146	7,221
Amortisation - intangible assets	4.1.10	121	133	121	121	11
Bad and doubtful debts		15	11	25	28	29
Borrowing costs		213	198	185	155	126
Other expenses	4.1.11	786	868	818	834	851
Total expenses		35,790	43,851	36,072	37,060	37,425
Surplus/(deficit) for the year		5,089	5,736	7,145	4,139	2,359
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment / (decrement)		—	—	—	—	—
Total other comprehensive result		—	—	—	—	—
Total comprehensive result		5,089	5,736	7,145	4,139	2,359

3.2 Balance Sheet

For the four years ending 30 June 2026

		Budget 2021/22	Budget 2022/23	Projections			
Notes		\$'000	\$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	
ASSETS							
Current assets							
Cash and cash equivalents		5,890	5,482	9,081	7,170	6,918	
Trade and other receivables		4,378	6,134	6,321	6,374	6,415	
Other financial assets		5,000	6,000	-	-	-	
Inventories		15	30	16	14	19	
Other assets		39	39	49	64	64	
Total current assets		4.2.1	15,322	17,685	15,467	13,622	13,416
Non-current assets							
Property, infrastructure, plant & equipment		311,654	343,615	352,597	357,918	359,684	
Intangible assets		792	318	197	76	65	
Total non-current assets		4.2.1	312,446	343,933	352,794	357,994	359,749
Total assets			327,768	361,618	368,261	371,616	373,165
LIABILITIES							
Current liabilities							
Trade and other payables		1,853	1,498	1,544	1,544	1,545	
Trust funds and deposits		1,185	1,188	1,192	1,196	1,200	
Provisions		2,368	2,355	2,451	2,444	2,443	
Interest-bearing liabilities		4.2.3	663	765	781	817	745
Other Liabilities		4.2.2	1,671	—	—	—	—
Total current liabilities		4.2.2	7,740	5,806	5,968	6,000	5,933
Non-current liabilities							
Provisions		436	427	436	444	453	
Interest-bearing liabilities		4.2.3	4,580	4,517	3,876	3,051	2,297
Other Liabilities		4.2.2	27	31	—	—	—
Total non-current liabilities		4.2.2	5,043	4,975	4,312	3,496	2,750
Total liabilities			12,783	10,781	10,279	9,496	8,684
Net assets			314,985	350,837	357,982	362,121	364,481
Equity							
Accumulated surplus		170,438	169,048	176,147	180,178	182,418	
Reserves		144,546	181,789	181,835	181,943	182,063	
Total equity			314,985	350,837	357,982	362,121	364 481

3.3 Statement of Changes in Equity

For the four years ending 30 June 2026

		Total	Accumulated	Revaluation	Other
		Surplus	Surplus	Reserve	Reserves
		\$'000	\$'000	\$'000	\$'000
Notes					
2021/22 FORECAST					
Balance at beginning of the financial year		343,294	160,265	179,088	3,941
Surplus/(deficit) for the year		1,807	1,807	—	—
Net asset revaluation increment/(decrement)		—	—	—	—
Transfers to other reserves			2,326	—	(2,326)
Transfers from other reserves		—	(1,416)	—	1,416
Balance at end of the financial year		345,101	162,981	179,088	3,031
2022/23 BUDGET					
Balance at beginning of the financial year		345,101	162,981	179,088	3,032
Surplus/(deficit) for the year		5,736	5,736	—	—
Net asset revaluation increment/(decrement)		—	—	—	—
Transfers to other reserves	4.3.1	—	1,579	—	(1,579)
Transfers from other reserves	4.3.1	—	(1,248)	—	1,248
Balance at end of the financial year	4.3.2	350,837	169,048	179,088	2,701
2023/24 BUDGET					
Balance at beginning of the financial year		350,837	169,048	179,088	2,701
Surplus/(deficit) for the year		7,145	7,145	—	—
Net asset revaluation increment/(decrement)		—	—	—	—
Transfers to other reserves		—	700	—	(700)
Transfers from other reserves		—	(746)	—	746
Balance at end of the financial year		357,982	176,147	179,088	2,747
2024/25 BUDGET					
Balance at beginning of the financial year		357,982	176,147	179,088	2,747
Surplus/(deficit) for the year		4,139	4,139	—	—
Net asset revaluation increment/(decrement)		—	—	—	—
Transfers to other reserves		—	650	—	(650)
Transfers from other reserves		—	(758)	—	758
Balance at end of the financial year		362,121	180,178	179,088	2,855
2025/26 BUDGET					
Balance at beginning of the financial year		362,121	180,178	179,088	2,855
Surplus/(deficit) for the year		2,359	2,359	—	—
Net asset revaluation increment/(decrement)		—	—	—	—
Transfers to other reserves		—	650	—	(650)
Transfers from other reserves		—	(770)	—	770
Balance at end of the financial year		364,479	182,417	179,088	2,975

3.4 Statement of Cash Flows

For the four years ending 30 June 2026

	Notes	Budget 2021/22	Budget 2022/23	Projections		
		\$'000	\$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Cash flows from operating activities		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Rates and charges		23,722	24,524	25,258	25,941	26,638
Statutory fees and fines		931	1,123	1,148	1,177	1,207
User fees		966	859	852	879	910
Grants - operating		4,260	8,277	6,463	6,619	6,780
Grants - capital		9,199	7,602	7,182	4,299	2,008
Contributions - monetary		528	510	520	530	541
Interest received		235	300	280	284	293
Rent received		1,055	1,033	1,023	1,075	1,096
Trust funds and deposits taken		(11)	–	4	4	4
Other receipts		186	215	219	224	228
Employee costs		(15,327)	(16,429)	(15,986)	(16,434)	(16,780)
Materials and services		(12,639)	(19,403)	(11,713)	(12,353)	(12,406)
Other payments		(786)	(868)	(818)	(834)	(851)
Net cash provided by/(used in) operating activities	4.4.1	12,320	7,743	14,432	11,410	9,669
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(11,315)	(18,764)	(17,539)	(13,277)	(10,120)
Proceeds from sale of property, infrastructure, plant and equipment		(30)	–	1,650	900	1,150
Payments for investments		(6,000)	–		(7,500)	(8,000)
Proceeds from sale of investments		6,000	6,202	6,000	7,500	8,000
Net cash provided by/ (used in) investing activities	4.4.2	(11,345)	(12,562)	(9,889)	(12,377)	(8,970)
Cash flows from financing activities						
Finance costs		(213)	(198)	(185)	(155)	(126)
Proceeds from borrowings		740	1,500	–	–	–
Repayment of borrowings		(2,128)	(745)	(760)	(789)	(825)
Net cash provided by/(used in) financing activities	4.4.3	(1,600)	557	(944)	(944)	(951)
Net increase/(decrease) in cash & cash equivalents		(625)	(4,262)	3,599	(1,911)	(252)
Cash and cash equivalents at the beginning of the financial year		6,515	9,744	5,482	9,081	7,170
Cash and cash equivalents at the end of the financial year		5,890	5,482	9,081	7,170	6,918

3.5 Statement of Capital Works

For the four years ending 30 June 2026

		Budget 2021/22	Budget 2022/23	Projections		
	Notes	\$'000	\$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Property						
Land improvements		–	–	60	84	36
Buildings and improvements		1,246	5,819	2,010	3,646	1,806
Total property		1,246	5,819	2,070	3,730	1,842
Plant and equipment						
Plant, machinery and equipment		860	600	600	600	600
Computers and telecommunications		917	767	683	717	752
Library books		60	60	60	60	60
Total plant and equipment		1,837	1,427	1,343	1,377	1,412
Infrastructure						
Roads		3,077	3,881	4,186	3,351	3,417
Bridges		600	640	4,160	1,600	700
Footpaths and cycleways		534	1,456	852	648	636
Drainage		270	414	270	270	270
Recreational, leisure and community facilities		2,943	4,702	3,764	1,507	1,377
Waste Management		169	–	200	200	200
Parks, open space and streetscapes		763	393	695	294	466
Other infrastructure		212	33	–	300	–
Total infrastructure		8,569	11,518	14,127	8,170	7,066
Total capital works expenditure	4.5.1	11,652	18,764	17,540	13,277	10,320
Represented by:						
New asset expenditure		1,670	7,782	8,621	4,541	1,064
Asset renewal expenditure		7,761	8,329	8,665	8,527	7,378
Asset upgrade expenditure		2,221	2,654	254	209	1,678
Total capital works expenditure	4.5.1	11,652	18,764	17,540	13,277	10,120
Funding sources represented by:						
Grants		5,992	7,602	7,183	4,299	2,008
Contributions & asset sales		390	–	–	–	–
Council cash		5,270	9,663	10,357	8,978	8,112
Borrowings		–	1,500	–	–	–
Total capital works expenditure	4.5.1	11,652	18,764	17,540	13,277	10,120

3.6 Statement of Human Resources

For the four years ending 30 June 2026

	Budget 2021/22	Budget 2022/23	Projections		
	\$'000	\$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Staff expenditure					
Employee costs - operating	15,412	16,429	16,082	16,427	16,780
Employee costs - capital	1,193	955	979	1,003	1,028
Total staff expenditure	16,605	17,384	17,060	17,430	17,808
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	175.1	202.0	187.0	185.0	184.2
Total staff numbers	175.7	202.0	187.0	185.0	184.2

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Directorate	Budget 2022/23	Permanent		
	\$'000	Full Time \$'000	Part time \$'000	Casual \$'000
Community and Development	4,081	2,769	1,070	242
Executive Services	665	489	176	
Organisational Services	4,187	2,783	1,268	136
Infrastructure and Delivery	6,869	5,904	306	659
Total permanent staff expenditure	15,802	11,945	2,820	1,037
Other employee related expenditure	627			
Capitalised labour costs	955			
Total expenditure	17,384			

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Directorate	Budget 2022/23	Comprises Permanent		
		Full Time \$'000	Part time \$'000	Casual \$'000
Community and Development	56.3	25.0	11.6	19.7
Executive Services	4.6	3.0	1.6	-
Organisational Services	45.6	28.0	15.9	1.7
Infrastructure and Delivery	86.6	75.0	5.0	6.6
Total staff *	193.1	131.0	34.1	28.0

* Total FTE allocated to storm recovery 10

Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2026

	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
EXECUTIVE SERVICES				
Permanent - Full time	489	501	514	527
Female	208	213	219	224
Male	281	288	295	303
Self-described gender	-	-	-	-
Permanent - Part time	176	180	185	190
Female	80	82	84	86
Male	96	98	101	103
Self-described gender	-	-	-	-
Total Executive Services	665	682	699	716
INFRASTRUCTURE AND DELIVERY				
Permanent - Full time	5,904	5,852	5,998	6,090
Female	1,094	1,121	1,149	1,178
Male	4,810	4,730	4,849	4,912
Self-described gender	-	-	-	-
Permanent - Part time	306	314	321	330
Female	306	314	321	330
Male	-	-	-	-
Self-described gender	-	-	-	-
Total Infrastructure and Delivery	6,210	6,165	6,319	6,420
COMMUNITY AND DEVELOPMENT				
Permanent - Full time	2,769	2,680	2,747	2,816
Female	1,485	1,464	1,501	1,538
Male	1,284	1,216	1,247	1,278
Self-described gender	-	-	-	-
Permanent - Part time	1,070	1,097	1,124	1,152
Female	826	847	868	890
Male	244	250	256	263
Self-described gender	-	-	-	-
Total Community and Development	3,839	3,777	3,871	3,968
ORGANISATIONAL SERVICES				
Permanent - Full time	2,783	2,853	2,867	2,939
Female	1,696	1,738	1,782	1,826
Male	1,087	1,114	1,085	1,112
Self-described gender	-	-	-	-
Permanent - Part time	1,267	1,299	1,331	1,364
Female	1,205	1,235	1,266	1,298
Male	62	64	65	67
Self-described gender	-	-	-	-
Total Organisational Services	4,050	4,151	4,198	4,303
Casuals, temporary and other expenditure	1,665	1,307	1,339	1,373
Capitalised labour costs	955	979	1,003	1,028
Total staff expenditure	17,384	17,060	17,430	17,808

Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2026

	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE
EXECUTIVE SERVICES				
Permanent - Full time	3.0	3.0	3.0	3.0
Female	2.0	2.0	2.0	2.0
Male	1.0	1.0	1.0	1.0
Self-described gender	–	–	–	–
Permanent - Part time	1.6	1.6	1.6	0.8
Female	0.8	0.8	0.8	0.8
Male	0.8	0.8	0.8	0.8
Self-described gender	–	–	–	–
Total Executive	4.6	4.6	4.6	3.8
INFRASTRUCTURE AND DELIVERY				
Permanent - Full time	75.0	72.0	72.0	72.0
Female	16.0	14.0	14.0	14.0
Male	59.0	58.0	58.0	58.0
Self-described gender	–	–	–	–
Permanent - Part time	5.0	5.0	5.0	5.0
Female	5.0	5.0	5.0	5.0
Male	–	–	–	–
Self-described gender	–	–	–	–
Total Infrastructure and Delivery	80.0	77.0	77.0	77.0
COMMUNITY AND DEVELOPMENT				
Permanent - Full time	25.0	22.0	21.0	21.0
Female	12.0	12.0	12.0	12.0
Male	13.0	10.0	9.0	9.0
Self-described gender	–	–	–	–
Permanent - Part time	11.6	11.9	11.9	11.9
Female	8.7	9.0	9.0	9.0
Male	2.9	2.9	2.9	2.9
Self-described gender	–	–	–	–
Total Community and Development	36.6	33.9	32.9	32.9
ORGANISATIONAL SERVICES				
Permanent - Full time	28.0	28.0	27.0	27.0
Female	19.0	19.0	19.0	19.0
Male	9.0	9.0	8.0	8.0
Self-described gender	–	–	–	–
Permanent - Part time	15.9	16.0	16.0	16.0
Female	15.0	15.0	15.0	15.0
Male	0.9	1.0	1.0	1.0
Self-described gender	–	–	–	–
Total Organisational Services	43.9	44.0	43.0	43.0
Casuals, temporary and other expenditure	28.0	15.3	15.3	15.3
Capitalised labour costs	8.9	12.2	12.2	12.2
Total staff expenditure	202.0	187.0	185.0	184.2



04

Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2022/23 the FGRS cap has

been set at 1.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 1.75% in line with the rate cap.

This budget will raise total rates and charges for 2022/2023 of \$24,803,966



4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
General rates*	18,777	19,345	568	3.0%
Waste management charge	2,051	2,397	346	16.9%
Service rates and charges	2,325	2,625	300	12.9%
Special rates and charges	125	100	(25)	-20.0%
Supplementary rates and rate adjustments*	152	150	(2)	-1.5%
Interest on rates and charges	110	180	70	63.6%
Revenue in lieu of rates	7	7	-	0.0%
Total rates and charges	23,547	24,804	1,257	5.3%

*These items are subject to the rate cap established under the FGRS

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2021/22 cents/ \$CIV*	2022/23 cents/ \$CIV*	Change	%
General rate for residential properties	0.002927	0.002218	(0.0007)	-24.22%
Rate concession for farm properties	0.001903	0.001442	(0.0005)	-24.22%
General rate for commercial properties	0.003395	0.002573	(0.0008)	-24.21%
General rate for mixed use properties	0.003395	0.002573	(0.0008)	-24.21%
General rate for industrial properties	0.003395	0.002573	(0.0008)	-24.21%
General rate for vacant land township properties	0.003659	0.002773	(0.0009)	-24.21%
General rate for vacant land other properties	0.002927	0.002218	(0.0007)	-24.22%
Rate concession for trust for nature properties	0.001464	0.001109	(0.0004)	-24.25%
Rate concession for recreational properties	0.001464	0.001109	(0.0004)	-24.25%

*Cents/\$CIV are subject to minor changes as the general revaluation is finalised, and will be adopted when the proposed budget is adopted in June 2022.

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2021/22 cents/ \$CIV*	2022/23 cents/ \$CIV*	Change	%
Residential	12,554	12,832	278	2.2%
Farm	2,175	2,223	48	2.2%
Commercial	2,200	2,321	121	5.5%
Industrial	104	106	2	1.7%
Mixed Use	299	322	23	7.6%
Vacant land - township	724	776	52	7.2%
Vacant land - other	687	733	46	6.6%
Trust for nature	18	17	-	0.0%
Recreational	15	15	0	0.5%
Total amount to be raised by general rates	18,777	19,345	569	3.0%

*Cents/\$CIV are subject to minor changes as the general revaluation is finalised, and will be adopted when the proposed budget is adopted in June 2022.

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2021/22 Budget Number	2022/23 Budget Number	Change \$'000	%
Residential	7,801	7,858	57	0.7%
Farm	1,143	1,155	12	1.0%
Commercial	848	893	45	5.3%
Industrial	59	60	1	1.7%
Mixed use	106	114	8	7.5%
Vacant land - township	675	734	59	8.7%
Vacant land - other	839	873	34	4.1%
Trust for nature	21	21	-	0.0%
Recreational	13	13	-	0.0%
Total rates and charges	11,505	11,721	216	1.9%

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV)**4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year**

Type or class of land	2021/22 \$'000	2022/23 \$'000	Change \$'000	%
Residential	4,289,010	5,822,131	1,533,121	35.7%
Farm	1,143,082	1,542,224	399,142	34.9%
Commercial	648,077	840,866	192,789	29.7%
Industrial	30,712	37,345	6,633	21.6%
Mixed Use	88,175	121,445	33,270	37.7%
Vacant land - township	197,808	276,079	78,271	39.6%
Vacant land - other	234,831	377,204	142,373	60.6%
Trust for Nature	12,587	16,650	4,063	32.3%
Recreational	10,195	11,880	1,685	16.5%
Total value of land	6,654,477	9,045,824	2,391,347	35.9%

4.1.1(g) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type or class of land	Per Rateable Property 2021/22 \$	Per Rateable Property 2022/23 \$	Change \$	%
Kerbside collection - garbage (weekly)	179	196	17	9.5%
Kerbside collection - garbage (Fortnightly)	148	169	21	14.2%
Kerbside collection - recycling (Fortnightly)	115	126	11	9.6%
Commercial garbage charge	423	459	36	8.5%
Waste management improved charge	185	213	28	15.1%
Waste management unimproved charge	185	213	28	15.1%

4.1.1(h) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type or class of land	Per Rateable Property 2021/22	Per Rateable Property 2022/23	Change	
	\$	\$	\$	%
Kerbside collection - garbage (weekly)	994	1,108	114	11.5%
Kerbside collection - garbage (Fortnightly)	309	370	61	19.7%
Kerbside collection - recycling (Fortnightly)	909	1,020	111	12.2%
Commercial garbage charge	114	127	13	11.6%
Waste management improved charge	1,740	2,028	288	16.6%
Waste management unimproved charge	311	369	58	18.7%
Total	4,376	5,022	646	14.8%

4.1.1(i) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2021/22 \$'000	2022/23 \$'000	Change \$'000	%
Residential	12,554	12,832	278	2.2%
Farm	2,175	2,223	48	2.2%
Commercial	2,200	2,321	121	5.5%
Industrial	104	106	2	1.7%
Mixed Use	299	322	23	7.6%
Vacant land - township	724	775	51	7.1%
Vacant land - other	687	733	46	6.6%
Trust for Nature	18	17	(1)	-7.7%
Recreational	15	15	0	0.5%
Special rates and charges	125	100	(25)	-20.0%
Supplementary rates and rate adjustments	152	150	(2)	-1.5%
Interest on rates and charges	110	180	70	63.6%
Revenue in lieu of rates	7	7	-	0.0%
Kerbside collection - garbage (weekly)	1,416	1,605	189	13.3%
Kerbside collection - recycling (Fortnightly)	909	1,020	111	12.2%
Waste management improved charge	1,740	2,028	288	16.6%
Waste management unimproved charge	311	369	58	18.7%
Total Rates and charges	23,547	24,804	1,257	5.3%

4.1.1(j) Fair Go Rates System Compliance

Hepburn Shire Council is fully compliant with the State Government's Fair Go Rates System

	2021/22	2022/23
Total Rates (Prior year annualised)	\$18,502,758	\$19,012,857
Number of rateable properties (excluding recreational)	11,492	11,708
Base Average Rates	\$1,610.06	\$1,623.92
Maximum Rate Increase (set by the State Government)	1.50%	1.75%
Capped Average Rate	\$1,634.21	\$1,648.28
Maximum General Rates and Municipal Charges Revenue	\$18,780,299	\$19,345,582
Budgeted General Rates and Municipal Charges Revenue	\$18,777,212	\$19,345,000
Budgeted Supplementary Rates	\$152,250	\$150,000
Budgeted Total Rates and Municipal Charges Revenue	\$18,929,462	\$19,495,000

4.1.1(k) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- * The making of supplementary valuations (2022/2023: estimated \$150,000)
- * Changes of use of land such that rateable land becomes non-rateable land and vice versa
- * Changes of use of land such that residential land that becomes commercial land and vice versa.

4.1.1(l) Differential rates**Rates to be levied**

The rate and amount of rates payable in relation to land in each category of differential are:

- * A general rate of 0.002218% (0.2218 cents in the dollar of CIV) for all rateable residential properties;
- * A concessional rate of 0.001109% (0.1109 cents in the dollar of CIV) for all rateable farm properties;
- * A general rate of 0.002573% (0.2573 cents in the dollar of CIV) for all rateable commercial properties;
- * A general rate of 0.002573% (0.2573 cents in the dollar of CIV) for all rateable industrial properties;
- * A general rate of 0.002573% (0.2573 cents in the dollar of CIV) for all rateable mixed use properties;
- * A general rate of 0.002773% (0.2773 cents in the dollar of CIV) for all rateable vacant land-township properties;
- * A general rate of 0.002218% (0.2218 cents in the dollar of CIV) for all rateable vacant land-other properties;
- * A concessional rate of 0.001109% (0.1109 cents in the dollar of CIV) for all rateable trust for nature properties;
- * A concessional rate of 0.001109% (0.1109 cents in the dollar of CIV) for all rateable recreation properties.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out as follows.

General Rate - Residential rateable land which is used solely for residential purposes and the balance of land defined by exception to the general rate.

Farm Rate - Rateable land identified and defined as farmland and which is used solely for the purpose of farming as defined in section 2(1) of the Valuation of Land Act 1960 and is deemed to be a property for primary production purposes as accepted by the Australian Taxation Office.

Commercial Rate - Rateable land which is used solely for commercial purposes. Includes rateable land which is used for short term accommodation which does not qualify as Residential under the Residential Tenancies Act 1997 characterised by stays of greater than 60 days and the existence of a tenancy agreement to which the Residential Tenancy Act 1997 applies.

Industrial Rate - Rateable land which is used solely for industrial purposes.

Mixed Used Rate - Rateable land which is not used solely for residential or commercial or farmland or industrial or recreational but is a combination of residential and at least one other category.

Trust For Nature Rate - Rateable land which has a Trust for Nature Covenant applying to the land. A Trust for Nature Covenant enables the permanent protecting of significant areas of natural bush land. To encourage landowners to voluntarily place conservation covenants on their land, Council will offer a lower differential compared to the general rate.

Vacant Land (Township Rate) - Rateable land, within township boundaries, which does not form part of a commercial or industrial or farming enterprise or recreational purpose or upon which a residence is erected.

Vacant Land (Other Rate) - Rateable land which does not form part of a commercial or industrial or farming enterprise or recreational purpose or upon which a residence is erected. This applies to all vacant land that does not meet the definition of "township" above.

Vacant Premises (Commercial) - Vacant rateable premises which, if occupied, would be used solely for commercial purposes.

Vacant Premises (Industrial) - Vacant rateable premises which, if occupied, would be used solely for industrial purposes.

Recreational Rate - Rateable land upon which sporting, recreational or cultural activities are conducted, including buildings which may be ancillary to such activities. Profits from recreational land must be applied in promoting its objectives. The definition of "recreational lands" is per section 2 of the Cultural and Recreational Lands Act 1964. The recreational differential will not apply to any component of the property that is used for gaming. This component will be rated as commercial.

4.1.2 Statutory fees and fines

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Infringements and costs	93	86	(7)	-7.6%
Permits	93	98	5	4.9%
Registration fees	238	241	3	1.2%
Planning fees	455	656	201	44.2%
Other fees and fines	67	53	(14)	-21.3%
Total statutory fees and fines	946	1,134	187	19.8%

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, Public Health and Wellbeing Act 2008 registrations infringements and planning fees. Increases in statutory fees are made in accordance with legislative requirements. Increase due to increased planning permit applications

4.1.3 User fees

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Aged and health services	301	-	(301)	-100.0%
Aquatic centres	12	12	-	-1.6%
Building services	256	261	5	1.8%
Waste management services	324	479	155	47.6%
Other fees and charges	149	81	(68)	-45.7%
Total user fees	1,043	833	(210)	-20.1%

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of transfer stations, leisure, and other community facilities and the provision of building services. User charges are projected to decrease by 20.1% or \$210,000 over 2021/22, mainly due to the cessation of Aged Care Services \$301,000 which is offset by an increase in waste services \$155,000.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	6,571	5,452	(1,119)	-17.0%
State funded grants	6,889	15,487	8,598	124.8%
Total grants received	13,460	20,939	7,479	55.6%
(A) OPERATING GRANTS				
Recurrent - Commonwealth Government				
Financial Assistance Grants - General	1,758	832	(935)	-52.6%
Financial Assistance Grants - Local Roads	784	367	(417)	-53.2%
General home care	955	-	(955)	-100.0%
Recurrent - State Government				
Aged care	153	-	(153)	-100.0%
Libraries	170	177	7	3.8%
Maternal and child health	143	143	-	0.0%
Emergency management and preparation	120	146	26	22.0%
School crossing supervisors	32	43	11	34.4%
Youth	25	25	-	0.0%
Other	58	57	(1)	-1.0%
Total recurrent grants	4,198	1,790	(2,408)	-57.4%
Non-recurrent - State Government				
Storm Recovery	-	6,447	6,447	100.0%
Transport	29	-	(29)	-100.0%
Waste and Environment	34	40	-	0.0%
Total non-recurrent grants	62	6,487	6,425	10303.5%
Total operating grants	4,260	8,277	4,017	94.3%
(B) CAPITAL GRANTS				
Recurrent - Commonwealth Government				
Roads to recovery	969	969	-	0.0%
Total recurrent grants	969	969	-	0.0%
Non-recurrent - Federal Government				
Local Government Community Infrastructure Funding	2,105	1,938	(167)	-7.9%
Roads	-	1,346	1,346	100.0%
Non-recurrent - State Government				
Roads	-	500	500	100%
Buildings	1,500	3,060	1,560	100%
Recreation	4,556	3,906	(650)	-14.3%
Tourism	-	943	943	100.0%
Waste and Environment	70	-	(70)	100.0%
Total non-recurrent grants	8,231	11,693	3,462	42.1%
Total capital grants	9,199	12,661	3,462	37.6%
Total Grants	13,460	20,939	3,462	37.6%

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase by 94.3% or \$4.017 million compared to 2021/2022. In 2022/2023 Council have included anticipated grants (\$6.3M) associated with the recovery works for the two storm events. Council also received \$4.430million of the 2022/2023 Financial Assistance Grants allocation in 2021/2022. A list of all grants by type and source, classified into recurrent and non-recurrent, has been included above.

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Overall the level of capital grants is budgeted to increase by 37.6% or \$3.462 million compared to 2021/2022. Section 4.5 "Capital works program" includes a more detailed listing of the capital grants expected to be received during the 2022/2023 year.

4.1.5 Contributions

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Monetary	528	510	(18)	-3.4%
Non-monetary	-	-	-	0.0%
Total contributions	528	510	(18)	-3.4%

Contributions can relate to monies paid by developers in regard to public resort and recreation, drainage and car parking in accordance with planning permits issued for property development, as well as community groups contributions to capital works.

4.1.6 Other income

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Interest	125	120	(5)	-4.0%
Reimbursements	71	71	-	0.0%
Rental income	1,073	1,033	(40)	-3.7%
Other	115	144	29	24.8%
Total other income	1,384	1,368	(16)	-1.2%

Other income relates to a range of items such as sale of materials, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rental income. Interest received is anticipated to decrease due to lower investment balances but offset by increasing interest rates..

4.1.7 Employee costs

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Wages and salaries	12,972	13,978	1,005	7.7%
WorkCover	821	239	(582)	-70.9%
Superannuation	1,353	1,509	156	11.5%
Fringe Benefits Tax	75	75	-	0.0%
Other initiatives	191	628	437	229.2%
Total employee costs	15,412	16,429	1,017	6.6%

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, WorkCover premium and fringe benefits tax.

Employee costs are budgeted to increase by 6.6% or \$1.017M compared to 2021/2022. Additional salaries due to storm recovery are \$0.500M

A summary of human resources expenditure categorised according to the organisational structure of Council is included in the 3.6 Statement of Human Resources.

4.1.8 Materials and services

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Contract and consultant payments	6,987	14,057	7,070	101.2%
Materials and maintenance	3,102	2,991	(111)	-3.6%
Utilities	620	597	(23)	-3.7%
Office administration	377	404	27	7.1%
Information technology	701	845	144	20.6%
Insurance	530	594	64	12.1%
Total materials and services	12,318	19,488	7,171	58.2%

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are budgeted to increase by 58.2% or \$7.171M compared to 2021/2022. The majority of the additional cost relates to the increase in contractor and consultant costs associated with the storm recovery works (\$7.0M).

4.1.9 Depreciation

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Property	1,366	1,247	(118)	-8.7%
Plant & equipment	815	826	11	1.3%
Infrastructure	4,745	4,650	(95)	-2.0%
Total depreciation and amortisation	6,926	6,723	(203)	-2.9%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains.

4.1.10 Amortisation - Intangible assets

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Intangible assets	121	133	12	10.3%
Total amortisation - intangible assets	121	133	12	10.3%

4.1.11 Other expenses

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Auditors remuneration- VAGO	54	56	2	3.6%
Auditors remuneration - Internal	28	32	5	16.4%
Councillors allowances	208	236	28	13.4%
Community grants	352	362	11	3.0%
Others	145	181	37	25.2%
Total other expenses	786	868	81	10.3%

Other expenses relate to a range of unclassified items including contributions to community groups, audit expenses, Councillor allowances and other miscellaneous expenditure items. Other expenses are budgeted to increase by 10.3% or \$81,000 compared to 2021/2022.



4.2 Balance Sheet

4.2.1 Assets

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
ASSETS				
Current assets				
Cash and cash equivalents	5,890	5,482	(407)	-6.9%
Trade and other receivables	4,378	6,134	1,756	40.1%
Other financial assets	5,000	6,000	1,000	20.0%
Inventories	15	30	15	95.1%
Other assets	39	39	0	1.2%
Total current assets	15,322	17,685	2,364	15.4%
Non-current assets				
Property, infrastructure, plant & equipment	311,654	343,615	31,961	10.3%
Intangible assets	792	318	(474)	-59.9%
Total non-current assets	312,446	343,933	31,487	10.1%
Total assets	327,768	361,618	33,850	10.3%

Cash and Cash equivalents include cash on hand, deposits at call and term deposits with original maturity dates of 90 days or less. Other financial assets include term deposits which will mature within the next twelve months with original maturity dates of greater than 90 days.

Trade and other receivables include monies owing to Council and include Council rates and charges, fire service levy, and GST receivable. Inventories include Council's diesel storage and other assets include accrued income and prepaid expenses. Current assets are budgeted to increase by \$2,364 million or 15.4% compared to 2021/2022. Movements contributing to the increase in cash and cash equivalents are detailed in section 4.4 Statement of Cash Flows.

Property, infrastructure, plant & equipment includes all of Council's land, buildings, vehicles, plant, information technology, roads, bridges, recreational and other infrastructure assets. Intangible assets include software programs. The value of these non-current assets represent their written down values, which is either their acquisition cost less accumulated depreciation or current valuation following an asset revaluation.

Non-current assets are budgeted to increase by \$31,487 million or 10.1% compared to 2021/2022 reflecting a significant change in asset valuations and 2022/23 budgeted capital works less depreciation.

4.2.2 Liabilities

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
LIABILITIES				
Current liabilities				
Trade and other payables	1,853	1,498	(355)	-19.2%
Trust funds and deposits	1,185	1,188	3	0.3%
Provisions	2,368	2,355	(13)	-0.5%
Interest-bearing liabilities	663	765	102	15.4%
Other Liabilities	1,671	-	(1,671)	-100.0%
Total current liabilities	7,740	5,806	(1,934)	-25.0%
Non-current liabilities				
Provisions	436	427	(9)	-2.1%
Interest-bearing liabilities	4,580	4,517	(63)	-1.4%
Other Liabilities	27	31	4	15.7%
Total non-current liabilities	5,043	4,975	(68)	-1.4%
Total liabilities	12,783	10,781	(2,002)	-15.7%

Trade and other payables include amounts owed to suppliers for goods and or services and other accrued expenses. Trust funds and deposits represent amounts received as deposits and retention amounts controlled by Council until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Provisions include liability for accrued employee benefits and landfill rehabilitation. Interest bearing liabilities reflect the outstanding principal balance of previous borrowings.

The classification as current liabilities illustrates that portion that is likely to be repaid in upcoming twelve months. Total liabilities are budgeted to decrease by \$2.0M or 15.7% compared to the budget 2021/2022, as grant funding (other liability) are expended.

4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast 2021/22 \$'000	Budget 2022/23 \$'000
Amount borrowed as at 30 June of the prior year	6,591	4,526
Amount proposed to be borrowed	-	1,500
Amount projected to be redeemed	(2,065)	(744)
Amount of borrowings as at 30 June	4,526	5,282

Borrowings are an important funding source which enables funding for capital works or other items as identified without adversely affecting Council's liquidity position. Council has identified a new \$1.5M loan in 2022/2023.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June %
2021/2022 (Forecast)				4,526
2022/2023	1,500	744	198	5,282
2023/2024	-	759	184	4,523
2024/2025	-	789	154	3,734
2025/2026	-	825	125	2,909

4.3 Statement of changes in Equity**4.3.1 Reserves**

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2022/2023 Budget				
Balance at beginning of the financial year	345,101	162,981	179,088	3,032
Surplus/(deficit) for the year	5,736	5,736	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	1,579	-	(1,579)
Transfers from other reserves	-	(1,248)	-	1,248
Balance at end of the financial year	350,837	169,048	179,088	2,701

Council has allocated funds to reserves for specific purposes. These reserves are either statutory or discretionary reserves. Statutory reserve funds must be applied for specified statutory purposes in accordance with various legislative requirements. Discretionary reserves have been established by Council regarding the future use of these funds. Net reserve movements for 2022/2023 is forecast to be a transfer from reserves of \$0.331 million. Each reserve and their forecast balance are shown below, with all "other reserves" cash backed.

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
ASSET REVALUATION RESERVE	142,258	179,088	36,830	25.9%
Other reserves				
Open Space Recreation Reserve *	1,361	1,657	296	21.8%
Mineral Springs Reserves Financial Reserve *	884	826	(58)	-6.6%
Discretionary Reserves				
Clunes Caravan Park	7	7	-	0.0%
Heritage Advisory Fund Reserve	20	20	-	0.0%
Mt Beck worth Pit Reserve	28	28	-	0.0%
Smeaton Hill Pit Reserve	74	74	-	0.0%
Waste Management Reserve	(459)	89	548	-119.5%
Debt Management Reserve	373	-	(373)	-100.0%
Total Other Reserves	2,288	2,701	413	18.1%
Total Reserves	144,546	181,789	37,243	25.8%

* Indicates statutory reserve

4.3.2 Equity

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Equity				
Accumulated surplus	170,438	169,048	(1,390)	-0.8%
Reserves	144,546	181,789	37,243	25.8%
Total equity	314,984	350,837	35,852	11.4%

Total equity equals net assets and is made up of the following components:

- * Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- * Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the surplus of the Council to be separately disclosed.
- * Accumulated surplus which is the value of all net assets less reserves that have accumulated over time.

4.4 Statement of Cash Flows**4.4.1 Net cash flows provided by/used in operating activities**

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
	Inflows (Outflows)	Inflows (Outflows)		
Rates and charges	23,722	24,524	802	3.4%
Statutory fees and fines	931	1,123	192	20.6%
User fees	966	859	(107)	-11.0%
Grants - operating	4,260	8,277	4,017	94.3%
Grants - capital	9,199	7,602	(1,597)	10.5%
Contributions - monetary	528	510	(18)	-17.4%
Interest received	235	300	65	27.7%
Rent received	1,055	1,033	(22)	-2.1%
Trust funds and deposits taken	(11)	-	11	-100.0%
Other receipts	186	215	29	15.4%
Employee costs	(15,327)	(16,429)	(1,102)	7.2%
Materials and services	(12,639)	(19,403)	(6,764)	53.5%
Other payments	(786)	(868)	(82)	10.4%
Net cash provided by/(used in) operating activities	12,320	7,743	(4,577)	-37.1%

Cash flow from operating activities refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.

4.4.2 Net cash flows provided by/used in investing activities

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
	Inflows (Outflows)	Inflows (Outflows)		
Payments for property, infrastructure, plant and equipment	(11,315)	(18,764)	(7,749)	65.8%
Proceeds from sale of property, infrastructure, plant and equipment	(30)	-	30	-100.0%
Payments for investments	(6,000)	-	6,000	-100.0%
Proceeds from sale of investments	6,000	6,202	202	3.4%
Net cash provided by/ (used in) investing activities	(11,345)	(12,562)	(1,217)	10.7%

Cash flows from investing activities refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and other financial assets including term deposits greater than 90 days maturity.

The 2022/2023 budget for net cash used in investing activities is \$12.562M, which is \$1.217M less than 2021/2022. This is reflective of an increase in the capital works program when compared to 2021/2022. This has been offset to some extent by additional Capital grant funding for a number of new projects and utilisation of unspent grant funding from previous years that had been invested.

4.4.3 Net cash flows provided by/used in financing activities

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
	Inflows (Outflows)	Inflows (Outflows)		
Finance costs	(213)	(198)	15	-6.9%
Proceeds from borrowings	740	1,500	760	100.0%
Repayment of borrowings	(2,128)	(745)	1,383	-65.0%
Net cash provided by/(used in) financing activities	(1,600)	557	2,157	-134.8%

Cash flows from financing activities refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

The 2022/2023 budget for cash flows provided by financing activities is an increase in cash of \$2.2M. There is a new loan of \$1.5M included in the 2022/2023 budget. Council repaid a 7-year loan in 2021-2022.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2022/2023 year, classified by expenditure type and funding source.

4.5.1 Summary

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Property	1,246	5,819	4,573	367%
Plant and equipment	1,837	1,427	(410)	-22%
Infrastructure	8,569	11,518	2,950	34%
Total	11,652	18,764	7,113	61%

Type or class of land	Project Cost \$'000	Asset Expenditure Types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib./ Asset Sale \$'000	Council cash \$'000	Borrowing \$'000
Property	5,819	4,400	1,142	277	4,438	-	(118)	1,500
Plant and equipment	1,427	417	1,010	-	-	-	1,427	-
Infrastructure	11,518	2,965	6,177	2,377	3,164	-	8,354	-
Total	18,764	7,782	8,329	2,654	7,602	-	9,663	1,500

Projects that are funded/part funded from Council reserves are annotated as follows to indicate source of funds -

- ^ Open space recreation reserve
- + Mineral springs financial reserve
- * Waste management reserve

4.5.2 Capital works program

Type or class of land	Project Cost \$'000	Asset Expenditure Types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib./ Asset Sale \$'000	Council cash \$'000	Borrowing \$'000
PROPERTY								
Land Improvements								
Buildings								
Creswick Town Hall	681	-	681	-	-	-	681	-
Building Renewal Program	220	-	220	-	-	-	220	-
Trentham Community Hub	4,400	4,400	-	-	2,500	-	1,900	-
Bullarto Railway Station	277	-	-	277	-	-	277	-
Confirmed stimulus funding works	-	-	-	-	1,938	-	(1,938)	-
Loan funding for projects	-	-	-	-	-	-	(1,500)	1,500
Creswick Mechanics Institute	170	-	170	-	-	-	170	-
Hepburn Kindergarten Extension	71	-	71	-	-	-	71	-
TOTAL PROPERTY	5,819	4,400	1,142	277	4,438	-	(118)	1,500
PLANT AND EQUIPMENT								
Plant, Machinery and Equipment								
Vehicle and Plant Replacement	600	-	600	-	-	-	600	-
Computers and Telecommunications								
IT Hardware/Technology Renewal Program	767	417	350	-	-	-	767	-
Library books								
Library Collection Renewal	60	-	60	-	-	-	60	-
TOTAL PLANT AND EQUIPMENT	1,427	417	1,010	-	-	-	1,427	-
INFRASTRUCTURE								
Roads								
Road Reseals Program	1,050	-	1,050	-	969	-	81	-
Gravel Resheet Program	570	-	570	-	-	-	570	-
Pavement Rehabilitation	2,061	-	2,061	-	1,346	-	715	-
Road Upgrade	200	-	-	200	-	-	200	-
Bridges								
Bridge and Major Culvert Renewal Program	640	-	640	-	-	-	640	-
Footpaths and Cycleways								
Footpath Improvement & Renewal Program	155	-	155	-	-	-	155	-
Footpath Extension ^	376	-	376	-	-	-	376	-
Daylesford to Hanging Rock Rail Trail and Rail Trail Extension - Planning ^	925	925	-	-	500	-	425	-
Drainage								
Drainage/Kerb & Channel Implementation and Renewal and Program	414	-	414	-	-	-	414	-
Recreational, Leisure & Community Facilities								
Lee Medlyn Bottle Museum	459	-	459	-	-	-	459	-
Aquatics Strategy Implementation	160	160	-	-	-	-	160	-
Aquatics Renewal Project	103	-	103	-	-	-	103	-
Chatfield Reserve	232	232	-	-	-	-	232	-
Lake Daylesford Landscape Works								
Creswick Bowls Club Green Replacement	399	-	-	399	149	-	250	-
Shade sail - Quarry St Reserve Playground.	35	35	-	-	-	-	35	-
Dog Park Plan	40	40	-	-	-	-	40	-
Recreation Facility Accessible Carpark and Pathways	24	24	-	-	-	-	24	-
Jubilee Lake Playground +	144	-	144	-	-	-	144	-
Hammon Park Trail Head	1,413	1,413	-	-	-	-	1,413	-
Trentham Sportsground Pavilion ^	1,693	-	-	1,693	200	-	1,493	-
Parks, Open Space and Streetscapes								
Creswick Fountain Refurbishment	85	-	-	85	-	-	85	-
Wombat Hill Botanic Gardens	188	-	188	-	-	-	188	-
Hepburn Pavilion Café Floor Upgrade +	120	-	120	-	-	-	120	-
Other Infrastructure								
Mineral Springs Reserve Development +	33	33	-	-	-	-	33	-
TOTAL INFRASTRUCTURE	11,518	2,965	6,177	2,377	3,164	-	8,354	-
TOTAL CAPITAL WORKS	18,764	7,782	8,329	2,454	7,602	-	9,663	1,500

The capital works program for 2022-2023 highlights that grant funding for major projects will be received during the year and will create a commitment to deliver in future year(s). Projects funded in 2021/22 but not yet delivered will continue and funds will be carry-forward if not finalised by 30 June 2022.

4.6 Non-Capital projects program

This section presents a listing of non-capital projects that will be undertaken for the 2022/2023 year. The projects listed below are one-off or cyclical in nature or are additional to funding levels which are ordinarily provided to undertake these activities.

Project Name	Project Cost \$'000	Income \$'000	Net Cost to Council \$'000
Flora and Fauna Assessments for Township structure Planning	45	-	45
RAP Development 2021/2024	34	-	34
Solar Savers Program	100	100	-
Walking and Cycling Strategy 2022/2023	90	-	90
Sustainable Hepburn implementation - waste*	150	-	150
Sustainable Hepburn implementation - other	75	-	75
TOTAL NON-CAPITAL PROJECTS	494	100	394



Summary of Planned Capital Works Expenditure

For the years ended 30 June 2024, 2025 & 2026

2023/24	Asset Expenditure Types				Funding Sources				
	Total	New	Renewal	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	60	60	-	-	60	-	-	60	-
Total Land	60	60	-	-	60	-	-	60	-
Buildings	2,010	1,590	370	50	2,010	1,200	-	810	-
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total Buildings	2,010	1,590	370	50	2,010	1,200	-	810	-
Total Property	2,070	1,650	370	50	2,070	1,200	-	870	-
Plant and Equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	600	-	600	-	600	-	-	600	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	683	-	683	-	683	-	-	683	-
Library books	60	-	60	-	60	-	-	60	-
Total Plant and Equipment	1,343	-	1,343	-	1,343	-	-	1,343	-
Infrastructure									
Roads	4,185	-	3,981	204	4,185	1,870	-	2,316	-
Bridges	4,160	2,560	1,600	-	4,160	3,310	-	850	-
Footpaths and cycleways	852	546	306	-	852	-	-	852	-
Drainage	270	-	270	-	270	-	-	270	-
Recreational, leisure and community facilities	3,764	2,970	794	-	3,764	503	-	3,261	-
Waste management	200	200	-	-	200	100	-	100	-
Parks, open space and streetscapes	695	695	-	-	695	200	-	495	-
Total Infrastructure	14,126	6,971	6,951	204	14,126	5,983	-	8,143	-
Total Capital Works Expenditure	17,539	8,621	8,664	254	17,539	7,183	-	10,356	-

Summary of Planned Capital Works Expenditure (cont.)

For the years ended 30 June 2024, 2025 & 2026

2024/25	Asset Expenditure Types				Funding Sources				
	Total	New	Renewal	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Land improvements	84	84	-	-	-	-	-	84	-
Total Land	84	84	-	-	-	-	-	84	-
Buildings	3,646	2,996	650	-	-	1,600	-	2,046	-
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total Buildings	3,646	2,996	650	-	-	1,600	-	2,046	-
Total Property	3,730	3,080	650	-	-	1,600	-	2,130	-
Plant and Equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	600	-	600	-	-	-	-	600	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	717	67	650	-	-	-	-	717	-
Library books	60	-	60	-	-	-	-	60	-
Total Plant and Equipment	1,377	67	1,310	-	-	-	-	1,377	-
Infrastructure									
Roads	3,351	-	3,142	209	3,351	969	-	2,382	-
Bridges	1,600	-	1,600	-	1,600	750	-	850	-
Footpaths and cycleways	648	336	312	-	648	-	-	648	-
Drainage	270	-	270	-	270	-	-	270	-
Recreational, leisure and community facilities	1,507	264	1,243	-	1,507	780	-	727	-
Waste management	200	200	-	-	200	100	-	100	-
Parks, open space and streetscapes	294	294	-	-	294	100	-	194	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	300	300	-	-	300	-	-	300	-
Total Infrastructure	8,170	1,394	6,567	209	8,170	2,699	-	5,471	-
Total Capital Works Expenditure	13,277	4,541	8,527	209	13,277	4,299	-	8,978	-

Summary of Planned Capital Works Expenditure (cont.)

For the years ended 30 June 2024, 2025 & 2026

2025/26	Asset Expenditure Types				Funding Sources				
	Total	New	Renewal	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Land improvements	36	36	-	-	36	-	-	36	-
Total Land	36	36	-	-	36	-	-	36	-
Buildings	1,806	156	650	1,000	1,806	500	-	1,306	-
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total Buildings	1,806	156	650	1,000	1,806	500	-	1,306	-
Total Property	1,842	192	650	1,000	1,842	500	-	1,342	-
Plant and Equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	600	-	600	-	600	-	-	600	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	752	92	660	-	752	-	-	752	-
Library books	60	-	60	-	60	-	-	60	-
Total Plant and Equipment	1,412	92	1,320	-	1,412	-	-	1,412	-
Infrastructure									
Roads	3,417	-	3,205	212	3,417	988	-	2,429	-
Bridges	700	-	700	-	700	-	-	700	-
Footpaths and cycleways	636	318	318	-	636	-	-	636	-
Drainage	270	-	270	-	270	-	-	270	-
Recreational, leisure and community facilities	1,377	462	915	-	1,377	320	-	1,057	-
Waste management	200	-	-	-	200	100	-	100	-
Parks, open space and streetscapes	466	-	-	466	466	100	-	366	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-
Total Infrastructure	6,866	780	5,408	678	7,066	1,508	-	5,557	-
Total Capital Works Expenditure	10,120	1,064	7,378	1,678	10,320	2,008	-	8,312	-

05

Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.



Indicator	Measure	Notes	Actual 2020/21	Budget 2021/22	Budget 2022/23	2023/24	Projections 2024/25	2025/26	Trend +/-
Operating position									
Adjusted underlying result ^v	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-17.1%	0.2%	-2.1%	2.6%	2.2%	3.5%	+
Liquidity									
Working Capital ^v	Current assets / current liabilities	2	224%	198%	305%	259%	227%	226%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	23%	21%	17%	28%	27%	27%	+
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	30.0%	24.8%	24.0%	21.5%	17.4%	13.4%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.6%	11.1%	4.3%	4.4%	4.2%	4.2%	o
Indebtedness ^v	Non-current liabilities / own source revenue		23.4%	18.7%	17.7%	14.9%	11.8%	9.0%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	123.2%	112.1%	123.9%	122.5%	119.3%	102.2%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	72%	67%	58%	70%	70%	70%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.36%	0.32%	0.24%	0.23%	0.23%	0.24%	o
Efficiency									
Expenditure level	Total expenses / no. of property assessments		\$2,997	\$3,111	\$3,741	\$3,067	\$3,140	\$3,161	o
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,531	\$1,609	\$1,633	\$1,674	\$1,716	\$1,759	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		23%	14%	18%	17%	16%	15%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

^v Identifies those financial performance indicators that are also included in the financial sustainability indicators for councils as per the Victorian Auditor-General's Office (VAGO). In addition to the three indicators above, VAGO also uses a further three indicators, namely Self-financing, Capital replacement and Renewal gap.

Notes to indicators**1 - Adjusted underlying result**

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The negative result for this indicator in 2022/2023 identifies an adjusted underlying deficit which is due to council receiving 75% of the 2022/2023 financial assistance grant allocation in 2021/2022. The trend in the future years indicates underlying surpluses over the strategic resource plan.

2 - Working Capital

The proportion of current liabilities represented by current assets. This indicator reduces due to a reduction in cash reserves to fund the capital works program, impact of rate capping and replacement of loans.

3 - Unrestricted Cash

Similar to working capital, this indicator represents Council's ability to meet its short term commitments without the need to use funds which are earmarked for other purposes. The reduction is due to capital work investment and impact of rate capping.

4 - Debt compared to rates

This indicator measures the level of Council's total debt as a percentage of rate revenue.

5 - Asset renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

6 - Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services.



Appendix

A

Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2022/23 year.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

The Fees and Charges are grouped by functional area and include:

- Environmental Health
- Town Planning
- Building Services
- Domestic and Commercial Waste
- Infrastructure
- Compliance
- Visitor Information Centres
- Swimming Pools
- Community Services
- Libraries
- Home and Community Care Services
- Functions in Council Reserves and Facilities
- All Reserves and Facilities
 - > Victoria Park, Daylesford
 - > Wombat Hill Botanic Gardens
 - > Lake Daylesford Foreshore
 - > Doug Lindsay Reserve
 - > Creswick Town Hall
 - > Clunes Town Hall
 - > Daylesford Town Hall
 - > Clunes Community Centre
 - > Creswick Hub
 - > The Warehouse – Clunes
- Photocopying/Printing
- Rates Information
- Freedom of Information
- Dishonoured Payments

All items include GST, except where denoted with an *

Shading denotes statutory fees as determined by legislation and therefore subject to any change in legislation. Please note these fees are still at the 2021/22 rate as new statutory fees for 2022/23 have not yet been set.

Description of Charge	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
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ENVIRONMENTAL HEALTH

Food Act 1984

CLASS 1: High risk unpackaged food supplied to vulnerable people

Premises include: Child Care, Kindergartens, Aged Care and Nursing Homes	\$506.00	\$519.00
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CLASS 2: Handling unpackaged high risk potentially hazardous foods

2(A) Premises include: Large function centres, Manufacturers, Supermarkets, and restaurants employing more than 20 staff	\$545.00	\$559.00
2(B) Premises include: Restaurants, cafes, caterers, supermarkets, home based manufacturer, takeaway outlets employing less than 20 staff	\$447.00	\$459.00
2(C) Premises include: Prep and cooking of potentially hazardous foods for immediate consumption at accommodation getaway premises.	\$371.00	\$381.00
2(D) Premises include: Community groups, sporting clubs serving full meals	\$186.00	\$191.00

CLASS 3: Handling and supplying low risk unpackaged foods

3(A) Milk Bars, Convenience Stores, Fruit Stall, Pre-packaged and home based manufacturer.	\$274.00	\$281.00
3(B) Seasonal Kiosks, Community Groups, Sporting Clubs (½ Annual Fee of Class 3(A))	\$137.00	\$141.00

CLASS 4: Low risk to public health packaged food

(includes Newsagents, Pharmacies, Video Stores)	Fee Exempt	Fee Exempt
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Streetrader (Temporary and Mobile Premises)

Class 2 Food Vehicle or Stall (business)	\$389.00	\$399.00
Class 2 Food Vehicle or Stall (community group)	\$178.00	\$183.00
Class 3 Food Vehicle or Stall (business)	\$261.00	\$268.00
Class 3 Food Vehicle or Stall (community group)	\$131.00	\$135.00
Business (1 event for no more than 2 consecutive days)	\$92.00	\$95.00
Inspection Fee for non-compliant food premises - Class 2	\$136.00	\$140.00
Inspection Fee for non-compliant food premises - Class 3	\$84.00	\$87.00
Community Group/Fundraiser (1 event for no more than 2 consecutive days)	\$46.00	\$48.00

Other Fees

New Business Registration	150% of annual registration fee	150% of annual registration fee
Transfer of Registration of Food Business	50% of annual registration fee	50% of annual registration fee
Late Fee - applicable to renewal of registration if the renewal fee is not received within 14 days of the due date	50% of annual registration fee	50% of annual registration fee

Public Health and Wellbeing Act 2008

Beauty premises, day spa, nails and hair removal premises *	\$166.00	\$171.00
Skin Penetration - tattooing and piercing *	\$323.00	\$332.00
Prescribed Accommodation – hotels/motels, recreation camps, B&Bs (NOT self contained or exclusive use of Units, Villas, Houses)*		
6 to 10 persons*	\$279.00	\$286.00
Over 10 persons*	\$344.00	\$353.00
New Hair Dresser registration	\$148.00	\$152.00
New Business Registration	150% of annual registration fee	150% of annual registration fee
Transfer of Registration of Public Health and Wellbeing Premises	50% of annual registration fee	50% of annual registration fee
Late Fee - applicable to renewal of registration if the renewal fee is not received within 14 days of the due date	50% of the annual registration fee	50% of the annual registration fee

Description of Charge	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
Residential Tenancies Act 1970		
Caravan Parks* (3 Yearly Fee)	as per Sched 5 of the Tenancies Act	as per Sched 5 of the Tenancies Act
Transfer of Registration*	\$74.05 (5 Fee Units)	\$74.05 (5 Fee Units)
Public Health and Wellbeing Regulations 2019		
Category 1 Aquatic Facilities annual registration fee	\$100.00	\$103.00
Transfer of Registration Category 1 Aquatic Facilities	50% of annual registration fee	50% of annual registration fee
Environment Protection Act 2017		
Special Visit – Pre-purchase inspections *	\$220.00	\$226.00
Special Visit – Pre-purchase inspections within 48 hours*	\$328.00	\$337.00
New Septic Tank systems* Regulation 196 (1)b	\$723.00	\$742.00
Major alteration to septic system N/A see New Septic tank systems e.g. increasing wastewater field, replacing an existing system	N/A	N/A
Minor alteration to septic system. Regulation 196 (1)a e.g. connecting new internal plumbing fixtures	\$275.00	\$282.00
Transfer onsite wastewater management system permit, Regulation 197	\$147.00	\$151.00
Fee to amend onsite wastewater management system permit. Regulation 198	\$74.00	\$76.00
Exception Fee for onsite wastewater management system permit. Regulation 199	\$217 14.67 Fee Units	\$222 14.67 Fee Units
If Council assessment exceeds 2.6 hours, an additional fee of 5.94 fee units for each hour of assessment over. Regulation 199	5.94 fee units per additional hour	5.94 fee units per additional hour
Renewal Fee for onsite wastewater management system permit Regulation 200	\$123.00	\$126.00
Extension of Time for Septic Permit	\$274.00	\$280.00
General Fees		
Property Enquiries/Plan Search – Commercial (site history/copies of permits/copies of endorse plans/etc)*	\$220.00	\$226.00
Property Enquiries/Plan Search – Residential (site history/copies of permits/copies of endorse plans/etc)*	\$96.00	\$99.00
Written request for General Advice	\$162.00	\$167.00
Special request for inspection – septic, food premises	\$274.00	\$281.00

NOTES Full registration fees are to be paid up until 31 August. Registrations after this date, i.e. from 1 September onwards are only required to pay 50% of the full fee.

TOWN PLANNING

Part 1: Prescribed Statutory Fees (subject to change by State Government)

Fees for amendment to planning scheme (regulation 6)

Stage	Stage of Amendment	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
1	For: a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment	TBC (206 fees units)	TBC (206 fees units)
2	For: a) considering		
	(i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	TBC (1021 fee units)	TBC (1021 fee units)
	(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	TBC (2040 fee units)	TBC (2040 fee units)
	(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and	TBC (2727 fee units)	TBC (2727 fee units)
	b) providing assistance to a panel in accordance with section 158 of the Act; and c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and d) considering the panel's report in accordance with section 27 of the Act; and e) after considering submissions and the panel's report, abandoning the amendment.		
3	For: a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act.	\$481.32 (32.5 fee units) if the Minister is not the planning authority	\$481.32 (32.5 fee units) if the Minister is not the planning authority

Applications for Permits under section 47 of the Planning and Environment Act (Regulation 9)

Class	Type of Application		
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	TBC (89 fee units)	TBC (89 fee units)
2	Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	TBC (89 fee units)	TBC (89 fee units)
3	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is \$10,000 or less	TBC (13.5 fee units)	TBC (13.5 fee units)
4	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$10,000 but not more than \$100,000	TBC (42.5 fee units)	TBC (42.5 fee units)
5	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$100,00 but not more than \$500,000	TBC (87 fee units)	TBC (87 fee units)
6	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$500,000	TBC (94 fee units)	TBC (94 fee units)

Description of Charge		Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
Class	Type of Application		
7	VicSmart application if the estimated cost of development is \$10,000 or less	TBC (13.5 fee units)	TBC (13.5 fee units)
8	VicSmart application if the estimated cost of development is more than \$10,000	TBC (29 fee units)	TBC (29 fee units)
9	VicSmart application to subdivide or consolidate land	TBC (13.5 fee units)	TBC (13.5 fee units)
10	VicSmart application other than class 7, class 8 or class 9 permit	TBC (13.5 fee units)	TBC (13.5 fee units)
11	To develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than \$100,000	TBC (77.5 fee units)	TBC (77.5 fee units)
12	To develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1,000,000	TBC (104.5 fee units)	TBC (104.5 fee units)
13	To develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 and not more than \$5,000,000	TBC (230.5 fee units)	TBC (230.5 fee units)
14	To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$5,000,000 and not more than \$15,000,000	TBC (587.5 fee units)	TBC (587.5 fee units)
15	To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$15,000,000 and not more than \$50,000,000	TBC (1,732.5 fee units)	TBC (1,732.5 fee units)
16	To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$50,000,000	TBC (3,894 fee units)	TBC (3,894 fee units)
17	To subdivide an existing building (other than a class 9 permit)	TBC (89 fee units)	TBC (89 fee units)
18	To subdivide land into 2 lots (other than a class 9 or class 16 permit)	TBC (89 fee units)	TBC (89 fee units)
19	To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	TBC (89 fee units)	TBC (89 fee units)
20	Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	TBC per 100 lots created (89 fee units per 100 lots created)	TBC per 100 lots created (89 fee units per 100 lots created)
21	To: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	TBC (89 fee units)	TBC (89 fee units)
22	A permit not otherwise provided for in the regulation	TBC (89 fee units)	TBC (89 fee units)

Description of Charge**Fee/Charge**
2021/22 (inc GST)**Fee/Charge**
2022/23 (inc GST)

Applications to amend permits under section 72 of the Planning and Environment Act 1987 (Regulation 11)

Class	Type of Application		
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	TBC (89 fee units)	TBC (89 fee units)
2	Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	TBC (89 fee units)	TBC (89 fee units)
3	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is \$10,000 or less	TBC (13.5 fee units)	TBC (13.5 fee units)
4	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$10,000 but not more than \$100,000	TBC (42.5 fee units)	TBC (42.5 fee units)
5	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$100,00 but not more than \$500,000	TBC (87 fee units)	TBC (87 fee units)
6	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$500,000	TBC (94 fee units)	TBC (94 fee units)
7	Amendment to a permit * that is the subject of VicSmart application, if the estimated cost of the additional development is \$10,000 or less	TBC (13.5 fee units)	TBC (13.5 fee units)
8	Amendment to a permit * that is the subject of VicSmart application, if the estimated cost of the additional development is more than \$10,000	TBC (29 fee units)	TBC (29 fee units)
9	Amendment to a class 9 permit	TBC (13.5 fee units)	TBC (13.5 fee units)
10	Amendment to a class 10 permit	TBC (13.5 fee units)	TBC (13.5 fee units)
11	Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of the additional development to be permitted by the amendment is \$100,000 or less	TBC (104.5 fee units)	TBC (104.5 fee units)
12	Amendment to a class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than \$100,000 but not more than \$1,000,000	TBC (230.5 fee units)	TBC (230.5 fee units)
13	Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than \$1,000,000	TBC (89 fee units)	TBC (89 fee units)
14	Amendment to a class 17 permit	TBC (89 fee units)	TBC (89 fee units)
15	Amendment to a class 18 permit	TBC (89 fee units)	TBC (89 fee units)
16	Amendment to a class 19 permit	TBC (89 fee units)	TBC (89 fee units)
17	Amendment to a class 20 permit	TBC (89 fee units)	TBC (89 fee units)
18	Amendment to a class 21 permit	TBC (89 fee units)	TBC (89 fee units)
18	Amendment to a class 22 permit	TBC (89 fee units)	TBC (89 fee units)

Description of Charge**Fee/Charge**
2021/22 (inc GST)**Fee/Charge**
2022/23 (inc GST)

Other Statutory Fees

Regulation	Type of Application		
10	For combined permit applications	Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	
12	Amend an application for a permit or an application to amend a permit	a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9 b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit	
13	For a combined application to amend permit	The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	
14	For a combined permit and planning scheme amendment	Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	
15	For a certificate of compliance	\$325.80 (22 fee units)	\$325.80 (22 fee units)
16	For an agreement to a proposal to amend or end an agreement under section 173 of the Act	\$659.00 (44.5 fee units)	\$659.00 (44.5 fee units)
17	For a planning certificate	a) \$22.20 (1.5 fee units) for an application not made electronically b) \$7 for an application made electronically	a) \$22.20 (1.5 fee units) for an application not made electronically b) \$7 for an application made electronically
18	Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council	TBC	TBC

Description of Charge**Fee/Charge**
2021/22 (inc GST)**Fee/Charge**
2022/23 (inc GST)

Other Statutory Fees

Part 2: Administrative Charges (Non Statutory Fees)		
Enquiries		
Written request for Heritage Control advice	\$166.00	\$171.00
Written request for Demolition Control advice (Section 29A – Form 8)	\$166.00	\$171.00
Written request for General Planning advice	\$166.00	\$171.00
Request a copy of a planning permit (on site archives - From 2012 onwards)	\$50.00	\$52.00
Request a copy of a planning permit (off site archives - Pre 2012)	\$215.00	\$221.00
Extension of Time		
Extension of time (First Request)	\$274.00	\$281.00
Extension of time (second request)	\$408.00	\$419.00
Extension of Time (Third and subsequent requests)	\$612.00	\$628.00
Refunds		
Cancellation/withdrawal of application when no work carried out	Refund ¾ of application fee	Refund ¾ of application fee
Cancellation/withdrawal after direction to advertise but before commenced	Refund ½ of application fee	Refund ½ of application fee
Cancellation/withdrawal after advertising commenced	No Refund	No Refund
Cancellation/withdrawal due to prohibited proposal (written planning advice will be provided)	\$162	\$162
Other fees		
Condition Plan assessment - First Submission (plans submitted for endorsement as required by conditions of a planning permit)	\$0.00	\$0.00
Condition Plan assessment - Second and subsequent submission (plans submitted for endorsement as required by conditions of a planning permit)	\$102.00	\$105.00
Preparation and registration of section 173 agreement	\$1,275.00	\$1,307.00
Review of Section 173 Agreement not prepared by Council	Invoice to applicant Re-coup full costs	Invoice to applicant Re-coup full costs
Secondary Consent	\$274.00	\$281.00
Miscellaneous Planning Consent	\$408.00	\$419.00
Advertising		
Advertising – A3 Notice	\$112.00	\$115.00
Advertising – Letters to adjoining owners	\$58.00	\$60.00
Advertising – Notice in Newspaper	Invoice to applicant Re-coup full costs	Invoice to applicant Re-coup full costs

NOTES**Statutory Fees**

These fees are cumulative unless otherwise stated. If your application or request falls into several categories the highest fee and half the lower fee are payable.

Administrative charges for photocopying and printing

These charges are in accordance with those published by Hepburn Shire Council and subject to amendment. Please contact the Planning Customer Service for the list of charges.

The preceding sections are a summary of the fees prescribed under the Planning and Environment (Fees) Regulations 2016, and is not a complete representation of these Regulations or other legislative provisions. Reference should be made to the Regulations to obtain the complete wording of individual fee Regulations and other Regulations (which include waiving and rebating provisions). Please visit www.planning.vic.gov.au for more details on the Planning and Environment (Fees) Regulations 2016 setting out the new fees and the Planning and Environment Act 1987.

Shading denotes statutory fees as determined by legislation and therefore subject to any change in legislation.

Fee for amending a planning permit application depends on the Schedule of fees as per the Planning & Environment Regulations (Fees).

Fee for lodging amended subdivision plans at certification stage depends on the schedule of fees as per the Planning & Environment Regulations (Fees).

Description of Charge	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
BUILDING SERVICES		
Residential		
New Dwelling	\$626.00 plus \$6.15 per m ² (plus levy & lodgement fee) (Minimum \$1,104.00)	\$626.00 plus \$6.15 per m ² (plus levy & lodgement fee) (Minimum \$1,104.00)
Alteration to Dwelling	\$626.00 plus \$6.15 per m ² (plus levy & lodgement fee) (Minimum \$1,104.00)	\$626.00 plus \$6.15 per m ² (plus levy & lodgement fee) (Minimum \$1,104.00)
Addition to a Dwelling	\$626.00 plus \$6.15 per m ² (plus levy & lodgement fee) (Minimum \$1,104.00)	\$626.00 plus \$6.15 per m ² (plus levy & lodgement fee) (Minimum \$1,104.00)
Units	(Minimum \$1,304 per unit)	(Minimum \$1,304 per unit)
Garages/Carports up to \$10,000	\$600.00 (plus lodgement fee)	\$600.00 (plus lodgement fee)
Garages/Carports over \$10,000	\$678.00 (plus lodgement fee & levy)	\$678.00 (plus lodgement fee & levy)
Swimming Pools	\$622.00	\$638.00
Restump	\$392.00	\$402.00
Building Reg 326 (2) statutory fee	\$47.20 (3.19 fee units)	\$47.20 (3.19 fee units)
Lodgement Fees (Payable on Council & Private Building Surveyor Projects)*	\$121.90 (8.23 fee units)	\$121.90 (8.23 fee units)
Conducting an assessment for compliance under AS3959 (Bushfire Code)	\$343.00	\$352.00
Commercial/Industrial		
All works under \$5,000	\$545.00	\$559.00
Works valued \$5,000 – \$30,000	\$815.00	\$835.00
Works valued \$30,000 – \$250,000	\$Cost x 0.4% plus \$1,000	\$Cost x 0.4% plus \$1,000
Works valued \$250,000 – \$500,000	\$Cost x 0.25% plus \$2,000	\$Cost x 0.25% plus \$2,000
Works valued over \$500,000	\$Cost x 0.25% plus \$2,000	\$Cost x 0.25% plus \$2,000
Lodgement Fees (Commercial/Industrial)*	\$40.70 (2.75 fee units)	\$40.70 (2.75 fee units)

Description of Charge	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
BUILDING SERVICES		
Demolition		
Single Storey Building	\$782.00 plus Sec 29A fee \$ (4.6 fee units)	\$782.00 plus Sec 29A fee \$ (4.6 fee units)
Any other building more than one storey	\$1252.00 plus Sec 29A fee \$ (4.6 fee units)	\$1252.00 plus Sec 29A fee \$ (4.6 fee units)
Other Permits/Services		
Fences and signs	\$328.00	\$336.00
Swimming Pool Reports (Existing)	\$312.00	\$320.00
Request for variation of siting*	\$290.40 (19.61 fee units)	\$290.40 (19.61 fee units)
Any other service not otherwise provided for (per Hour)	\$265.00	\$272.00
Extension of Time for a Permit	\$274.00	\$281.00
Amendment to a Building Permit	\$300.00	\$308.00
Inspection associated with lapsed permits (per inspection)	\$220.00	\$225.00
State Government Building Levy Cost recovery of levy*	\$1.28 per \$1,000 of construction value	\$1.28 per \$1,000 of construction value
Requests for Information		
Property Certificates (last 10 years information)*		
Temporary Structures	\$300.00	\$308.00
Copies of Plans from Building files*	\$220.00	\$225.00
Written Advice	\$166.00	\$170.00
Any other service	\$112.00	\$115.00
Swimming Pools and Spas		
Pool or Spa registration fee	\$31.85	\$31.85
Information Search fee	\$47.25	\$47.25
Lodgement of a certificate of compliance	\$20.45	\$20.45
Lodgement of a certificate of non-compliance	\$385.10	\$385.10
Other Fees		
Issue Building Notice	No Charge	No Charge
Issue Building Order	\$815.00	\$835.00
NOTES		
1. Square metres calculated on total floor		
2. Cost of works determined by Relevant Building Surveyor, unless contract applies.		
3. All fees quoted (unless determined by legislation) are a minimum basis.		
Shading denotes statutory fees as determined by legislation and therefore subject to any change in legislation.		

Description of Charge	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
TRANSFER STATION DISPOSAL FEES		
Domestic Waste & Recyclables		
Standard Garbage Bag (approx. 120 litre)	\$8.00	\$9.00
Car/Boot Load (½ m³ max)	\$22.00	\$26.00
Utility/Small Trailer (1.0 m³ max)	\$42.00	\$52.00
Small Truck/Tandem Trailer (2.0 m³ max)	\$84.00	\$104.00
Other Loads that are non-commercial / m³ *	\$42.00	\$52.00
Commercial or Industrial Waste	Not accepted	Not accepted
Clean Green Waste up to ½ m³	\$12.00	\$13.00
Clean Green Waste / m³	\$21.00	\$22.00
Woody Weeds / m³	Not accepted	Not accepted
Comingled recyclables - up to 240L bin	\$6.00	\$8.00
Comingled recyclables - ½ m³	\$8.00	\$18.00
Comingled recyclables - per m³	\$16.00	\$34.00
Separated recyclable cardboard & paper	No charge	No charge
Tyres		
Car	\$8.00	\$8.00
Light Truck	\$34.00	\$34.00
Truck	\$68.00	\$68.00
Tractor – Small	\$142.00	\$142.00
Tractor – Large	\$219.00	\$219.00
Rims only	No charge	No charge
Other		
Paint 4L container or smaller #	\$3.50	\$3.50
Paint 5L container or smaller #	\$6.00	\$6.00
Empty paint containers - Recyclable	No charge	No charge
Oil	No charge	No charge
Batteries	No charge	No charge
Scrap steel	No charge	No charge
Non ferrous metals	No charge	No charge
Car bodies	No charge	No charge
Refrigerators and freezers (Degassed/Gassed)	\$13.00	\$22.00
Televisions / Computer +	No charge	No charge
Other E-Waste Item	No charge	No charge
Mattresses	\$28.00	\$30.00

* Note loads are charged pro-rata based on cubic cost

Council has delegated to the CEO the ability to reduce charges for paint drop off to zero subject to a suitable paint disposal scheme being implemented. This change would be reflected in the salvaging guidelines.

Description of Charge	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
INFRASTRUCTURE		
Legal Point of Discharge*	\$68.10 (4.6 fee units)	\$68.10 (4.6 fee units)
Consent to Work on Road where speed greater than 50 kph		
Works on road, shoulder or pathway (max speed greater than 50 kph)	\$638.30 (43.1 fee units)	\$638.30 (43.1 fee units)
Road but NOT on roadway, shoulder or pathway	\$348.00 (23.5 fee units)	\$348.00 (23.5 fee units)
Minor works on a road, shoulder or pathway	\$137.70 (9.3 fee units)	\$137.70 (9.3 fee units)
Minor works but NOT on a road, shoulder or pathway	\$88.90 (6 fee units)	\$88.90 (6 fee units)
Consent to Work on Road where speed not more than 50 kph		
Works on road, shoulder or pathway	\$348.00 (23.5 fee units)	\$348.00 (23.5 fee units)
Road but NOT on roadway, shoulder or pathway	\$88.90 (6 fee units)	\$88.90 (6 fee units)
Minor works on a road, shoulder or pathway	\$137.70 (9.3 fee units)	\$137.70 (9.3 fee units)
Minor works but NOT on a road, shoulder or pathway	\$88.90 (6 fee units)	\$88.90 (6 fee units)
Street Signage (Tourist Accommodation)		
Blade supply and installation	\$240.00	\$246.00
Blade plus pole supply and installation	\$300.00	\$308.00
Vic Roads signage installation		
One pole	\$215.00	\$221.00
Two poles	\$235.00	\$241.00
Land Use Activity Agreements LUAA		
Facilitation fee - Advisory	\$260.00	\$267.00
Facilitation fee - Negotiation and other	\$426.00	\$437.00
Water Sensitive Urban Design Contribution WSUD		
Standard sizes subdivision 450 sq/m to 2000 sq/m. Minimum contribution \$1,500.00	\$8.00 per sq/m	\$8.00 per sq/m
High density subdivision less than 450 sq/m. Minimum contribution \$1,500.00	\$10.00 per sq/m	\$10.00 per sq/m
Industrial/Commercial development. Minimum contribution \$1,500.00	\$10.00 per sq/m	\$10.00 per sq/m
Low density subdivision larger than 2000 sq/m. Minimum contribution \$1,500.00	\$1.00 per sq/m	\$1.00 per sq/m
Shading denotes statutory fees as determined by legislation and therefore subject to any change in legislation.		

Minimum contribution fee is \$1,500 including when a partial contribution is made.

Partial contributions will be based on the amount of treatment what will not be met with proposed stormwater treatment infrastructure. For example if a treatment will achieve 80% then the partial contribution will be 20% of the rate based on the development type.

Description of Charge	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
COMPLIANCE AND LOCAL LAWS		
Animal Registration Fees		
Dog – Full fee*	\$99.00	\$104.00
Dog – Discounted fee*#	\$34.00	\$36.00
Dog - Menacing dog fee	\$220.00	\$231.00
Dog - Dangerous / restricted breed fee	\$382.00	\$402.00
Dog - 1st year registration 50% of fee	\$50.00	\$53.00
Dog - 1st year registration free Discounted fee*#	\$0.00	\$0.00
Cat – Full fee*	\$84.00	\$89.00
Cat – Discounted fee*#	\$30.00	\$32.00
Cat - 1st year registration 50% of fee	\$42.00	\$45.00
Cat - 1st year registration free Discounted fee*#	\$0.00	\$0.00
Replacement Tag	\$12.00	\$13.00
Domestic animal business registration*	\$220.00	\$231.00
# The discounted fees only apply if the animal meets certain eligibility criteria (e.g. Micro-chipped and desexed)		
Domestic Animal Impound Release Fees		
Unregistered dog not desexed*	\$186.00	\$196.00
Unregistered dog desexed*	\$186.00	\$196.00
Registered dog not desexed*	\$186.00	\$196.00
Registered dog desexed*	\$186.00	\$196.00
Unregistered cat not desexed*	\$127.00	\$134.00
Unregistered cat desexed*	\$127.00	\$134.00
Registered cat not desexed*	\$127.00	\$134.00
Registered cat desexed*	\$127.00	\$134.00
Live Stock Impounding - Agistment Fees		
Medium animals (sheep/goats)*	\$2.00 per day, per animal	\$2.00 per day, per animal
Large animals (cows/horses)*	\$2.50 per day, per animal	\$2.50 per day, per animal
Sustenance fees	At cost	At cost
Identification tags	At cost	At cost
Vet costs	At cost	At cost
Transport contractor fees	At cost	At cost
Live Stock Impounding - Release Fees		
Medium animals (sheep/goats)*	up to 3: \$60.00 4 or over: \$115.00	up to 3: \$63.00 4 or over: \$120.00
Large animals (cows/horses)*	up to 3: \$115.00 4 or over: \$325.00	up to 3: \$120.00 4 or over: \$330.00
Abandoned Vehicles		
Impounded vehicle release fee	\$112.00	\$115.00
Towing contractor fees	At contractors cost	At contractors cost

Description of Charge	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
COMPLIANCE AND LOCAL LAWS		
Parking Fines		
Overstaying time*	\$81.00 (0.5 penalty unit)	\$81.00 (0.5 penalty unit)
In No Parking area*	\$81.00 (0.5 penalty unit)	\$81.00 (0.5 penalty unit)
Not within parking bay*	\$81.00 (0.5 penalty unit)	\$81.00 (0.5 penalty unit)
Not completely within parking bay*	\$81.00 (0.5 penalty unit)	\$81.00 (0.5 penalty unit)
Fire Prevention		
Private grass slashing administration fee which is in addition to the contractor's charge	\$176.00	\$180.00
Costs of works to clear property	At contractors cost	At contractors cost
Failing to comply with notice	10 penalty units	10 penalty units
	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
Other		
Tradesperson Parking Permit*	\$29.00 per day	\$30.00 per day
A-Frame Signage*	Daylesford CBD \$120 per year Outside Daylesford CBD \$61 per year	Daylesford CBD \$123 per year Outside Daylesford CBD \$63 per year
Table & Two chairs*	Daylesford CBD \$218 per year in trading zone (up to 3 sets) Above 3 sets a further \$218 Outside Daylesford CBD \$103 per year in trading zone (up to 3 sets) Above 3 sets a further \$103	Daylesford CBD \$220 per year in trading zone (up to 3 sets) Above 3 sets a further \$220 Outside Daylesford CBD \$103 per year in trading zone (up to 3 sets) Above 3 sets a further \$103
Goods for Display or Sale*	Daylesford CBD \$195 per year Outside Daylesford CBD \$97 per year	Daylesford CBD \$200 per year Outside Daylesford CBD \$100 per year
Wind Barriers*	Daylesford CBD \$114 per year Outside Daylesford CBD \$57 per year	Daylesford CBD \$117 per year Outside Daylesford CBD \$59 per year
Cat Cage Hire*	\$128 Bond refundable on return of cage	\$131 Bond refundable on return of cage
Skip Bin Permit	\$119.00 per week or part thereof	\$122.00 per week or part thereof
Busking Permit	\$18.00 per day / \$110.00 per year	\$19.00 per day / \$115.00 per year
Street Stalls +	\$35.00 per day	\$36.00 per day
Hoarding / Fencing Permit	\$120.00 per week or part thereof	\$123.00 per week or part thereof
Excess Animals Permit	\$112.00	\$115.00
Itinerant Trader - other than Policy 19	\$490 (annual) \$165 (up to 1 week)	\$500 (annual) \$169 (up to 1 week)
Occupation of Road for Works	\$122.00	\$125.00
Roadside Grazing Permit	\$29.00	\$30.00
Other Local Law Permits (not separately identified) issued in accordance with the provisions of General Local Law No 2	\$58.00	\$60.00
Firewood Collection	No Charge	No Charge
Planting Vegetation	No Charge	No Charge
Farm Gate Sale	No Charge	No Charge
+ Fees will be waived for Community Not for Profit organisations on application		
Denotes statutory fees as determined by legislation and therefore subject to any change in legislation.		

VIC and Pools and Comm Serv

Description of Charge	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
VISITOR INFORMATION CENTRES		
Basic	\$0.00	\$0.00
Basic website listing and single VIC Brochure display		
Premium	\$168.00	\$172.00
Premium website listing with multiple categories and multiple VIC brochure display		
Ultimate	\$417.00	\$427.00
Premium website listing , Daylesford VIC window display for 2 weeks & Daylesford VIC cube display for 12 months		
Cube Display - 12 month period	\$168.00	\$172.00
Window Display - 2 week period	\$129.00	\$132.00
Previous membership options have been simplified to make it easier for businesses and easier for VIC staff and the accounts team. Conditions apply. This will be managed directly through the new 'Visit' websites with online payment required		
SWIMMING POOLS		
Family Season Ticket	\$0.00	\$0.00
Adult Season Ticket	\$0.00	\$0.00
Concession Season Entry	\$0.00	\$0.00
Child Season Ticket	\$0.00	\$0.00
Family Day Entry	\$0.00	\$0.00
Adult Day Entry	\$0.00	\$0.00
Concession Day Entry	\$0.00	\$0.00
Child Day Entry	\$0.00	\$0.00
Spectators Day Entry	\$0.00	\$0.00
School Entry per student	\$3.00	\$3.00
COMMUNITY SERVICES		
Marquee Hire		
5m x 5m	\$112.00	
Bonds		
Marquee*	\$360.00	

Libraries

Description of Charge	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
LIBRARIES		
Fines	\$0.55 cents per day per item to a maximum of \$6.60	N/A
Holds	Free (Maximum of 30 holds)	Free (Maximum of 30 holds)
Inter Library Loans	\$4.40 plus other charges incurred*	\$4.50 plus other charges incurred*
Inter Library Loans - Universities	\$23.00	\$24.00
Replacement card	\$3.30	\$3.40
Photocopying A3	\$0.95	\$0.95
Photocopying A4	\$0.50	\$0.50
Colour printing A4	\$1.50	\$1.50
Colour printing A3	\$2.10	\$2.10
Scanning	Free	Free
Fax receiving	\$0.75	\$0.75
• 1st page	\$2.65	\$2.65
• Additional pages	\$1.45	\$1.45
Lost or damaged items	Cost of replacement plus processing fee	Cost of replacement plus processing fee
Processing fee	\$6.80	\$7.00
Debt Collection charge	\$17.85	\$18.30
Book Club Package		
• Private Book Club	\$170 per club per year	\$175 per club per year
• Library Book Club	\$60.00 per person per year	\$65.00 per person per year
Book Sales	From \$0.30 per item	From \$0.50 per item
Events	Variable fee from Free to \$92.00	Variable fee from Free to \$94.00
Note GST is applicable unless it is the copying of official documents.		

Description of Charge	Fee/Charge 2021/22 (inc GST)			Fee/Charge 2022/23 (inc GST)		
	Local Community	Non for Profit/ Government	Private or Commercial	Local Community	Non for Profit/ Government	Private or Commercial
CRESWICK TOWN HALL						
Fee waiver is by application only in accordance with Council Policy Number 48 (bond and insurance fees must still be paid). All applications must be sent to Governance for assessment.						
Hepburn Shire Community Not for Profit	Fees based on 1 day hire or part there of					
Rehearsals/Regular user	\$42.00	\$41.00	\$42.00	\$43.00	\$43.00	\$43.00
Regular User - Use of Kitchen	\$57.00	\$82.00	\$107.00	\$58.00	\$84.00	\$110.00
Meetings	\$137.00	\$82.00	\$107.00	\$140.00	\$84.00	\$110.00
Functions – Use of Kitchen	\$160.00	\$112.00	\$316.00	\$164.00	\$115.00	\$324.00
Function with alcohol	\$204.00	\$255.00	\$408.00	\$209.00	\$261.00	\$418.00
CLUNES TOWN HALL						
Fee waiver is by application only in accordance with Council Policy Number 48 (bond and insurance fees must still be paid). All applications must be sent to Governance for assessment.						
Hepburn Shire Community Not for Profit	Fees based on 1 day hire or part there of					
Rehearsals/Regular user (no Kitchen Use)	\$51.00	\$82.00	\$107.00	\$52.00	\$84.00	\$110.00
Regular User - Use of Kitchen	\$51.00	\$82.00	\$107.00	\$52.00	\$84.00	\$110.00
Meetings / Functions (no Kitchen Use)	\$51.00	\$82.00	\$107.00	\$52.00	\$84.00	\$110.00
Functions – Use of Kitchen	\$185.00	\$225.00	\$275.00	\$190.00	\$230.00	\$282.00
Function with alcohol	\$205.00	\$255.00	\$410.00	\$210.00	\$261.00	\$420.00

The Warehouse - Clunes

Description of Charge	Fee/Charge 2021/22 (inc GST)			Fee/Charge 2022/23 (inc GST)		
	Local Community	Non for Profit/ Government	Private or Commercial	Local Community	Non for Profit/ Government	Private or Commercial
CRESWICK HUB - OFFICE HOURS ONLY						
No fee waiver is applicable to the hire of this venue - refer Council Policy 48						
Meeting Room						
Regular (per hour)	\$8.00	\$18.00	\$34.00	\$9.00	\$19.00	\$35.00
Casual (per hour)	\$17.00	\$34.00	\$56.00	\$18.00	\$35.00	\$58.00
Saturday Morning (per hour) Not Public Holidays	\$21.00	\$42.00	\$66.00	\$22.00	\$44.00	\$68.00
CRESWICK HUB - OFFICE HOURS ONLY						
No fee waiver is applicable to the hire of this venue - refer Council Policy 48						
Community Meeting Room - Ullumburra						
Regular (per hour)	\$8.00	\$18.00	\$34.00	\$9.00	\$19.00	\$35.00
Casual (per hour)	\$17.00	\$34.00	\$56.00	\$18.00	\$35.00	\$58.00
Weekend (per hour) Fri evenings, Sat, Sun & Public Holidays	\$21.00	\$42.00	\$66.00	\$22.00	\$44.00	\$68.00
Community Activity Room - Esmond Gallery						
Regular (per hour)	\$8.00	\$18.00	\$34.00	\$9.00	\$19.00	\$35.00
Casual (per hour)	\$17.00	\$34.00	\$56.00	\$18.00	\$35.00	\$58.00
Weekend (per hour) Fri evenings, Sat, Sun & Public Holidays	\$21.00	\$42.00	\$66.00	\$22.00	\$44.00	\$68.00
Weekly Hire	\$500.00	\$1,000.00	\$2,500.00	\$510.00	\$1,020.00	\$2,550.00
ALL OTHER FACILITIES NOT PREVIOUSLY LISTED						
Regular (per hour)	\$8.00	\$18.00	\$34.00	\$9.00	\$19.00	\$35.00
Casual (per hour)	\$17.00	\$34.00	\$56.00	\$18.00	\$35.00	\$58.00
Weekend (per hour) Fri evenings, Sat, Sun & Public Holidays	\$21.00	\$42.00	\$66.00	\$22.00	\$44.00	\$68.00
A minimum hire of one hour will be charged to allow for set up and pack up.						

Copying, Rates, FOI, Housing

Description of Charge	Fee/Charge 2021/22 (inc GST)	Fee/Charge 2022/23 (inc GST)
PHOTOCOPYING / PRINTING		
A4 per side – Black & White	\$0.45	\$0.45
A4 per side – Colour	\$1.45	\$1.45
A3 per side – Black & White	\$0.85	\$0.85
A3 per side – Colour	\$2.05	\$2.05
Tender documents	\$64.00	\$65.00
Note: GST is applicable unless copying official documents.		

RATES INFORMATION		
Land information certificate* 1.82 fee units	\$27.00 (1.82 fee units)	\$27.40 (1.82 fee units)
Urgent Land information certificate	\$39.00	\$40.00
Duplicate/Reprint Rates Notice	\$16.00	\$17.00
Rate search 15 years	\$72.00	\$74.00
Rate search 30 Years	\$140.00	\$144.00

FREEDOM OF INFORMATION		
Online documentation, search time at the pay rate of the Council officer searching for documentation	N/A Calculated per request	
Freedom of information access supervision fee (per ¼ hr)*	\$22.20 (1.5 fee units) per hour or part of an hour	\$22.20 (1.5 fee units) per hour or part of an hour
Freedom of information search fee (per hr)*	\$22.20 (1.5 fee units) per hour or part of an hour	\$22.20 (1.5 fee units) per hour or part of an hour
Photocopying Charge (Black & White A4)	\$0.20	\$0.20
Freedom of Information lodgement fee*	\$29.60 (2 fee units)	\$30.10 (2 fee units)
Other charges may apply, as per the Freedom of Information (Access Charges) Regulations 2014		

DISHONOURED PAYMENTS		
Direct Debit fee	\$8.00	\$9.00
Dishonoured Cheque Fee	\$8.00	\$9.00

NOTES



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COUNCIL OFFICES

DAYLESFORD

Corner Duke &
Albert Streets, Daylesford

CRESWICK

68 Albert Street,
Creswick

CLUNES

The Warehouse - Clunes
36 Fraser Street, Clunes

TRENTHAM

13 Albert Street,
Trentham

14.2 ADOPTION OF THE DRAFT ANNUAL PLAN 2022/2023 DIRECTOR ORGANISATIONAL SERVICES

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

ATTACHMENTS

1. Draft Hepburn Shire Council - Annual Plan 2022/2023 [**14.2.1** - 9 pages]

EXECUTIVE SUMMARY

The Annual Plan links the achievements of Council priorities with our overall planning and reporting framework. It sets out our priorities and major actions for the financial year of Council. The plan compliments the Annual Budget 2022/2023 and provides greater detail of significant projects, services and initiatives to be funded during the financial year.

The Annual Plan excludes carry-forward projects and initiatives that have been funded in previous financial years. If these projects and initiatives are yet to be delivered, the funding is still available and will be carried-forward pending Council approval to be delivered in 2022/2023.

At the ordinary meeting of Council held in September 2021 Council adopted the 10-year Community Vision and 4-year Council Plan 2021-2025 incorporating the Municipal Public Health and Wellbeing Plan.

Five (5) Focus Areas are identified in the Council Plan being:

- A resilient, sustainable and protected environment
- A healthy, supported and empowered community
- Embracing our past and planning for the future
- Diverse economy and opportunities
- A dynamic and responsive Council

To support direct linkages to the Council Plan, the draft 2022/2023 Draft Annual Plan lists projects under individual Focus Areas.

The projects and initiatives featured in the Draft Annual Plan align to Focus Area Priority Statements in the Council Plan and align with funding proposed in the Draft Annual Budget 2022/2023.

OFFICER'S RECOMMENDATION

That Council adopts the Annual Plan 2022/2023 and makes it available on Council's website.

BACKGROUND

At the ordinary meeting of Council held in September 2021 Council adopted the 10-year Community Vision and 4-year Council Plan 2021-2025 incorporating the Municipal Public Health and Wellbeing Plan.

The Council Plan is Council's key strategic document. It describes the Council's and community's vision for the future, how Council will strive towards that vision during its four-year term, where it will focus its efforts, and how it will measure progress. Council's Municipal Public Health and Wellbeing Plan has been integrated into the Council Plan recognising the importance of the health and wellbeing of our citizens, and that health and wellbeing impacts on every area of Council's operations.

The attached Draft Annual Plan has been based on key projects identified in the draft Budget 2022-2023 and includes priorities identified in the adopted Community Vision 2021-2031 Council Plan 2021-2025 including Municipal Public Health and Wellbeing Plan.

The Draft Annual Plan 2022/2023:

- Details projects that are either large, new, significant or strategically important in 2022/2023.
- Only includes limited business as usual programs and specific capital works projects as we will conduct this reporting through improved quarterly reporting.
- Aligns projects with the Focus Areas and Priority Statements identified in the Council Plan.

A quarterly progress report of the Annual Plan 2022/2023 will be presented to Council detailing the progress on each item, further improving our engagement and accountability with the community including publishing of the report on progress on Council's website. This is a continuation of the process instigated last financial year.

KEY ISSUES

The Draft Annual Plan 2022/2023 contains priority projects outlined in the draft Budget 2022/2023. The Annual Plan is not designed to include all programs and projects of Council.

Organisational reporting will continue to be improved over 2022/2023 financial year so that regular reporting of all capital works and major operating projects occurs on a quarterly basis to Council and Community.

POLICY AND STATUTORY IMPLICATIONS

Council Plan 2021-2025

5. A dynamic and responsive Council

5.3 A sustainable and agile organisation with strong governance that supports excellent operations.

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

Extensive Community Engagement occurred during the Hepburn Together project with 9.6 percent of the entire Shire population participating in the development of the Community Vision and Council Plan. Our community's goals, aspirations and priorities have been captured and used to develop the Community Vision and help shape the long-term direction of the Shire.

The Council Plan 2021-2025 describes how Council will strive towards achieving the Community Vision during its four-year term, where it will focus its efforts and how it will measure progress.

The Annual Plan 2022/2023 identifies key projects and initiatives identified during the draft budget process and contained within Council Plan 2021-2025. Once adopted, the Annual Plan will be made available to Community on Council's website.

Annual Plan

2022/23



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FOCUS AREA 4:

Diverse economy
and opportunities

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FOCUS AREA 5:

A dynamic and
responsive Council

ATTACHMENT 14.2.1

ACKNOWLEDGEMENT OF COUNTRY

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

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

Introduction

The 2022-2023 Annual Plan outlines how we will monitor our progress and report on actions for the year ahead.

The Annual Plan links the achievement of the Council priorities with our overall planning and reporting framework. It sets out our priorities and major actions for the financial year for Council. The Plan compliments the Annual Budget that provides greater detail of all projects, services, and initiatives to be funding during the financial year.

During 2021 Council undertook a significant community engagement process to develop the Community Vision 2021-2031 and the Council Plan 2021-2025 including the Municipal Health and Wellbeing Plan. The Plan was adopted by Council in October 2021 and contains five focus areas that reflect our communities’ goals and aspirations for the next 10 years.



This Annual Plan has been developed under the five focus areas:



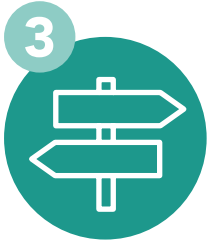
A resilient, sustainable and protected environment

A responsive, adaptive, and resilient community that addresses changes to our climate and biodiversity.



A healthy, supported, and empowered community

A community that values connection, supports diversity, health, and wellbeing, and is inclusive of all people and their needs.



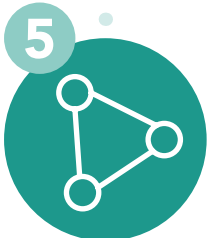
Embracing our past and planning for the future

We acknowledge and empower the Traditional Owners and other cultures of our area to protect our historical roots while planning for future generations.



Diverse economy and opportunities

Our community is enhanced by a diverse and resilient economy that supports local aspirations through opportunity.



A dynamic and responsive Council

Council and the community partner to achieve their aspirations through excellent communication and engagement, the delivery of effective services, strong financial management, and governance.

The Annual Plan does not include all Council projects and excludes the majority of carry-forward projects and initiatives that have been funded in previous financial years. If these projects and initiatives are yet to be delivered, the funding is still available and will be carried forward pending Council approval to be delivered in 2022-2023.

Council’s Annual Budget has two primary components: the Operating Budget and the Capital Budget. The Capital Budget funds major improvements to community facilities and infrastructure, and is based on the four-year Council Plan and Long-term Financial Plan. The Operating Budget includes employee costs and annual facility operating costs, and services to the community like waste collection, local road and footpath maintenance. Both budgets are supported through multiple funding sources, including predominately rates and charges, and government grant funding.

The actions in the Annual Plan will be monitored throughout the year and a quarterly progress report will be provided to Council and our Community throughout the year.

FOCUS AREA 1

A resilient sustainable and protected environment



Vision

A responsive, adaptive, and resilient community that addresses changes to our climate and biodiversity.

Priority Statements

- 1.1 Adapt to and mitigate climate change to reach net-zero community emissions by 2030.
- 1.2 Prioritise environmental management, protection, and regeneration.
- 1.3 Transition to ecologically sustainable and accountable tourism.
- 1.4 Development meaningful policies and strategic partnerships that link sustainability and public health.
- 1.5 Protect and regenerate the natural resources of the Shire including soils, water, and ecological systems, from both current and future threats.

Priority	Project Name	Action	Budget 2022-23	Target Completion Date	Business Unit
1.1	Vehicle Charging Stations	Partner with Hepburn Energy and Chargefox to install three electric charging stations in Creswick, Hepburn Springs and Trentham.	\$89,500	Jan-23	Waste, Facilities and Community Safety
1.2	Sustainable Hepburn	Develop and implement the 'Sustainable Hepburn Strategy' to align waste, sustainability and biodiversity strategies. This includes \$150,000 for Waste initiatives and \$75,000 for Sustainability initiatives.	\$225,000	Jun-23	Waste, Facilities and Community Safety
1.3	Destination Management Plan	Partner with DMT to develop a regional destination management plan which will include local tourism action plans to ensure community needs are understood and addressed.	Operations	Jun-23	Community and Economic Development
1.4	Linking sustainability and public health	Develop a MOU with Central Highland Rural Health to ensure a collaborative approach to resource management and community messaging regarding the link between sustainability and public health.	Operations	Jun-23	Community Life
1.5	Flora and Fauna Assessment	Conduct a biodiversity assessment as part of the Creswick Structure Plan.	\$45,000	Sep-22	Strategic Planning



FOCUS AREA 2

A healthy, supported and empowered community



Vision

A community that values connection, supports diversity, health, and wellbeing, and is inclusive of all people and their needs.

Priority Statements

- 2.1 Support appropriate land use and accommodate more affordable long-term housing within townships that conforms with the character of the area.
- 2.2 Increase the availability and accessibility of services in the Hepburn Shire to support liveability, health and wellbeing.
- 2.3 Optimise the use of public spaces to increase participation and community connection.
- 2.4 Assist our community to increase access to healthy food to improve nutrition, reduce chronic disease, improve mental wellbeing and strengthen the local food production system.
- 2.5 Improved mental wellbeing within the community.

Priority	Project Name	Action	Budget 2022-23	Target Completion Date	Business Unit
2.1	Affordable long-term housing	Advocate for involvement in the Victorian State Government's Big Housing Build Program.	Operations	Jun-23	Planning and Development
2.2	Trentham Community Hub	Continue constructing the new multi-purpose community facility, featuring the new library and Council Customer Services.	\$4.4M	Jun-23	Major Projects
2.2	Disability Access Inclusion Plan	Develop and adopt a new plan.	Operations	Dec-22	Community Life
2.3	Aquatics Strategy Implementation	Undertake further detailed investigation and development of a feasibility Study and Business Case for Indoor Aquatics Provision.	\$160,000	Jun-23	Sport and Active Recreation
2.3	Walking and Cycling Strategy	Develop and adopt a Walking and Cycling Strategy.	\$90,000	Jun-23	Sport and Active Recreation
2.4	Creating a circular food economy in the Hepburn Shire	Partner with local organisations to increase access to healthy and affordable food.	Operations	Jun-23	Community Life
2.5	Improved mental wellbeing within the community	Establish a mental health support network for organisations that have a focus on mental health support and referral processes throughout the Hepburn region.	Operations	Dec-22	Community Life

FOCUS AREA 3

Embracing our past and planning for our future

3



Vision

We acknowledge and empower the Traditional Owners and other cultures of our area to protect our historical roots while planning for future generations.

Priority Statements

- 3.1 Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's culture, traditions, and environs.
- 3.2 Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development.
- 3.3 Build and maintain quality infrastructure that supports and promotes liveability and active living in the community.

ATTACHMENT 14.2.1

Priority	Project Name	Action	Budget 2022-23	Target Completion Date	Business Unit
3.1	COVID Stimulus Infrastructure Projects	Continue to deliver key stimulus funded projects including: - Bullarto Station Tourist Precinct - \$277,000 - Creswick Town Hall - \$680,674 - Wombat Hill Botanical Gardens - \$188,000	\$1.145M	Jun-23	Major Projects
3.1	Reconciliation Action Plan	Develop and adopt a Reconciliation Action Plan.	\$34,000	Dec-23	Community Life
3.1	UNESCO Goldfields World Heritage	Partner with other Council's to advocate for UNESCO World Heritage Listing of the Central Victorian Goldfields.	Operations	Jun-23	Community and Economic Development
3.2	Strategic Planning Work Program	Implement year 2 of council program of strategic planning work to be delivered in accordance with financial budget allocations, including continued work on Creswick Structure Plan and commencement of Trentham Structure Plan.	Operations	Jun-23	Development Services
3.3	Hammon Park Trailhead, Creswick – construct	Complete construction of the Trailhead at Hammon Park in Creswick.	\$1.413M	Mar-23	Major Projects
3.3	Trentham Sportsground Pavilion – Construct	Complete construction of the pavilion and change facilities.	\$1.692M	Dec-22	Major Projects

FOCUS AREA 4



Diverse economy and opportunities

Vision

Our community is enhanced by a diverse and resilient economy that supports local aspirations through opportunity.

Priority Statements

- 4.1 Work in partnership to attract and retain young people in our area through the provision of improved digital connectivity, education opportunities, employment pathways, affordable housing, improved public and active transport options, and leadership opportunities.
- 4.2 Advocate for improved digital connectivity including enhanced internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area.
- 4.3 Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts.
- 4.4 Develop and promote the circular economy to diversify our local economy and support our sustainable goals.

Priority	Project Name	Action	Budget 2022-23	Target Completion Date	Business Unit
4.1	Youth "ACE" Strategy 2021-2025 Implementation	Implement Youth Strategy to support the delivery and opportunities to young people in the Shire.	\$120,000	Jun-23	Community Life
4.2	Key Projects Advocacy	Continued advocacy for State and Federal Government funding of Councils key projects identified in the HSC Advocacy Statement.	Operations	Jun-23	Organisational Services
4.3	Hepburn Shire Traineeships Program	Creation of new traineeship opportunities within Council.	Operations \$120,000	Jun-23	Culture and Performance
4.3	Artisan Agriculture	Finalise the pilot project of the Artisan Agriculture Project to support producers more broadly.	Carry -forward \$345,000	Feb-23	Community and Economic Development
4.3	Attraction of significant events	Advocacy and attraction of significant events that align with Council's Event Strategy.	Operations	Oct-22	Community and Economic Development
4.4	Circular Economy Officer	Employment of a Circular Economy officer to investigate and drive investment in circular economy initiatives relevant to the Shire.	\$110,000	Sep-22	Waste, Facilities and Community Safety



FOCUS AREA 5

5

A dynamic and responsive Council

Vision

Council and the community partner to achieve their aspirations through excellent communication and engagement, the delivery of effective services, strong financial management and governance.

Priority Statements

- 5.1 Harness community expertise.
- 5.2 Actively communicate, inform and engage with our community about events and decision-making.
- 5.3 A sustainable and agile organisation with strong corporate governance.
- 5.4 Improve staff resourcing, support, and capacity building.
- 5.5 Strong Asset management and renewal.
- 5.6 Be a leader in gender equality and promote respect and safety in our community.

Priority	Project Name	Action	Budget 2022-23	Target Completion Date	Business Unit
5.1	Western Victoria Transmission Network Project	Continue to work in partnership with the community in support of their opposition to AusNet's 24ha terminal station location and the above ground transmission lines.	Operations \$50,000	Jun-23	Strategic Planning
5.2	Customer Service Strategy Development	Develop and adopt a whole of Council Customer Service Strategy and Charter.	Operations \$20,000	Oct-22	Customer Experience
5.2	Governance Rules Review	Undertake review of Governance rules to ensure compliance with the Local Government Act 2020.	Operations	Oct-22	Governance
5.2	Community Engagement Staff Training Program	Deliver a Community Engagement training program for staff.	Operations \$7,500	Jun-23	Organisational Services
5.3	ICT Transformation Project	Implementation of the ICT Strategy.	\$767,000	Jun-23	ICT
5.3	Review of Council Services and Programs	Providing options to Councillors for undertaking service reviews of programs, and services offered by Council.	Operations	Apr-23	Organisational Services
5.4	Employer Value Proposition	Develop Employer Value Proposition and tools to market HSC more effectively as an employer.	Operations	Mar-23	Culture and Performance
5.5	Daylesford Community Facilities and Staff Accommodation	Planning and scoping of Daylesford Community facilities and staff accommodation options.	\$150,000	Jun-23	Waste, Facilities and Community Safety
5.5	Asset Condition Assessments	Undertake building condition assessment on Council owned facilities.	Operations	Jun-23	Waste, Facilities and Community Safety
5.6	Gender Equity Action Plan	Implement 2022-23 actions detailed in the Gender Equity Action Plan.	Operations	Jun-23	Culture and Performance



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www.hepburn.vic.gov.au
 www.facebook.com/hepburncouncil

DAYLESFORD

Cnr. Duke & Albert Streets,
Daylesford
8:30am – 5pm

CRESWICK

Creswick Hub
68 Albert Street
Mon to Sat 8:30am – 5pm

TRENTHAM

13 Albert Street, Trentham
Mon, Wed, Fri 10am – 5pm
Sat 10am – 1pm

CLUNES

The Warehouse – Clunes
36 Fraser Street, Clunes
Mon & Thurs 10am – 6pm
Wed & Fri 10am – 4pm

14.3 RECORDS OF COUNCILLOR ATTENDANCE DIRECTOR ORGANISATIONAL SERVICES

In providing this advice to Council as the Governance Advisor, I Danielle Kraak have no interests to disclose in this report.

ATTACHMENTS

1. Record of Councillor Attendance - Councillor Briefing - 8 March 2022 [**14.3.1** - 4 pages]
2. Record of Councillor Attendance - Pre-Council Meeting Briefing - 15 March 2022 [**14.3.2** - 2 pages]
3. Record of Councillor Attendance - Councillor Briefing - 22 March 2022 [**14.3.3** - 4 pages]
4. Record of Councillor Attendance - Councillor Briefing - 5 April 2022 [**14.3.4** - 5 pages]
5. Record of Councillor Attendance - Mineral Springs Reserve Advisory Committee Meeting - 11 April 2022 [**14.3.5** - 3 pages]
6. Record of Councillor Attendance - Councillor Briefing - 12 April 2022 [**14.3.6** - 4 pages]
7. Record of Councillor Attendance - Pre-Council Meeting Briefing - 20 April 2022 [**14.3.7** - 2 pages]
8. Record of Councillor Attendance - Councillor Briefing - 26 April 2022 [**14.3.8** - 4 pages]
9. Record of Councillor Attendance - Municipal Emergency Management Planning Committee Meeting - 28 April 2022 [**14.3.9** - 2 pages]
10. Record of Councillor Attendance - Councillor Briefing - 3 May 2022 [**14.3.10** - 5 pages]
11. Record of Councillor Attendance - Councillor Briefing - 10 May 2022 [**14.3.11** - 4 pages]
12. Record of Councillor Attendance - Gender Equity Advisory Committee Meeting - 11 May 2022 [**14.3.12** - 4 pages]
13. Record of Councillor Attendance - Pre-Council Meeting Briefing - 17 May 2022 [**14.3.13** - 2 pages]
14. Record of Councillor Attendance - Councillor Briefing - 24 May 2022 [**14.3.14** - 4 pages]
15. Record of Councillor Attendance - Councillor Briefing - 7 June 2022 [**14.3.15** - 5 pages]
16. Record of Councillor Attendance - Councillor Briefing - 14 June 2022 [**14.3.16** - 4 pages]

EXECUTIVE SUMMARY

The purpose of this report is for Council to receive and note Records of Councillor Attendance, formerly known as Assemblies of Councillors records required to be presented under provisions of the *Local Government Act 1989*.

OFFICER'S RECOMMENDATION

That Council receives and notes the Records of Councillor Attendance as detailed in the report.

BACKGROUND

Under the *Local Government Act 1989 (Act)*, Council was required to keep records of assemblies of Councillors as defined under the Act:

...a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be:

- the subject of a decision of the Council; or*
- subject to the exercise of a function, duty of power of the Council that has been delegated to a person or committee –*

but does not include a meeting of the Council, a special committee of the Council, as audit committee established under Section 139, a club, association, peak body, political party of other organisation.

With this section of the 1989 Act now repealed, Council's Governance Rules, chapter 6 section 1, requires that:

If there is a meeting of Councillors that:

- 1. is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors;*
- 2. is attended by at least one member of Council staff; and*
- 3. is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting*

the Chief Executive Officer must ensure that a summary of the matters discussed at the meeting are:

- a. tabled at the next convenient Council meeting; and*
- b. recorded in the minutes of that Council meeting.*

To fulfill this requirement and promote transparency, records of councillor attendance are kept where the above definition is met and brought to Council for noting, as attached.

KEY ISSUES

The following records of Councillor attendance are reported:

Date	Committee Name	Location
8 March 2022	Councillor Briefing	Council Chamber

15 March 2022	Pre-Council Meeting Briefing	Council Chamber
22 March 2022	Councillor Briefing	Council Chamber
5 April 2022	Councillor Briefing	Council Chamber
11 April 2022	Mineral Springs Reserve Advisory Committee Meeting	Mayor's Room
12 April 2022	Councillor Briefing	Council Chamber
20 April 2022	Pre-Council Meeting Briefing	Council Chamber
26 April 2022	Councillor Briefing	Council Chamber
28 April 2022	Municipal Emergency Management Planning Committee Meeting	Hybrid Meeting
3 May 2022	Councillor Briefing	Council Chamber
10 May 2022	Councillor Briefing	Virtual
11 May 2022	Gender Equity Advisory Committee Meeting	Hybrid Meeting
17 May 2022	Pre-Council Meeting Briefing	Council Chamber
24 May 2022	Councillor Briefing	Council Chamber
7 June 2022	Councillor Briefing	Hybrid Meeting
14 June 2022	Councillor Briefing	Council Chamber

POLICY AND STATUTORY IMPLICATIONS

The report fulfills Council's requirements under the Governance Rules.

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 inclusion of the attached records of Councillor attendance in the Council Agenda and their availability to the public will increase awareness of the activities of Council and promote community involvement in decision making at Council level.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

RISK IMPLICATIONS

If records of Councillor attendance are not included in the Public Agenda at a Council Meeting, Council would be in breach of its Governance Rules as adopted on the 25 August 2020.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Using Council's adopted Community Engagement Framework, International Public Participation Consultation, this report presents information via the Council Agenda.

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Tuesday, March 08, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	9am – 1:23pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess <input checked="" type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Early Years and Healthy Communities Coordinator – Kate Procter Manager Community Life – Fran Fogarty Manager Economic Development and Recreation – Kendall Sinclair Coordinator Economic Development – Rebecca Pedretti CEO Daylesford Macedon Ranges Tourism – Steve Wroe		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/22/12696

OR

List matters considered:

[Click or tap here to enter text.](#)

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

▶ RECORD OF COUNCILLOR ATTENDANCE

NOTES:

RECORD COMPLETED BY

- ☒ Director Organisational Services – Andrew Burgess
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Community and Development – Leigh McCallum
- ☐ CEO – Bradley Thomas

Other:

[Click or tap here to enter text.](#)

Signed:



Tuesday 8 March 2022
Daylesford Town Hall, 76 Vincent Street Daylesford
10:15am – 2:15pm

Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.

The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).

BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Andrew Burgess – Director Organisational Services Bruce Lucas – Director Infrastructure and Delivery Leigh McCallum – Director Community and Development
CHAIR:		Councillor Tim Drylie - Mayor Bradley Thomas – Chief Executive Officer

APOLOGIES:

No	Time	Type	Agenda Item	Presenter	Page No
1.1	10:15am	Report	Early Years Strategy	Coordinator Early Years and Healthy Communities	3
	10:45am		11:00am-11:30am International Women's Day Morning Tea, Victoria Park Daylesford		
1.2	11:45am	Presentation	Daylesford Macedon Tourism Update	CEO Daylesford Macedon Tourism Manager Economic Development & Recreation	22
	12:45pm		Lunch		
1.3	1:15pm	Discussion	Chief Executive Officer Quarterly Performance Review	Chief Executive Officer	62
2	2:15pm		Close of Meeting		63

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Pre-Council Meeting Briefing	DATE	Tuesday, March 15, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	3pm – 4:45pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess <input checked="" type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Sustainability Officer – Manny Pasqualini Manager Economic Development and Recreation – Kendall Sinclair Acting Manager Governance & Risk – Rebecca Smith Manager Community Life – Fran Fogarty Inclusion Officer Community Life – Brett Dunlop		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/22/14528

OR

List matters considered:

[Click or tap here to enter text.](#)

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

Noted Cr Halliday will declare conflict at meeting tonight re Leave of Absence item.

RECORD COMPLETED BY

☒ Director Organisational Services – Andrew Burgess

▶ RECORD OF COUNCILLOR ATTENDANCE

- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Community and Development – Leigh McCallum
- ☐ CEO – Bradley Thomas

Other:

Click or tap here to enter text.

Signed:



▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Planning Briefing	DATE	Tuesday, March 22, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	10:15am – 2:30pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess <input checked="" type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Ausnet Stakeholder Engagement Specialist – Louise Ellis Ausnet Stakeholder Engagement Specialist – Tanya Waterson Ausnet Integration Manager Stakeholder and Approvals – Michael Willis Ausnet Project Development Manager - AshelyClifton Manager Planning and Development – Bronwyn Southee Senior Planning Consultant – Alison Blacket		

MATTERS CONSIDERED

☒ Agenda attached – CM Reference: DOC/22/15775

OR

List matters considered:

[Click or tap here to enter text.](#)

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

All Councillors attended tour of Shire Offices including Daylesford Library, Duke Street, Visitor Information Centre and Town Hall building.

▶ RECORD OF COUNCILLOR ATTENDANCE

OSD Director Andrew Burgess did not attend

<Record late arrivals or early departures>

RECORD COMPLETED BY

- ☒ Director Organisational Services – Andrew Burgess
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Community and Development – Leigh McCallum
- ☐ CEO – Bradley Thomas

Other:

Click or tap here to enter text.

Signed:



Tuesday 22 March 2022
Daylesford Town Hall, 76 Vincent Street Daylesford
10:15am – 2:45pm

Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.

The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).

BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Andrew Burgess – Director Organisational Services Bruce Lucas – Director Infrastructure and Delivery Leigh McCallum – Director Community and Development
CHAIR:		Councillor Tim Drylie - Mayor Bradley Thomas – Chief Executive Officer

APOLOGIES:

No	Time	Type	Agenda Item	Presenter	Page No
1.1	10:15am	Discussion	Ausnet Briefing on Western Victorian Transmission Project	Stakeholder Engagement Specialist of Ausnet Integration Manager: Stakeholder and Approvals	4
1.2	11:00am	Briefing Only	Proposed Ministerial Amendment C81hepb to rezone land at the rear of the Clunes Town Hall	Strategic Planner	5
1.3	11:15am	Discussion	2022 Update - Strategic Planning Work Program	Strategic Planner	14
	12:15pm		Lunch		
1.4	12:45pm	Discussion	Tour of Council office facilities	Chief Executive Officer Director Infrastructure and Delivery	17
2	2:45pm		Close of Meeting		18

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Tuesday, April 05, 2022
LOCATION	<input type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	9am – 3:00pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess <input checked="" type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Russell Kennedy Lawyers – Matthew Beazley Acting Co-ordinator Statutory Planning – Pauline Maltzis Manager Financial Services – Kathy Fulton Coordinator Sport and Active Recreation – Kathie Schnur Manager Economic Development and Recreation – Kendall Sinclair Otium Planning Group – Malcolm Kuhn Otium Planning Group – Kate Maddock Youth Engagement Officer – Jono Van Der Ploeg Early Years and Healthy Communities Coordinator – Kate Procter Acting Community Development Officer – Tamara Patterson Coordinator Community Partnerships – Rosalie Hastwell		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/22/18868

OR

List matters considered:

Click or tap here to enter text.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

► RECORD OF COUNCILLOR ATTENDANCE

NOTES:

Cr Hewitt attended session virtual

0903 Cr Simpson attended

0904 Cr Bray attended

1140 Recommenced briefing Cr Henderson and Director Bruce Lucas absent

1145 Cr Henderson returned

1146 Director Lucas returned

1.30 pm Lunch

2.00 pm Daylesford Deport Tour all Councillors except Councillor Hewitt attended along with Directors Lucas and Burgess.

3.00 pm Finished Tour

<Record late arrivals or early departures>

RECORD COMPLETED BY

- ☒ Director Organisational Services – Andrew Burgess
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Community and Development – Leigh McCallum
- ☐ CEO – Bradley Thomas

Other:

Click or tap here to enter text.

Signed:



Tuesday 5 April 2022
Council Chamber, 76 Vincent Street Daylesford VIC 3460
9:00am – 2:30pm

Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.

The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).

BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Andrew Burgess – Director Organisational Services Bruce Lucas – Director Infrastructure and Delivery Leigh McCallum – Director Community and Development
CHAIR:		Councillor Tim Drylie - Mayor Bradley Thomas – Chief Executive Officer

APOLOGIES:

No	Time	Type	Agenda Item	Presenter	Page No
1.1	9:00am	Report	258 Wrigleys Road Broomfield P1666/2020 – VCAT - Proposed Consent Orders and Section 173 Agreement	External Counsel	4
1.2	9:30am	Report	The Rex Loan Options	Manager Financial Services	37
1.3	10:00am	Report	Adoption of the Hepburn Shire Council Aquatics Strategy	Manager Economic Development and Recreation Otium Planning Group Otium Planning Group	41
	11:00am	Break			
1.4	11:15am	Report	Youth Strategy	Youth Engagement Officer Early Years and Healthy Communities Coordinator	54
1.5	11:45am	Report	Community Grants Program 2021 2022 Round 3	Health and Wellbeing Officer Coordinator Community Partnerships	79

1.6	12:15pm	Discussion	Councillor "Burning Issues" Discussion	Chief Executive Officer	87
1.7	12:30pm	Discussion	Executive Issues Update	Chief Executive Officer	88
1.8	12:45pm	Discussion	External Committees Update	Chief Executive Officer	89
	1:00pm	Lunch			
1.9	1:30pm	Presentation	Tour of Daylesford Depot	Chief Executive Officer Director Infrastructure and Delivery	90
2	2:30pm	Close of Meeting			91

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Mineral Springs Reserves Advisory Committee	DATE	Monday, April 11, 2022
LOCATION	<input type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input checked="" type="checkbox"/> Other: the Mayors Room	TIME	
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Jen Bray <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input type="checkbox"/> Cr Don Henderson <input type="checkbox"/> Cr Lesley Hewitt <input type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input type="checkbox"/> Director Organisational Services – Andrew Burgess <input type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Paulette Pleasance – EA to Director Infrastructure and Delivery		

MATTERS CONSIDERED

☒ Agenda attached – CM Reference: Doc/22/17998

OR

List matters considered:

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

RECORD COMPLETED BY

- ☐ CEO – Bradley Thomas
☐ Director Infrastructure and Delivery – Bruce Lucas
☐ Director Organisational Services – Andrew Burgess
☐ Director Community and Development – Leigh McCallum

Other:

Paulette Pleasance



Signed:

► AGENDA

MINERAL SPRINGS RESERVE ADVISORY COMMITTEE

Monday 11 April – The Mayors Room – 1.00pm – 3.00pm

Attendees: Cr Juliet Simpson, Bruce Lucas, Bill Guest, Lisa Rodier, Nathan Lundmark, Brenden Loton, Sean Ludeke, Paulette Pleasance,

Guests: Annie Warmbrunn (DELWP), David Hale (DELWP), Emily Davies (DELWP)

No	Time	Agenda Item	Presenter
1	1.00pm	<p>Welcome and Apologies</p> <p>ACKNOWLEDGEMENT OF TRADITIONAL OWNERS</p> <p>Hepburn Shire Council acknowledges the Dja Dja Wurrung as the Traditional Owners of the lands and waters on which we live and work. On these lands, Djaara have performed age -old ceremonies of celebration, initiation and renewal. We recognise their resilience through dispossession, and it is a testament to their continuing culture and tradition, which is strong and thriving.</p> <p>We also acknowledge the neighbouring Traditional Owners, the Wurundjeri to our Southeast and the Wadawurrung to our South West and pay our respect to all Aboriginal peoples, their culture, and lore. We acknowledge their living culture and the unique role they play in the life of this region.</p>	Cr Juliet Simpson
2	1.04pm	Adoption of Minutes –13 December 2021	Cr Juliet Simpson
3	1.05pm (1 hour)	<p>Victorian Mineral Springs Strategic Masterplan Review (2015 – 2024)</p> <p>Discussion to include:</p> <ul style="list-style-type: none"> • Objective of the review and the review process. • Stakeholders. • Current water quality monitoring regime. 	<p>Annie Warmbrunn (Program Officer Mineral Springs, DELWP)</p> <p>David Hale (DELWP)</p>

► AGENDA

		<ul style="list-style-type: none"> Environmental hygiene audit being undertaken. Workshop constraints/opportunities regarding the Hepburn Shire mineral springs. 	Emily Davies (DELWP)
4	2.05pm	Hepburn Shire VIC Brochure Discussion	Paulette Pleasance
5	2.15pm	Update on Projects <ul style="list-style-type: none"> HMSR Lake Daylesford / Central Springs Jubilee Lake 	Sean Ludeke
6	2.30pm	Update on MSRAC Recommended Projects for 2022/23 Budget	Bruce Lucas Sean Ludeke
7	2.40pm	Commercial collection of Mineral Water at pumps	Cr Juliet Simpson
8	2.50pm	General Business <ul style="list-style-type: none"> 2022 Meeting Dates MSRAC Terms of Reference (tabled) 	All
		Meeting Close	
Attachments Sent with Agenda <ul style="list-style-type: none"> Minutes 13 December 2021 Minutes 11 October 2021 Action Register – December 2021 Mineral Springs Reserves Project Tracking Spreadsheet – to be circulated Friday Proposed MSRAC Meeting Dates for 2022 MSRAC Terms of Reference Victorian Mineral Springs Reserve Master Plan 2015 – 2024 - DELWP 			
Next meeting – Monday 20 June – Council Chambers – TBC			

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Tuesday, April 12, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	10:45am – 12:45pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess <input checked="" type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Coordinator Engineering – Tim Powell Acting Coordinator Culture and Performance – Stacey Martin Manager Culture and Performance – Irene McCreedy Acting Coordinator Statutory Planning – Pauline Maltzis Manager Planning and Building – Vige Satkanarajah Manager Projects – Ben Grounds		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/22/20645

OR

List matters considered:

[Click or tap here to enter text.](#)

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

<Record late arrivals or early departures>

▶ RECORD OF COUNCILLOR ATTENDANCE

RECORD COMPLETED BY

- ☒ Director Organisational Services – Andrew Burgess
☐ Director Infrastructure and Delivery – Bruce Lucas
☐ Director Community and Development – Leigh McCallum
☐ CEO – Bradley Thomas

Other:

Click or tap here to enter text.

Signed:



Tuesday 24 May 2022
Council Chamber, 76 Vincent Street Daylesford VIC 3460
10:15am – 5:00pm

Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.

The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).

BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Andrew Burgess – Director Organisational Services Bruce Lucas – Director Infrastructure and Delivery Leigh McCallum – Director Community and Development
CHAIR:		Councillor Tim Drylie - Mayor Bradley Thomas – Chief Executive Officer
APOLOGIES:		Councillor Tessa Halliday (Parental Leave)

No	Time	Type	Agenda Item	Presenter	Page No
1.1	10:15am	Discussion	Wombat Forest	Chief Executive Officer	3
	11:15am	Break			
1.2	11:30am	Briefing Only	PA 3322 - 230 McDonalds Road, Clunes	Acting Coordinator Statutory Planning	4
	12:00pm	Lunch			
1.3	12:30pm	External Presentation	VLGA Workshop: Land Use Planning for Councillors	VLGA Hunt & Hunt Lawyers	109
2	5:00pm	Close of Meeting			110

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Pre-Council Meeting Briefing	DATE	Wednesday, April 20, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	3pm to 5:05pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess <input checked="" type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Acting Co-ordinator Statutory Planning – Pauline Maltzis Manager Planning and Development – Vige Satkunarajah Manager Eco Dev and Recreation – Kendall Sinclair Coordinator Sport and Recreation – Kathie Schnurr Coordinator Community Partnerships – Rosalie Hastwell Reconciliation Officer – Annette Miller Coordinator Engineering – Tim Powell Acting Manager Governance and Risk – Rebecca Smith Property Officer – Karen Menne		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/22/22243

OR

List matters considered:

Click or tap here to enter text.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Cr Tim Drylie	PA3219 – 47 Albert Street, Creswick	3.08 pm	3.20 pm
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

▶ RECORD OF COUNCILLOR ATTENDANCE

<Record late arrivals or early departures>

RECORD COMPLETED BY

- ☒ Director Organisational Services – Andrew Burgess
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Community and Development – Leigh McCallum
- ☐ CEO – Bradley Thomas

Other:

Click or tap here to enter text.

Signed:



▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Tuesday, April 26, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	10:15am – 2.45 pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess <input checked="" type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Senior Strategic Planner – Alison Blacket Strategic Advisor – Damien Kennedy AusNet Representatives: Carolyn Balint, Chris Grinter, Lou Ellis, and Tanya Waterson Manager Financial Services – Kathy Fulton		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/22/23368

OR

List matters considered:

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CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
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Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

☒ Director Organisational Services – Andrew Burgess

▶ RECORD OF COUNCILLOR ATTENDANCE

- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Community and Development – Leigh McCallum
- ☐ CEO – Bradley Thomas

Other:

Click or tap here to enter text.

Signed:



Tuesday 26 April 2022
Council Chamber, 76 Vincent Street Daylesford VIC 3460
10:15am – 2:15pm

Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.

The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).

BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Andrew Burgess – Director Organisational Services Bruce Lucas – Director Infrastructure and Delivery Leigh McCallum – Director Community and Development
CHAIR:		Councillor Tim Drylie - Mayor Bradley Thomas – Chief Executive Officer
APOLOGIES:		Councillor Tessa Halliday (Parental Leave)

No	Time	Type	Agenda Item	Presenter	Page No
1.1	10:15am	Briefing Only	Ausnet Briefing on Western Victoria Transmission Network Project	Stakeholder Engagement Specialist Stakeholder Engagement Manager Engineering Manager Approvals Manager	3
1.2	11:00am	Discussion	Review of Draft Budget 2022/2023	Manager Financial Services	4
	1:00pm		Lunch		
1.3	1:30pm	Briefing Only	Commencement of Affordable Housing Strategy	Senior strategic planner senior strategic advisor	6
1.4	2:00pm	Discussion	Support for U3A and Creswick Scouts	Chief Executive Officer	21
2	2:15pm		Close of Meeting		24

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Municipal Emergency Management Planning Committee (MEMPC)	DATE	Thursday, April 28, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Jen Bray <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input type="checkbox"/> Cr Don Henderson <input type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input type="checkbox"/> Director Organisational Services – Andrew Burgess <input type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Paulette Pleasance – EA to Director Infrastructure and Delivery Travis Dixon – EM Officer		

MATTERS CONSIDERED

☒ Agenda attached – CM Reference: Doc/22/23150

OR

List matters considered:

[Click or tap here to enter text.](#)

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

- ☐ CEO – Bradley Thomas
☐ Director Infrastructure and Delivery – Bruce Lucas
☐ Director Organisational Services – Andrew Burgess
☐ Director Community and Development – Leigh McCallum

Other:

Paulette Pleasance – EA to Director Infrastructure and Delivery

▶ RECORD OF COUNCILLOR ATTENDANCE

Signed:

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Tuesday, May 03, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	9am to 5:15pm
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess <input type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Manager Governance and Risk – Rebecca Smith Chair, Audit and Risk Committee - Linda McNeill Manager Financial Services – Kathy Fulton Early Years and Healthy Communities Coordinator – Kate Procter Positive Ageing Officer – Eddie Wyman Property Officer – Karen Menne Manager Waste, Facilities & Community Safety – Simon Mennie Manager Major Projects – Ben Grounds Project Manager – Sam Hattam		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/22/24413

OR

List matters considered:

[Click or tap here to enter text.](#)

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Cr Lesley Hewitt	PA 3333 - 70 Camp Street, Daylesford	11.50 am	12.50 pm
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

▶ RECORD OF COUNCILLOR ATTENDANCE

12.50 pm meeting recommenced Cr Simpson absent

12.57 pm Cr Simpson returned

3.23 pm Cr Hewitt left briefing

3.25 pm Cr Hewitt returned

RECORD COMPLETED BY

- ☒ Director Organisational Services – Andrew Burgess
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Community and Development – Leigh McCallum
- ☐ CEO – Bradley Thomas

Other:

[Click or tap here to enter text.](#)

Signed:



Tuesday 3 May 2022
Council Chamber, 76 Vincent Street Daylesford VIC 3460
9:00am – 5:15pm

Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.

The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).

BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Andrew Burgess – Director Organisational Services Bruce Lucas – Director Infrastructure and Delivery Leigh McCallum – Director Community and Development
CHAIR:		Councillor Tim Drylie - Mayor Bradley Thomas – Chief Executive Officer
APOLOGIES:		Councillor Tessa Halliday – Parental Leave

No	Time	Type	Agenda Item	Presenter	Page No
1.1	9:00am	Report	Recommendations from the Audit and Risk Committee meeting held on 28 March 2022	Acting Manager Governance and Risk Chair, Audit and Risk Committee	5
1.2	10:30am	Report	Quarterly Finance Reports - Quarter 3 2021/2022	Director Organisational Services Manager Financial Services	32
	11:00am	Break			
1.3	11:15am	Report	Review of Draft Budget 2022/2023 (Graphic Design)	Manager Financial Services	68
	1:15pm	Lunch			
1.4	1:45pm	Report Discussion Presentation	Early Years Strategy	Early Years and Healthy Community	69
1.5	2:15pm	Report	Positive Ageing Strategy	Positive Ageing Officer Early Years and Healthy Communities Coordinator	88
	2:45pm	Break			

1.6	3:00pm	Report	Confidential - Daylesford Speedway Drivers Association Inc. Lease at The Basin Reserve, Daylesford	Property Officer Manager Waste, Facilities and Community Safety Manager Waste, Facilities and Community Safety	105
1.7	3:30pm	Report	Award of Contract HEPBU.RFT2022.60 - Creswick Town Hall Upgrade	Project Manager Manager Major Projects	120
1.8	4:00pm	Report	Quarterly Corporate Reporting 2021/2022 - Q3 (January to March)	Director Organisational Services	259
1.9	4:30pm	Report	Annual Plan 2021/2022 - Quarter 3 update - January - March 2022	Director Organisational Services	326
1.10	5:00pm	Discussion	Councillor "Burning Issues" Discussion	Chief Executive Officer	338
1.11	5:05pm	Discussion	Executive Issues Update	Chief Executive Officer	339
1.12	5:10pm	Discussion	External Committees Update	Chief Executive Officer	340
2	5:15pm	Close of Meeting			341

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Tuesday, May 10, 2022
LOCATION	<input type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	10:15am
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess <input checked="" type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Acting Manager Planning and Building – Alison Blacket Manager Financial Services – Kathy Fulton		

MATTERS CONSIDERED

☒ Agenda attached – CM Reference: DOC/22/25952

OR

List matters considered:

[Click or tap here to enter text.](#)

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Cr Lesley Hewitt	PA3333 – 70 Camp Street, Daylesford	11.45 am	Did not return
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

Cr Jen Bray attended virtually and left at the conclusion of the first item PA3335 – 153 Charlies Road, Elevated Plains.

Note the Shire Tour not proceeded with and will be rescheduled.

RECORD COMPLETED BY

▶ RECORD OF COUNCILLOR ATTENDANCE

- ☒ Director Organisational Services – Andrew Burgess
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Community and Development – Leigh McCallum
- ☐ CEO – Bradley Thomas

Other:

[Click or tap here to enter text.](#)

Signed:



Tuesday 10 May 2022
Council Chamber, 76 Vincent Street Daylesford VIC 3460
10:15am – 5:00pm

Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.

The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).

BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Andrew Burgess – Director Organisational Services Bruce Lucas – Director Infrastructure and Delivery Leigh McCallum – Director Community and Development
CHAIR:		Councillor Tim Drylie - Mayor Bradley Thomas – Chief Executive Officer
APOLOGIES:		Councillor Tessa Halliday (Parental Leave)

No	Time	Type	Agenda Item	Presenter	Page No
1.1	10:15am	Briefing Only	PA 3333 - Use and development of the land for group accommodation - 70 Camp Street Daylesford	Acting Manager Planning and Building	4
1.2	10:45am	Report	PA 3335 – Use and development of land at 153 Charlies Road, Elevated Plains	Acting Manager Planning and Building	214
1.3	11:15am	Presentation	Bus Tour of Facilities (Lunch Provided)	Director Organisational Services	392
2	5:00pm		Close of Meeting		393

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Gender Equity Advisory Committee (GEAC) Meeting	DATE	Wednesday, May 11, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input checked="" type="checkbox"/> Other: Teams	TIME	10am to 11.30pm
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Jen Bray <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input type="checkbox"/> Cr Brian Hood <input type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input type="checkbox"/> Director Infrastructure and Development Services – Bruce Lucas <input type="checkbox"/> Acting Director Community and Corporate Services – Andrew Burgess Others (Position Title and Name): Kate Procter – Coordinator Early Years and Healthy Communities Eddie Wyman – Positive Ageing Officer Stacey Martin – Acting Coordinator People and Culture		

MATTERS CONSIDERED

☒ Agenda attached – CM Reference: DOC/22/22740

OR

List matters considered:

Click or tap here to enter text.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

- ☐ CEO – Bradley Thomas
☐ Director Infrastructure and Development Services – Bruce Lucas

▶ RECORD OF COUNCILLOR ATTENDANCE

☐ Acting Director Community and Corporate Services – Andrew Burgess

Other:

Kate Procter – Coordinator Early Years and Healthy Communities

Signed: Kate Procter

Hepburn Shire Council

Gender Equity Advisory Committee



Agenda

Meeting 3

Date – 11 May 2022

Time – 10am – 11.30am

Locations – Daylesford Mayors Room, Vincent Street Daylesford and online - Teams

Chair: Cr Lesley Hewitt

Action Recorders:

- Tamara Patterson (Health and Wellbeing Officer)

Advisory Committee Members:

- Isabelle Dupre
- Lindy Churches
- Lynda Poke
- Maia Irell
- Michael Veal
- Mika Pediaditis
- Sue Dyson

Attendees:

- Kate Procter (Coordinator Early Years and Healthy Communities)
- Eddie Wyman (Positive Ageing Officer)
- Stacey Martin (Acting Coordinator People and Culture)
- Simon Mennie (Manager Waste, Facilities and Community Safety)

Apologies:

- Devon Taylor

Time	Item	Presenter
10am	Buffering	All
10.05am	Acknowledgment of Country	Chair
	Welcome	Chair
	Apologies	Chair
	Introductions for first time members/attendees	Chair/all
	Actions from the previous meeting: Further information sent to members including <ul style="list-style-type: none"> - MAV Local Government and Gender Equality - Act@Work Action Plan - Prevention of Violence Leadership Statement - GE Act 2020 - WHG Info Sheet Confirmation of a quorum in TOR – The Committee will operate with a minimum of four members.	Chair
	Resignations from the Committee: <ul style="list-style-type: none"> - Petra Bueskens - Mara Macs 	Tamara Patterson
10.10am	GEAC Meeting day and time – ongoing schedule for 2022	Tamara Patterson
10.15am	Early and Middle Years Strategy: <ul style="list-style-type: none"> - Presentation and request for feedback 	Kate Procter
10.35am	Positive Ageing Strategy: <ul style="list-style-type: none"> - Presentation and request for feedback 	Eddie Wyman
11am	The Rex consultation: <ul style="list-style-type: none"> - Presentation and request for feedback 	Simon Mennie
11.15am	Presentation from P&C: <ul style="list-style-type: none"> - Gender Equality Action Plan (GEAP) 	Stacey Martin
11.30am	Close of meeting	Chair

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Pre-Council Meeting Briefing	DATE	Tuesday, May 17, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	2:40pm – 4:07pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess <input checked="" type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Acting Manager Planning and Building – Alison Blacket Sustainability Officer – Manny Pasqualini Coordinator Early Years and Healthy Communities – Kate Procter Manager Governance and Risk – Rebecca Smith Assistant Building Surveyor – Jacob Cummings Engineering Development Officer – Ashley Goad Senior Planning Consultant – Pauline Maltzis Acting Manager Planning & Development - Alison Blackett		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/22/27803

OR

List matters considered:

Click or tap here to enter text.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Cr Lesley Hewitt	PA 3333 - 70 Camp Street, Daylesford	2.45 pm	2.55 pm
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

▶ RECORD OF COUNCILLOR ATTENDANCE

NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

- ☒ Director Organisational Services – Andrew Burgess
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Community and Development – Leigh McCallum
- ☐ CEO – Bradley Thomas

Other:

Click or tap here to enter text.

Signed:



▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Tuesday, May 24, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	10:15am – 5pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess (attending workshop in the PM) <input checked="" type="checkbox"/> Director Community and Development – Leigh McCallum Others: Statutory Planner – Lipi Patel Coordinator Statutory Planning – Wallie Cron Acting Manager Planning and Building – Alison Blacket Storm Recovery Manager – Amanda Western VLGA – Steve Cooper Hunt & Hunt Lawyers – Tony Raunic Manager Governance & Risk – Rebecca Smith Acting Coordinator Governance – Dannielle Kraak		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/22/28987

OR

List matters considered:

Click or tap here to enter text.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

10:41am Cr Lesley Hewitt joined the meeting.

▶ RECORD OF COUNCILLOR ATTENDANCE

Councillor Tessa Halliday absent (parental leave)

RECORD COMPLETED BY

- ☐ Director Organisational Services – Andrew Burgess
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Community and Development – Leigh McCallum
- ☐ CEO – Bradley Thomas
- ☒ Manager Governance & Risk – Rebecca Smith

Other:

Click or tap here to enter text.

Signed:



Tuesday 12 April 2022
Council Chamber, 76 Vincent Street Daylesford VIC 3460
10:15am – 12:15pm

Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.

The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).

BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Andrew Burgess – Director Organisational Services Bruce Lucas – Director Infrastructure and Delivery Leigh McCallum – Director Community and Development
CHAIR:		Councillor Tim Drylie - Mayor Bradley Thomas – Chief Executive Officer

APOLOGIES:

No	Time	Type	Agenda Item	Presenter	Page No
1.1	10:15am	Report	Adoption of Asset Plan	Coordinator Engineering Acting Manager Operations	4
1.2	10:45am	Report	Gender Equality Action Plan Development - Compliance with the Gender Equality Act 2020	Acting Coordinator People & Culture Acting Coordinator People and Culture Consultant, Right Lane	47
1.3	11:15am	Report	66 High Street Trentham - Drawings For Endorsement	Acting Coordinator Statutory Planning	116
1.4	11:45am	Discussion	Council Office Facilities Site Tour - Discussion and Feedback	Director Infrastructure and Delivery	121
2	12:15pm		Lunch and Close of Meeting		122

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Tuesday, June 07, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	9am to 4:15pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess <input checked="" type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Sustainability Officer – Manny Pasqualini Manager Recreation and Economic Development – Kendall Sinclair Youth Engagement Officer – Jono Van Der Ploeg Member of the Youth Co-designer team – Lucinda Lowe Early Years and Healthy Communities Coordinator – Kate Procter Manager Community Life – Fran Fogarty Chief Executive Officer, Vic Forests – Monique Dawson Vic Forests – Vincent White DELWP – Michael Condon Coordinator Engineering – Tim Powell Manager Operations – Tristan May Asset Inspector – Suraj Parajuli Sustainability Officer – Maree Grenfell Manager Waste Facilities and Community Safety – Simon Mennie Artisan Agriculture Facilitation Specialist – Sharon Hebbard Coordinator Economic Development – Rebecca Pedretti Brooklands Free Range Farm – Natalie Hardy Coordinator Health and Community Safety – Lisa Sparkes Manager Waste, Facilities and Community Safety – Simon Mennie Manager Financial Services – Kathy Fulton		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/22/32270

OR

List matters considered:

As per agenda

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
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▶ RECORD OF COUNCILLOR ATTENDANCE

Cr Hood	1.9 – Community Bank	4:13pm	N/A
Cr Hewitt	1.9 – Community Bank	Approx. 3:40pm	N/A
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

Cr Bray entered meeting at 9:05am

Cr Hewitt entered meeting at 9:13am

Trentham Bank Sponsorship item swapped with “Burning Issues” Discussion Time, Cr Hewitt left during break between Draft Annual Plan and Discussion Time

RECORD COMPLETED BY

- ☐ Director Organisational Services – Andrew Burgess
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Community and Development – Leigh McCallum
- ☐ CEO – Bradley Thomas

Other:

Governance Admin Officer – Brigitte Longmore

Signed:

Brigitte

Tuesday 7 June 2022
Council Chamber, 76 Vincent Street Daylesford VIC 3460
9:00am – 5:00pm

Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.

The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).

BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Andrew Burgess – Director Organisational Services Bruce Lucas – Director Infrastructure and Delivery Leigh McCallum – Director Community and Development
CHAIR:		Councillor Tim Drylie - Mayor Bradley Thomas – Chief Executive Officer
APOLOGIES:		Councillor – Tessa Halliday (Parental Leave)

No	Time	Type	Agenda Item	Presenter	Page No
1.1	9:00am	Report Discussion Presentation	Towards Zero Community Grants 2021/2022 - assessment panel funding recommendations	Sustainability Officer	5
1.2	9:30am	Report Discussion Presentation	Youth Strategy	Youth Engagement Officer Early Years and Healthy Communities Coordinator	10
1.3	10:00am	Discussion	Wombat Forest	Chief Executive Officer Vic Forests Representatives	37
	10:45am		Break		
1.4	11:00am	Presentation	Presentation - 2022/23 Road Upgrade Program & Policy Refresher	Coordinator Engineering Acting Manager Operations	38
1.5	12:00pm	Report Presentation	Draft Sustainable Hepburn Strategy 2022-26	Sustainability Officer Manager Waste Facilities and Community Safety Sustainability officer	61
	12:45pm		Lunch		

1.6	1:15pm	Report	Artisan Agriculture Project Update	Artisan Agriculture Facilitation Specialist Coordinator Economic Development	225
1.7	2:00pm	Briefing Only	Draft Domestic Animal Management Plan (DAMP)	Manager Waste, Facilities and Community Safety Coordinator Community Safety	247
	2:30pm	Break			
1.8	2:45pm	Discussion	Draft Annual Plan 2022-2023	Director Organisational Services	270
1.9	3:30pm	Discussion	Trentham Community Bank Sponsorship Proposal	Manager Financial Services	284
1.10	3:45pm	Discussion	Councillor and Executive Updates and Issues Discussion	Chief Executive Officer	288
2	4:15pm	Close of Meeting			291

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Tuesday, June 14, 2022
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	10:15am – 4pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Organisational Services – Andrew Burgess <input checked="" type="checkbox"/> Director Community and Development – Leigh McCallum Others (Position Title and Name): Governance Advisor – Dannielle Kraak Manager Governance and Risk – Rebecca Smith Maddocks – Kate Oliver Manager Financial Services – Kathy Fulton Strategic Planner – Caroline Reisacher Acting Manager Strategic Planning – Damien Kennedy Community Development Officer – Kelly Bevan Coordinator Community Partnerships – Rosalie Hastwell Manager Community Life – Fran Fogarty Engagement Specialist – Michelle Whyte Property Officer – Karen Menne Manager Waste, Facilities and Community Safety – Simon Mennie		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/22/34040

OR

List matters considered:

As per agenda

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

▶ RECORD OF COUNCILLOR ATTENDANCE

NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

- ☐ Director Organisational Services – Andrew Burgess
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Community and Development – Leigh McCallum
- ☐ CEO – Bradley Thomas

Other:

Governance Advisor – Dannielle Kraak

Signed:



Tuesday 14 June 2022
Council Chamber, 76 Vincent Street Daylesford VIC 3460
10:15am – 4:00pm

Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.

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BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Andrew Burgess – Director Organisational Services Bruce Lucas – Director Infrastructure and Delivery Leigh McCallum – Director Community and Development
CHAIR:		Councillor Tim Drylie - Mayor Bradley Thomas – Chief Executive Officer
APOLOGIES:		Cr Tessa Halliday (Parental Leave)

No	Time	Type	Agenda Item	Presenter	Page No
1.1	10:15am	Presentation	Maddocks Presentation - Council Meeting Procedures and Governance Matters	Manager Governance and Risk Maddocks	3
	12:15pm		Lunch		
1.2	12:45pm	Report	Draft Budget 2022/2023 - Review of Public Submissions and Proposed Changes	Manger Financial Services	4
	2:15pm		Break		
1.3	2:30pm	Report	Community Engagement on Stage One of the Creswick Structure Plan	Strategic Planner Manager Strategic Planning	19
1.4	3:00pm	Report	Community Grants Program 2021/2022 Round 4	Acting Community Development Officer Coordinator Community Partnerships	73
1.5	3:30pm	Report	Community Consultation - Proposed Sale of The Rex	Property Officer Manager Waste, Facilities and Community Safety	81
2	4:00pm		Close of Meeting		111

15 GENERAL BUSINESS

RECOMMENDATION

That Council grants Cr Brian Hood a leave of absence from 20 July 2022 to 12 August 2022 inclusive, noting that Cr Hood will continue to attend Briefings and Council Meetings virtually during his leave.

16 **CONFIDENTIAL ITEMS**

16.1 **CLOSURE OF MEETING TO MEMBERS OF THE PUBLIC**

Pursuant to section 66(1) of the *Local Government Act 2020* (the Act) Council or delegated committee must keep a meeting open to the public unless the Council or delegated committee considers it necessary to close the meeting to the public because a circumstance specified in subsection (2) applies.

The circumstances detailed in section 66(2) of the Act are:

- a) the meeting is to consider confidential information; or
- b) security reasons; or
- c) it is necessary to do so to enable the meeting to proceed in an orderly manner.

RECOMMENDATION

That in accordance with sections 66(1) and 66(2)(a) of the Local Government Act 2020, the meeting to be closed to members of the public for the consideration of the following confidential items:

1. CONSIDERATION OF CONFIDENTIAL VCAT MATTER

This agenda item is confidential information for the purposes of section 3(1) of the Local Government Act 2020:

- *(e) legal privileged information, being information to which legal professional privilege or client legal privilege applies;*
- *The ground applies because the agenda item is related to a current proceeding with the Victorian and Civil and Administrative Tribunal (VCAT) which requires confidentiality pursuant to the VCAT Act 1998.*

17 CLOSE OF MEETING