

HEPBURN SHIRE COUNCIL

SPECIAL MEETING MINUTES

**Tuesday 29 July 2008.
7PM**

**Senior Citizens Room
Rear Daylesford Town Hall**

HEPBURN SHIRE COUNCIL – COUNCIL PLAN 2006-2011

VISION STATEMENT:

Hepburn Shire will be a vibrant, creative rural Shire with strong and healthy connected communities. Our Council will govern with integrity and inclusiveness. Our natural environment, productive agricultural land and rich heritage will remain valued and protected as assets for residents and visitors to appreciate and enjoy.

Council has in the COUNCIL PLAN established 5 objectives to enable your Team of Councillors and Officers to move forward.

Objective One – Strengthening Communities

Council will engage with and support our diverse communities to realise their potential and determine and achieve their aspirations.

- 1.1 To be a leader in community consultation, advocacy & engagement
- 1.2 Enhance community connectedness, capacity building and leadership
- 1.3 Enhance external relationships

Objective Two – Service Delivery

Council will deliver responsive services to our community within available resources.

- 2.1 Improve service delivery
- 2.2 Improve internal and external communication
- 2.3 Further develop the range of facilities and programs

Objective Three – Asset and Resource Management

Council will effectively manage our assets and resources to create a better Shire for our community.

- 3.1 Improve the management of our assets
- 3.2 Foster & encourage leadership
- 3.3 Responsible financial management
- 3.4 Promote and encourage innovation
- 3.5 Tight, sharp, focussed, professional administration

Objective Four – Economic Development

Council will strengthen our local economy by working in partnership with business and community.

- 4.1 Develop partnerships with educational and research organisations
- 4.2 Promote and market the shire
- 4.3 Encourage and support diversity of economic activity and employment

Objective Five – Heritage and Environment

Council, in partnership with our community will ensure that our cultural, natural and built environment is protected, conserved and enhanced for future generations.

- 5.1 Promote & practise environmental management and sustainability
- 5.2 Respect and honour our unique historical and cultural attributes

Council has committed itself to these philosophies, to the five objectives, to the strategies of implementation and to being accountable to all of the Hepburn Shire.

Hepburn Shire is a wonderful home for all of us. Our Council Plan and the Community Plan provide a direction for the future.

**MINUTES OF A SPECIAL MEETING
OF THE HEPBURN SHIRE COUNCIL WILL BE HELD AT
SENIOR CITIZENS ROOM,
REAR OF DAYLESFORD TOWN HALL
ON TUESDAY 29 JULY 2008,
COMMENCING AT 7 PM**

AGENDA

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CLOSE OF MEETING

CR TIM HAYES - MAYOR
30 JULY 2008.

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

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

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

PRESENT: Mayor, Cr Tim Hayes; Councillors Janine Booth, Bill McClenaghan, Heather Mutimer and David Smith.

IN ATTENDANCE: Interim Chief Executive Officer, Philip Shanahan; Director Infrastructure & Development, Rod Conway; Acting Director Corporate & Community Services, Martin Walmsley; Manager Finance, John Traill. 18 Gallery; Nil Press.

The Mayor opened the meeting with a reading of the Council prayer.

OPENING PRAYER

ALMIGHTY GOD, WE ASK YOUR BLESSING UPON THIS COUNCIL.
DIRECT AND GUIDE OUR DELIBERATIONS.
WE ASK YOU TO GRANT US WISDOM AND SENSITIVITY AS WE DEAL
WITH
THE BUSINESS OF OUR SHIRE.
MAY EACH DECISION THAT WE MAKE ADVANCE THE WELLBEING OF
ALL OUR
RESIDENTS.
THIS WE PRAY. AMEN

1. **APOLOGIES:** Nil

2. **DECLARATION OF PECUNIARY INTEREST:** Nil

3. BUDGET FOR THE FINANCIAL YEAR 2008/09

(A/O - Manager Finance)

File Ref: 30/08/17

Synopsis

For the past few months Councillors and Council Officers have been working toward compiling a budget that will meet the needs of our community over the coming year with an outlook for the next five years. At its June meeting Council resolved to advertise the budget seeking comments and submissions from the public. It is now appropriate for Council to consider the submissions received, make any amendments considered reasonable and adopt the budget.

Report

The budget proposes to raise \$19.62 million in recurrent income and recommends recurrent expenditure of \$18.95 Million and expenditure on capital projects of \$6.69 million. The draft budget also makes provision for a loan of \$1.45 million to be taken out during 2008/09.

Some of the initiatives included in this budget are:-

- Construction of Creswick Tourism Interpretative Centre (\$887,000)
- Implementation of Sustainable Water Use plan (\$30,000)
- Construction of footpaths (\$167,000)
- Construction of a new Council Depot (\$1,450,000)
- Replacement of the Clunes Museum Veranda (\$45,000)
- Playground equipment replacement. (\$20,000)
- Real increase (i.e. above inflation) in infrastructure maintenance (\$250,000)

The budget papers which are attached have been prepared based on the "Victorian City Council Model Budget 2008/09" best practice guide and contain details of the operational budget and the capital works to be undertaken in 2008/2009.

Following an extensive consultation process, the 2008/2009 budget has been prepared on the basis of an overall 8.3% increase in rates and municipal charges. This budget continues the existing practice of applying rate differentials. The figures to be applied for 2008/09 will be in accordance with the Council decision made in May 2005 after considering the Rate Review Committees recommendations. The two principal recommendations adopted were the phasing out of the Municipal Charge over 5 years and the reduction of the Farmland differential from 90% to 80% of the General Rate over the same time frame, the 2008/2009 year is the fourth year of the phase out period.

During the 2006/07 year the Rate Review Committee was reconvened to review the implementation process and original recommendations and provide a report to Council. After considering this report the Council resolved to make two changes to the original implementation arrangements, the first was to bring forward the phasing in of the Farm rate reduction and declare the Farm rate differential to be 80% in 2007/08. The second was to set the differential rate for the Trust for Nature Covenant properties at 50% of the General Rate. This now means that the phasing out of the Municipal Charge, which will reduce from \$44 to \$22 is the only item remaining from the original decision that applies to the 2008/09 rating period.

The Rate Differentials and Municipal Charge that will be applied are as follows:-

	2007/08	2008/09
Rate Differentials		
General	1.00	1.00
Commercial	1.10	1.10
Farmland	0.80	0.80
Industrial	1.10	1.10
Mixed Use	1.10	1.10
Recreational Land	0.50	0.50
Trust for Nature	0.50	0.50
Vacant Land	1.10	1.10
Municipal Charge	\$44	\$22

The budget proposes to raise \$9.55million from rates and municipal charges. The waste management charge on all properties will increase by \$2.00 from \$78.00 to \$80.00. The garbage collection and disposal charge will remain at the same level as last year of \$73.00 and the recycling charge will also remain at the same level as last year of \$59.00. These charges will raise a total of \$1.42 million.

These increases will still leave Hepburn Shire as generating one of the lower levels of income from rates and charges in the State.

Fees and Charges

During the budget process there have been discussions held relating to the fees and charges that Council levies for certain services and for certain penalties. The results of these discussions with Councillors have been built into the 2008/2009 budget with the majority of fees and charges being maintained at the 2007/2008 level.

A schedule of the proposed fees and charges for 2008/2009 was included in the information on the budget that was placed on public display. Council should resolve to adopt the schedule of fees and charges for the 2008/2009 financial year.

Community Consultation

There have been seven public meetings held to get a better appreciation of the desires of the community on the Council Plan and budget. Over 70 members of the public took the opportunity to be involved and provide views regarding Council's priorities, which exceeds the community participation from previous years.

Public submissions

At its Council Meeting held on 19 June 2007 and resumed meeting of the 24 June 2008, Council resolved to advertise the draft budget and call for submissions from the public and interested groups as required under section 223 of the Local Government Act 1989, submissions closed on the 18 July 2008.

Nine submissions have been received and are attached for Council's information in summary the areas of concern are as follows:-

Items not included in the Draft Budget

Restoration of the Goods Shed at the Trentham Railway Precinct.

This project is very much in the development phase and has not been scoped or costed by the proponents. For Council to commit to such a project without knowing what it will be used for which will influence how much it will cost would not be considered sound management practice.

This does however raise an issue in respect to the timing of projects because this project is not at a point where there is sufficient information for it to be considered now it may be appropriate for Council to set aside a budget allocation that would enable projects like this to be considered throughout the year.

There are other items that have not been raised as a formal submission such as a permanent home for the Standbridge Cart where the availability of a fund which could be used to leverage grants throughout the year might be very useful

Landscape overlay for Mt Franklin

It is estimated that the cost to prepare relevant supporting documentation for exhibiting an amendment to the planning scheme to introduce a significant landscape overlay only over Mt Franklin would be in the order of \$20,000.

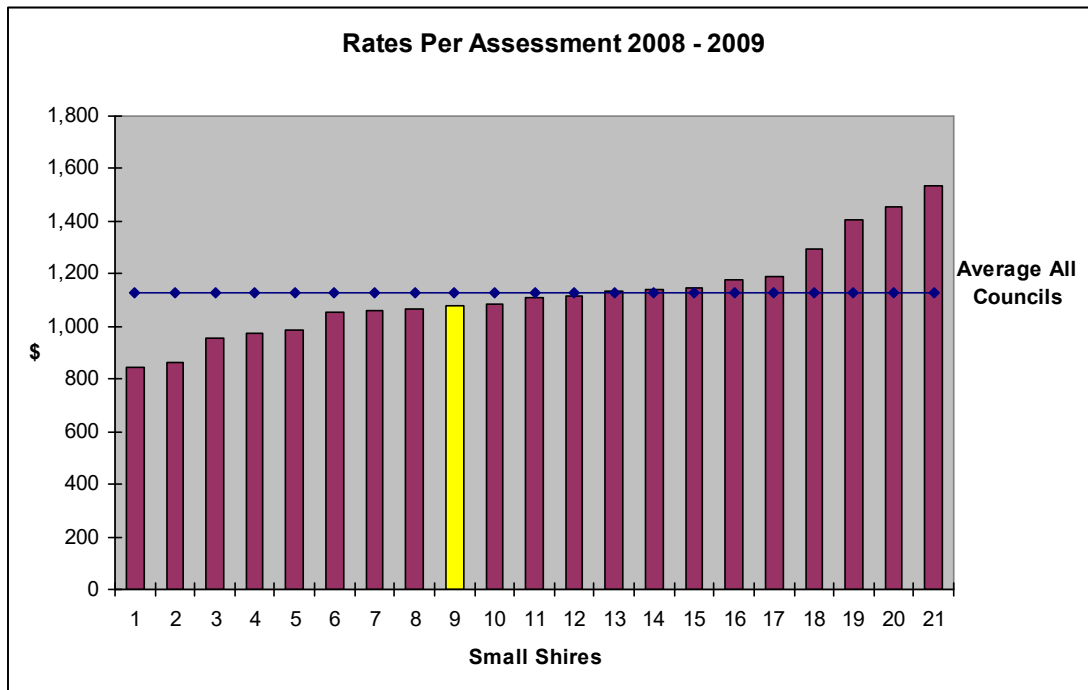
A significant landscape overlay over Mt Franklin would provide a further control under the planning scheme for Mt Franklin which already has three other planning overlay controls being, Environmental Significant Overlay, Wildfire Management Overlay and Heritage Overlay.

The existing planning scheme controls were sufficient in supporting a refusal for a Telstra tower back in 2005.

The level of rate increase

The rate increase proposed for the 2008/09 financial year of 8.3% which is in line with the Councils 10 year financial plan has primarily two components inflation and an allocation to address the Councils infrastructure funding gap.

While the current increase is above the average for this year it will still leave our rates below the average of Rates per assessment for small shires. As can be seen from the graph below we are the 9 lowest of the 21 Councils in the small shires group



The need to address the infrastructure funding gap is something that we have been aware of for a number of years and has been a significant factor in the development of the Council's 10 year Financial Plan.

The Victorian Auditor General's report on Local Government: Results of the 2006-07 Audits specifically made mention of Councils present situation as follows,

"Hepburn have been rated as a moderate risk, however, it is noted that Hepburn forecast positive operating results over the next 3 years. If surpluses are able to be achieved and sustained the risk rating will reduce."

To not continue addressing this issue will put the Council's financial sustainability at risk.

The redistribution of the rate burden to Farm properties.

The revaluation of properties that has just been completed has seen a significant increase in the value of farm properties over and above the other classes of properties. This movement in valuation causes a redistribution of the rates collected from each property type with farm properties contributing a greater share of the rates for 2008-09.

The submissions received rightly point out that the Council in considering the Rate review committees recommendation of a rate differential for farm properties of 70% of the general rate, made a decision to adjust the rate differential to 80% because of the negative affect this would have had on the other classes of properties whose valuation had increased substantially more than farm properties as a result of the 2006 revaluation.

It could therefore reasonable be argued that Council should review that earlier decision given that the valuations have now had the reverse affect.

Other matters

In preparing the budget document a notation to increase the allocation for environmental projects by \$20,000 was inadvertently recorded at a total allocation of \$20,000 rather than \$30,000 given that there was already an existing allocation of \$10,000

Recommended changes to budget that was advertised in June 2008

Since the draft budget was prepared and advertised in June 2008, some additional information has come to hand in respect to the cost of insurance that is contained within the draft budget that it is appropriate to adjust before adopting the final budget document. This reduction to be offset by the inclusion of an equivalent amount that will enable the Council to support projects that arise during the year that require Council support along with some other small changes.

The recommended changes are as follows:-

Description	Draft Budget	New Budget	Difference
Insurance – Public Liability	\$126,000	\$96,000	\$30,000
Project support account	-	\$30,000	(\$30,000)
Environmental Initiatives -Projects	\$20,000	\$30,000	(\$10,000)
Workcover premium	\$167,600	\$163,600	\$4,000
Council Management Operating	\$445,100	\$439,100	\$6,000

It is important to note that these changes do not alter the budget bottom line or the Rates & Charges to be levied that are contained in the draft budget put out for public exhibition.

We have also been advised by the State Government that there has been a minor increase in the fee that applies to freedom of information requests. The new fee will be updated in the final budget document.

Relevant Policies / Council Plan Objectives

Council has a statutory responsibility to prepare and adopt a budget.

Community / Engagement / Communication / Consultation:

Council conducted a significant initial community consultation process via a public meeting forum throughout the Shire to gain people's initial thoughts on the Council Budget and Council Plan.

As a requirement of the Local Government Act the draft documents were placed on public exhibition for the statutory period while public submissions were sought.

All submitters will be written to, thanking them for their comments and provided with detailed feedback. The adopted Council Budget 2008 - 2009 will be placed on Council's website and also copies will be made available for viewing at Council's administration offices.

Financial & Resource Implications Initial & Ongoing

The budget setting process is necessary to ensure that funds are set aside to achieve the most important objectives as prioritised by Council after consulting the community.

Recommendation:

That Council:

- 3.1. *Adopt the budget for 2008/2009 incorporating the recommended changes as presented in the report and the four year plan for 2008/2009-2011/2012.*
- 3.2. *Declare that rates and charges be in accordance with the following statement.*

DECLARATION OF RATES AND CHARGES

Whereas the Council is required by Section 158 of the Local Government Act 1989 to at least once in each financial year by 31 August, to declare the amount it intends to raise by general rates, municipal charges, service rates and charges and whether such declaration will be of uniform or differential rates, the Council now resolves:

- 3.3. *An amount of \$11,060,650 be declared as the amount which Council intends to raise by general rates, the municipal charge and annual service charges (all later described in this resolution) which amount is calculated as follows:*

General Rate \$9,434,900

Municipal Charge \$211,000

Annual Service Charge - Waste Management (improved) \$627,360

Annual Service Charge - Waste Management (vacant) \$141,440

Annual Service Charge - Garbage Collection \$366,600

Annual Service Charge - Recycling Collection \$279,350

- 3.4. *A general rate be declared for the period commencing on 1 July 2008 and concluding on 30 June 2009.*
- 3.5. *It is further declared that the general rate be raised by the application of differential rates.*
- 3.6. *It be recorded that Council considers a differential rate will contribute to the equitable and efficient carrying out of Council functions.*
- 3.7. *A differential rate be declared for all rateable land (or part thereof) having the following characteristics:*

GENERAL - Residential

Meaning that rateable land which is used solely for residential purposes.

COMMERCIAL

Meaning that rateable land which is used solely for commercial purposes.

FARMLAND

Meaning that rateable land declared 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.

INDUSTRIAL

Meaning that rateable land which is used solely for industrial purposes.

RECREATIONAL

Meaning that rateable land upon which sporting, recreational or cultural activities are conducted, including buildings which may be ancillary to such activities.

MIXED USE

Meaning that 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

Meaning that rateable land which has a Trust for Nature Covenant applying to the land.

VACANT LAND

Meaning that 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.

- 3.8 The differential rate be applied by multiplying the capital improved value of the rateable land categorised in paragraph 7 by the percentages indicated on the following table:

RESIDENTIAL	.3499%
COMMERCIAL	.3849%
FARMLAND	.2799%
INDUSTRIAL	.3849%
RECREATIONAL	.1750%
MIXED USE	.3849%
TRUST FOR NATURE	.1750%
VACANT LAND	.3849%

- 3.9 It be further recorded that the objectives of the differential rate are those objectives specified below:

GENERAL - Residential

To ensure an equitable contribution towards the total rate income, having regard to the location, use and services available to the land.

COMMERCIAL

To ensure an equitable contribution towards the total rate income which recognises the objective of maintaining an environment which is beneficial to the continuing operation of these properties. As well as the use and services available to the land

FARMLAND

To ensure an equitable contribution towards the total rate income commensurate with the nature of the land, the services available and the uses to which the land is put.

INDUSTRIAL

To ensure an equitable contribution towards the total rate income which recognises the objective of maintaining an environment which is beneficial to the continuing operation of these properties. As well as the use and services available to the land

RECREATIONAL

To recognise the contribution this land makes towards the environment and habitat of native flora and fauna.

MIXED USE

To ensure an equitable contribution towards the total rate income where the use is not solely residential or commercial or farmland or industrial or recreational, but maintains the characteristics of residential use and at least on other use category.

TRUST FOR NATURE

To recognise the contribution this land makes towards the social, cultural and physical well being of the community.

VACANT LAND

To ensure an equitable contribution towards the total rate income and encourage the development of vacant land.

3.10 ANNUAL SERVICE CHARGES

A Municipal Charge be declared for the period commencing on 1 July 2008 and concluding on 30 June 2009.

The Municipal Charge be declared for the purpose of covering some of the administrative costs of the Council's operations.

The Municipal Charge be the sum of \$22.00 for each area of rateable land (or part thereof) in respect of which a municipal charge may be levied. It be confirmed that the Municipal Charge is declared in respect of all rateable land within the municipal district against which a municipal charge may be levied and may be calculated pro rata for land which becomes rateable during the year.

- 3.11. *An Annual Service Charge (here after described as the 'Service Charge – Waste Management (improved)' be declared for the period commencing on 1 July 2008 and concluding on 30 June 2009.*

The Service Charge - Waste Management (improved) be declared for :

- *the management of waste disposal and the environment.*

The Service Charge - Waste Management (improved) be the sum of \$80.00 for each area of rateable and non-rateable land (or part thereof) in respect of which an annual service charge may be levied.

All land within the municipality upon which are erected buildings which are occupied or obviously adapted to be occupied will be liable for the Service Charge - Waste Management (improved).

- 3.12. *An Annual Service Charge (forthwith described as the 'Service Charge - Waste Management vacant)' be declared for the period commencing on 1 July 2008 and concluding on 30 June 2009.*

The Service Charge - Waste Management (vacant) be declared for the management of waste disposal and the environment.

The Service Charge - Waste Management (vacant) be the sum of \$80.00 for each area of rateable and non-rateable land (or part thereof) in respect of which an annual service charge may be levied.

All land within the municipality which is vacant land or is land upon which is erected a building which is not occupied or not obviously adapted to be occupied for residential, commercial or industrial purposes will be liable for the

Service Charge - Waste Management (vacant) with the exception of farmland where multiple assessments exist and which is worked as a single farming enterprise, only one charge will be levied.

- 3.13. *An Annual Service Charge (hereafter known as the 'Service Charge - Garbage Collection residential') be declared for the period commencing on 1 July 2008 and concluding on 30 June 2009.*

The Service Charge - Garbage Collection (residential) be declared for:

- *the collection, removal and disposal of domestic refuse and rubbish.*

The Service Charge - Garbage Collection (residential) be the sum of \$73.00 per unit for each area of rateable and non-rateable land (or part thereof) in respect of which an annual service charge may be levied.

All residential and mixed use land within the designated collection areas upon which are erected buildings which are occupied or obviously adapted to be occupied will be liable for the Service Charge - Garbage Collection (residential).

- 3.14. *An Annual Service Charge (hereafter known as the 'Service Charge - Garbage Collection commercial') be declared for the period commencing on 1 July 2008 and concluding on 30 June 2008.*

The Service Charge - Garbage Collection (commercial) be declared for:

- *the collection, removal and disposal of commercial refuse and rubbish.*

The Service Charge - Garbage Collection (commercial) be the sum of \$188 per unit for each area of rateable and non-rateable land (or part thereof) in respect of which an annual service charge may be levied.

All land other than residential or mixed use land within the designated collection areas upon which are erected buildings which are occupied or obviously adapted to be occupied will be liable for the Service Charge - Garbage Collection upon request for the service.

- 3.15. *An Annual Service Charge (hereafter known as the 'Service Charge - Recycling Collection') be declared for the period commencing on 1 July 2008 and concluding on 30 June 2009.*

The Service Charge - Recycling Collection be declared for

- *the collection, removal and disposal of approved recyclable materials.*

The Service Charge - Recycling Collection be the sum of \$59 per unit for each area of rateable and non-rateable land (or part thereof) in respect of which an annual service charge may be levied.

All residential land and mixed use within the designated collection areas upon which are erected buildings which are occupied or obviously adapted to be occupied will be liable for the Service Charge - Recycling Collection.

All other land within the designated collector areas upon which are erected buildings which are occupied or obviously adapted to be occupied will be liable for the Service Charge - Recycling Collection upon request for the service.

- 3.16. *Where during the year, a building is erected on vacant land, the Service Charge - Waste Management for the year for that land will be the sum of the Service Charge - Waste Management (vacant) multiplied by the fraction of the year which elapsed prior to the building being occupied for the first time and the Service Charge - Waste Management (improved) multiplied by the fraction of the year remaining when the building is occupied for the first time.*
- 3.17. *Where during the year, a building on vacant land which is in a designated collection area becomes occupied or obviously adapted to be occupied, the Service Charge - Garbage Collection (residential) and the Service Charge - Recycling Collection respectively for that land will be the Service Charge - Garbage Collection (residential) and the Service Charge - Recycling Collection multiplied by the fraction of the year remaining when the building becomes occupied or obviously adapted to be occupied.*
- 3.18. *Where during the year, land becomes part of a designated collection area, the Service Charge - Garbage Collection and the Service Charge - Recycling Collection respectively for that land will be the relevant Service Charge - Garbage Collection and the Service Charge - Recycling Collection multiplied by the fraction of the year remaining when the land becomes part of the designated collection area.*
- 3.19. *Where this declaration levies an Annual Service Charge on a per unit basis, a unit is defined as follows:*
- *Service Charge - Garbage Collection (residential) means one only 120 litre mobile garbage bin.*
 - *Service Charge - Garbage Collection (commercial) means one only 240 litre mobile garbage bin*
 - *Service Charge - Recycling Collection means one only 240 litre mobile garbage bin.*
- 3.20. *That interest be charged on all overdue rates in accordance with section 172(2) of the Local Government Act 1989.*
- 3.21. *That pursuant to section 167(1) of the Local Government Act 1989, Council resolves that all rates and charges levied as a result of this declaration must be paid by four instalments payable on the dates fixed by the Minister under section 167(2).*
- 3.22. *That persons who have made submissions be responded to thanking them for their comments and advising them of the outcomes.*
- 3.23. *That Council adopt the schedule of fees and charges included as part of the budget document.*

Motion moved at the Meeting:

Moved the Officer's Recommendation with the following amendment and additions:

- 3.23 ***That Council adopt the Schedule of Fees and Charges included as part of the budget document, with the exception of Domestic and Commercial Waste Tipping fees which shall be set at the 2007 / 2008 levels.***

Moved: Cr Bill McClenaghan
Seconded: Cr Heather Mutimer
Carried.

- 3.24 That Council commit up to \$20, 000 from the budget allocation from the Project Support account in the event that the TRATA Goods Shed renovation project secures Regional Development Victoria funding.**

Moved: Cr Heather Mutimer
Seconded: Cr Bill McClenaghan
Carried.

- 3.25 That representations be made to Arts Victoria to secure funding for the proper restoration and public display of the Stanbridge Cart.**

Moved: Cr Janine Booth
Seconded: Cr Heather Mutimer

- 3.26 That Council supplement the Victorian State Government's Pensioner Rates Rebate Scheme by an additional \$20 for all eligible pensioners, and the cost of the program, calculated at \$33,000 be referred to the mid year budget review.**

Moved: Cr Bill McClenaghan
Seconded: Cr Heather Mutimer
Carried.

- 3.27 That item 3.8 of the recommendation be amended as follows:**

RESIDENTIAL	.3524
COMMERCIAL	.3877
FARMLAND	.2467
INDUSTRIAL	.3877
RECREATIONAL	.1762
MIXED USE	.3877
TRUST FOR NATURE	.1762
VACANT LAND	.4405

Moved: Cr David Smith
Seconded: Cr Heather Mutimer
Carried.

4. COUNCIL'S STATEMENT OF INTENTION

To accompany the 2008/2009 Budget, Council has prepared a Statement of Intention for 2008/2009. A full copy of the Statement is appended to this report.

The Statement makes clear commitments to the Hepburn community about Council's aims for the 2008/2009 financial year. These commitments are accompanied by Performance measures.

Between December 2008 and June 2009 the new Council to be elected in November 2008 will prepare a four year (2009 – 2013) Council Plan which will establish the objectives and strategies for the new Council.

This Statement of Intention 2008-2009 represents this Council's commitments for the completion of its term.

RECOMMENDATION:

That the Hepburn Shire Council's Statement of Intention 2008-2009 be adopted.

Moved the Officer's Recommendation.

Moved: Cr Janine Booth
Seconded: Cr David Smith
Carried.

CLOSE OF MEETING:

THE Meeting closed at 7.29 pm.

ATTACHMENTS:

- | | | |
|---------------------|------------------|---|
| Attachment 1 | <i>(Item 3).</i> | Budget Submissions |
| Attachment 2 | <i>(Item 3)</i> | Preparation of Proposed Budget & Declaration of Rates & Charges. |
| Attachment 3 | <i>(Item 4)</i> | A Statement of Intention for 2008 - 2009 |

Item 3. BUDGET SUBMISSIONS *(Attachment 1)*

**Item 3 PREPARATION OF PROPOSED BUDGET AND DECLARATION OF
RATES AND CHARGES (*attachment 2*)**

Item 4.

A Statement of Intention for 2008 / 2009

This Statement will guide the final year of activity for the Council elected in 2005. Elections in November 2008 mean that a new Council will **deliver** many of the outcomes outlined in this Council Statement. Before June 30 2009, the new Council will also prepare a four year Council Plan 2009 – 2013 for its term in office.

This Statement seeks to clearly express what we hope to achieve during the 2008 / 2009 financial year.

KEY OBJECTIVES

1. Strengthening Communities

A Shire that shares the responsibility for a healthy and meaningful lifestyle with the people who live and work in the municipality by fostering community development, allocating funding and encouraging the sharing of resources.

2. Service Delivery

A Shire that provides responsive, value-for-money services that meet citizens' expectations.

3. Good Governance and Asset Management

A Shire that embraces good governance, manages its assets wisely and advocates for its community.

4. Economic Development

A Shire that seeks economic opportunities that meet community needs.

5. Heritage and Environment

A Shire that values a sustainable environment and respects its culture and heritage.

1. Strengthening Communities

A Shire that shares the responsibility for a healthy and meaningful lifestyle with the people who live and work in the municipality by fostering community development and encouraging the sharing of resources.

Our Shire of approximately 14,000 citizens is made up of many communities which have a diverse range of interests in culture, heritage, the arts, the environment, sport and recreation, industry and tourism.

One of Council's key roles is to work with these communities to improve social cohesion, mental and physical health and encourage a satisfying and meaningful lifestyle in Hepburn Shire.

Our Commitments:

- 1 We will complete and evaluate the Hepburn Healthy Communities Project reviewing key strategies – Community Spaces, Community Connectedness, Young People, Housing Affordability, Transport, Communications and Employment.
- 2 We will complete and implement a Positive Ageing Strategy which will provide and promote an age-friendly setting for our communities.
- 3 We will prepare a Municipal Early Years Plan to establish and promote a community culture of value and support for our children.
- 4 We will provide bushfire emergency information to our tourism operators.
- 5 We will assist more communities to develop Community Plans.
- 6 We will directly support the work of community groups and organizations by providing Community Grants.
- 7 We will provide better recreation opportunities by allocating \$100,000 for improved facilities and by attracting additional State funding.
8. We will help local organisations conduct quality events and festivals by co-ordinating Council assistance with marketing, road closures, waste management, funding submissions, equipment and event management.
9. We will foster creativity and vitality in our Shire through a program of Community Arts activities.
10. We will ensure that the Special Committees of Council are properly supported and well governed.
11. We will ensure that our services and community facilities are accessible to people of all abilities.

How will we measure success.

By measuring performance we can tell how effective we have been in **delivery** on these commitments. These indicators will tell us whether our actions have been understood and valued by the community. When we deliver on our commitments, these things will happen:

- Local organisations will rate Council's facilitation of events and festivals highly.
- Participation in Council's Community Grants Program will remain high.
- Participation in community arts activities will remain high.
- Special Committees of Council will prepare audited financial statements and an annual report.
- Representatives from disability access groups will report significantly improved access for aged, frail and disabled people through changes made to street trading, street furniture and companion animal arrangements.

We will publish these results in our Annual Report.

2. Service Delivery

A Shire that provides responsive Value-For-Money Services that meet citizens' expectations.

We will maintain current services, and if possible provide new and improved services. We will meet residents' expectations, and effectively use available resources.

Our Commitments:

1. We will provide swimming pools at Trentham, Clunes and Daylesford to improve public health and provide recreation opportunities to people of all ages.
2. We will provide Home and Community Care Services to all eligible residents.
3. We will support Shire families through Maternal and Child Health, pre-school and child care facilities and services.
4. We will establish FReeZA Committees in each of the main towns and conduct six FReeZA events for young people.
5. We will investigate innovative ways to increase the range of transport options for residents.
6. We will provide a diverse range of quality sporting and recreation opportunities for all residents.
7. We will foster responsible pet ownership through the development of a Domestic Animals Management Plan.
8. We will protect the Shire's reputation as a quality tourist destination by ensuring high standards of food safety and accommodation through comprehensive registration and inspection activities.
9. We will enhance public safety through school crossings, control of wandering stock and fire risk management planning to reduce fire risks.
10. We will use citizen surveys to understand where our services might not meet citizens' expectations and how we improve.
11. We will support the development of improved facilities to increase opportunities for cultural and arts activities.

How will we measure success.

By measuring performance we can tell how effective we have been in **delivery** on these commitments. These indicators will tell us whether our actions have been understood and valued by the community. When we deliver on our commitments, these things will happen:

- Satisfaction with Council's Health and Community Services will increase.
- Satisfaction with Council's Recreation Services will increase.
- Attendances at swimming pools will remain high.
- The hours of care delivered to aged, frail and disabled residents will remain high.
- Participation in FReeZA events will remain high.
- Registered pet ownership will increase.
- Compliance with fire hazard removal directions will remain high.
- Satisfaction with the appearance of public spaces will increase.

We will publish results in our Annual Report.

**3. Good Governance and Asset Management
A Shire that Embraces Good Governance, Manages its Assets Wisely and
Advocates for its Community.**

Council is committed to responsible financial management, properly caring for and preserving our physical assets and developing and retaining high quality employees in a safe and satisfying workplace.

Council's fundamental role is to provide leadership, make decisions and deliver outcomes for its community. We will practise good governance. We will engage better with the community, and aim to increase public confidence in Council.

Our Commitments:

1. We will ensure strong public interest and voter participation in the 2008 Council Elections through an appropriate publicity campaign.
2. We will provide comprehensive induction programmes to the Council elected in November 2008 with particular emphasis on embracing a new code of good governance and reviewing our Code of Conduct.
3. We will make decisions which are grounded in decency and common sense.
4. We will govern Hepburn Shire in the interests of all citizens and all parts of the Shire.
5. We will develop a Workforce Plan to address the recruitment and retention of high quality employees in an increasingly tight labour market.
6. We maintain high standards of financial stewardship by:
 - Annually reviewing our Ten Year Financial Plan
 - Providing monthly financial reports to our community
 - Undertaking a range of internal audits under the supervision of the Internal Audit committee.
 - Improving the Shire's long term financial viability based on careful debt management, breakeven or surplus budgets, appropriate levels of retained cash and growing levels of asset reinvestment and renewal.
7. We will prepare an Asset Management Plan for all Council buildings so that we can invest in and renew these buildings in the most cost effective way.
8. We will increase our spending on transport infrastructure by \$250,000 in 2008 / 2009.
9. We will begin the relocation of Council's current works depots from Hepburn and Daylesford Parks to the Daylesford / Trentham Road, providing a safe and efficient facility for Council operations.
10. We will provide a safe workplace for our employees.
11. We will safeguard our assets – people, property, finances and information through appropriate management of risk.

How will we measure success.

By measuring performance we can tell how effective we have been in **delivery** on these commitments. These indicators will tell us whether our actions have been understood and valued by the community. When we deliver on our commitments, these things will happen:

- Voter turnout at the 2008 Council Elections will remain high.
- Satisfaction with Council's community advocacy will increase.
- Satisfaction with Council's community engagement will increase.
- Employee turnover, unfilled vacancies and workplace accidents will remain low.
- Satisfaction with Council's roads, bridges and footpaths will increase.
- The Council's operating budget will remain in surplus.
- The proportion of Council's capital works program devoted to asset renewal will increase.

We will publish these results in our Annual Report.

4. Economic Development A Shire that Seeks Economic Opportunities that Meet Community Needs.

The economy of the Shire is based on health, agriculture, tourism, retail, manufacturing, education and service industries. Council is committed to encouraging sustainable development of these industries while considering the community's needs.

Council is committed to sustainable, diverse, community-based economic development.

Our Commitments:

1. We will adopt a strategic approach to the development of our tourism industry and vigorously pursue the outcomes of the Destination Daylesford Strategy.
2. We will foster tourism across the Shire by continuing Council's support for festivals and events, local marketing initiatives and tourism infrastructure like the Creswick Interpretive Centre.
3. We will stage a travelling roadshow, visiting Clunes, Creswick, Daylesford, Hepburn Springs and Trentham providing business information available through government and other agencies about employment, trade, recruitment, procurement, financial management and grants.
4. We will establish an Agricultural Advisory Committee to assist Council contribute to a prosperous & diverse agricultural sector.
5. We will conduct community economic development forums across the Shire to develop a model of Community Economic Development for our Shire.
6. We will further develop quality experiences at visitor information centres in Clunes, Creswick, Trentham and Daylesford.
7. We will optimise the iconic status of Hepburn Springs Bathhouse and Spa to spread economic and social benefits across the whole Shire.
8. We will provide a "one stop shop" for film location scouts to encourage TV, advertisement and film making in the Shire.
9. We will encourage business development in the Shire by providing a fast-track process for possible business initiatives. A standing committee of planning and economic development staff will meet on a confidential basis with anyone proposing a business initiative, to provide advice on planning and business feasibility.
10. We will provide support for our significant and growing home based and farmgate businesses.
11. We will seek to identify and fill those "gaps" in local economies which are holding back the further prosperity of our communities.

How will we measure success.

By measuring performance we can tell how effective we have been in **delivery** on these commitments. These indicators will tell us whether our actions have been understood and valued by the community. When we deliver on our commitments, these things will happen:

- Visitors to our Information Centres will rate our tourist information services highly.
- Attendances at festivals and events will remain high.
- The economic benefits of the re-opened Hepburn Springs Bathhouse and Spa will be significant.
- Hepburn Shire will remain a preferred location for advertisements and film-making.
- Satisfaction with Council's Economic Development Services will increase.

We will publish these results in our Annual Report.

5. Heritage and Environment
A Shire that Values a Sustainable Environment and respects its culture and heritage.

Council is committed to preserving and enhancing the built and natural heritage of the Shire. We will embrace the principles of environmental sustainability lead by example and regulate effectively.

Our Commitments:

1. We will plan for our future and provide property owners with more clarity about township growth and development by finalising new Structure Plans for Clunes, Creswick, Daylesford, Hepburn Springs and Trentham.
2. We will prepare traffic management and parking strategies for the business areas of Daylesford, Hepburn Springs and Creswick to improve peak period access to parking and traffic flow.
3. We will help local volunteer groups undertake environmentally sustainable projects across the Shire by providing seeding funds, assistance and advice.
4. We will reduce the amount of potable water used at Council facilities by implementing our Sustainable Water Use Plan.
5. We will reduce the amount of energy used at Council facilities.
6. We will increase Council's purchase of environmentally sustainable products.
7. We will develop a programme to encourage water efficient urban design for residential and commercial buildings.
8. We will prepare management plans for the Hepburn Mineral Springs Reserve, Lake Daylesford Reserve and Jubilee Lake Reserve.
9. We will further reduce the volume of waste going to landfill through minimisation strategies and integrated recycling services.
10. We will complete a significant tree register of indigenous and introduced species to form the basis of an amendment to our Planning Scheme.
11. We will continue to provide a heritage advisory service, make heritage loans available and resource the Heritage Advisory Committee to develop a comprehensive Heritage Policy.
12. We will continue to support our Culture and Arts Advisory Committee to provide advice on the development and promotion of cultural and

arts activities, and developing a register of artists, arts organisations and arts-related businesses in the Shire.

How will we measure success.

By measuring performance we can tell how effective we have been in **delivery** on these commitments. These indicators will tell us whether our actions have been understood and valued by the community. When we deliver on our commitments, these things will happen:

- Satisfaction with Council's Town Planning Services will increase.
- Satisfaction with Council's Car Parking and Traffic Management Services will increase.
- Energy use at Council facilities will reduce.
- Potable water consumption at Council facilities will reduce.
- Volumes of waste going to landfill will reduce.
- All available funds for Heritage Loans will be taken up.

We will publish these results in our Annual Report.

