



***HEPBURN SHIRE COUNCIL
ORDINARY MEETING OF
COUNCIL***

DRAFT MINUTES

TUESDAY 15 MARCH 2011

**TRENTHAM MECHANICS INSTITUTE
HIGH STREET, TRENTHAM
5.30PM**

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Hepburn Shire Council Ordinary Meeting of Council



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TUESDAY 15 MARCH 2011

TRENTHAM MECHANICS INSTITUTE
High Street, Trentham
Commencing 5.30PM

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KAYLENE CONRICK
CHIEF EXECUTIVE OFFICER
11 MARCH 2011

1. **ACKNOWLEDGEMENT OF TRADITIONAL OWNERS:**

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

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

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

2. **OPENING OF MEETING: The Meeting opened at 5.30pm**

PRESENT: Mayor Councillor Rod May; Deputy Mayor Councillor Sebastian Klein; Birch Ward Councillor Jon Barrell; Cameron Ward Councillor Tim Hayes; Creswick Ward Councillor Janine Booth; Creswick Ward Councillor Don Henderson; Holcombe Ward Councillor Bill McClenaghan.

IN ATTENDANCE: Chief Executive Officer Kaylene Conrick; General Manager Corporate Services Evan King; Acting General Manager Community Development Kathleen Brannigan; Acting General Manager Sustainable Development Peter Reeve; General Manager Infrastructure Jeff Saker.

STATEMENT OF COMMITMENT

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

3. **APOLOGIES: Nil.**

4. DECLARATION OF CONFLICTS OF INTEREST:

Councillor Bill McClenaghan declared a direct conflict of interest in the Item of Urgent Business, due to his office as Director of the Central Highlands Tourist Railway that has lodged an objection to a planning permit now at VCAT but which came to Council.

5. CONFIRMATION OF MINUTES:

OFFICER'S RECOMMENDATION

5.1.1 *That the Minutes of the Ordinary Meeting held 15 February 2011 and the Minutes of the Special Meeting held 1 March 2011 be confirmed as required under Section 93 (2) of the Local Government Act 1989.*

MOTION

5.1.1 *That the Minutes of the Ordinary Meeting held 15 February 2011 be amended to remove Councillor Sebastian Klein's conflict of interest, correct the reporting of the passing of the Notice of Motion re Municipal Brass Bands to record the putting of an amendment, and in Councillor Bill McClenaghan's Councillor Report correct MAB to read MAV.*

Minutes of the Special Meeting held 1 March 2011 be confirmed as required under Section 93 (2) of the Local Government Act 1989.

Moved: Councillor Bill McClenaghan

Seconded: Councillor Sebastian Klein

Carried.

6. NOTICES OF MOTION

6.1 INTERNATIONAL WOMEN'S DAY AND WOMEN'S HONOUR ROLL ORGANISING COMMITTEE OPERATING GUIDELINES

MOTION

That Council formally adopt the IWD and Women's Honour Roll Organising Committee Guidelines as attached.

Moved: Councillor Don Henderson

Seconded: Councillor Sebastian Klein

Carried.

Background:

The guidelines have been in operation and are a proven way of ensuring that nominations for inductees and their subsequent addition to the Hepburn Shire Women's Honour Roll are consistent, transparent and fair.

The guidelines follow a motion adopted by Council on August 18th 2009, and were developed after careful deliberation by the committee and in consultation with women in the Shire. The guidelines formalise the intent of the Council decision.

Councillor Name: Cr Don Henderson...Creswick Ward

Councillor Signature: 

CEO Signature:



Attachment 1 – Item 6.1
INTERNATIONAL WOMEN'S DAY WOMEN'S HONOUR ROLL OPERATING
GUIDELINES

Motion Carried 18th August 2009

That Council:

10.1.1 Agrees that the Hepburn Shire Women's Honour Roll continue to be held on or in the week of International Women's Day;

10.1.2 Acknowledges that the event to award the Honour Roll inductees is an event to celebrate International Women's Day and the advancement of the status of women.

10.1.3 Agrees that the organising committee be formally recognized as being the International Women's Day Women's Honour Roll Organising Committee with membership comprising 6 community members and a Councillor supported by Council staff

10.1.4 Agrees that the terms of reference for the Hepburn Shire Council International Women's Day Women's Honour Roll Organising Committee be as follows:

- to advise Council on the Women's Honour Roll nomination process*
- to oversee the Women's Honour Roll nomination process,*
- to provide recommendations to Council as to who to induct onto the Honour Roll*
- to advise Council as to when to hold the Honour Roll event, and*
- to organize the Honour Roll event.*

10.1.5 To advertise inviting interested community members to nominate to the Hepburn Shire Council International Women's Day Women's Honour Roll Organising Committee.



IWD Honour Roll
Organising Committee

Operating Guidelines

The Hepburn Shire Council launched IWD Honour Roll on International Women's Day in 2005.

It was the initiative of Cr. Heather Mutimer with support from Cr Warren Maloney and many local women. It has since enjoyed popular support from women throughout Hepburn Shire.

Hepburn Shire Council meeting held on 18th August 2009 provided terms of reference for the IWD Honour Roll Organising Committee.

(See copy of resolution on back page of this leaflet)

Organisation of Program and Volunteers This needs to allow for confirmation and finalisation at the January meeting.

Promote IWD Honour Roll Profile

Appoint a member of the IWD committee to act as media liaison with the aim of regular media coverage of the committee and its activities. Activities can include organising letters to The Editor on topics that lend themselves as reminders of the IWD Honour Roll event.

Event Promotion

Involve the local secondary college where possible. Perhaps negotiate with the Art Department to have posters and other promotional material designed by senior students. This would need to be organised as soon as possible each year; preferably by the end of April.

Make a mailing list of community organisations and interested individuals throughout the shire (e.g. Chamber of Commerce, Lions, Daylesford Brass band, Historical Society, Senior Citizens, U3A etc.). Also update the mailing list comprising past event attendees.

IWD Honour Roll promotional material can be sent to reach everyone on the list in time for organisations consider the correspondence at their November meeting. Material can foreshadow a request for assistance in promoting the event to their members in the early new-year. Follow-up material (posters and fliers) can be mailed in time for organisations to consider at their February meetings.

July 2010

Revitalise the committee Promote fresh expressions of interest in committee membership; preferably in April bi-annually to enable appointments to be formalised by the June council meeting. The IWD mail/email list may be used to encourage as many women as possible to take a turn on the committee.

Appoint a Nomination Selection Advisory Panel This will comprise members appointed for the purpose. Confirm panel membership at the June meeting each year to enable selection of inductees to be finalised at the November meeting: Provide the panel with written terms of reference and invite attendance at deciding committee meeting.

Call for IWD Honour Roll nominations Formally invite and promote nominations in early June, with a closing date for the end of August if possible.

Organise Assistance to fill in nomination forms To facilitate and promote nominations, a workshop could be run in each ward, and/or a list of volunteers able to provide assistance could be published.

Independent Nomination Process Current IWD Honour Roll Committee members can neither nominate nor take part in making nominations.

Book The Keynote Speaker The keynote speaker addresses the gathering for fifteen to twenty minutes on a topic relevant to advancing the status of women. The speaker should be decided on as early as possible; preferably booked by June and finalised by November each year.

Introduction

The aim of these guidelines is to,

- Assist the induction of new committee members and minimise the need for organisational meetings
- Promote transparency, consistency, and democratic practice in the committee's approach to its tasks
- Maintain the integrity of the committee's purpose as determined by the meeting of Hepburn Shire Council on 18th August 2009.

In the event of seeking changes affecting the IWD Honour Roll or the committee it is important to broadly canvass the women of the shire beforehand.

The Committee's Powers

The committee;

- Makes recommendations to Council on matters related to the IWD Honour Roll
- Facilitates the nomination and selection of new inductees to the IWD Honour Roll
- Appoints an independent panel of five suitably qualified women to assist the committee select inductees to the Honour Roll
- Organises the annual celebration of new inductees to the honour roll in the week of IWD celebrations
- May call a General Meeting of women in Hepburn Shire in the event of a written request signed by twenty shire residents
- Promotes participation of women in the IWD Honour Roll committee and annual celebration by all reasonable means at its disposal.

Conduct of Committee Meetings

Committee meetings follow Council meeting procedures: e.g.,

- Minutes are taken and confirmed
- Decisions are moved, seconded, voted on by committee members present. The chair-person is neutral and votes only when a casting vote is needed to break a tie

Tasks and Time Lines

This section aims to optimize organisation and minimize meeting time, to complete all that needs to be done over six meetings.

The suggested calendar comprises meetings in April, June, and August to review the event and launch organisation for next year's celebration; and further meetings in November and January and February of the upcoming year to finalise nomination selections, event promotion and related organisation. Additional meetings may be held if necessary.

Review the IWD Honour Roll event preferably in April each year. Consider strengths and weaknesses as a guide to organisational needs for the next event.

Book the venue for next year's celebration preferably by the end of April to secure the venue.

6.2 DEMONSTRATION EARTHSHIP HOUSE

MOTION

That Council receive an Officer’s Report at the May Ordinary Council Meeting on the “earthship” house demonstration structure at the Daylesford transfer station site and that consideration be given to allowing the Hepburn Relocalisation Network and SHARE (Sustainable Hepburn Association Inc) to have approved access to the site to complete and exhibit a demonstration “earthship” house.

Moved: Councillor Bill McClenaghan

Seconded: Councillor Don Henderson

Carried.

Background

On Thursday 10 February 2011, the Hepburn Relocalisation Network sponsored a workshop at the Daylesford Transfer Station for local people to experience and learn how to build a sustainable house out of recyclable materials and “garbage” for an extremely low cost. A visiting architect and builder from North America, Mike Reynolds, provided the knowledge and instruction on the day. That evening, Mr. Reynolds showed a film and gave a talk at the Daylesford Town Hall on sustainable environmentally friendly buildings made very cheaply out of soil and “garbage” or plentiful recyclable materials available everywhere and which frequently end up in landfill. The event was well attended and attracted a lot of interest locally and within the region.

Individual houses have been built in certain areas of the United States where planning laws allow this activity as well as poor third world countries like Haiti, where recent earthquakes have left many people homeless and in wretched poverty. Whole cities can also be built on the same principles allowing for whole sustainable communities to be created even in inhospitable environments and climates.

The “earthship” house is a sustainable, environmentally friendly structure that provides all of the basic human needs like shelter, energy and warmth, water and even food. The middle of the building is a thermal insulated living space that is always comfortable without expensive and wasteful heating and cooling. Around the outer extremity of the building is a buffer zone that is an insulation space containing mainly plants and harvested water. These plants take care of life within the house by providing fresh, clean air, filtering waste water and growing food. Food can also be harvested inside the living room where fish are caught from an inside pond for meals. Solar energy is

produced in this insulated greenhouse to heat the house in winter and to create convection currents to cool the house in summer. Solar panels provide electrical energy and all lighting is the efficient led type. A vertical wind turbine (no blades) provides back up power to keep batteries charged. An underground septic tank made of truck tyres that seal together is an anaerobic environment that keeps plants nourished despite the climate outside the walls.

A luxury earthship house, that is also earthquake proof, can be built for petty cash whereas something similar and conventional may cost \$600,000 to build. In poor countries there is ample free material available as there is in Australia.

The earthship house is a fine example of sustainability and sustainable living in a cold climate in a world where the price of conventional energy and residential services is forever increasing.

Daylesford and Hepburn Shire are well known for local sustainability initiatives. A demonstration model of an earthship house, on a publicly accessible site and built by local people can only be an inspiration and a unique community asset.

Council Plan

Hepburn Shire Council's Council Plan recognizes the importance of sustainability with reduced consumption of energy, water and fuels together with community strengthening.

Risk Implications

There are risks involved with occupying part of the Transfer Station site, constructing a building there and exhibiting that building there once completed. These risks would need to be identified and addressed appropriately. An arrangement would be required to occupy the site.

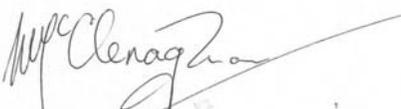
Environmental / Social / Economic Implications

There are many positives in this project and many advantages to be gained by participating community groups and individuals. There are many positive environmental, social and economic implications in supporting this project.

Conclusion

The project is recommended to Council for in principle recognition and support prior to receiving an assessment and formal report by officers at the next ordinary meeting of Council.

Councillor Name: **Bill McClenaghan**

Councillor Signature: A handwritten signature in black ink, appearing to read "Bill McClenaghan", written over a light grey rectangular background.

CEO Signature: A handwritten signature in black ink, consisting of stylized initials, written over a light grey rectangular background.

7. ITEM OF URGENT BUSINESS

Councillor McClenaghan left the Meeting at 5.43pm due to a direct conflict of interest.

MOTION

7.1 That Council consider an Item of Urgent Business regarding the planning issue at 211 Wheelers Hill Road, Musk.

**Moved: Councillor Sebastian Klein
Seconded: Councillor Jon Barrell
Carried.**

MOTION

7.2.1 That Council make a formal request to Goulburn Murray Water seeking clarification of the identification, location, extractable volumes and yields of all of the bores located on the property referred to in Hepburn Shire Council Planning Application 10.479, 211 Wheelers Hill Road, Musk.

7.2.2 That Council make a formal request to Goulburn Murray Water seeking clarification of the management and regulation of the existing bores in the Wombat Reservoir catchment and the practices, polices and regulations in place to monitor, model, manage and enforce sustainable groundwater extraction and use in that catchment and adjacent ones.

**Moved: Councillor Sebastian Klein
Seconded: Councillor Jon Barrell
Carried.**

Councillor McClenaghan returned to the Meeting at 5.50pm.

PRESENTATIONS

8.1 That Council note the receipt of Certificate of Appreciation in grateful recognition of significant commitment and contribution to the recovery and rebuilding effort in the aftermath of the 2009 Victorian Bushfires.

8.2 PRESENTATION OF REPORTS

Mayor's Report

Councillor Rod May, Birch Ward presented a verbal report about his civic activities since the last Council Meeting, which included:

- Attendance at Central Highlands Mayors and CEOs Forum;
- Attendance at FinPro (Local Government Finance Professionals) conference dinner;
- Attendance at VLGA (Victorian Local Governance Association) Affordable Housing Leading Edge Forum;
- Attendance at Clunes Pool 50th Anniversary celebrations;
- Meeting with Member for Ballarat, Catherine King MHR re project funding, and
- Hosting of tour to flood-affected sites in Creswick for Victorian Floods Review officers, including Chair, Neil Comrie.

Councillor Reports

Councillor Tim Hayes, Cameron Ward did not present a report.

Councillor Jon Barrell, Birch Ward delivered the following report:

- 1. Wombat Hill Botanical Gardens Advisory Committee met this morning**
 - a. The Lessee's of the Wombat Hill Botanic Gardens Café & Kiosk, Alla and Allan Wolf-Tasker, presented on their development. They hope for a soft opening in the next few months. The Advisory committee requested a report on parking considerations at our next meeting.*
 - b. A Prioritised Activities List was developed, tabled & endorsed*
 - c. The Advisory Committee seek a budget allocation from Council for 2011-2012 of \$2500 to produce a brochure promoting the Wombat Hill Botanic Gardens.*
 - d. Council's new Parks and Gardens Co-ordinator Mr James Lowe presented a verbal report. He intends to initiate a regular meeting with the Friends Of Wombat Hill Botanic Gardens where they will develop a draft policies regarding the style, size colour, content of Internal Finger Signage and Information Signage and regarding Outdoor Furniture*

- e. *Guidelines for Wombat Hill Botanic Gardens to complement Council's Policy on Memorials & Plaques*

2. Daylesford Macedon Ranges Regional Tourism Board

- a. *With the Chair of DMRTourism, & several board members, I attended, at my own expense,*
- i. *World's Longest Lunch at Musk Farm where some 270 people attended (approximately 50% travelling by Daylesford Spa Country Railway, including myself) & raised substantial funds for the Daylesford Primary School Kitchen Garden Project*
 - ii. *Chill Out Festival Slow Lunch where substantial funds were again raised for the Daylesford SES & for the **Alannah and Madeline Foundation.***

3. ARC Advisory Committee met on 7 March 2011

- a. *The YMCA Managers reported upon its financial performance. I have asked Officers to provide the ARC Advisory Committee with additional financial details prior to our next meeting in 3 or 4 weeks.*

Councillor Sebastian Klein, Coliban Ward delivered the following report:

This month I attending a planning session with the ESAC. Where we prepared a framework for continued progress on our Energy Descent Action Plan. I look forward to presenting more to council in the coming months.

I also attended the VLGA LEF on affordable housing. Speakers included:

- Vicki-Ann Ware, AHURI - (Australian Housing and Urban Research Institute)
- Cr Jieh-Yung Lo, EAHA - The Eastern Affordable Housing Alliance
- CEO Gavin Cator - Wodonga City Council's approach to affordable housing
- Rob McGauran - Melbourne Affordable Housing

We learned that housing affordability is a nationwide issue, for rural and metropolitan areas, that levels of housing stress are higher than any other time in the last thirty years, rates of people who own homes have been decreasing since the nineties, while housing markets continue to see disproportionate demand for housing rising at rapid rates. We saw that while affordable housing is indeed not core business for councils that there *is* a number of ways that councils can facilitate and possibly regulate for affordable housing.

I look forward to discussing this further with councillors at the next opportunity and furthering our strategic goals 55.and 56. That is - **Responding to the great diversity of**

the Shire by making services, programs and facilities accessible to all citizens and achieving high levels of social inclusion.

And also “Reviewing our Planning Scheme to provide for different housing and lifestyle choices which are more resilient, less dependent, environmentally sustainable and socially cohesive.”

Councillor Janine Booth, Creswick Ward delivered the following report:

I am pleased to report to Council that I have attended my first meeting of Councils Audit and Risk Advisory meeting where there was a full agenda of items discussed including reports on Councils internal Audit with Pitcher Partners present to speak to their report. Updates were received on the External Audit, Financial and Managements reports, Policy review updates including Workforce and Succession Planning and Financial policy reviews being Councils Hardship policy and the Revenue and Collection Policy, both of which Council will be determining later in this evenings Council meeting, and finally the Remuneration of External Independent Members of the Risk and Audit Advisory Committee. All in all an extensive, important and challenging agenda and I welcome the opportunity to represent Council along with Cr Hayes on this Advisory Committee.

Recently I attended the Hepburn Shire IWD Honor Roll event where three new extraordinary Women were inducted onto our Honor Roll. Margaret Giles from Creswick, Rhonda Smith from Rocklyn and Julieanne Reagan joined the list of extraordinary ordinary women acknowledged on our Honor Roll as having advanced the status of Women by shaping the social, economic and moral fabric of the Hepburn Shire through their sharing, representation, and commitment.

Last week I attended the Community meeting held to detail the development of a Creswick Flood protection and urban drainage plan. A meeting called by the North Central Catchment Management Authority in conjunction with Council, this plan is being developed to take a long term view of mitigating the flood risk for Creswick. The plan will be developed guided by a Steering Committee of organizational and Community members and it was reiterated at the meeting that the NCCMA and Councils are committed to working with the Creswick Community to harnessing the Communities expertise and knowledge to develop a better, more comprehensive understanding of flood water behavior that will ultimately inform the Plans development. Whilst I acknowledge there was still some negativity and suspicion of the benefit of such a Plan, the vast number of Creswick community participants present indicated willingness and an understanding of the need for such a Plan that will inform and guide future works, and hopefully attract future funding to address the drainage issues for our Town.

Councillor Bill McClenaghan, Holcombe Ward delivered the following report:

As stated in my Notice of Motion, I attended the talk by Michael Reynolds on building an “earthship house” out of “rubbish” and was most impressed by the innovation shown. It can of course be built on the same sustainable principles out of conventional building materials to comply with regulations. It is also a fantastic opportunity to work collaboratively with community groups with similar goals to Council in this regard.

The Highlands Regional Waste Management Group met for the first time this year at Ballan, hosted by Moorabool Shire, on Monday 28 February. We received a visit from the CEO of Sustainability Victoria, Anita Roper who presented the Group with a “Resource Smart Victorian Government Three Star Sustainability Certificate”. This means that we are performing well within our sector and have a real demonstrated commitment to sustainability. Only the Rural Finance Corporation and the Department of Justice have achieved the same three star level so far and we are certainly the smallest government body to apply and be successful.

The HRWVG has developed an Environmental Policy and Action Plan unassisted and some actions implemented include the lack of waste bins in the office, there being only one bin in the kitchen for rubbish. Also a duplex laser printer has significantly reduced paper use, down 20% from 2008 levels. Only post-consumer recycled paper is used and comingled recycling is collected separately. HRWVG purchases 100% green power, uses energy efficient lighting and has reduced office water use to only 11 litres per person per day.

Other actions of HRWVG have been a successful project called “Dob in a Dumpsite” where 25 such sites were investigated and over 8.5 cubic metres of rubbish removed and fines totaling over \$1,165 were issued. Dumpers have also been forced to clean up their own mess. Signs warning about illegal dumping and encouraging people to report illegal dumping have been erected on roads in all member Shires and one such sign is on the Ballan Road at Leonards Hill. One dumpsite down the road from the Daylesford Transfer Station has been identified and patrolled and nothing has been dumped there since. One dumpsite was even placed under video surveillance to catch the offenders but unfortunately the offenders dumped their rubbish and “pinched” the camera.

Another HRWVG has been the “Blinky Bulb Project” to replace inefficient incandescent light globes with long lasting energy efficient equivalents. This is also known as “Ban the Bulb”.

The HRWVG will continue on now at least in the short term as the new State Government has abandoned plans to amalgamate Regional WVGs. New legislation will be required to set any new direction and guarantee funding as current legislation under

the Environment Protection Act sunsets on 30 June. So it is business as usual working with member councils for a sustainable future in waste management.

Later on Monday 28 February, I attended the first Glenlyon Progress Association meeting for the year where a great interest is taken in municipal matters and working collaboratively with Council. Representatives are here in Trentham for this meeting today. Local people are very interested now in the upcoming Shire Budget and will be closely watching its formulation.

Tuesday 8 March was International Women's Day but we celebrated it two days later on Thursday 10 with a civic function at the Daylesford Town Hall. I attended to see three local women inducted onto the Hepburn Shire Women's Honour Roll. Each of these women has done extraordinary things and I congratulate Margaret Giles of Creswick, Rhonda Smith of Rocklyn and Julieanne Regan of Glenlyon for the dedication and service they have provided to their respective communities. I also congratulate the organizing committee, chaired by Cr. Don Henderson, for a greatly improved event that everyone who attended is talking very positively about. Other highlights of the evening were an interesting and informative address by Ms. Joan Kirner, Victoria's first woman Premier and speeches from two young women participants in the Vida's Voices Program.

Speaking of women who have done incredible things in their lives, I again acknowledge our Citizen of the Year, Iris Jones of Clydesdale, who is destined I think for the Honour Roll herself. Two Sundays ago, I attended a community gathering at Clydesdale to celebrate her award and convey her community's grateful thanks. It is a pleasure to see lifetime achievements like hers inspire one of our small rural communities and Iris is indeed their living treasure.

Councillor Don Henderson, Creswick Ward delivered the following report:

During the past month there have been a number of meetings involving the community of Clunes and Creswick around Flood issues. The Flood Management Think Tank which was an initiative of The Creswick and District Residents Association have been busy gathering information from Clunes and Creswick to assist in any future ideas regarding drainage and flood management and I have attended all of their meetings. They will be meeting in Clunes this week .Reports from our Engineering staff say that they are very appreciative of the efforts of this group.

I also attended a fund raiser and get together held at The Creswick Senior Cits and the place was packed and a great time was had by all and considerable funds raised along the way. This was the reason for my missing out on the great event at the Clunes pool. An event not normally to be missed. No chocolate cake but a great meal and performance by volunteers.

I also attended a meeting to hear of the progress of the steering group set up to gather data as to future requirements to assist the protection of Creswick from floods into the future. This meeting was well attended and there is some considerable anger and frustration amongst our residents. There was an overall will to find solutions.

The following night I attended a discussion run by Mr Neil Comrie who heads up the Government inquiry into emergency management and flood response. This was a very positive meeting and a great opportunity for residents to have an input into deliberations. Of note is the fact Mr Comrie praised the positive attitude of the participants. I was pleased to be able to have the time to share with residents of Clunes and Creswick to hear their ideas about emergency management. After the meeting I was able to spend some time with Mr Comrie and impart some important information to him.

I have also spent some considerable time working with various interested parties on the Creswick Trails and attended a meeting of all stakeholders to progress this concept which will see Creswick become a Mountain Bike Mecca into the future. I have already been approached by a Daylesford business wanting to establish a trail linking Creswick and Daylesford.

It was a pleasure to attend the Sustainability grants function and to see Creswick neighbourhood Centre get a grant to create a Growling Grass Frog habitat.

Our first meeting of the Heritage Advisory Committee was held and I will see that minutes are made available shortly.

I have just discovered that Creswick historical society is proposing a Civic Honour Roll and they have asked my assistance with this as they seem to have found some difficulties with the position of the mounting structure.

Last but not least I must commend all involved with The IWD event and people attending tell me that they had a great time. It was great to hear the inspiring words of Joan Kirner who attended as guest speaker. It was very satisfying to see a committee working so well together to bring the event to this stage. If the event continues to be this successful we may have to find a new place as the hall was packed. Thank you to those Councillors who attended to show support to our women. Thanks to all of the volunteers and staff who contributed to the evening. Margaret Giles who was an inductee informed me that her daughter attended and was amazed by Joan Kirner and could have listened to her all night.

OFFICER'S RECOMMENDATION

8.2.1 *That Council receive and note the reports of the Councillors.*

MOTION

8.2.1 *That Council receive and note the reports of the Councillors.*

Moved: Councillor Bill McClenaghan

Seconded: Councillor Sebastian Klein

Carried.

9. PUBLIC PARTICIPATION TIME:

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

- Responding to questions that have been submitted by members of the community
- Allowing members of the community to address Council.

Community members are invited to submit written questions to the CEO by 12 noon on the day of the Council meeting. If you wish to address Council you must provide a brief synopsis of your address in writing to the CEO by 12 noon on the day of the Council meeting.

Questions may be taken on notice and responded to later. Likewise, some questions of an operational nature may be responded to through usual administrative procedures. Separate forums and Council processes are provided for deputations or for making submissions to Council.

9.1. PETITIONS: MOTION

That Council note receipt of Petition regarding ownership of rooster at 46 Coomoora School Road, Coomoora, and that it lay on the table for one month and a report be presented to the April 19 Ordinary Meeting of Council. The Petition has been made available to Councillors under separate cover.

Moved: Councillor Jon Barrell

Seconded: Councillor Sebastian Klein

Carried.

9.2 QUESTIONS:

Question 1: From David Levens, Glenlyon:

Given that the staff salary budget is about 65% of the rate revenue and with recent departures of senior officers, will Council take this opportunity to undertake a review of the organizational and staffing structure with a view to reduce the significant staff costs of the Shire? (*sic*)

Answer by Chief Executive Officer, Kaylene Conrick:

Every time a staff member leaves the organisation, a full review of the position is undertaken. This review process includes the need for the position, its level and situation in the organizational structure, and is applied to all positions.

Following the most recent staff changes, the Shire is in the process of recruiting for the General Manager Sustainable Development. A review of the General Manager Community Development is ongoing, and decision will be made about that position shortly.

Question 2: From Joan Rattray, Glenlyon:

In relation to the Rate Review Process. Why can't we have a Review into cutting costs? Because it is not sustainable to raise rates every year, because the ratepayer's can't afford it.

Instead of raising rates every year
Why can't the council try to cut costs?

As an example the use of consultants and then not using their recommendations. i.e. the rate review 2 days of public consultation process. The cost was \$22,000.

The Swords Road Aborist's report. \$4000 which was really not necessary.

The surveying of Swords Road and the cost of preparing the drawings. And estimation of the various projects. How much did that cost? Not necessary.

Like the council depot \$400,000 over budget. That was all covered up.

The very generous amounts staff are paid. For a small council there are too many managers. With these managers comes the usual ancillary staff, adding more to the wages bill. The next thing they will be wanting new council offices.

I'm sure that if there was a COST CUTTING REVIEW, there would be plenty of submissions from the public. (sic, emphasis writer's own).

Answer by General Manager Corporate Services, Evan King:

Council undertakes a detailed review of all revenue, expenditure and capital works on an annual basis as part of the annual budget process. The annual budget process commences in December with the final budget adopted by Council in June. The Council also reviews the annual budget at half year. The annual budget preparation and the half year review provide a robust cost review process. The Council continually investigates ways to minimize costs.

Council undertakes a detailed review of all revenue, expenditure and capital works on an annual basis as part of the annual budget process. The annual budget process commences in December with the final budget adopted by Council in June. The Council also reviews the annual budget at half year. The annual budget preparation and the half year review provide a robust cost review process. The Council continually investigates ways to minimize costs.

Question 3: From Graeme Rattray, Glenlyon:

In the Advocate newspaper dated 15 December 2010 there was a report that a grant had been received of \$171,000 from the Federal Government for stage 2 for the upgrade of the Skate Park. This is on top of funding already council committed funds of \$90,000.

So the youth of Hepburn can have some decent facilities.

When is this project actually going to begin???? (sic, emphasis writer's own).

Answer by Acting General Manager Community Development, Kathleen Brannigan:

Work has continued to progress on the Daylesford Community Park. Council Officers have engaged a civil contracting firm to complete the feature survey and design for the sewer connection to the site for the toilet block. This work is now complete and the application to Central Highlands Water for a Notice of Agreement to approve the sewer design has been submitted. Quotes have been received for the toilets and purchase and installation will proceed once the sewer has been approved.

The design, colour and style of the first shade sail to be installed at the site has also been decided on, this will be installed by the end of March.

A Community Reference Group has been convened to provide advice during the development of this project. The reference has met in October and November 2010 and will meet again this month. The Reference Group has discussed design of the children's playground with access for all abilities being a key design principle. Council officers completed a mail-out to primary schools, child care centres and kindergartens within the Daylesford and Hepburn region in December which asked for ideas, designs and drawings from young children around the type of playground they would like to see in Daylesford. Some feedback has been received from Daylesford Primary School. The proposed procurement process for the playground is to use selected playground items from a variety of playground suppliers to ensure a variety of fun and interesting play items are at the park.

Question 4: From Judy Macloed, Carnegie.

The siteholders & residents of Jubilee lake Holiday Park wish to see an end of ATPM management. We are united in our love and commitment to the park and have lodged our application to form Jubilee Lake Co Operative Ltd. With the assistance and advice of a local businessman who specialises in setting up Co ops.

John Tilton from ATPM Head Office Qld has offered to sign over the lease of us. To compile a business management plan to present to Council, we require information about the lease, capital works required, CFA requirements etc.

ATPM have insisted we must obtain this information from Council and obtain Council's approval.

My question is twofold: How is mediation progressing and can Council advise of most recent discussions Part 2 Will Council consider our application to run Jubilee Lake Holiday Park as a Co Operative and if so will you please provide:

Copy of current lease,

Copy of CFA report listing any required works Or is 2008 CFA report still current

Copy of detailed list of capital works required showing estimated cost for each project Full Independent report showing estimated expenditure required to bring the park up to compliance regulations.

We are very serious in our desire to manage Jubilee Lake as a Co Operative.

In closing I would like to quote:

Anthropologist Margaret Mead.; "Never doubt that a small group of committed citizens can make a difference; indeed, it is the only thing that ever really has." Here are emails from John Tilton advising they are willing to sign the lease over to us and that Council must provide us with lease information. (sic, emphasis writer's own).

Answer by General Manager Corporate Services, Evan King:

Part 1 Mediation is a confidential process between the lessor and the lessee. Mediation is continuing with ATPM recently reinforcing their commitment to work with Council.

Part 2 If the current lease between ATPM and Council was to end Council would commence a new tender process which a Co Operative would be welcome to participate in. If ATPM was to assign the lease to a Co Operative then the transfer provisions of the lease would be activated and the potential assignee would have to demonstrate that they can meet the conditions of the lease. If the Co Operative is contemplating taking over the lease from ATPM then the Co Operative needs to work with ATPM to obtain the required information to prepare a business plan. This would include obtaining a copy of the lease and any other relevant information. Council has recently received a CFA report on JLHP and would be willing to share this with the Co Operative. At present there is no independent report showing estimated expenditure required to bring the park up to compliance.

Question 5: From Stephen Jackson, Ulverston.

When reports are done on jubilee lake caravan park that affect site-holders, why has none of this information been passed onto the siteholders? (sic).

Answer by General Manager Corporate Services, Evan King:

To date there have been two reports prepared on JLHP. They are the Securitec report and the CFA report. On written request Council is willing to distribute copies of these reports. There is no obligation by Council to distribute these reports to annual site holders. The reports are the property of either Council or ATPM. In a show of good faith Council distributed the Securitec report to provide the Annuals with an understanding of the significant issues with the park in regards to Government regulations.

10 OFFICERS REPORTS

10.1 TRENTHAM COMMUNITY GRANTS PILOT CHIEF EXECUTIVE OFFICER

In providing this advice to Council as the Chief Executive Officer, I Kaylene Conrick, have no interests to disclose in this report.

PURPOSE

This seeks Council's support to trial a Trentham & District Community Grants Pilot project.

BACKGROUND

In 2010 the Trentham Community Groups Forum (the Forum) was established.

The Forum is a voluntary coalition of representatives of community groups that are committed to working together for the overall betterment of Trentham and districts through active representation and advocacy.

The Forum aims not to duplicate any representation or other activity that is properly the responsibility of any other group or citizen: its role is to ensure that the whole is greater than the sum of the parts. See the Forum's Terms of Reference Attachment 1.

Also in 2010 Council's Executive Management Team and Community Planning Officer commenced regular meetings with the Forum (Trentham Forum – Hepburn Shire Council Consultative meeting) to improve Community and Council relationships and to progress Trentham's Community Plan.

ISSUE/DISCUSSION

Broadly speaking the Trentham Forum – Hepburn Shire Council Consultative meetings have been exploring how Hepburn Shire Council can better support Trentham in promoting active citizenship, localisation and build community capacity.

Specifically, the group has commenced working on activities in the Trentham Community Plan which local government can influence. These include the Community Facilities Review / proposed Multi-purpose Indoor Facility, linking town Reserves and Streetscape (and Avenues of Honour).

Council at this Ordinary Meeting will be receiving a report regarding relinquishing the Committee of Management responsibilities for the Bath Street Reserve back to the Department of Sustainability and Environment (DSE) to enable DSE to place all three public open space reserves in Trentham, under the one Community Committee of Management. This will then enable the Forum to progress the concept of a continuous walking/cycling path through these Reserves circling the town and linking to the path/trail to Trentham Falls.

The other concept which the group has spent some time exploring is localism and building community capacity. Councillors would be aware that the concept of localism involves devolving more power to local communities promoting a *modern* relationship between local government and communities.

One way in which Council could support localism in Trentham is to provide the Trentham Forum with a funding amount from Council's Community Grants Program to run its own local grants program which aligns with aspirations in the Trentham Community Plan. This could be a Pilot Program which, if successful, would be rolled out across the municipality.

Council's Community Grants program allocates approximately \$40,000 each year, distributing these funds to community groups via two funding rounds. These funds are separate to Council's Environmental Community Grants and Youth Grants.

It is proposed that a 12 month Pilot Program be implemented allocating a percentage of Council's annual Community Grants funding to the Trentham Forum.

The Forum would be accountable to Hepburn Shire Council for the distribution of Trentham's Community Grants program.

The Pilot would reinforce Council's commitment to community planning, demonstrate good faith and confidence in our communities processes, build community capacity, and promote sustainability and community leadership.

There are a number of *details* which Council officers would need to work through with the Trentham Forum members such as who would be the funds holder for the funds as the Forum is not an incorporated body. TRATA is an incorporated body and could be the funds holder.

Other matters to be considered include the amount of funds to be allocated to the Trentham Forum. Initial discussions sought guidance on a suitable amount from the Coliban Ward rate base, looking at a percentage of total rates income and total number of assessments in the Coliban Ward. However, to ensure that the Pilot project is provided with the best opportunity for success, Officers believe it is better not to complicate the Pilot by including all the Coliban Ward at this point in time. Nor place the responsibility on the Trentham Forum to work beyond its current catchment area.

Therefore, a nominal amount of \$6,000 from Councils \$40,000 Community Grants program is recommended.

COUNCIL PLAN /LEGISLATIVE COMPLIANCE

The establishment of a Trentham Community Grants Pilot Project is in line with the Hepburn Shire Council Plan 2009-2013 objective to assist our residents improve the health, safety and vibrancy of our communities, specifically goal 43 *“Using Community Plans as the basis for fixing priorities for Council’s Capital Works Program and developing a Community Plans Funding Program which will provide communities with assistance to implement their Community Plans.”*

FINANCIAL IMPLICATIONS

Council allocates approximately \$40,000 each year to its Community Grants Program. Twice yearly these grants are advertised to the Hepburn Shire Community encouraging Community Groups to apply for small grants to support projects.

The 12 month Trentham & District Community Grants Pilot Program will allocate part of Council’s Community Grants Program monies to Trentham & District to manage their own grants program.

RISK IMPLICATIONS

Any program where Council devolves its control/ and all funds to another party to essentially handle attracts risks. However, with the Trentham & District Community Grants Pilot the risks are considered minimal and related to a 12 month period after which the Pilot will be fully assessed by Officers and the Trentham Forum resulting in a report to Council.

ENVIRONMENTAL/SOCIAL/ECONOMIC IMPLICATIONS

No implications identified.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The concept of the Trentham & District Community Grants Pilot comes from the Trentham Forum representing the Trentham & District Community.

CONCLUSION

Establishing a Trentham & District Community Grants Pilot project for a period of 12 months will provide the Trentham Forum with the opportunity to implement objectives from the Trentham Community Plan enlisting support and participation from various Trentham Community Groups.

OFFICER'S RECOMMENDATION

That Council

10.1.1 Approve the principle of conducting a 12 month Community Grants Pilot Program with the Trentham & District Community; and

10.1.2 Refer the allocation of \$6,000 to Trentham & District Community Grants 12 month pilot project to the 2011/2012 Budget development process.

MOTION

That Council

10.1.1 Approve the principle of conducting a 12 month Community Grants Pilot Program with the Trentham & District Community; and

10.1.2 Refer the allocation of \$6,000 to Trentham & District Community Grants 12 month pilot project to the 2011/2012 Budget development process.

Moved: Councillor Sebastian Klein

Seconded: Councillor Janine Booth

Carried.

ATTACHMENT 2

TRENTHAM COMMUNITY GROUPS FORUM TERMS OF REFERENCE

Statement of Purpose

The Trentham Community Groups Forum (the Forum) is a voluntary coalition of representatives of community groups that are committed to working together for the overall betterment of Trentham and districts through active representation and advocacy.

The Forum will not duplicate any representation or other activity that is properly the responsibility of any other group or citizen: its role is to ensure that the whole is greater than the sum of the parts.

Terms of Reference

The Forum will:

- 1 Take a strategic approach to, and act as an advocate for, agreed issues which affect the wider community and reach beyond the scope of individual groups.

- 2 Encourage awareness, coordination and support for the activities and priorities of all groups across the community.

- 3 Provide a forum for exchanging information and networking between the member groups.

- 4 Guide and oversee the implementation of the Community Plan.

- 5 Liaise with Hepburn Shire Council, State and Federal governments and other organisations as appropriate.

- 6 Promote a wider understanding of the role of the Forum in the community and through the media

- 7 Take an editorial oversight for the Trentham and Districts Community Newsletter.

- 8 Convene an annual 'community consultation' (possibly in association with the Community Bank)

Membership

1 The following Groups are invited to nominate representatives to membership of the Forum:

- Business and Tourism Group
- Community Bank
- Friends of the Trentham Station
- Landcare
- Lions Club
- Mechanics Institute
- Neighbourhood Centre
- Newsletter Editorial Committee
- Playgroup, Kinder and Primary School
- Sportsground Committee

These groups and interests provide facilities and/or services for wider community use and support and/or represent significant sectors of the community.

2 Other Groups wishing to contribute to the wider community role of the Forum.

3 Individuals with specific interests or skills relevant to the objectives of the Forum.

Up to four individuals may be invited or recruited to be members of the Forum for terms of 12 months (which can be extended). Individuals will be invited (through the Newsletter) to submit an expression of interest outlining the contribution or project they want to pursue through their membership. The Forum may also recruit individuals who have specific experience and skills to assist in the realisation of a particular project (e.g. strategy development) to join the Forum for the duration of the project.

Approved 12 January 2011

10.2 MELBOURNE CUP PUBLIC HOLIDAY ARRANGEMENTS IN HEPBURN SHIRE
CHIEF EXECUTIVE OFFICER

In providing this advice to Council as the Chief Executive Officer, I Kaylene Conrick, have no interests to disclose in this report.

PURPOSE

This report requests Council to consider writing to the Minister requesting that the 2011 Melbourne Cup Public Holiday be substituted with 2011 Ballarat Show Day for the townships and surrounding localities of Clunes, Creswick, Smeaton and Newlyn in Hepburn Shire.

BACKGROUND

In 2008 the *Public Holidays Act 1993* (the Act) was amended to appoint Melbourne Cup Day as a public holiday across the entire State of Victoria.

The Act does however, provide for non-metropolitan Councils to nominate an alternative (substitute) public holiday to Melbourne Cup Day, if they wish. S8 (3) states:

(3) A non-metropolitan Council may request in writing that the Minister make a declaration under subsection (1)-

(a) that the day appointed under section 6 being the first Tuesday in November (Melbourne Cup Day) is not in a specified year such a public holiday in the municipal district of that Council; and

(b) that another day be appointed as a public holiday in that year.

(4) A request under subsection (3)-

(a) may only be made at least 90 days before the Melbourne Cup Day to which the request relates; and

(b) may only be made for the whole of the municipal district of that Council; and

(c) must specify the day of the substituted public holiday.

Following the 2008 changes to the Act a small number of non-metropolitan Councils have on an annual basis declared substitute days. Ballarat Council in 2010 determined that Ballarat Show Day be declared a Melbourne Cup substitute public holiday.

In December 2009 Council received correspondence from the then Minister for Small Business, The Hon. Joe Helper, seeking Council's views about its preferred arrangements for Melbourne Cup Day or an alternative public holiday. As well as general feedback, the Minister asked Council whether it considered that part-Shire arrangements should apply. The concept of part-Shire arrangements recognises that part or parts of a municipality may have longstanding local events that it would prefer to observe with a full day local public holiday in lieu of Melbourne Cup Day.

At the 19 January 2010 Ordinary Council Meeting Council resolved to advertise inviting community comment on whether it would be preferable for Hepburn Shire to continue to observe the Melbourne Cup Day public holiday or an alternative full day public holiday through the entire municipality or that a part-Shire arrangement should apply.

Council received six responses from residents/organisations located in the Smeaton, Clunes, Creswick and Newlyn areas all suggesting that Ballarat Show Day would be a preferred public holiday to Melbourne Cup.

At the February 2010 Ordinary Council Meeting Council resolved to write to Minister Joe Helper indicating that Hepburn Shire Council would prefer to have the option to consider part-Shire arrangements that may be more relevant to local communities in the future.

It should be noted that at this point Council had not resolved to declare a substitute part-Shire public holiday rather it had resolved to write to the Minister indicating that it supported Council's having the option to declare part-Shire arrangements.

Council's support for the option to declare a part-Shire arrangement was inadvertently interpreted by the Minister's Office as wishing to declare a part-Shire substitute. Further, the Minister's Office referred back to historical holidays in the western part of the municipality and proceeded to Gazette on 22 April 2010 Ballarat Show Day as the substitute 2010 Melbourne Cup Public Holiday for the townships of Clunes, Creswick, Smeaton and Newlyn in Hepburn Shire.

ISSUE/DISCUSSION

The 2010 Ballarat Show Day was observed by the townships and surrounding localities of Clunes, Creswick, Smeaton and Newlyn in Hepburn Shire.

Anecdotal feedback received by Officers indicates that the Ballarat Show Day worked well for the townships and localities in this part of the municipality coinciding with the closure of local schools observing the same holiday.

COUNCIL PLAN /LEGISLATIVE COMPLIANCE

Part-Shire holiday arrangements relevant to the activities of a Community support communities and localities to be Healthy Safe and Vibrant Communities in line with the Hepburn Shire Council Plan 2009-2013.

FINANCIAL IMPLICATIONS

There are no Council financial implications associated with Council providing feedback to Minister Helper on this matter.

Hepburn Shire Council Staff based in the part-Shire area observed the Ballarat Show Day in 2010 with no implication for the organisation.

Melbourne Cup Day or substitute holiday attracts the standard public holiday penalty rates for Council and business.

RISK IMPLICATIONS

There are no identifiable risks associated with Council choosing to substitute the 2011 Melbourne Cup Public Holiday with 2011 Ballarat Show Day.

ENVIRONMENTAL/SOCIAL/ECONOMIC IMPLICATIONS

No impactions identified.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Council's decision will be duly advertised in the Advocate, the Ballarat Courier and Maryborough newspapers.

CONCLUSION

Part-Shire holiday arrangements appeared to be received in 2010 with little impact. It would seem reasonable that Council continues with this practice in 2011.

OFFICER'S RECOMMENDATION

10.2.1 That Council write to the Minister requesting that the Minister make a declaration substituting 2011 Melbourne Cup Public Holiday with 2011 Ballarat Show Day for the townships and surrounding localities of Clunes, Creswick, Smeaton and Newlyn in Hepburn Shire.

MOTION

10.2.1 That Council write to the Minister requesting that the Minister make a declaration substituting 2011 Melbourne Cup Public Holiday with 2011 Ballarat Show Day for the townships and surrounding localities of Clunes, Creswick, Smeaton and Newlyn in Hepburn Shire.

Moved: Councillor Don Henderson

Seconded: Councillor Janine Booth

Carried.

10.3 FUTURE DIRECTION OF REGIONAL LIBRARY SERVICES - SUMMARY OF LIBRARY MODELS A/GENERAL MANAGER COMMUNITY DEVELOPMENT

In providing this advice to Council, I Kathleen Brannigan, Acting General Manager Community Development, have no interests to disclose in this report.

PURPOSE

This report provides a summary of library models that have been discussed by the Central Highlands Regional Library Corporation (CHRLC) Board.

An indication from each Council of their preferred model is required at the next meeting of CHRLC Board on 28 March 2011.

BACKGROUND

The CHRLC Strategic Review was completed by Libraries Alive in December 2009. Three options were provided:

- Option 1 Remain as a Corporation and improve funding levels for collection and liquidity.
- Option 2 Remain as a Corporation and improve funding levels for collection and liquidity and transfer library staff to Council employment
- Option 3 End the Corporation and develop a shared service where one Council provides services to other Councils.

Six Councils including Hepburn, indicated a preference for Option 2. The City of Ballarat indicated it would defer its decision to 30 June 2010 and complete an independent review. On 30 June 2010 the City of Ballarat formally notified the Board that it will withdraw from the Corporation at 30 June 2011 and present a future model following the completion of a further review.

The CHRLC Chief Executive Officer in August 2010 meet with the remaining 6 Councils to discuss the options available to them including a 6 Corporation model, independently run library services or joining other library corporations. These options were further discussed in October and December.

The City of Ballarat completed an independent library review from June to December 2010 and on 14 February 2011 presented to the Board a shared service model, similar to Option 3. (Attachment 3).

The following report contains information on the 4 models to assist each Council in determining their preferred option and inform the Board of on 28 March 2011. In considering these options each Council is to ensure the following conditions are met to receive state government funding. DPCD requires Corporations and Councils to provide 'Basic Public Library Services' which are defined as:

- Free access to library services and a lending collection
- Access to information resources, including networked information resources, regardless of format or medium
- Assistance with use of the collection and with reference enquiries
- Training in the use of public access catalogues
- Educating the public in the effective use of public libraries
- Special programs such as story-telling, and
- Additional services which promote access to other basic services, such as services to the housebound and bulk loans.

ISSUE / DISCUSSION

There are four possible models for future library services, and these and their associated advantages, risks, implementation and financial implications have been discussed at the Councillor Briefing 08-03-2011.

Model 1: 6 Council Corporation

6 Councils continue as a Corporation following the withdrawal of the City of Ballarat at 30 June 2011. Branch staff are directly employed by their respective Councils using the same funds that would otherwise have been paid to the Corporation. The Corporation continues to provide professional management and core services such as collection management, mobile library, inter library loans, IT and technical services.

The regional library agreement and service level agreements between Councils and the Corporation are continued. The Corporation manages the state government funding, and is the responsible reporting and contracting entity. The Corporation would be required to meet all requirements under the Local Government Act and liquidity and asset renewal targets required by the Auditor General.

Model 2: Shared Services provided by the City of Ballarat

A shared services model is offered by the City of Ballarat as outlined in Central Highlands Regional Library Corporation Strategic Review *Libraries Alive* January 2010 report. Using this model, the City of Ballarat will be fully responsible for library services to the three Ballarat libraries and offers to act as a service provider in agreed key areas to other regional councils. This proposal assumes that regional councils will employ their own library staff.

While the Shared Services Model is being fully developed the City of Ballarat offers to continue to operate the same services currently provided as the Central Highlands Library Corporation. Service agreements for 2011/12 would remain the same. City of Ballarat offers to charge no more than the agreed budget for 2011/12. Any savings through the City of Ballarat's provision of a range corporate services will be contributed to improving the book collection.

A Project Task Team of member councils will be formed to oversee the development of the shared service model and development of service level agreements. This team could also have responsibility for:

- The development of a regional library vision and strategy
- A program of community engagement to develop a fully informed library strategy and mapping of service demand
- Work with DPDC to seek out additional funding opportunities to establish a shared service model and service development
- Liaise with the Central Highlands Mayors and CEOs Group on library strategy for the region and as it applies to each individual council.

Model 3: Independently Run Library Service

Independently run library services would require each Council to provide the service and remain part of the Swift network. To replace the services provided by CHRLC Administration additional staff are required including a full time library manager, collections librarian, children's & programming librarian and technical services officer. Existing Council staff would provide finance, payroll, HR, information technology functions. Gannawarra, Mitchell, Campaspe & Swan Hill are small Councils that successfully run independent library services and are part of the Swift network.

Model 4: Join another Library Corporation

A Council may join other Library Corporations or Councils. This may include Wimmera Library Corporation; Corangamite Regional Library Corporation; Goldfields Library Corporation; Geelong Library Corporation, Melton Council or other services.

COUNCIL PLAN / LEGISLATIVE REQUIREMENTS

We will create healthier, safer, more vibrant communities by:

Commitment 46 – Providing citizens with the information and linkages they need to make community connections through our leisure programs, libraries and neighbourhood houses.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Hepburn Shire Council has been working with other member Councils of the Central Highlands Regional Library Corporation in developing these options. The recommendations of Hepburn Shire Council's Review of Library Services will be taken into account in further development of the Shared Services Model.

FINANCIAL IMPLICATIONS

All library models presented require additional expenditure by Council on library services in 2011 -11.

RISK IMPLICATIONS

CONCLUSION

Model 1 is not considered viable as the 6 Council Corporation would confront the same financial viability issues as the current Corporation and the mobile service would be unable to be retained. Model 3, an independently run library service would require Hepburn Shire to take on additional responsibilities such as collection management that would require the assistance of library professionals and is not affordable. Model 4, joining another Corporation is not considered feasible.

Option 2 the Shared Services Model is the preferred option subject to the conditions set out in the recommendation below. This addresses concerns that the timeframes set out in the City of Ballarat's proposal are unrealistic. Under this model Council would employ library staff which will provide opportunities for co-location and integration with other Council services.

OFFICER'S RECOMMENDATION

- 10.3.1 That the Central Highlands Regional Library Corporation be advised that the Hepburn Shire Council supports the development of a shared services library model as proposed in the City of Ballarat Position Paper and that Council is prepared to work co-operatively with the City of Ballarat, the Library Corporation and other member councils in the development of this model.
- 10.3.2 That Council's support for and participation in the development of a shared services model be subject to the following:
- 10.3.2.1 That there be no reduction in the level of library services to Hepburn Shire residents during the development stages of the shared services model and that the Service Level Agreement for the 2011/2012 financial year be adhered to;
 - 10.3.2.2 That the Corporation continue to operate during the development stages of the shared services model and only be dissolved following mutual consent of all member councils and the approval of the responsible minister;
 - 10.3.2.3 The City of Ballarat continuing its membership of the Corporation until its dissolution; and
 - 10.3.2.4 The involvement of current professional library staff in the development of the shared services model.
- 10.3.3 That the Corporation be further advised that Council, having considered other models proposed, does not believe the continuation of a 6 member corporation to be sustainable beyond 2012.
- 10.3.4 That a copy of this resolution be forwarded to all member councils of the Corporation, including the City of Ballarat.

MOTION

10.3.1 That the Central Highlands Regional Library Corporation be advised that the Hepburn Shire Council supports the development of a shared services library model as proposed in the City of Ballarat Position Paper and that Council is prepared to work co-operatively with the City of Ballarat, the Library Corporation and other member councils in the development of this model.

10.3.2 That Council's support for and participation in the development of a shared services model be subject to the following:

10.3.2.1 That there be no reduction in the level of library services to Hepburn Shire residents during the development stages of the shared services model and that the Service Level Agreement for the 2011/2012 financial year be adhered to;

10.3.2.2 That the Corporation continue to operate during the development stages of the shared services model and only be dissolved following mutual consent of all member councils and the approval of the responsible minister;

10.3.2.3 The City of Ballarat continuing its membership of the Corporation until its dissolution; and

10.3.2.4 The involvement of current professional library staff in the development of the shared services model.

10.3.3 That the Corporation be further advised that Council, having considered other models proposed, does not believe the continuation of a 6 member corporation to be sustainable beyond 2012.

10.3.4 That a copy of this resolution be forwarded to all member councils of the Corporation, including the City of Ballarat.

Cr Tim Hayes proposed the following Amendment:

That

10.3.2.3 The City of Ballarat continuing its membership of the Corporation until its dissolution

be replaced with

10.3.2.3 The City of Ballarat undertaking to meet any contingent liabilities (including redundancies) which may occur as a result of the City of Ballarat's withdrawal and/or the dissolution of the Corporation, such liabilities being calculated in accordance with the Statement of Equity as at 30 June 2011.

The Amendment was incorporated into the Motion.

MOTION

10.3.1 That the Central Highlands Regional Library Corporation be advised that the Hepburn Shire Council supports the development of a shared services library model as proposed in the City of Ballarat Position Paper and that Council is prepared to work co-operatively with the City of Ballarat, the Library Corporation and other member councils in the development of this model.

10.3.2 That Council's support for and participation in the development of a shared services model be subject to the following:

10.3.2.1 That there be no reduction in the level of library services to Hepburn Shire residents during the development stages of the shared services model and that the Service Level Agreement for the 2011/2012 financial year be adhered to;

10.3.2.2 That the Corporation continue to operate during the development stages of the shared services model and only be dissolved following mutual consent of all member councils and the approval of the responsible minister;

10.3.2.3 The City of Ballarat undertaking to meet any contingent liabilities (including redundancies) which may occur as a result of the City of Ballarat's withdrawal and/or the dissolution of the Corporation, such liabilities being calculated in accordance with the Statement of Equity as at 30 June 201, and

10.3.2.3 The involvement of current professional library staff in the development of the shared services model.

10.3.3 That the Corporation be further advised that Council, having considered other models proposed, does not believe the continuation of a 6 member corporation to be sustainable beyond 2012.

10.3.5 That a copy of this resolution be forwarded to all member councils of the Corporation, including the City of Ballarat.

Moved: Councillor Don Henderson

Seconded: Councillor Sebastian Klein

Carried.

Attachment 3 – Item 9.3
CITY OF BALLARAT SHARED SERVICES MODEL POSITION PAPER

They provide opportunities for people to fully participate in the emerging information and media technologies, enabling them to apply these new technologies to their academic, recreational, creative and commercial endeavours.

This is the emerging vision we have for the future of Ballarat's library services. To reinvent our libraries as state of the art multi-purpose community spaces where people can gather to learn, explore, discover and connect via the latest digital technology.

Current context

Emerging technology is quickly reshaping community expectations and experiences of libraries. In a world of broadband wireless internet and Smartphones, people increasingly expect 'on demand' access to a wide range of information, entertainment and online services.

Ballarat's current library services can no longer keep pace with the changing community needs and aspirations of an emerging regional capital. Compared to best practice examples, our library services lack flexibility, technology, facilities, resources and access to opportunities.

It is apparent that the collection needs to be updated and enlarged, the facilities need to be reviewed and refreshed, the range of available services needs to be expanded, the range of community uses increased, and a shared services model explored that can be accessed and utilised across the region.

In short, the provision of library services in Ballarat and the surrounding region needs to be rethought and recast for the future.

A new approach

The Central Highlands Library Corporation currently coordinates the provision of library services to Councils in the Central highlands region. This has provided the benefits of aggregated investment and the shared access of some services. However the opportunity exists for a new approach that will deliver even greater benefits for the people of Ballarat, and the broader region, in terms of better library services modeled around improved technology, greater community interaction and flexible services.

To achieve these longer term outcomes a new operating model is required that delivers a more efficient operation in light of funding that is simply not growing in line with the service demand and to ensure best value for all ratepayers.

This new approach would encompass the following:

- The development of an initial vision to inform and explore future opportunities and directions for improved library services.
- Community consultation to help in the scoping, formation and delivery of future library services.
- The development and implementation of a shared services model where libraries from around the region can share a range of operational services and resources while retaining the flexibility that is needed to tailor their services to the needs of their specific communities.

Key Objectives

Public libraries make a vital contribution to communities by facilitating the free flow of information, the exchange of ideas and the gathering of diverse people. Rapid social, economic and technological change is reshaping the information needs of communities and, by extension, the role and reach of libraries. Within this dynamic environment the following objectives guide the overall future vision:

- **Community access;**
Improve the community's access to relevant information, technology and learning opportunities
- **Learning City:**
Strengthen Ballarat's position as a learning city and world-class ICT hub for the region
- **Return on investment:**
Maximise the return for rate payer dollars invested in library services
- **Flexibility and scalability:**
Provide a flexible and scalable range of services that can be made available to neighboring regions to support and enhance their provision of library services as required
- **Strategic alignment:**
Develop library services that align with, and help deliver on a range of council's strategies including Health & Wellbeing Plan, Municipal Early Years Plan the Youth Strategy and the Positive Ageing Strategy to name a few.
- **Community integration:**
Integrate library services with key community spaces and activities
- **Service improvement:**
Review and adopt where possible best practice library models to deliver improved services
- **Technology enhanced;**
Adopting the latest 'smart' technologies to deliver the best range of information and resources and improve service efficiencies
- **Ongoing consultation**
Engage with the community in the scoping, formation and delivery of improved library services
- **Best Value Service Provision**
Ensure that the development and provision of library services offers the best value for ratepayer investment for all councils in the region

Proposal – A Shared Services Model

A shared services model is offered by the City of Ballarat as outlined in Central Highlands Regional Library Corporation Strategic Review *Libraries Alive* January 2010 report. Using this model, the City of Ballarat will be fully responsible for library services to the three Ballarat libraries and offers to act as a service provider in agreed key areas to other regional councils. This proposal assumes that regional councils will employ their own library staff.

While the Shared Services Model is being fully developed the City of Ballarat offers to continue to operate the same services currently provided as the Central Highlands Library Corporation. Service agreements for 2011/12 would remain the same. City of Ballarat offers to charge no more than the agreed budget for 2011/12. Any savings through the City of Ballarat's provision of a range corporate services will be contributed to improving the book collection.

A Project Task Team of member councils will be formed to oversee the development of the shared service model and development of service level agreements. This team could also have responsibility for:

- The development of a regional library vision and strategy
- A program of community engagement to develop a fully informed library strategy and mapping of service demand
- Work with DPDC to seek out additional funding opportunities to establish a shared service model and service development
- Liaise with the Central Highlands Mayors and CEOs Group on library strategy for the region and as it applies to each individual council.

Advantages include;

- For member libraries, the service to the library and community remains the same whilst allowing for opportunities where improvements which may be identified.
- City of Ballarat are able to operate the corporate (financial management and reporting, Human Resources advice, payroll, Safety & Risk Management and policy development) service functions at a reduced cost providing immediate savings making immediate savings in administration costs which could be used to improve bookstock.
- Mitigate the risk of financial liquidity requirements
- Providing continuity of the current arrangements whereby library members can borrow from and return materials to any regional branch.
- Continued shared arrangements of IT hardware and software programs including servers and the Library Management System (LMS).
- Possible economies of scale in relation to agreed areas of shared service and future initiatives such as RFID.
- Continued operation of the Mobile Service until a review can be completed.
- Ongoing support and Professional Development for library staff in smaller library branches.
- Ensure that the future development of regional library services aligns with the Central Highlands Regional Strategic Plan and the development of the region (eg. Settlement planning, etc)

Implementation

This position paper reflects a strategy for the region that requires substantial change. Should the Corporation support this strategy, the following steps are proposed:

Stage 1 – January to June 2011

1. Establish a Project Task Team to work with the City of Ballarat to transition to a shared service model
2. Seek Ministerial Approval to wind-up the Corporation by 30 June 2011
3. Seek Due Diligence in order to resolve the Corporations assets and liabilities position in accordance with the Regional Library Agreement.
4. Transfer Branch library staff to appropriate Councils (City of Ballarat to provide Industrial Advise as required).
5. City of Ballarat to absorb the current library management and provide services to the region while the shared services model is fully development and implemented. City of Ballarat guarantees the option of buying services at the same cost for 2011/12. Corporate services will be delivered within the entity providing savings which will enable an improved and updated collection for borrowing.
6. Establish Memorandum of Understanding with Member Council's and adopt 2011/12 Service Level Agreements.
7. Seek meeting with DPCD to discuss implementation and identify funding opportunities.

Stage 2 – July 2011 to June 2012

Project Task Team to further develop a full shared services model for the next 10 years and ready to commence 1 July 2012 in consultation with the Central Highlands Region Mayors and CEOs Group.

Engage with communities within the Region on the development of the Regional Library Strategy, including service demand mapping and infrastructure development plan against long term population and settlement projections and Council Plans of participating councils.

Conclusion

The City of Ballarat Council are committed to planning for the future growth of Ballarat and the region; to ensure relevant and appropriate services levels are planned for the future and delivered. It is important for the economy and the long term wellbeing of the community that Ballarat continues to develop as a learning city. The Council remains committed to offering leadership and support across the region on a number of levels. The City of Ballarat recognises that a better library service can be delivered and invite regional councils to a part of that vision. This position paper articulates a possible new approach for the region and it is the City of Ballarat primary objective to tackle this challenge as a region. However there are numerous long term risks in remaining with the CHRLC as the model for delivering on the Cities vision.

10.4 REVIEW OF LIBRARY SERVICES ACTING GENERAL MANAGER, COMMUNITY DEVELOPMENT

In providing this advice to Council as the Acting General Manager Community Development, I Kathleen Brannigan have no interests to disclose in this report.

PURPOSE

The purpose of this report is for Council to consider the key findings, proposed guiding principles for Council decision making about library services in Hepburn Shire as well as recommendations about the future provision of library services.

BACKGROUND

This Review was prompted by several factors including:

- Recognition by Council that the provision of library services for the Shire Hepburn community has not been critically assessed and evaluated in some time.
- Substantial growth in the use of libraries by the community and growing community expectation that Council will take steps to improve the service.
- The City of Ballarat indicating their intention to cease to be a part of the Central Highlands Regional Library Corporation (CHRLC) and move towards a shared services model for the delivery of library services.

The review focused upon identifying whether the existing library service levels meet both the current and future needs of the Shire of Hepburn community, and identify what future service levels should be including associated resourcing and infrastructure requirements. The Study was commissioned by Council in November 2010 and has been completed over a period of four months.

ISSUE/DISCUSSION

There are a number of important implications for future service which provision arising from the key findings identified in the Review of Library Services – Volume 2 Framework for the Future Provision of Library Services, March 2011 (Attachment 1).

- 1. The libraries are highly valued by the community and there is an expectation that Council will continue to support and enhance the service.*
- 2. There is growing demand for library services and an expectation of an increased quality and level of service.*
- 3. There is clear and identifiable need to expand the library facilities in Daylesford.*

4. *There is evidence of need for additional library floor space in the Creswick library and to a lesser extent at the Clunes library.*
5. *Having access to the Ballarat libraries is important to Shire of Hepburn residents.*
6. *Despite substantial increases in investment in the library service in the past five years, there is evidence that Council continues to under invest in the service.*
7. *There is a need to consider alternate approaches to the delivery of library services to meet the needs of an aging and dispersed population*
8. *Opening hours need to be reviewed and changed to better meet the needs of the community.*
9. *Further planning and consultation is needed to ascertain the best approach for the future delivery of library services in Trentham.*
10. *A need for continued and likely increased investment in technology.*
11. *The co-location and integration of library services with other compatible uses and services should be actively pursued.*
12. *Best practice should be a key guide in all aspects of the Shire of Hepburn Library Service.*

In line with these findings the Volume Two of the Library Services Review makes a number of recommendations (pp 23-25) summarized below to:

- Increase staff numbers, opening hours and an increased investment in the library collection (Recommendation 1)
- Actively pursue opportunities for co-location and integration with other complementary services. (Recommendation 2)
- At a minimum, double the floor space of the existing Daylesford library to ensure the library better caters for the diversity of uses and activity occurring and Undertake more detailed planning and consultation work to determine the best location and makeup of the library (Recommendation 3)
- Actively explore opportunities to increase the size and improve the environment of the Creswick library to create a more welcoming and accessible space (Recommendation 4)
- To conduct a community education program informing the community about changes to the access arrangements for the Ballarat libraries if the Shire of Hepburn ceases to have a relationship with the City of Ballarat in relation to the delivery of library services (Recommendation 5).
- Actively pursue alternate approaches to the delivery of library services for older adults and isolated communities (Recommendation 6).

- Change, increase and review the opening hours for the libraries (Recommendation 7).
- Actively pursue the retention of a library service in Trentham giving consideration to changes to the mobile library service which may occur as a consequence of the Central Highlands Regional Library Corporation ceasing to operate (Recommendation 8)
- As part of the project to investigate the feasibility of developing a community hub / activity facility in Trentham, undertake more detailed planning and consultation about the best approach for the future delivery of library services in Trentham (Recommendation 9).
- Review and increase Council's investment in technology in the libraries (Recommendation 10).
- Actively pursue best practice approaches to the provision of library services and facilities (Recommendation 11).

COUNCIL PLAN /LEGISLATIVE COMPLIANCE

Healthy Safe Vibrant Communities - Council Plan commitment 46: Providing citizens with the information and linkages they need to make community connections through our leisure programs, libraries and neighbourhood houses.

FINANCIAL IMPLICATIONS

Recommendations about increased staffing, longer opening hours and improved collections would increase Council's contribution to the operating costs of library services. Recommendations about increasing the size and amenity of libraries would be a capital cost for Council.

RISK IMPLICATIONS

ENVIRONMENTAL/SOCIAL/ECONOMIC IMPLICATIONS

COMMUNITY AND STAKEHOLDER ENGAGEMENT

248 surveys were completed and analysed as per of the Review. Six informal community meetings were held by the consultant over the course of the Review.

CONCLUSION

The findings and recommendations of the Library Services Review provide a clear strategic direction for the future provision of library services in Hepburn Shire and provides a guiding principles to assist Council's decision making about library services.

OFFICER'S RECOMMENDATION

10.4.1 That Council receive the Framework for the Future Provision of Library Service report and endorse its recommendations.

MOTION

10.4.1 That Council receive the Framework for the Future Provision of Library Service report and endorse its recommendations.

Moved: Councillor Tim Hayes
Seconded: Councillor Jon Barrell
Carried.

Attachment 4 – Item 10.4
LIBRARY SERVICES REVIEW: FRAMEWORK FOR THE FUTURE PROVISION OF
LIBRARY SERVICES

Shire of Hepburn

Review of Library Services

Volume 2

**Framework for the Future Provision of
Library Services**

March 2011

Michelle Read: Planning for Communities

DISCLAIMER

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The findings presented in this report are based on the sources indicated and on the best possible estimates. As the study involves market forecasts which can be influenced by a number of unforeseen variables and as Michelle Read can not in any way influence Council decisions, future events or management decisions affecting the operation of the facilities, programs and services which are recommended, no warranty can be given that the forecasts contained in the report will be achieved.

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1.0 INTRODUCTION

This report is the second of two volumes presenting the findings and recommendations from a review of the Shire of Hepburn library service. This document – Volume Two, presents a framework for the future provision of library services in the Shire of Hepburn, including:

A summary of the key findings and implications;

Guiding principles to assist Council in its decision making about library services in the Shire of Hepburn;

Recommendations for the future provision of library services in the Shire of Hepburn.

Volume One provides the detailed background research that has been completed for the review of library services including:

A review of plans and studies previously completed by Council, local communities and industry bodies, which are relevant to the current and future provision of library services in the Shire of Hepburn.

An analysis of the demographic characteristics of the Shire of Hepburn community, and their implications for the future provision of library services in the Shire of Hepburn.

An analysis of service data from the Hepburn libraries over the past five years including memberships numbers, visitations, number of loans, staffing levels, collection size and age, and the financial cost of the service to Council. Where possible and relevant the data from the Hepburn libraries has been compared with industry benchmarks and standards and other library services.

The results and implications from a program of community consultation conducted as part of completing the review.

An outline of existing service levels and where relevant and appropriate comparisons with industry benchmarks and standards and other like communities.

An assessment of the Shire of Hepburn library infrastructure including its size, condition and appropriateness for use as a library. Where relevant this has been compared with other similar / like communities and industry standards and benchmarks to understand whether the library infrastructure in the Shire of Hepburn is appropriate.

An assessment of industry best practice in relation to library infrastructure with a particular focus upon library services which are co-located and integrated with other services.

1.1 Background

The review of the Shire of Hepburn library service has been prompted by several factors including:

Recognition by Council that the provision of library services for the Shire Hepburn community has not been critically assessed and evaluated in some time.

Substantial growth in the use of libraries by the community particularly in Daylesford, and consequently growing community expectation that Council will take steps to improve the service.

The City of Ballarat indicating their intention to cease to be a part of the Central Highlands Regional Library Corporation (CHRLC) and move towards a shared services model for the delivery of library services.

The review is focused upon identifying whether the existing library service levels meet both the current and future needs of the Shire of Hepburn community, and identify what future service levels should be including associated resourcing and infrastructure requirements. The Study was commissioned by Council in November 2010 and has been completed over a period of four months. Particular outcomes sought from the review include:

1. A clear understanding of the existing library service levels available to the Hepburn community and how the community makes use of the Library services in Hepburn.
2. Understanding of industry best practice approaches to library service delivery and infrastructure provision, particularly library facilities and services which are integrated and co-located with other services.
3. An understanding of how the existing service levels compares to similar communities / populations.
4. An understanding of how the existing library infrastructure compares to similar communities / populations.
5. An understanding of whether the library service available to the Hepburn community, meets the community's needs, and is an appropriate level of service for the Hepburn community.
6. Recommendations regarding the future direction of library services in Hepburn Shire, particularly focused upon the level of service and future infrastructure requirements.

1.3 The Context

Public libraries are facing an ever changing environment with:

Population growth and an aging community,

Changing social structures such as an increasing number of single parent and lone person households,

An increasing reliance upon technology and an expectation that information is accessible, and

Increased community expectations about the role libraries will play.

User needs have changed dramatically over the past decade, whereby local and larger public libraries are no longer a facility to solely borrow books or study (BBC Consulting Planners 2008: 13) and the value of public libraries to the health and wellbeing of communities is increasingly being recognised.

The Libraries Building Communities Project commissioned by the Library Board of Victoria and the Victorian Public Library Network in 2005 stated *'the functions and activities performed by public libraries extend well beyond the provision of books and information to playing a key role in the building of strong and vibrant communities. Public libraries help build their communities in many ways – through the development of social contacts, links and networks; through building individual and community skills; and through encouraging lifelong learning and promoting wellbeing and outreach to more marginalised groups and individuals.'* (Library Board of Victoria 2005: Vol 1: 16)

Others argue that the important role of public libraries is not well recognised *'The continuing lack of visibility and appreciation of the functions performed by public libraries makes them vulnerable. If funding bodies are unsure of the returns on their investments, they are less likely to support expansion in service delivery, and may even treat libraries as soft targets and cut funds* (McCallum and Quinn, 2001). The decline in funding for libraries by the Victorian State government is a clear example of this. Local government is now funding 83 percent of library operating costs compared with 50 percent in 1975 (Bundy 2008).

For small rural Councils like the Shire of Hepburn, declining state government funding, a small rate base and significant issues with insufficient and aging infrastructure, creates large challenges in the provision of services and facilities. In the Shire of Hepburn, libraries are considered by the community to be an invaluable and essential resource – a vital part of the social fabric of the community and there is an expectation that Council will support and enhance this service.

2.0 KEY FINDINGS

This chapter presents a summary of the key findings from the detailed research and analysis provided in Volume 1.

2.1 Previous Local and State Planning

The previous planning work examined provides a range of information to assist in the Review of Library Services. Several provide clarity about the strategic directions and priorities of Council which underpin the Review including:

A focus on improving the vibrancy of the communities in Hepburn.

The importance of library services in keeping communities informed, connected and inclusive, and a commitment for Council to play a stronger role in providing information and links citizens need to lead more empowered, independent lives.

A commitment to addressing the diverse needs of the community and designing services and programs which are accessible for everyone.

A focus on creating supportive environments to improve the capacity, health and wellbeing of the community.

Other planning work by Council provides more specific directions regarding the provision of library services and related / compatible services. Several identified in Councils Social Plan include:

A proposal to undertake a feasibility study for relocating the Council Offices and Library to a purpose built facility, creating a Town Hall precinct with community and civic space for the benefit of the Shire, in Daylesford.

The development of a sustainable business plan to develop multipurpose spaces for performing and visual arts, social community and meeting spaces and some support service provision for the Daylesford community.

Promoting active learning at any age through the libraries and enhancing access to electronic information and communication for residents.

The local community plans provide an important insight to the aspirations and priorities of specific communities including Clunes, Creswick and Trentham. Of greatest relevance to the Review of Library Services is the:

Priority action in the Clunes Community Plan to support the Clunes Museum redevelopment. This project is the redevelopment and expansion of the existing Clunes Museum to incorporate the Clunes Library, Visitor Information Services, the Clunes Museum and community meeting, activity and exhibition spaces.

Strong support identified in the Trentham and District Community Plan for the development of a community centre or 'hub' to potentially incorporate a library, community arts U3A etc.

Planning work by the Central Highlands Regional Library Corporation provides:

The vision, values, mission and the priorities for improving services through the CHRLC.

Information about the factors impacting upon library funding and service delivery, and particularly highlights the continuing decline in funding from the Victorian State Government and the increasing costs to operate libraries because of population growth and increased community expectations.

Information about the financial position of the CHRLC and alternate operating models including a modified version of the current corporation where Councils would employ library staff directly, and a single Council model which would see the Corporation dissolved and a service provider appointed eg: City of Ballarat.

Planning work completed for public libraries in Victoria including Libraries Building Communities and Dividends: The Value of Public Libraries to Victorian Communities, their State Government and their Councils, highlight the importance of libraries to community capacity building, community wellbeing, education and literacy levels. In the case of the Dividends document, Alan Bundy highlights the:

Declining financial support from the Victorian State Government for library services

The underinvestment in libraries given their value and return to the community.

Alan Bundy was engaged to look specifically at the CHRLC and suggests that the Shire of Hepburn should be spending around \$700,000 (6 percent of rate revenue) per annum on library services.

2.2 Demographic Characteristics of the Shire of Hepburn Community

The key findings identified in relation to the demographic characteristics of the Shire of Hepburn were:

According to the 2010 Victorian Population Bulletin, at 30 June 2009, the Shire had an estimated population of 14,803. The annual growth rate is estimated to be 0.5 percent according to the 2009/2010 Shire of Hepburn Annual Plan.

Residents are well dispersed around the Shire with 45% living in over 30 small towns, villages and across the rural landscape. Just over half of the population chooses to live in the Shire's main towns of Daylesford/Hepburn Springs, Creswick, Clunes and Trentham.

Population growth is moderate and is likely to remain so, therefore it may be reasonable to assume that the growth in demand for library services is also likely to be moderate. However, this is not what is being experienced in the Shire of Hepburn and particularly at the Daylesford library where visitations, loans and membership levels have all increased by over 30 percent in the past five years.

The Shire of Hepburn population is aging and this is likely to result in increased demand for library services. As people age they generally have more time available to utilize services like a library, however, their ability and interest in using the service depends upon whether the service is managed in an age friendly manner ie: is the library facility or service well located and easily accessible? Are the programs offered likely to be of interest to older adults? Are the staff able to spend time to assist older adults who may be less familiar with technology? Does the collection meet the specific needs of older adults? eg: large print books and talking books.

A further implication of an aging population is a possible increased demand for mobile library services such as bulk books drops to support the 45 percent of community who live outside the main towns in the Shire of Hepburn.

While the population is clearly aging, large proportions of the community remain in the younger age profile categories suggesting there will continue to be strong demand for programs and services to meet the library needs of children and young people. This is particularly likely to mean continued growth in the demand for technology and online services and the continued delivery of children’s programs.

With a high proportion of lone person households and low income households, community facilities such as libraries are a key means of providing social interaction opportunities and access services for more disadvantaged members of the community.

2.3 Data Analysis

This section examines the key data from the delivery of library services in the Shire of Hepburn including visitations, loans, membership levels, staffing and expenditure. The key findings were:

The demand for library services is increasing in the Shire of Hepburn and this is most evident at the Daylesford branch library which has experienced rapidly increasing demand for library services over the past five years. This is evidenced by a 33 percent increase in loans, a 34 percent increase in visitations and a 31 percent increase in membership in the past five years.

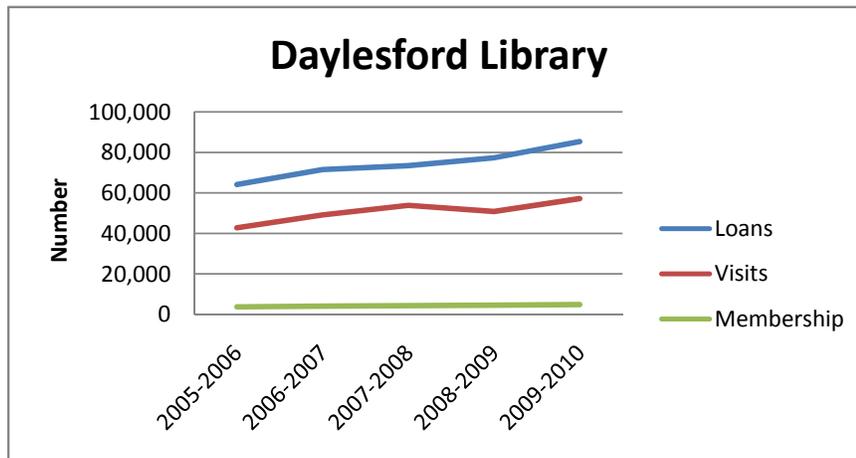


Figure 2.1: Loans, visitations and membership for the Daylesford Library 2005/2006 to 2009/2010.

However, by comparison over the same five year period, visitations and loans have either declined or only increased marginally at the Clunes and Creswick branches and the mobile library. If we look at what has occurred in the past two years, it is clear that loans and visitations 'bottomed out' in 2008/2009 and this is directly attributable to the poor and declining state of the collection up until 2008/2009. The improvement in the collection in 2009/2010 has been a key driver for the substantial increases in loans and visitations at the Clunes and Creswick branches and the mobile library in 2009/2010. A change in personnel at the Clunes branch has also contributed to the increases experienced at that branch.

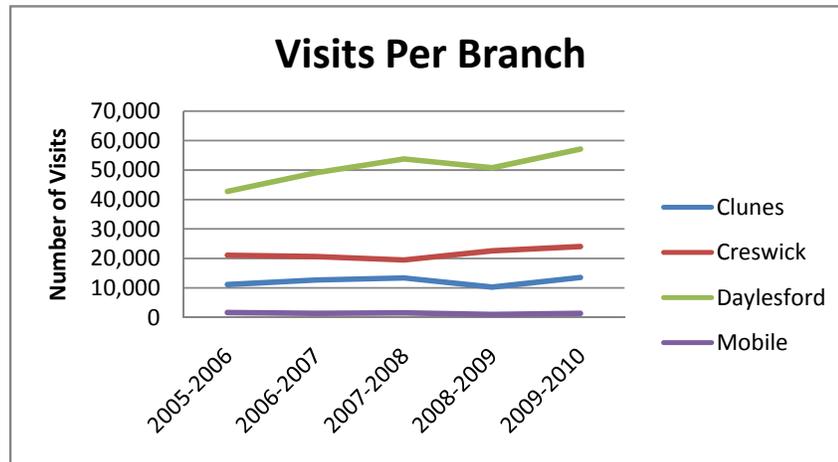


Figure2.1: Library visitations for the Shire of Hepburn 2005/2006 to 2009/2010.

The Daylesford branch library accounts for the most significant proportion of library use occurring in the Shire of Hepburn. In 2009/2010 it accounted for 64 percent of all loans, 59 percent of all visits and 58 percent of all members in the Shire of Hepburn. In comparison the Clunes library accounted for 11.3 percent, Creswick 23.6 percent and the mobile library in Trentham 2.6 percent of all loans in the Shire of Hepburn.

Substantial proportions of Hepburn Shire library members make use of the Ballarat libraries, particularly those living in Clunes and Creswick. Between July 2008 and December 2010 a total of 29.6 percent of all loans by residents living in Creswick and 21.1 percent of all loans by residents living in Clunes occurred at the central Ballarat or Wendouree library branches.

The Shire of Hepburn libraries are well utilised. This is evidenced by:

57 percent of the population were library members in 2009/2010 compared with the Victorian state average of 47.7, the baseline industry standard of 46 percent, the Corangamite Regional Library Corporation of 36.2 percent and the Goldfields Regional Library Corporation of 55.4 percent. (Note: The data for the state average and comparative organisations is from 2008/2009)

The average number of visits per member for the Shire of Hepburn was 11.38 compared with the Victorian state average of 11.0, CHRLC 4.1, Corangamite Regional Library Corporation 3.1 and Goldfields Regional Library Corporation 7.1. (Note: The data for the state average and comparative organisations is from 2008/2009)

There is evidence to suggest that the current staffing levels are not adequate, despite an increase in staffing levels in the last two years. At 1 staff member per 3,895 residents the Shire of Hepburn staffing levels are below the Victorian State average (1 staff member per 3,375 residents), the industry standards (1 staff member per 3,000 residents), Corangamite (1 staff member per 3,695) and Goldfields Regional Library Corporations (1 staff member per 3,606 residents). This is exacerbated by the single staffing of the Creswick and Clunes branches.

Hepburn currently employs 3.8 EFT staff and based on the baseline industry standard should be employing 4.8 EFT staff. This would also be of great assistance in addressing the single staffing circumstances of the Clunes and Creswick libraries.

Further, the mix of staff needs to be addressed with no qualified libraries employed for the Hepburn Shire library service. Industry standards suggest Hepburn should employ 1.5 qualified librarians to service the needs of its population.

Expenditure by the Shire of Hepburn on library services has increased substantially in the past 6 years (\$232,662 in 05/06 to \$435,973 in 10/11) because of increased staffing costs and the catch up required due to underinvestment in the library service over some years. This means expenditure per capita on library services (\$29.45) is now well above the Victorian state average (\$21.70) and the average expenditure per capita by other library services including CHRLC (\$17.50), Corangamite (\$21.35) and Goldfields (\$23.80) Regional Library Corporations. (*Note: The data for the state average and comparative organisations is from 2008/2009*). Despite this, industry standards suggest that Hepburn Shire should increase its spending on library services by approximately a further \$82,000 per annum to reach the target of \$35 per capita.

The mobile library service in Trentham will account for \$18,840 of the total expenditure on library services by the Shire of Hepburn in 2010/2011. This equates to approximately \$200 per hour for each hour of service by the mobile library. By comparison the average cost per hour for the library branches in Hepburn is approximately \$98 per hour.

Overall these findings suggest there is a need for the Shire of Hepburn to increase its investment in library services, particularly to address the growing demand for services and inadequate staffing levels. Also highlighted is the reliance the Hepburn community has upon accessing the Ballarat libraries. This is something Council will need to consider when deciding the best course of action following the winding up of the CHRLC.

2.4 Community Consultation Outcomes

The information gathered through the consultation process has identified a range of opportunities and issues in relation to the library service in the Shire of Hepburn. The key findings from consultation were:

The libraries are highly valued as a place where people can meet and feel a strong sense of community and belonging. They are considered to be an invaluable and essential community resource (a vital part of the social fabric of the community) which should be supported and enhanced.

There is a great diversity of users and uses that occur in the libraries, reinforcing the value of the wide range of activities, opportunities and services the library offers to the community.

Hepburn Shire residents have a high frequency of visitations to a library (91.4 percent of survey respondents visit a library at least once a fortnight).

The staff at all the library branches are regarded very highly and appreciated for their skill, willingness to help and positive interaction with community members.

Shire of Hepburn residents make extensive use of the libraries in Ballarat with a total of 32 percent of all survey respondents indicating they use the Ballarat libraries. This is supported by information regarding loans which shows that 29.6 percent of all loans by members living in Creswick, 21.1 percent of all loans by members living in Clunes and 7.6 percent of all loans by members living in Daylesford occur at the Ballarat libraries.

Of primary concern to many people is that access to the libraries will be reduced. This concern was driven by two factors – firstly that Council was undertaking a review of the library services and secondly that the City of Ballarat have indicated they intend to withdraw from the Central Highlands Regional Library Corporation. In Trentham, there is strong concern that the mobile library service will be closed down and there will be no library service in Trentham as a direct result of the City of Ballarat withdrawing from the library Corporation.

The existing library collection in the Shire of Hepburn, is perceived as being too small and lacking diversity. Consequently residents rely heavily on the interlibrary loan service and use libraries outside Hepburn to access larger and more diverse collections. There is concern that the interlibrary loans system is ‘propping up’ the Hepburn Shire collection.

There is strong support for the current location of the Daylesford library which is considered to be well positioned because it is very convenient to shops, for parking and is on a flat space.

There is clear and strong demand for the expansion of the Daylesford Library to cater for the different uses occurring, and cater for a greater diversity of activity including a larger children’s area to provide more books and space for expanded children’s storytime, a space for quiet reading and activity, spaces for studying and computer access, spaces for quiet technology and spaces for loud technology, spaces to encourage more use of the library by young people. However, there are a variety of views about how the expansion of the Daylesford Library should occur. The strongest support was for the library to be expanded into the vacant block next door and for it to be on one level.

There is some demand for increased space to conduct programs and activities in the Clunes and Creswick branches and clear support for the incorporation of the library as part of the proposed Clunes Community and Interpretive Centre.

In Trentham there was a mix of views about the need for a permanent library or for the mobile service to be continued. Some concerns raised were the cost of operating a permanent service and that the collection available in a permanent facility would be very small and inadequate.

Residents in Trentham also expressed some concern about the lack of consultation with the community about the proposal to move the mobile library services from Market Street to the Primary School. By contrast some people raised concerns about the safety of the current positioning of the mobile library service eg: there is no parking, it's on the roadside, there is long grass etc. It was suggested an alternate location might be the Quarry Street Reserve. This is considered to be preferable to the school site because it is more central.

There was a diversity of views about the opening hours for the branches with the most significant concern being whether Council planned to reduce opening hours. The key messages about opening hours from the consultation were:

A need for evening sessions in all libraries was raised, particularly to support students studying

There is strong and clear demand for an increase in the library hours at the Clunes branch. Particularly identified was the need for the library to be open all or part of a day earlier in the week, having the library open one evening to 6 or 7pm to support students and changing the hours on Saturday from 9am – 12pm to 10m – 1pm.

There is some demand for more hours particularly on a Tuesday and Thursday (the library is currently not open these days), but this was not particularly strong with many people indicating they generally work around the existing opening hours.

There is some demand for longer opening hours at Daylesford including all day Saturday, opening on Sundays and one or two evenings per week.

Programs offered by the library are very much appreciated and well regarded, in particular children's storytime. There is demand for more programs such as children's storytime at Trentham and more regular author talks. It was also suggested that the library could offer training sessions for skilling up library users eg: how to set up an email account, how to access the collection on line, how to order a book and basic computer skills.

Technology is an increasingly important part of the library service with 54.6 percent of people surveyed indicating they use the CHRLC website. One of the highest areas of dissatisfaction with the library service (19.3 percent of survey respondents) was in relation to public computer and internet access because there are too few computers and a lack of quiet spaces to use computers.

There is some concern that poor shelving and lighting in the libraries makes the libraries difficult to access, particularly for people with mobility constraints or vision impairments.

The need to promote the library and what it offers to the community was raised, especially in Creswick. There is a view that the libraries are somewhat invisible with little promotion and little visible connection to Council.

The vast majority of people visiting a library do so by car, highlighting the need for good car parking to be associated with libraries.

2.5 Library Service Levels

The key findings in relation to service provision are as follows:

Opening hours have changed very little in the past five years despite the increase in visitations, loans and membership levels.

Evening opening hours are not offered at any of the library branches in the Shire of Hepburn. This is at odds with industry standards which recommend opening hours include morning, afternoon, evenings and weekends. While the lack of evening hours was raised consistently through the consultation process, there are few examples of evening opening hours in other like communities. There is a need however to consider offering evening hours at all of the library branches. This should be done in consultation with the community to ensure it is appropriate and relevant.

The opening hours of the Daylesford library are generally consistent with community demand and the hours offered in other like communities. There is some demand for the library to be open on a Sunday but there would need to be more evidence of broader community demand for Council to pursue this.

There is clear demand for increased opening hours for the Clunes Library, particularly for an additional whole or part day on a Monday or Tuesday and to change the opening hours on a Saturday from 9am – 12pm to 10am – 1pm. This should be addressed by Council.

There is some demand to increase the opening hours of the Creswick library to include Tuesday and Thursday, however the demand is not strong and this is impacted by two elements. Firstly the community generally 'work around' the existing opening hours and secondly a high proportion of Creswick residents use the Ballarat library because of its proximity to Creswick and the collection resources it has available. From an equity perspective it could be argued that with a population of similar size to Daylesford, the Creswick library should have longer opening hours, however the proximity of Ballarat is a key factor in the community's use of the Creswick library, and longer opening hours may do little to change their use patterns.

The opening hours of the mobile library were not identified as an issue of concern by the Trentham community. Rather they are concerned about the mobile library ceasing to operate and leaving Trentham without a library service.

There is no clear evidence to indicate whether it would be more appropriate for Hepburn Shire Council to continue with the current mobile library service or open a permanent library facility in Trentham. Further investigation is needed to understand the preferences of the community and what is possible given the CHRLC will cease to operate at 30 June 2011.

Shire of Hepburn residents are relatively well serviced in relation to public internet access computers in libraries when compared to the industry standards, the Victorian state average and other library corporations. Despite this, demand for public internet access still far outweighs the supply in the Clunes and Daylesford branches and this is something which may need to be addressed.

Use of the libraries online systems is growing rapidly, highlighting the importance of these systems as part of the library service.

There is evidence to suggest that interlibrary loan systems are 'propping up' the Shire of Hepburn collection. At July 2010 the Shire of Hepburn libraries accounted for 14 percent of all holds in the CHRLC while accounting for only 8 percent of the total population serviced by the CHRLC. Library users have a high reliance upon borrowing items from across the CHRLC collection and SWIFT interlibrary loan system. This is not unexpected given the concerns raised through the community consultation process about the small size and lack of diversity in the collection.

The appeal of the Hepburn Shire collection has improved significantly in 2009/2010 because of the steps taken to reduce the age of the collection and the increased contribution by Council for the acquisition of new collection items. Despite this, the collection remains slightly below some key industry standards ie:

The collection had 1.8 items per capita (at 30 June 2010), compared with the baseline industry standard of 2

A total of 48.6 percent of the collection has been purchased in the last five years, compared with the baseline industry standard of 50 percent.

These factors combined with concerns about the high reliance on the inter-library loans system, suggests Council will need to consider further increasing its investment in the library collection.

The range and frequency of programs offered through the Shire of Hepburn libraries is reasonable and in fact exceeds those offered by some other library services. The programs are well supported and valued by the community but do require appropriate staffing resources and time for their implementation. Single staffing at the Clunes and Creswick branches places significant limitations on the delivery of programs.

2.6 Library Facilities

The key findings in relation to facility provision are outlined below individually for each library branch including the township of Trentham.

2.6.1 Daylesford

The population benchmarks recommended by the Building Audit of Victorian Public Libraries and People Places: NSW Public Library Guidelines, indicate the Daylesford library needs to be expanded by 60 percent (given its existing catchment population) and by 87 percent when considering the catchment population projected in 2030.

In addition it is clear the Daylesford library floorspace is insufficient to meet the needs of the community it serves because:

Visitations to the Daylesford library far exceed those of Clunes and Creswick and in the past five years visitations, loans and memberships have all grown by over 30 percent

The community has identified as a key priority the expansion of the Daylesford library to better cater for the different uses occurring and for a greater diversity of activity. Library

staff confirmed this by describing the library as having good space for the collection but not for the people who use the library.

The role of the Daylesford library in the Hepburn Shire system of libraries and more broadly in the CHRLC and / or shared service model proposed by the City of Ballarat also needs to be considered. In either scenario, the Hepburn Shire libraries will be part of a wider system of libraries and that largely removes the need for the Daylesford library to operate as a 'central library', as this role will be filled most likely by the Ballarat Library. However, as the largest and most extensively used library in Hepburn, it could be argued that it does have some of the traits of a central library and will require additional areas for its collection and the range of services it offers.

These factors combined suggest that an expanded and redeveloped Daylesford library should be at least twice the size of the current branch. Further, the deteriorating condition of the library because of the high level of use it receives and the strong community demand suggests the redevelopment and expansion of the library needs to occur as a priority.

2.6.2 Creswick

Applying the population floorspace benchmarks to the Creswick library shows that this branch should be more than twice its current size. Further:

The limited amount of space to support programs such as children's storytime without compromising use of the library by other members of the community

The lack of integration between the library service and Councils customer service outlet, despite being located in the same building

The poor condition and layout of the building,
all highlight the need to expand, redevelop or re-locate the Creswick library.

The proximity to Ballarat will however need to be considered in relation to any redevelopment or expansion of the library. On one hand it can be argued that Creswick currently 'makes do' with the existing library service and facility and if a more attractive, accessible, welcoming facility was developed then use of the library would expand. The other side of the argument is that, residents of Creswick currently access a range of services and activities in Ballarat including libraries, and this may not change significantly despite any redevelopment or expansion of the Creswick library. Despite this, there remains a clear need to improve the library facilities available in Creswick.

2.6.3 Clunes

Applying the population floorspace benchmarks to the Clunes library shows that this branch is slightly smaller than it should be. However, like Creswick a key factor for the Clunes library is the limited amount of space to support programs such as children's storytime without compromising use of the library by other members of the community. Further, although not a facility issue, the Clunes branch operates with a single staff member severely limiting the opportunities for program development.

The proposal to relocate the library to the proposed Clunes Community and Interpretive Centre provides an excellent means of addressing these shortcomings without needing to provide a larger single purpose, dual staffed library facility. This Review actively supports and endorses Council's plans to incorporate the library as part of the new facility.

2.6.4 Trentham

The key finding in relation to Trentham is that if a permanent library is established in the town it will require a minimum floorspace of 139 square metres. The population projections for Trentham show that this floorspace will continue to be sufficient to meet the needs of the Trentham community in 2030 and beyond.

Council and the community should be actively seeking opportunities to co-locate / integrate any library facility with other community facilities and services to address infrastructure challenges, share resources and work co-operatively.

2.7 Best Practice

An examination of best practice in relation to libraries has particularly focused upon the physical facilities in which libraries are located. The key findings are:

Libraries are facing an ever changing demographic, social, technological and information environment, with increasing community expectations about the role libraries will play and the quality of library facilities and services that will be available to the community. A key step local government authorities have been taking to address these changes and expectations, is to integrate and co-locate libraries with other services and facilities.

The benefits of co-location and integration identified include:

Reduced construction, costs compared with constructing several smaller facilities eg: shared car parks, foyers and other common spaces

Reduced or consolidated operating costs from shared staffing, maintenance and security costs.

More convenience for the community by having several services in one location

The opportunity to include revenue generating components in a development, such as a cafe, bookshop or gymnasium. (BBC Consulting Planners 2008: 62)

Libraries are increasingly being developed as a key element in community hubs and learning centres – 52.3 percent of all libraries in Victoria are co-located or integrated with other types of facilities or services including community services, space for community groups, halls, meetings rooms, neighbourhood houses, art galleries, exhibition spaces, museums, local historical society, educational institutions, professional offices, cafes, churches, bowling clubs, RSL's, senior citizens, recreation and aquatic centres, Council chambers and radio station. (BBC Consulting Planners 2008: 67)

Examples of co-located and integrated libraries include the Bacchus Marsh Community Learning Centre which is currently being constructed, the Beaufort Community Resource Centre and the Kapunda Library in South Australia. Each of these facilities co-locate a library with other community services such as visitor information services, art gallery, exhibition spaces, community and neighbourhood house, Council customer service and community meeting spaces.

The key learning from these facilities and others, is that while there are many examples of libraries co-located with other services, there are few examples of libraries being effectively integrated with other services. A key aspect of integration is for all staff to be employed to operate across the facility and services, not for one specific service. For example the Bacchus Marsh Community Learning Centre will include a visitor information service, library, Council customer service and community meeting / activity space. The building is designed to operate with three distinct zones, requiring separate staff for the visitor information service, the library and Council customer service. There will be some cross over in duties between the Council customer service staff and library staff but two separate pools of staff will continue to be employed. The visitor information service will be separately staffed.

The Beaufort Community Resource Centre comes a lot closer to an integrated approach with staff working across the library, customer service and visitor information areas. Despite this, there remains some delineation of responsibility, which is largely driven by the staffing structure ie: the facility manager and visitor information staff are employed by the Pyraenees Shire and the library staff are employed by the CHRLC. This will change when CHRLC ceases to operate later this year and library staff will be employed directly by Pyraenees Shire.

A variation of co-location and integration is joint use facilities. Joint use facilities are *when two or more distinct library service providers serve their client group in the same building, the governance of which is cooperatively arranged between the separate authorities* (BBC Consulting Planners 2008: 62). Joint use facilities are known to be in place with 3 primary schools, 7 secondary schools and 2 Tafe / CAE facilities in Victoria. By comparison in South Australia there are 47 school / community joint use libraries (BBC Consulting Planners 2008: 68).

The most recent example of a joint use library facility is the Colac Library which has been relocated as part of the construction of the Colac Secondary College. The new library has 1,500 square metres of floorspace compared to the old library 547 square metres, and the bookstock has increased from 28,285 to over 50,000 items. This has been a controversial project for Colac Otway Shire for a number of reasons, but an area of greatest concern for the community has been the accessibility of the library given its new location away from the traditional centre of town. Community concern has been so significant that Council has continued the operation of the original library in the centre of town, although at somewhat reduced hours. It operates 10am – 2pm, 6 days per week.

Other key aspects of best practice identified were:

- The integration of artwork and spaces for artwork in libraries

- The need for large areas for children, especially those aged 5 and under

- To be creative about the design of shelving, the use of lighting and bold, fun furniture to create an inviting environment

- To think differently about the use of space in libraries ie: 1/3 for the collection and 2/3 for people, creating lively and welcoming foyers and the integration of cafes into the heart of libraries.

3.0 IMPLICATIONS OF KEY FINDINGS

The key findings identified above have a number of important implications for the future provision of library services in the Shire of Hepburn. This section will provide Council with a clear outline of those implications and the rationale.

1. *The libraries are highly valued by the community and there is an expectation that Council will continue to support and enhance the service.*

- The community consultation program identified how important the libraries were in providing a place for people to meet and feel a strong sense of community and belonging. They were described by many participants as an invaluable and essential community resource – a vital part of the social fabric of the community.
- There was high level of participation in the community consultation for the review of library services (248 surveys were completed and 79 people participated in the community discussion sessions), which indicates in general terms the Shire of Hepburn is an engaged community and particularly has a keen interest in the delivery of library services.
- A total of 94.1 percent of people surveyed indicated they visit a library at least once a fortnight.
- Hepburn Shire has already identified in its Council Plan the importance of libraries in keeping communities informed, connected and inclusive. Council also identifies its clear focus on creating supportive environments to improve the capacity, health and wellbeing of the community. Libraries play a key role in helping to achieve this.
- Despite this, there is a perception that the libraries are not actively promoted by the Shire of Hepburn and an expectation that Council will play a role in highlighting the value of libraries as a resource for the community.

2. *There is growing demand for library services and an expectation of an increased quality and level of service.*

- Loans (17 percent), visitations (25 percent) and memberships (26 percent) have all increased in the Shire of Hepburn in the past five years. Although this has not been evenly spread across the branches.
- A significant increase occurred between 2008/2009 and 2009/2010. In 2008/2009 the book collection was at its worst and notable declines in visitation and loans occurred at all of the branches. In 2009/2010 additional funds were invested into the collection and consequently visitations and loans increased notably.
- The Shire of Hepburn has an aging population and this is likely to result in increased demand for library services. As people age they generally have more time available to utilize services like a library.
- The Shire of Hepburn has a high proportion of lone person households and low income households. Community facilities such as libraries are a key means of providing social interaction opportunities and access to services for more disadvantaged members of the community.

3. *There is clear and identifiable need to expand the library facilities in Daylesford.*

- The Daylesford branch accounts for 64 percent of all loans, 59 percent of all visitors and 58 percent of all library members in the Shire of Hepburn.
- Loans, visitations and membership levels have all increased at the Daylesford branch by 30 percent in the past five years.
- Strong demand through the community consultation program for the expansion of the Daylesford library to cater for a greater diversity of activity.
- When programs such as children's storytime are occurring, use of the library for other purposes is significantly compromised because of the noise and lack of quiet spaces.
- Floorspace at the Daylesford library is 94 square metres (60 percent) smaller than industry benchmarks suggest it should be with the size of its catchment population (6,071). By 2030 it will be 136 square metres (87 percent) smaller than industry benchmarks suggest it should be with the projected size of its catchment population (6,843). The industry benchmark for floorspace is 42 square metres per 1,000 residents.
- Further, as the largest and most extensively used library in Hepburn, it could be argued the Daylesford library has some of the traits of a central library and will require additional areas for its collection and the range of services it offers.

4. *There is evidence of need for additional library floor space in the Creswick library and to a lesser extent at the Clunes library.*

- When programs such as children's storytime are occurring, use of the Clunes and Creswick libraries for other purposes is significantly compromised because of the noise and lack of quiet spaces.
- Provision of a separate space for programs was identified as an issue through the community consultation program.
- Floorspace at the Creswick library is 119 square metres (131 percent) smaller than industry benchmarks suggest it should be, given the size of its catchment population (4,786). The industry benchmark for floorspace is 42 square metres per 1,000 residents.
- However, also impacting upon the Creswick library is its proximity to Ballarat and the level of use Creswick residents make of the Ballarat libraries (see below).
- Floorspace at the Clunes library is 7 square metres smaller than industry benchmarks suggest it should be with the size of its catchment population (1,605). Industry benchmarks recommend that in communities of less than 2,750 people, a library should be the minimum size of 139 square metres.

5. *Having access to the Ballarat libraries is important to Shire of Hepburn residents.*

- Between July 2008 and December 2010 a total of 29.6 percent of all loans by residents living in Creswick and 21.1 percent of all loans by residents living in Clunes occurred at the central Ballarat or Wendouree library branches.
- A total of 32 percent of all survey respondents indicated they make use of the Ballarat libraries.

6. *Despite substantial increases in investment in the library service in the past five years, there is evidence that Council continues to under invest in the service.*

- Expenditure per capita at \$29.45 is below the industry standard of \$35 per capita.
- The Clunes and Creswick branches operate as single staffed facilities, which limits the programming and development opportunities at these branches and raises occupational health and safety concerns for staff.
- Staffing levels are below the industry standard (1 staff member per 3,000 residents), the Victorian state average (1 staff member per 3,375 residents) and Goldfields Regional Library Corporation (1 staff member per 3,606 residents). Hepburn currently employs 1 staff member per 3,895 residents. Further, the Hepburn Shire library service does not employ any qualified librarians. According to industry standards 1 qualified librarian should be employed per 10,000 residents. This means that 1.5 qualified librarians should be employed in Hepburn Shire libraries.
- The library collection is considered by the community to be small and lacking in diversity and there is a high reliance upon the interlibrary loans systems through CHRLC and the SWIFT system. Further the collection has 1.8 items per capita compared with the baseline industry standard of 2 items per capita.
- A total of 48.6 percent of the collection has been purchased in the last five years, compared with the baseline industry standard of 50 percent.
- Alan Bundy (specialist in identifying the value of public libraries to communities) suggests Hepburn Shire should be spending \$600,000 (6 percent of rate revenue) per annum on library services.

7. *There is a need to consider alternate approaches to the delivery of library services to meet the needs of an aging and dispersed population:*

- The Shire of Hepburn has an aging population which is likely to see an increase in demand for library services and services which are well located and easily accessible.
- In addition a total of 45 percent of the population live outside the main townships. As members of the community living outside the main townships age, their ability to access the libraries in Clunes, Creswick and Daylesford may become more limited, particularly given the lack of public transport options available in the Shire. There is a need to plan for this scenario by offering alternate models such as bulk book drops at key facilities in smaller towns, increasing the home library service, exploring community transport options.

8. *Opening hours need to be reviewed and changed to better meet the needs of the community.*

- Through the consultation program there was consistent support for the provision of evening hours at all of the libraries 1 – 2 days per week. Industry guidelines also recommend that library opening hours should include evenings. However, there are few examples of evening opening hours in other like communities. There would be value in investigating whether evening hours would be used effectively by further consultation with individual communities.
- There is strong demand in the Clunes community for the library to be open one additional day and for the hours on a Saturday to be altered.
- There is some demand for the Daylesford library to be open on a Sunday but there would need to be more evidence of broad community support for this to be implemented.
- There is some demand for the Creswick library to be open on a Tuesday and Thursday but this is impacted by the high usage of the Ballarat libraries by the Creswick Community.

9. *Further planning and consultation is needed to ascertain the best approach for the future delivery of library services in Trentham.*

- The community is most concerned about the possible loss of the library service in Trentham given the CHRLC will cease to operate from 30 June 2011.
- Consultation with the Trentham community was unable to identify a clear preference for continuation of the mobile library service or the provision of a permanent library facility.
- The proposed planning project to investigate the feasibility of developing a community hub / activity facility in Trentham, presents an opportunity to consult further with the community about preferences for the delivery of library services.
- There needs to be a better understanding of the financial implications of a mobile library versus the operation of a permanent library facility.
- The operation of the mobile library service may alter with the cessation of the CHRLC and a move towards a shared services model with the City of Ballarat.

10. *A need for continued and likely increased investment in technology.*

- Despite being relatively well serviced by industry standards and when compared with other like library services, the demand for public internet access far outweighs supply in the Clunes and Daylesford branches.
- 19.3 percent of people surveyed were dissatisfied with the public computer and internet access because there are too few computers and a lack of quiet spaces to use computers.
- 54.6 percent of people surveyed use the CHRLC website to look up items in the catalogue, renew items on line etc.
- There is evidence that other library corporations provide a higher level of online resourcing for young people than is currently provided by the CHRLC. CHRLC offer programs specifically for young people and there is some debate about whether these are effective, particularly given the lack of spaces in the library to support use of the libraries by young people.
- Redeveloped and new libraries are increasingly moving towards electronic self service options for borrowing items, freeing up library staff to provide more programs and specialized customer service assistance. The Bacchus Marsh Community Learning Centre currently being constructed will implement this technology.

11. The co-location and integration of library services with other compatible uses and services should be actively pursued.

- As noted above, despite substantial increases in investment in the past five years, there is evidence to suggest the Shire of Hepburn continues to under invest in library services. As a small rural Council with limited financial resources, there are significant challenges associated with increasing the investment in libraries. Co-location and integration provides opportunities to address issues such as opening hours and staffing levels by sharing staff resources.
- It also provides an opportunity to bring one or more compatible service together to address infrastructure challenges, share resources and work co-operatively. For example a library, Council customer service, visitor information services and museums. This is the model already proposed in Clunes with the Clunes Community and Interpretive Centre and is actively supported by this review.
- Models of co-location, integration and partnership are being actively pursued at a state and national level because of the many benefits identified including:
 - The sharing of infrastructure and operational costs
 - Better access for the community to like / complimentary services because they are available in the one location
 - The opportunities to provide better services to the community through the shared delivery of services eg: libraries and museums.
- A key factor in the success of co-location and integration models is the level of planning and co-operation which is actively pursued and implemented right from the projects inception. This is particularly important when looking to integrate services (ie: staff working across all aspects of the facility) not just co-locate services.
- The Shire of Hepburn Social Plan identifies the need to develop multipurpose spaces for performing and visual arts, social community and meeting spaces and some support service provision for the Daylesford community. There is an opportunity to pursue this priority in tandem with the expansion of the Daylesford library.

12. Best practice should be a key guide in all aspects of the Shire of Hepburn Library Service.

1. As noted previously, the community has increased expectations about the quality of library facilities and services.
2. Key focuses of best practice in relation to libraries are the integration of artwork and spaces for artwork in libraries, the need for large areas for children, especially those aged 5 and under, being creative about the design of shelving, the use of lighting and bold, fun furniture to create an inviting environment, creating lively and welcoming foyers and the integration of cafes into the heart of libraries.
3. As a general rule floorspace should be configured to allow one third for the collection and two thirds for people.
4. The proximity of libraries to the main retail / business precinct and / or as part of a broader community activity precinct is a key factor in the level of use and support a library receives. Locations away from the main retail / business precinct such as the Colac library can be more difficult for people to access unless they are part of a larger community activity precinct. In those circumstances, public and community transport services such as those implemented in Colac are essential.

4.0 RECOMMENDED APPROACH TO LIBRARY SERVICE PROVISION

The following chapter provides the Shire of Hepburn with a framework for the future delivery of library services in Hepburn. The chapter incorporates:

Guiding principles to provide a clear policy framework to support Council in its decision making in relation to library services

Recommendations for the provision of library services and facilities.

4.1 Guiding Principles

The *Guiding Principles* have been developed in recognition that a clear policy framework is needed:

To guide the development of recommendations for this Review, and

To assist Council in making decisions about the future provision of library services in the Shire of Hepburn.

While the recommendations outlined in this Review will provide specific guidance about how Council can improve the library services and opportunities available to the community, it is recognised that new issues will continue to emerge and need to be responded to by Council.

In this context, the *Guiding Principles* will assist Council in determining the priorities for the library service. Each decision made in relation to the provision of library services and opportunities should be tested and compared against the *Guiding Principles* to ensure the decisions are consistent with the policy framework. The Guiding Principles have been developed giving careful consideration to Council's strategic directions and priorities as outlined in section 2.2 of this report and the issues and priorities identified through the Review.

The following *Guiding Principles* are recommended:

Vibrant, informed and connected communities: Council's library facilities and services will play a key role in creating vibrant, informed and connected communities through the programs and services offered, the access to technology, the facilities available, the opportunities for interaction with others and the creation of places where people feel comfortable and that they belong.

Co-location and Integration Council will focus on achieving a sustainable approach to library service provision through actively seeking opportunities for the co-location and integration of library services with complimentary services, facilities and partners.

Centre for Community Activity: Council will actively develop its libraries as integrated and multifunctional venues which provide a centre for community activity and can be used for a range of purposes.

Library facilities will meet People Places building area standards: The building area standard is 42 square metres per 1000 population and for towns with a population of 2,750 or less where a fixed library facility exists, the floorspace will be a minimum of 139 square metres.

Access and Inclusion: Council's libraries will be developed, managed and promoted to ensure safe, equitable, quality access for all the community.

Ecological Sustainability: Council's library facilities will be ecologically sustainable and incorporate energy saving, waste minimization and water saving and re-use elements.

Quality: Decisions with regard to library services will seek to ensure that high quality facilities and *user experiences* are achieved.

Investment: Council will seek to achieve a minimum annual investment of 6 percent of rate revenue in the operational costs of the library service.

4.2 Recommendations

These recommendations have been developed giving careful consideration to the background research and its implications for the future provision of library services in the Shire of Hepburn. This section provides recommendations about specific service needs, the level of resourcing by Council and the facility requirements.

The recommendations are:

1. That Council increase its investment in the library service through:
 - a. Increasing staff number from 3.8 EFT to 4.8 EFT. As a priority Council should seek to address the issue of single staffing at the Clunes and Creswick branches to increase the program and development capacity of the branches and address occupational health and safety concerns.
 - b. Increased opening hours (see recommendation 7 for specific recommendations about opening hours).
 - c. Increased funding for the collection. Council should seek to achieve a minimum of 2 collection items per capita and for a minimum of 50 percent of the collection to have been purchased in the previous 5 years.
2. Actively pursue opportunities for co-location and integration of libraries services with other complimentary services and facilities including but not limited to Council customer service, visitor information services, museums, community meeting, activity, exhibition and performance spaces, community / neighbourhood houses and café facilities. Specifically explore and where appropriate pursue:
 - a. The development of the Clunes Community and Interpretive Centre incorporating the Clunes Museum, Clunes branch library, visitor information services and community meeting and activity space
 - b. The integration of the Creswick library and the Hepburn Shire Council customer service counter in Creswick.
 - c. Co-location and integration opportunities for the Daylesford library with the visitor information services, Shire of Hepburn customer service and community meeting, activity, exhibition and performance spaces.
3. At a minimum, double the floorspace of the existing Daylesford library to ensure the library better caters for the diversity of uses and activity occurring including a larger children's area for books and programs, spaces for quiet reading and activity, spaces for studying and computer access, spaces for quiet technology and loud technology, community meeting rooms and spaces where young people feel comfortable. Undertake more detailed planning and consultation work to determine the best location and makeup of the library giving consideration to:
 - a. The priority for co-location and integration and the diversity of use and activity which occurs in the library.
 - b. The financial capacity of Council.
 - c. The role of the Daylesford library as the most extensively used library in the Shire of Hepburn, and the possible need for additional areas for the collection and services to effectively meet the needs of the community.

- d. The benefits of a library being located in a retail /business precinct or as part of a broader community activity precinct, ease of access for parking, and the need for a site which provides easy access for families, older adults and people with disabilities.
 - e. The availability of the council owned land immediately next door to the existing library. While this may present an easy solution by expanding the existing library onto that site, it is also a prime piece of land which if sold, could provide valuable funding for the upgrade and expansion of the Daylesford library.
 - f. The viability of increasing the size of the Daylesford library by adding a second story onto the existing building. This process will need to consider not only the physical building and site capabilities, but also the operational implications such as staffing, access to toilets etc.
 - g. The suitability of the Council offices in Duke Street as an alternate location for the library.
 - h. The suitability of the Mill Markets as an alternate location for the library.
4. Actively explore opportunities to increase the size and improve the environment of the Creswick library to create a more welcoming and accessible space. The library should double in size but consideration should be given to both the size of the catchment population and the proximity of Creswick to Ballarat.
 5. If the Shire of Hepburn ceases to have a relationship with the City of Ballarat in relation to the delivery of library services, Council will conduct a community education program informing the community about changes to the access arrangements for the Ballarat libraries.
 6. Actively pursue alternate approaches to the delivery of library services for older adults and isolated communities including but not limited to expanding the home library service, providing bulk book drops to key locations and community transport options.
 7. Change, increase and review the opening hours for the libraries as follows:
 - a. Open the Clunes library on a Monday or Tuesday for all or part of the day.
 - b. Change the opening hours for the Clunes library on a Saturday from 9am–12pm to 10am-1pm.
 - c. Conduct further consultation in the Daylesford, Clunes and Creswick communities to determine whether evening hours are required and if so when and how they could be offered regularly.
 - d. Monitor whether there is a need for Sunday opening hours at the Daylesford branch. This may be impacted by the future redevelopment and expansion of the library.
 8. Actively pursue the retention of a library service in Trentham giving consideration to changes to the mobile library service which may occur as a consequence of the CHRLC ceasing to operate.
 9. As part of the proposed planning project to investigate the feasibility of developing a community hub / activity facility in Trentham, undertake more detailed planning and consultation about the best approach for the future delivery of library services in Trentham.

10. Review and increase Council's investment in technology in the libraries by:
 - a. Increasing the number of public computers with internet access at the Daylesford and Clunes libraries initially by one in each branch to address immediate demand.
 - b. Reviewing the need for additional computers in light of the proposed expansion of the Daylesford branch and the proposed relocation of the Clunes library to the Clunes Community and Interpretive Centre.
 - c. Reviewing the need for additional online services and programs to support the needs of young people.
 - d. Exploring opportunities for including electronic borrowing self service technology as part of any redeveloped or new library facility.

11. Actively pursue best practice approaches to the provision of library services and facilities. In particular actively pursue:
 - a. Floorspace being configured to provide one third for the collection and two thirds for people.
 - b. The integration of artwork and spaces for artwork in libraries,
 - c. The need for large areas for children, especially those aged 5 and under,
 - d. Being creative about the design of shelving, the use of lighting and bold and fun furniture to create an inviting environment,
 - e. Creating lively and welcoming foyers
 - f. The integration of cafes into the heart of libraries
 - g. The location of libraries in the main retail / business precinct OR as part of a broader community activity precinct.

10.5 REVENUE POLICIES

GENERAL MANAGER CORPORATE SERVICES

In providing this advice to Council as the Manager of Finance, I Anthea Lyons have no interests to disclose in this report.

PURPOSE

This report outlines the process undertaken for developing the Draft Revenue and Collections Policy and Hardship Policy and presents these for adoption by Council.

BACKGROUND

The Hepburn Shire Revenue Policy (number 6) is due for review.

ISSUE/DISCUSSION

Two financial policies have been revised and are attached for Council's adoption:

- Revenue and Collections Policy
- Hardship Policy

The three main changes are as follows:

- Previously these two policies were combined into one; they have now been split as they deal with two separate aspects of revenue.
- Debt collection action will now commence after the 3rd installment, instead of after the 4th. Therefore collective action will commence in March.
- The requirement for Council to convene a committee to consider a request for waiver of rates and charges has been omitted. Rather, documentation will be collated and presented to the CEO for consideration in a confidential report or discussion.

All other areas of the policy remain as the previous practice, but are now fully documented. This includes documenting that "damage to a residential or

commercial property due to an emergency situation (flood or bushfire) will result in a revaluation of the property and a recalculation of rates and charges due”.

COUNCIL PLAN /LEGISLATIVE COMPLIANCE

The Revenue and Collection policy has been established to ensure compliance with the Local Government Act 1989 Section 3D (2) (c) that provides that one of the roles of a Council includes “maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner”, and more specifically Section 140(2) (a) which provides that “A Council has a duty to do all things necessary to ensure that all money payable to the Council is properly collected”.

The Hardship Policy is in accordance with s 171 of the Local Government Act 1989 which allows Councils to waive a whole or part of any rate or charge or interest if a person is suffering financial hardship.

FINANCIAL IMPLICATIONS

The Revenue and Collection policy presented for adoption states that debt collection action will now commence after the 3rd installment, instead of after the 4th. Therefore collective action will commence in March each year and should assist Council’s cash flow and result in a lower rates debtor balance at 30 June each year.

RISK IMPLICATIONS

No risk implications noted.

ENVIRONMENTAL/SOCIAL/ECONOMIC IMPLICATIONS

The proposal to bring forward debt collection to the 3rd instalment does not change the timelines in which rates are payable.

These proposed policies more clearly define Council's ability to offer part payment arrangements, rate and/or interest deferrals and rate and/or interest waivers.

These policies will guide Council officers in their decision making and in particular will be used as a reference in dealing with hardship issues associated with the recent flood events in the Hepburn Shire.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

These policies have been reviewed and endorsed by both the following groups:

- Extended Leadership Team;
- Executive Management Team; and
- The Audit & Risk Advisory Committee.

As per the Hepburn Shire Community Engagement Framework, level 1 engagement has been undertaken. This information will be made available to the public via the minutes published on the Council's website and both policies once adopted will be available on the Council's website.

CONCLUSION

The Hepburn Shire Council Revenue policy has been updated.

OFFICER'S RECOMMENDATION

That Council

10.5.1 adopt the Revenue and Collections Policy and the Hardship Policy; and

10.5.2 make the policies available for public inspection on the Council's website.

MOTION

That Council

10.5.1 adopt the Revenue and Collections Policy and the Hardship Policy; and

10.5.2 make the policies available for public inspection on the Council's website.

Moved: Councillor Janine Booth

Seconded: Councillor Sebastian Klein

Carried.

**Attachment 5 – Item 10.5
HARDSHIP POLICY**



POLICY NUMBER

NAME OF POLICY:
Hardship Policy

DATE AMENDED: February 2011

DATE OF NEXT REVIEW: April 2013

DATE ADOPTED:

RESPONSIBLE OFFICER: Manager Finance

REFERENCES: Local Government Act 1989
Penalty Interest Rate 1983

Best Value Principles

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

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

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

Signed

KAYLENE CONRICK
Chief Executive Officer

DRAFT Hardship Policy

Introduction

This policy deals with issues relating to ratepayers who are having difficulty paying part or all of their rates and charges and request a deferment or waiver of such rates and charges.

Scope

This policy applies to those ratepayers who are suffering financial hardship or would suffer financial hardship if they paid the full amount of rates and charges for which they are liable. This policy applies to ratepayers who make an application for deferment of payment or the waiver of rates, charges and/or interest in accordance with sections 170 and 171A of the Local Government Act.

This policy does not apply to those ratepayers who have been unable to pay their rates and charges by the normal instalment due dates and therefore require a personalised payment plan for full payment of their rates and charges within a short period of time, this is less than 12 months. In these situations the matter is dealt with by the Manager Finance with reference to the Revenue and Collections Policy.

Purpose

Under the Local Government Act 1989 Section 171, Council may waive a whole or part of any rate or charge or interest if a person is suffering financial hardship.

Section 170 of the Act goes on to say Council may defer, in whole or part any payment on the grounds of hardship. This policy defines the process for considering applications for deferment or waiver of rates and charges.

Applications for waiver and deferral will be individually assessed against the criteria stated in this policy.

Definitions

A "Deferment" of payment can be provided in whole or in part and be for a specified period and subject to any conditions determined by Council. When rates are deferred, payment is not required until the Council sends the person a notice requiring payment. No interest is charged during the deferment period.

A "Waiver" may be for the whole or part of any rate or charge or of any interest imposed for late payment

"Financial Counsellor" means a qualified financial advisor who can advise on financial situations. (e.g. Counsellor from Hepburn Child and Family Services).

Policy

Damage to a residential or commercial property due to an emergency situation (flood or bushfire) will result in a revaluation of the property and a recalculation of rates and charges due. Ratepayers are then eligible to also apply for deferment or a waiver.

Deferment

- 1) Ratepayers seeking a deferment of payment of rates, charges or interest must firstly contact Council in writing to inform of the hardship.

- 2)
 - a) If the hardship is as a result of an emergency situation (e.g. flood or bushfire) and the property address can easily be identified as in the effected area, a Council hardship form must be completed and if seeking deferment, a Council payment arrangement form must be completed.

 - b) If the above is not applicable, Council will then refer the ratepayer to a Financial Counsellor of its choice. This is a free service offered by Hepburn Child and Family Services.

- 3) The Financial Counsellor will assist the ratepayer to complete the required Council Hardship Claim form and Councils payment arrangement form.

- 4) The Financial Counsellor will then make a written recommendation of whether deferment is applicable to Manager Finance or their delegate.

- 5) The recommendation will be assessed by the Manager Finance or their delegate.

- 6) If the Financial Counsellor recommends deferment and it is accepted, the property will be flagged as a deferment and no debt recovery action shall be taken.

Waiver

- 1) Rates and charges will generally not be waived, they will remain a charge on the property. If a ratepayer is not satisfied with Council's offer of a deferment and the Financial Counsellor recommends a waiver further action can be taken at the request of the ratepayer. Documentation will be collated and presented to the CEO for consideration in a confidential report or discussion.

Review of Decision

Any applicant who is aggrieved by the decision may refer the matter to the Victorian State Ombudsman.

**Attachment 6 – Item 10.5
REVENUE POLICY**



POLICY NUMBER 6

**NAME OF POLICY:
Revenue & Collections Policy**

DATE AMENDED: February 2011

DATE OF NEXT REVIEW: April 2013

DATE ADOPTED:

RESPONSIBLE OFFICER: Manager Finance

REFERENCES: Local Government Act 1989
Penalty Interest Rate 1983

Best Value Principles

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

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

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

Signed

**KAYLENE CONRICK
Chief Executive Officer**

Draft Revenue & Collections Policy

Introduction

This policy outlines how revenue is raised by Council.

This policy also outlines the process Council goes through to recover any outstanding debts owed.

Scope

This policy considers all types of Council revenue:

- Rates & Charges
- Statutory fees & fines
- Property leases
- User fees
- Other charges
- Grants

This policy has been established to ensure compliance with the Local Government Act 1989 Section 3D(2)(c) that provides that one of the roles of a Council includes “maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner”, and more specifically Section 140(2)(a) which provides that “A Council has a duty to do all things necessary to ensure that all money payable to the Council is properly collected”.

This policy will apply to all Council Staff but in particular staff in the Finance Department team who are charged with the responsibility to maintain and manage the revenue system.

Purpose

To optimise Council’s revenue raising in a timely manner to achieve budgeted results and avoid negative impacts on Council’s cash flow.

This policy provides a framework by which the Council may conduct its revenue collections activities so that:

- The Council recovers money owing to it using the most practical and efficient method at its disposal; and
- The Council Staff are familiar with the debt recovery policy and adhere to documented processes; and
- All debtors are treated consistently, fairly and equitably within the scope of this policy and the Local Government Act 1989.

Definitions

Not applicable.

Policy

Council will raise Rates and Charges in accordance with part 8 of the Local Government Act 1989.

The Hepburn Shire Council's annual budget will disclose specific information on rates and charges including property type definitions.

Council may request specific information from a ratepayer to confirm the type of property that is owned. A statutory declaration may be required at this time.

Statutory fees and fines and user fees are raised as incurred.

Leases are raised in accordance with terms of the contract.

Invoicing / Billing

(a) Rates

Annual rate notices will comply with the provisions of the Local Government Act and Regulations and will be issued not less than one month prior to the due date of the first instalment.

Subsequent instalment rate notices will be issued not less than fourteen days before the due date of payment.

All notices will be clear, concise and provide sufficient information to enable the ratepayer to be aware of their obligations.

Returned mail will be investigated to a stage whereby the ratepayer has been given every opportunity to be made aware of their obligations. The onus is on the ratepayer to advise Council's finance department of their current billing address.

(b) Sundry Debtors

The Council shall issue invoices for money owing.

The account shall contain sufficient information so that the debtor can recognise the debt.

The account shall be due and payable within thirty days of its issue.

(c) Statutory fines (Infringements)

Following the issuing of a manual infringement by the compliance officer(s) a copy is sent to Finance department for processing and escalating through the Corporate system.

INTEREST

(a) Rates

The Council will charge the maximum rate of interest on unpaid rates and charges as permitted under the provisions of the Local Government Act 1989 and pursuant to the Penalty Interest Rate Act 1983.

This shall be confirmed each year in the declaration of rates and charges.

(b) Sundry Debtors

The Council will charge interest on sundry debtor accounts where it considers such penalty is warranted. Home Care and other related community service accounts shall only be charged interest at the discretion of the General Manager – Community Services.

The rate of interest shall be that set pursuant to the Penalty Interest Rate Act 1983.

COLLECTIONS

(a) Rates

Accounts outstanding after the 3rd instalment notice shall be submitted to the debt collection agency chosen by the Council.

If the 4th instalment is also not paid the collection agency will add it to the debt to be recovered.

All legal costs incurred as a result of instigation of recovery through the Courts will be allocated to the ratepayers assessment.

The Council shall utilise the sale provisions of the Local Government Act for recovery of outstanding rates and charges in the following circumstances:

- (a) where all other recovery attempts have failed; and
- (b) where at least three full years rates and charges remain unpaid; and
- (c) the debtor does not permanently reside on the property for residential purposes.

The Council shall not enter into any arrangements for payment after notices have been served pursuant to the provisions of the Local Government Act. Only full payment of all rates, charges, interest and costs will stop a sale.

(b) Sundry Debtors

All accounts other than government grants, home care and other related community service accounts outstanding after one hundred and twenty days will be considered for collection by Council's debt collection agency.

(c) Statutory Fines (Infringements)

Recipients of Infringements have 28 days from the issue date on the infringement to pay. If the infringement has not been paid in this timeframe a reminder letter is sent, incurring an additional charge and allowing another 28 days for payment (the reminder letter charge changed year to year and is set by the Infringements Court). If payment has still not been received after the extended time the infringement will then be sent to the Infringements Court for collection. This also incurs an additional charge and again is set by the Infringements Court.

ARRANGEMENTS FOR RATES DEBTS

Part payment arrangements are available for people wishing to pay on a more regular basis for budgeting reasons, interest will still be charged on any overdue balances.

The Council will consider all requests for alternative payment arrangements where the debt is overdue. Refer to Rates and Charges Hardship Policy.

10.6 TRENTHAM PUBLIC PARK – TRENT CREEK RESERVE 200136R GENERAL MANAGER CORPORATE SERVICES

In providing this advice to Council as the General Manager Corporate Services I Evan King have no interests to disclose in this report.

PURPOSE

This report proposes that Council relinquish its role as committee of management of the Trentham Public Park – Trent Street Reserve at 12 Bath Street, Trentham – Crown Allotment 7 Section 2A Trentham Township. The Reserve is also known as the Bath Street Reserve.

BACKGROUND

The reservation of this Crown land as a public park was notified on 26 August 1908. The appointment of a local government – now Hepburn Shire Council – as committee of management (COM) of the Reserve dates from 12 September 1932. The Reserve is approximately 1.3Ha in area.

As the Bath Street Reserve name implies the site was once used as a swimming pool. Remnants of the former baths are still recognisable. The Reserve now remains largely in a natural state although weed control programs and fire hazard slashing have taken place. Drainage issues have also been highlighted.

In 2009, the Bath Street Reserve Management Plan was prepared and nominated a number of key actions for the Reserve. Among the recommended actions was to support a community based COM.

ISSUE/DISCUSSION

Trentham Racecourse Reserve and Park Street Reserve/Stoney Creek in Trentham are managed as separate Reserves but by the same group of people. The management of the Bath Street Reserve by the same group has been mooted within the Trentham community.

At a recent meeting with the Trentham Forum Group the matter of transferring management of the Bath Street Reserve to a local community based COM was discussed. The same proposal was put earlier by the Park Street Reserve Committee.

Local management is a Stage 1 Key Action in the adopted Bath Street Reserve Management Plan. Preliminary discussions with Department of Sustainability

and Environment (DSE) indicate no impediment to local management. Within Trentham there are proposals to link the Bath Street Reserve into a walking and cycling trail project.

COUNCIL PLAN /LEGISLATIVE COMPLIANCE

The Council Plan 2009-2013 provides for Council, in consultation with local communities, to divest itself of management of certain assets.

Council's role as COM and the appointment of a new committee is a statutory process under the Crown Land (Reserves) Act 1978. In this instance, Council would advise DSE of its desire to relinquish its role and request that a new community based committee be appointed. It would be an advantage if one or other of the other Reserve committees advised DSE of its/their willingness to assume the role of COM for Bath Street Reserve, although DSE procedures will likely require a separate public meeting be arranged for appointment of the new committee.

FINANCIAL IMPLICATIONS

There are no financial implications for Council to relinquish its role as COM of the Bath Street Reserve. There may of course be approaches to Council from any new committee for funds to develop the Reserve, although that is an entirely separate matter.

RISK IMPLICATIONS

There are no risk implications for Council.

ENVIRONMENTAL/SOCIAL/ECONOMIC IMPLICATION

There are no environmental, social or economic implications for Council in relinquishing its COM role.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The proposal has come from the Trentham community via the Trentham Forum Group.

CONCLUSION

With the Trentham community indicating a willingness to manage the Bath Street Reserve Council, Council may decide to notify DSE that it wishes to relinquish its COM role for the Reserve.

OFFICER'S RECOMMENDATION

10.6.1 That Council advise DSE that it desires to relinquish its appointment as committee of management of the Trentham Public Park – Trent Street Reserve (Bath Street Reserve) and request that a local committee be appointed.

MOTION

10.6.1 That Council advise DSE that it desires to relinquish its appointment as committee of management of the Trentham Public Park – Trent Street Reserve (Bath Street Reserve) and request that a local committee be appointed.

Moved: Councillor Sebastian Klein
Seconded: Councillor Don Henderson
Carried.

10.7 SALE OF LAND – SMEATON 10753R GENERAL MANAGER CORPORATE SERVICES

In providing this advice to Council as the General Manager Corporate Services I Evan King have no interests to disclose in this report.

PURPOSE

This report seeks a Council decision to proceed following the giving of public notice of intention to sell land.

BACKGROUND

The Council property at 6 Hepburn Street, Smeaton, land known as CA 1A Sec 1 Smeaton Township and a former depot site, was identified as surplus to needs and therefore could be sold.

The property was acquired in 1948, is approx 1080sqm in area and contains a concrete block shed of about 100sqm. An underground fuel storage tank also remains on the site. The depot has not been used in any extensive way for around 30 years.

B & D Gervasoni who own and live on adjoining land have over many years expressed an interest in purchasing the property. They appear to have had a quasi occupancy of part of the site, maintaining it for several years.

A detailed report, including specific comment about low level contamination, was provided to Council on 16 November 2010 where it was resolved that the land was surplus to need and public notice of intention was authorised to be given to sell it by private treaty to B & D Gervasoni.

ISSUE/DISCUSSION

Following the giving of public notice of intention to sell the land (The Advocate 24 November 2010 and Council's website) no submissions were received about the proposal. Council should now resolve to proceed with selling the land.

COUNCIL PLAN /LEGISLATIVE COMPLIANCE

The Council Plan 2009 – 2013 refers to “***Disposing of poorly utilised, inefficient or surplus assets in consultation with the community where appropriate.***”

There has been compliance with the provisions of S189 (power to sell land) and S192 (land being used for a different reason than for what it was acquired for) of the Local Government Act 1989.

Under the Hepburn Shire Council Planning Scheme the land is Township Zone (TZ) and is affected by Environmental Significance Overlay Schedule 1 (ESO1). See 7 below.

FINANCIAL IMPLICATIONS

A statutory valuation of the property is \$20,000 which will be the sale price. Unencumbered the valuation was considered to be \$30,000. A valuation obtained by the purchaser puts the value at between \$10-15,000, although as high as \$45-60,000 if not contaminated and building permits were readily available.

The property will become rateable.

Selling and legal costs for the land are estimated to be no more than \$2,500.

RISK IMPLICATIONS

There are risk implications associated with contamination on the site. The Contract of Sale will contain appropriate hold harmless conditions in favour of Council. See Part 7 below.

ENVIRONMENTAL/SOCIAL/ECONOMIC IMPLICATIONS

Services are available to the land, but not connected

Environmentally the property does, according to a November 2000 site investigation report, contain *“some low level contamination on the eastern side”*.

Contamination analysis confirmed the presence of arsenic, lead and zinc in 3 soil samples which were beyond EPA classification for clean fill. 9 samples in all were taken at depths of approximately 200-250mm with the remaining samples reporting *“the condition of the soil on site is generally good conforming to EPA guidelines for clean fill classification”*.

The matter of contamination was discussed with BJT Legal. Advice confirmed the land may be sold in its existing state provided it is drawn to the purchaser's attention that the land may be contaminated and that the purchasers should make their own appropriate enquiries. Indemnity and hold harmless clauses will be included in the Contract of Sale.

The Gervasoni's are aware of the contamination issue.

The land is subject to the Planning Scheme ESO 1 meaning the following requirements must be met. If they cannot be met a planning permit would be required.

- All effluent disposal must be managed and discharged to the satisfaction of the responsible authority
- All stormwater must be managed and discharged to the satisfaction of the responsible authority

A permit is not required for buildings and works if all of the following conditions are met:

- all waste water (if any) is discharged to a reticulated sewerage system
- any site cut required is less than one meter in depth
- any site cut required is less than 300 square meters in area
- no effluent is discharged less than 100 meters from a waterway
- no stormwater is discharged less than 100 meters from a waterway unless into an approved drainage system.

Generally speaking when a dwelling is approved under the building code, stormwater is required to be discharged into the approved drainage system.

There are no other known environmental affects, costs or implications associated with the site.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Public notice of intention to sell this land was given. No submissions were received.

CONCLUSION

The Council having declared the land as surplus to need and complied with the provisions of the Act for its sale should resolve as per the following recommendation.

OFFICER'S RECOMMENDATION

That Council:

10.7.1 having given the required public notice and as no submissions were received for consideration now authorises the Chief Executive Officer to sell Crown allotment 1A Sec 1 Smeaton by private treaty; and

10.7.2 authorise the execution and sealing of contract and transfer documents for the sale.

MOTION

That Council:

10.7.1 having given the required public notice and as no submissions were received for consideration now authorises the Chief Executive Officer to sell Crown allotment 1A Sec 1 Smeaton by private treaty; and

10.7.2 authorise the execution and sealing of contract and transfer documents for the sale.

Moved: Councillor Don Henderson

Seconded: Councillor Janine Booth

Councillor Jon Barrell proposed the following Amendment:

That the following words be added:

“That the Contract of Sale will include notification that the site contains contamination and site clean up would be required to build a dwelling.”

The Mover and Seconder accepted the Amendment which was incorporated into the Motion.

MOTION

That Council:

10.7.1 having given the required public notice and as no submissions were received for consideration now authorises the Chief Executive Officer to sell Crown allotment 1A Sec 1 Smeaton by private treaty;

10.7.2 authorise the execution and sealing of contract and transfer documents for the sale, and

10.7.3 request that the contract of sale will include notification that the site contains contamination and site clean-up would be required to build a dwelling.

Carried.

10.8 APPOINTMENT OF MUNICIPAL EMERGENCY RESOURCE OFFICER (MERO) A/GENERAL MANAGER SUSTAINABLE DEVELOPMENT

In providing this advice to Council as the Acting General Manager Sustainable Development, I Peter Reeve, have no interests to disclose in this report.

PURPOSE

The purpose of this report is to appoint a Municipal Emergency Resource Officer (MERO) for Hepburn Shire Council.

BACKGROUND

Under the *Emergency Management Act 1986 (the 'Act')*, Councils play a key role in emergency management in Victoria, as the closest level of government to communities.

Clause 21(1) states: 'a municipal council must appoint a person or persons to be the Municipal Emergency Resource Officer (MERO) or Municipal Emergency Resource Officers', to coordinate the use of municipal resources for emergency response and recovery.

The Act (Clause 21(1)) gives the nominated Council personnel the responsibility to represent Council in an emergency situation, and to commit Council resources to assist the response and recovery agencies.

ISSUE/DISCUSSION

At present the role of MERO sits within the Position Description of General Manager Sustainable Development. As a result of staffing movements, the position of MERO became vacant on 4 March 2011.

As an interim measure it is recommended that the current Deputy MERO, Manager Assets and Engineering Services, Richard Russell, be appointed as MERO and the Technical Support Officer, Kevin Clohesy, be appointed as Deputy MERO. The position of deputy MERO held by Manager Maintenance, David Poole, will remain in place.

Both Richard Russell and Kevin Clohesy have extensive local knowledge, and experience as employees of Hepburn Shire Council, and have participated in formal emergency management training.

Due to staffing changes the position of Municipal Recovery Manager (MRM) is also vacant. This position is located within the portfolio of General Manager Community Development. The current Deputy MRM is the Manager Community Strengthening. Interim arrangements to assist the deputy MRM in the event of an emergency are being considered.

The Municipal Fire Prevention Officer (MFPO) and MERO are the only two legislated positions relating to emergency. The appointment of other emergency management positions including MRMs, do not require formal endorsement by Council.

COUNCIL PLAN /LEGISLATIVE COMPLIANCE

Under the Emergency Management Act 1986 each municipal council is required to:

- Appoint a Municipal Emergency Management Planning Committee (MEMPC)
- Appoint one or more Municipal Emergency Resource Officers (MERO) to coordinate the use of municipal resources for emergency response and recovery
- Prepare a Municipal Emergency Management Plan (MEMPlan) which must be audited by the Director, Victoria State Emergency Service every three years
- Respond to an audit report within three months.

The responsibilities of Council's MERO are defined in Hepburn Shire's Municipal Emergency Management Plan:

1. To be responsible for the co-ordination of Municipal resources in responding to emergencies.
2. To establish and maintain an effective infrastructure of personnel whereby Municipal resources can be accessed on a 24 hour basis.
3. To establish and maintain effective liaison with agencies within or servicing the Municipal district and the Municipal Recovery Manager (MRM).

4. To maintain the Municipal Emergency Co-ordination Centre(s) (MECC's) at a level of preparedness to ensure prompt activation when necessary.
5. To facilitate the arrangement of a post emergency debrief as requested by the Municipal Emergency Response Coordinator.
6. To ensure procedures and systems are in place to monitor and record all expenditure by the Municipality in relation to emergencies.

FINANCIAL IMPLICATIONS

There are no financial implications associated with Council appointing an interim MERO.

RISK IMPLICATIONS

The appointment of the MERO and Deputy MERO will address the key risk implications.

ENVIRONMENTAL/SOCIAL/ECONOMIC IMPLICATIONS

Not applicable.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Not applicable.

CONCLUSION

The interim appointment of a MERO and Deputy MERO will provide the organisation and the community with the legislated and appropriate readiness for any emergencies.

OFFICER'S RECOMMENDATION

That Council:

10.8.1 Appoint the Manager Assets and Engineering Services, Richard Russell, as the Municipal Emergency Resource Officer (MERO) and the Technical Support Officer, Kevin Clohesy, as Deputy Municipal Emergency Resource Officer.

10.8.2 Update the Contact Directory and sent out to the Municipal Emergency Management Planning Committee members and other relevant emergency agencies.

MOTION

That Council:

10.8.1 Appoint the Manager Assets and Engineering Services, Richard Russell, as the Municipal Emergency Resource Officer (MERO) and the Technical Support Officer, Kevin Clohesy, as Deputy Municipal Emergency Resource Officer.

10.8.2 Update the Contact Directory and sent out to the Municipal Emergency Management Planning Committee members and other relevant emergency agencies.

Moved: Councillor Janine Booth
Seconded: Councillor Don Henderson
Carried.

10.9 MONTHLY FINANCIAL REPORT – FEBRUARY 2011 GENERAL MANAGER CORPORATE SERVICES

In providing this advice to Council as the Manager of Finance, I Anthea Lyons have no interests to disclose in this report.

PURPOSE

The purpose is to report on the Council's financial performance for the 2010/11 financial year up to the 28 February 2011.

BACKGROUND

This report provides information on Council's operating performance for the period 1 July 2010 to 28 February 2011 based on the revised budget adopted at the mid year budget review. Cash and investments, rates and sundry debtors are also reported graphically.

Note, the budget was reviewed in December and the Annual Budget column now reflects this. Given this recent review, in most cases the forecast still reflects the annual budget.

ISSUE/DISCUSSION

SEPTEMBER 2010 / JANUARY 2011 FLOODS

The damage bill to Council's infrastructure (particularly roads and bridges) has been revised and is now estimated to exceed \$26 million. Claims to Federal and State Government, together with insurance claims, have and will continue to be made. \$140,000 in grants have been received and \$775,292 reimbursement recouped to date.

OPERATING SUMMARY:

The year to date operating result is \$6.8m. The forecasted surplus for the year is \$1.9m which is \$397,000 ahead of budget. The higher forecast comprises \$106,000 capital grant for the Creswick Interpretive Centre that was not included in the budget, \$171,000 Stimulus funding received for the Daylesford Community Park, and spending on some projects forecasted to be less than budget.

BALANCE SHEET

CURRENT ASSETS:

Cash and investments at 28 February 2011 total \$7.5 million.

Refer to the Investment schedule (attached) for detail of investments and cash held and the graph of cash and cash equivalents for the 2009/10 financial year with comparisons to the first 8 months of this year.

Cash is higher than this time last year due to early payment of 4th quarter Grants Commission funds and delay of capital & projects due to floods.

Rate debtors at the end of February 2011 are \$4.9 million, compared to rate debtors at the same time last year of \$5.1 million. \$325,000 in debtors remains from 2009-10 and prior of which \$128,000 are in a payment arrangement with Council and the remaining \$197,000 are with Council's collection agency.

Sundry debtors total \$888,000 at the end of February compared to the same time last year of \$1 million.

The two graphs attached show the level of Rate Debtors for 2010/11 in comparison to the same time last year and Sundry Debtors in comparison to the same time last year.

NON CURRENT ASSETS:

Property, plant and equipment is higher than February last year due to new works and revaluation of \$7.5million at 30 June 2010.

CAPITAL WORKS AND MAJOR PROJECTS:

Expenditure on the capital works program totals \$3 million to date out of the revised annual budget of \$11.5 million.

Some capital works have been delayed due to floods.

Major projects expenditure to date is \$231,000 against a revised budget of \$1.2m.

Detailed lists of both capital & major projects is attached to this report.

CURRENT LIABILITIES:

The major items are the creditors control account for payment of materials & services, current loan liability and employee and land rehabilitation provisions. Trade and other payables are higher than this time last year due to additional payments processed for flood damage.

NON CURRENT LIABILITIES:

Loan liability and long service leave provision.

COUNCIL PLAN /LEGISLATIVE COMPLIANCE

Under Section 138 of the Local Government Act 1989 a report comparing expenses and revenue to budget must be presented at least quarterly to the Council in a meeting which is open to the public.

FINANCIAL IMPLICATIONS

The reports attached provide the opportunity for constant review of Council's financial position.

RISK IMPLICATIONS

The internal financial report is required to assist in decision making and ensure departments do not exceed their budget.

ENVIRONMENTAL/SOCIAL/ECONOMIC IMPLICATIONS

None noted.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

As per the Hepburn Shire Community Engagement Framework, level 1 engagement has been undertaken. This information will be made available to the public via the minutes published on the Council's website.

CONCLUSION

The report on the financial performance of Council for the eight months to 28 February 2011 has been reported.

OFFICER'S RECOMMENDATION

10.9.1 That Council receives the Monthly Financial Report for the eight months from 1 July 2010 to 28 February 2011.

MOTION

| |
|--|
| 10.9.1 That Council receives the Monthly Financial Report for the eight months from 1 July 2010 to 28 February 2011. |
|--|

Moved: **Councillor Janine Booth**

Seconded: **Councillor Sebastian Klein**

Carried.

**Hepburn Shire Council
Cash and Investments
As at 28 February 2011**

| | Maturing | Rate | Balance |
|----------------------------|-----------------|-------------|---------------------|
| CBA Investment Account | | Variable | \$ 2,249,786 |
| FIIG Securities | 30/08/2014 | Variable | \$ 250,000 |
| Savings & Loans | 10/03/2011 | 5.63% | \$ 1,000,000 |
| Community CPS Credit Union | 10/03/2011 | 5.68% | \$ 1,000,000 |
| Big Sky Credit Union | 15/03/2011 | 5.95% | \$ 500,000 |
| Doug Lindsay Reserve | | Variable | \$ 241,364 |
| Litherland Bequest | | Variable | \$ 94,476 |
| Medlyn Bequest | | Variable | \$ 22,313 |
| F Shaw Bequest | | Variable | \$ 10,000 |
| Bendigo Bank | | Variable | \$ 989 |
| General CBA Bank Account | | Variable | \$ 2,071,140 |
| Cash Floats and Petty Cash | | | \$ 6,000 |
| | | | \$ 7,446,068 |
| LSL Reserve Funds | | | |
| Bendigo Bank Floating Rate | 12/12/2011 | Floating | \$ 484,850 |
| CBA Investec | 27/02/2014 | Floating | \$ 489,300 |
| | | | \$ 974,150 |
| Total Investments | | | \$ 8,420,218 |

| BALANCE SHEET AS AT 28 February 2011 | | |
|---|----------------------------|----------------------------|
| | 28-Feb-10 000's | 28-Feb-11 000's |
| Assets | | |
| Current assets | | |
| Cash and cash equivalents | 5,953 | 7,487 |
| Trade and other receivables | 6,418 | 5,975 |
| Inventories | 42 | 25 |
| Other assets | - | - |
| Total current assets | 12,413 | 13,487 |
| Non-current assets | | |
| Trade and other receivables | - | (1) |
| Financial assets | 899 | 962 |
| Investments in associates accounted for using the equity method | 447 | 443 |
| Property, plant and equipment, infrastructure | 162,618 | 172,714 |
| Total non-current assets | 163,964 | 174,118 |
| Total assets | 176,377 | 187,606 |
| Liabilities | | |
| Current liabilities | | |
| Trade and other payables | (488) | (749) |
| Trust funds and deposits | (977) | (886) |
| Provisions | (1,530) | (1,401) |
| Interest-bearing loans and borrowings | (213) | (77) |
| Total current liabilities | (3,208) | (3,112) |
| Non-current liabilities | | |
| Provisions | (736) | (838) |
| Interest-bearing loans and borrowings | (3,193) | (3,078) |
| Total non-current liabilities | (3,929) | (3,916) |
| Total liabilities | (7,137) | (7,028) |
| Net Assets | 169,240 | 180,578 |
| Equity | | |
| Accumulated surplus | (103,696) | (100,512) |
| Surplus YTD | | (6,876) |
| Reserves | (65,544) | (73,187) |
| Total Equity | (169,240) | (180,578) |

| Variance - Surplus/(Deficit) 000's | | | | | | | \$1,468 |
|---|---------------|---------------|---------------|---------------|---------------|-----------------------------|---------|
| DEPARTMENTAL REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2011 | | | | | | | |
| | Annual Budget | YTD Budget | YTD Actual | YTD Variance | Forecast | Variance forecast to budget | Note |
| | 000's | 000's | 000's | 000's | 000's | 000's | |
| OVERALL | | | | | | | |
| INCOME | | | | | | | |
| Corporate Services | 14,105 | 13,427 | 14,000 | 573 | 14,115 | 10 | |
| Community Services | 2,093 | 1,225 | 1,338 | 113 | 2,104 | 11 | |
| Regional Development | 686 | 369 | 533 | 164 | 801 | 115 | |
| Public Safety | 318 | 185 | 1,114 | 929 | 1,667 | 1,349 | |
| Recreation | 670 | 399 | 613 | 214 | 841 | 171 | |
| Infrastructure | 958 | 719 | 965 | 246 | 958 | 0 | |
| Waste Management | 1,964 | 1,893 | 1,936 | 43 | 1,974 | 11 | |
| Capital Grants | 3,132 | 0 | 375 | 375 | 3,132 | 0 | |
| Total Income | 23,926 | 18,217 | 20,875 | 2,658 | 25,593 | 1,667 | |
| EXPENDITURE | | | | | | | |
| Corporate Services | 4,804 | 3,223 | 3,149 | 74 | 4,809 | -5 | |
| Community Services | 3,962 | 1,989 | 1,937 | 52 | 3,961 | 1 | |
| Regional Development | 2,947 | 1,649 | 1,610 | 39 | 2,904 | 43 | |
| Public Safety | 980 | 561 | 1,829 | -1,268 | 2,331 | -1,350 | |
| Recreation | 1,572 | 951 | 1,028 | -77 | 1,510 | 62 | |
| Infrastructure | 1,381 | 885 | 883 | 2 | 1,385 | -5 | |
| Waste Management | 1,915 | 1,217 | 1,228 | -11 | 1,932 | -17 | |
| Depreciation | 4,787 | 2,394 | 2,393 | 0 | 4,787 | 0 | |
| Total Expenditure | 22,348 | 12,867 | 14,057 | -1,190 | 23,618 | -1,270 | |
| NET | 1,578 | 5,350 | 6,818 | 1,468 | 1,974 | 397 | |
| * YTD surplus of \$6.8 reported above does not reconcile to surplus reported in Income Statement as a result of oncosts not included in the detail of the following tables. | | | | | | | |

| Variance - Surplus/(Deficit) 000's | | | | | | | | \$648 |
|--|---------------|---------------|---------------|--------------|---------------|-----------------------------|-----------------------------|-------|
| DEPARTMENTAL REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2011 | | | | | | | | |
| | Annual Budget | YTD Budget | YTD Actual | YTD Variance | Forecast | Variance forecast to budget | Variance forecast to budget | Note |
| | 000's | 000's | 000's | 000's | 000's | 000's | % | |
| CORPORATE SERVICES | | | | | | | | |
| INCOME | | | | | | | | |
| Revenue Services (Rates & M/C) | 11,776 | 11,721 | 11,751 | 31 | 11,776 | 0 | 0% | |
| Grants Commission | 1,912 | 1,434 | 1,922 | 488 | 1,922 | 10 | 1% | 1 |
| Other Income | 417 | 272 | 327 | 55 | 417 | 0 | 0% | |
| Total Income | 14,105 | 13,427 | 14,000 | 573 | 14,115 | 10 | 0% | |
| EXPENDITURE | | | | | | | | |
| Council & Executive Services | 759 | 497 | 504 | -7 | 760 | -1 | 0% | |
| Financial Services | 834 | 543 | 541 | 2 | 835 | -1 | 0% | |
| Technical Services | 671 | 401 | 449 | -48 | 653 | 18 | 3% | |
| Governance & IT | 519 | 329 | 293 | 36 | 523 | -4 | -1% | |
| Organisational Development & Risk | 556 | 370 | 312 | 58 | 564 | -8 | -1% | |
| Other Administration | 1,447 | 1,084 | 1,050 | 34 | 1,456 | -9 | -1% | |
| Administrating Projects | 18 | 0 | 0 | 0 | 18 | 0 | 0% | |
| Total Expenditure | 4,804 | 3,223 | 3,149 | 74 | 4,809 | -5 | 0% | |
| NET | 9,301 | 10,204 | 10,851 | 648 | 9,306 | 5 | 0% | |
| NOTES | | | | | | | | |
| 1. Full year Grants Commission received including an additional \$10,000 | | | | | | | | |

| Variance - Surplus/(Deficit) 000's | | | | | | | | \$165 |
|--|---------------|--------------|--------------|--------------|---------------|-----------------------------|-----------------------------|-------|
| DEPARTMENTAL REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2011 | | | | | | | | |
| | Annual Budget | YTD Budget | YTD Actual | YTD Variance | Forecast | Variance forecast to budget | Variance forecast to budget | Note |
| | 000's | 000's | 000's | 000's | 000's | 000's | % | |
| COMMUNITY SERVICES | | | | | | | | |
| INCOME | | | | | | | | |
| Community Development | 327 | 87 | 156 | 69 | 327 | 0 | 0% | |
| Family & Children's Services | 105 | 70 | 83 | 13 | 105 | 0 | 0% | |
| Aged & Disability Services | 1,165 | 742 | 779 | 37 | 1,168 | 3 | 0% | |
| Housing | 54 | 34 | 42 | 7 | 54 | 0 | 0% | |
| Contract Services | 443 | 291 | 278 | -13 | 451 | 8 | 2% | 2 |
| Total Income | 2,093 | 1,225 | 1,338 | 113 | 2,104 | 11 | 1% | |
| EXPENDITURE | | | | | | | | |
| Community Development | 1,234 | 521 | 551 | -30 | 1,219 | 15 | 1% | |
| Family & Childrens Services | 294 | 182 | 162 | 20 | 294 | 0 | 0% | |
| Aged & Disability Services | 1,559 | 908 | 853 | 55 | 1,559 | 0 | 0% | |
| Housing | 26 | 15 | 17 | -1 | 29 | -3 | -13% | |
| Contract Services | 420 | 279 | 250 | 29 | 420 | 0 | 0% | |
| Other | 136 | 82 | 69 | 13 | 136 | 0 | 0% | |
| Community Services Projects | 295 | 0 | 34 | -34 | 305 | -10 | -3% | 2 |
| Total Expenditure | 3,962 | 1,989 | 1,937 | 52 | 3,961 | 1 | 0% | |
| NET | -1,869 | -764 | -599 | 165 | -1,856 | 12 | -1% | |
| NOTES | | | | | | | | |
| 2. Additional grant funding received | | | | | | | | |

| Variance - Surplus/(Deficit) 000's | | | | | | | | \$203 |
|--|---------------|---------------|---------------|--------------|---------------|-----------------------------|-----------------------------|-------|
| DEPARTMENTAL REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2011 | | | | | | | | |
| | Annual Budget | YTD Budget | YTD Actual | YTD Variance | Forecast | Variance forecast to budget | Variance forecast to budget | Note |
| | 000's | 000's | 000's | 000's | 000's | 000's | % | |
| REGIONAL DEVELOPMENT | | | | | | | | |
| INCOME | | | | | | | | |
| Planning & Heritage Services | 189 | 116 | 157 | 42 | 198 | 8 | 4% | |
| Building Services | 137 | 87 | 96 | 9 | 137 | 0 | 0% | |
| Tourism & Economic Development | 341 | 163 | 170 | 7 | 341 | 0 | 0% | |
| Public Halls | 5 | 4 | 4 | 0 | 5 | 0 | 2% | |
| Projects | 14 | 0 | 106 | 106 | 120 | 106 | 741% | 3 |
| Total Income | 686 | 369 | 533 | 164 | 801 | 115 | 17% | |
| EXPENDITURE | | | | | | | | |
| Planning & Heritage Services | 1,150 | 641 | 506 | 136 | 1,114 | 36 | 3% | 4 |
| Building Services | 235 | 108 | 124 | -15 | 235 | 0 | 0% | |
| Tourism & Economic Development | 709 | 345 | 407 | -62 | 704 | 5 | 1% | |
| Community Amenities | 180 | 118 | 116 | 3 | 184 | -4 | -2% | |
| Library Services | 454 | 325 | 337 | -12 | 454 | 0 | 0% | |
| Other Cultural Activities | 89 | 57 | 67 | -10 | 93 | -4 | -5% | |
| Public Halls | 93 | 54 | 49 | 5 | 93 | 0 | 0% | |
| Regional Development Projects | 38 | 0 | 4 | -4 | 28 | 10 | 26% | |
| Total Expenditure | 2,947 | 1,649 | 1,610 | 39 | 2,904 | 43 | 1% | |
| NET | -2,261 | -1,280 | -1,076 | 203 | -2,103 | 158 | -7% | |
| NOTES | | | | | | | | |
| 3. \$106,000 Grant income for Creswick Interpretive Centre received in 2010-11, but not included in the Budget. This project was completed in prior years. | | | | | | | | |
| 4. \$130,000 allocated for the Municipal Strategic Statement will not be all spend in 2010-11. | | | | | | | | |

| Variance - Surplus/(Deficit) 000's | | | | | | | | -\$339 |
|---|---------------|-------------|--------------|---------------|--------------|-----------------------------|-----------------------------|--------|
| DEPARTMENTAL REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2011 | | | | | | | | |
| | Annual Budget | YTD Budget | YTD Actual | YTD Variance | Forecast | Variance forecast to budget | Variance forecast to budget | Note |
| | 000's | 000's | 000's | 000's | 000's | 000's | % | |
| PUBLIC SAFETY | | | | | | | | |
| INCOME | | | | | | | | |
| Fire Prevention | 10 | 0 | 0 | 0 | 10 | 0 | 0% | |
| Animal Control | 90 | 33 | 12 | -21 | 90 | 0 | 0% | |
| Compliance | 31 | 19 | 31 | 12 | 33 | 2 | 6% | |
| Health | 164 | 126 | 126 | 0 | 164 | 0 | 0% | |
| School Crossings | 12 | 0 | 6 | 6 | 12 | 0 | 0% | |
| Emergency Management | 12 | 8 | 940 | 932 | 1,359 | 1,348 | 11549% | 5 |
| Total Income | 318 | 185 | 1,114 | 929 | 1,667 | 1,349 | 425% | |
| EXPENDITURE | | | | | | | | |
| Fire Prevention | 42 | 42 | 5 | 37 | 43 | -1 | -1% | |
| Animal Control | 30 | 13 | 16 | -3 | 30 | 0 | 0% | |
| Compliance | 246 | 169 | 163 | 6 | 248 | -2 | -1% | |
| Health | 301 | 175 | 178 | -3 | 271 | 30 | 10% | 6 |
| Environmental Initiatives | 210 | 91 | 78 | 13 | 200 | 10 | 5% | |
| School Crossings | 35 | 23 | 18 | 5 | 35 | 0 | 0% | |
| Emergency Management | 117 | 48 | 1,370 | -1,322 | 1,464 | -1,348 | -1155% | 5 |
| Total Expenditure | 980 | 561 | 1,829 | -1,268 | 2,291 | -1,310 | -134% | |
| NET | -663 | -375 | -714 | -339 | -624 | 39 | -6% | |
| NOTES | | | | | | | | |
| 5. Flood damage Income & expenditure forecast changed to actual as at this stage the total figures are unknown. | | | | | | | | |

| Variance - Surplus/(Deficit) 000's | | | | | | | | \$136 |
|---|---------------|-------------|--------------|--------------|--------------|-----------------------------|-----------------------------|-------|
| DEPARTMENTAL REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2011 | | | | | | | | |
| | Annual Budget | YTD Budget | YTD Actual | YTD Variance | Forecast | Variance forecast to budget | Variance forecast to budget | Note |
| | 000's | 000's | 000's | 000's | 000's | 000's | % | |
| RECREATION | | | | | | | | |
| INCOME | | | | | | | | |
| Parks & Gardens | 18 | 1 | 0 | -1 | 18 | 0 | 0% | |
| Reserves | 8 | 6 | 7 | 1 | 9 | 0 | 5% | |
| Mineral Springs Reserves | 547 | 393 | 435 | 42 | 547 | 0 | 0% | |
| Projects | 96 | 0 | 171 | 171 | 267 | 171 | 178% | 7 |
| Total Income | 670 | 399 | 613 | 214 | 841 | 171 | 26% | |
| EXPENDITURE | | | | | | | | |
| Parks & Gardens | 184 | 129 | 126 | 3 | 184 | 0 | 0% | |
| Reserves | 729 | 496 | 561 | -65 | 729 | 0 | 0% | |
| Mineral Springs Reserves | 272 | 155 | 172 | -16 | 272 | 0 | 0% | |
| Swimming Areas | 228 | 154 | 128 | 27 | 234 | -6 | -3% | |
| Cemeteries | 1 | 0 | 0 | 0 | 1 | 0 | 0% | |
| Indoor Recreation | 30 | 17 | 18 | -1 | 30 | 0 | 0% | |
| Recreation Projects | 127 | 0 | 24 | -24 | 60 | 68 | 53% | 8 |
| Total Expenditure | 1,572 | 951 | 1,028 | -77 | 1,510 | 62 | 4% | |
| NET | -902 | -551 | -415 | 136 | -669 | 233 | -26% | |
| NOTES | | | | | | | | |
| 7. \$171,000 Stimulus funding received for Daylesford Community Park will be offset by capital expenditure. | | | | | | | | |
| 8. Refer to comments against Yandoit Tennis Court, Trentham Rec Reserve Project and Lindsay Art Trail in the project status report. | | | | | | | | |

| Variance - Surplus/(Deficit) 000's | | | | | | | | \$248 |
|--|---------------|-------------|------------|--------------|--------------|-----------------------------|-----------------------------|-------|
| DEPARTMENTAL REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2011 | | | | | | | | |
| | Annual Budget | YTD Budget | YTD Actual | YTD Variance | Forecast | Variance forecast to budget | Variance forecast to budget | Note |
| | 000's | 000's | 000's | 000's | 000's | 000's | % | |
| INFRASTRUCTURE | | | | | | | | |
| INCOME | | | | | | | | |
| Road Maintenance | 958 | 719 | 965 | 246 | 958 | 0 | 0% | |
| Total Income | 958 | 719 | 965 | 246 | 958 | 0 | 0% | |
| EXPENDITURE | | | | | | | | |
| Road Maintenance | 1,887 | 1,256 | 1,310 | -54 | 1,890 | -3 | 0% | |
| Depots | 52 | 29 | 33 | -4 | 52 | 0 | 0% | |
| Other Transport | -592 | -400 | -483 | 83 | -588 | -5 | 1% | |
| Local Road Projects | 33 | 0 | 23 | -23 | 30 | 3 | 8% | |
| Total Expenditure | 1,381 | 885 | 883 | 2 | 1,385 | -5 | 0% | |
| NET | -422 | -166 | 82 | 248 | -427 | -5 | 1% | |
| NOTES | | | | | | | | |
| | | | | | | | | |

| Variance - Surplus/(Deficit) 000's | | | | | | | | \$32 |
|--|---------------|--------------|--------------|--------------|--------------|-----------------------------|-----------------------------|------|
| DEPARTMENTAL REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2011 | | | | | | | | |
| | Annual Budget | YTD Budget | YTD Actual | YTD Variance | Forecast | Variance forecast to budget | Variance forecast to budget | Note |
| | 000's | 000's | 000's | 000's | 000's | 000's | % | |
| WASTE MANAGEMENT | | | | | | | | |
| INCOME | | | | | | | | |
| Waste Revenue | 1,920 | 1,888 | 1,902 | 14 | 1,930 | 11 | 1% | 9 |
| Land Management | 44 | 5 | 34 | 29 | 44 | 0 | 0% | |
| Total Income | 1,964 | 1,893 | 1,936 | 43 | 1,974 | 11 | 1% | |
| EXPENDITURE | | | | | | | | |
| Street Cleaning | 113 | 75 | 62 | 13 | 113 | 0 | 0% | |
| Waste Management | 1,729 | 1,131 | 1,142 | -11 | 1,746 | -17 | -1% | 9 |
| Land Management | 74 | 11 | 24 | -13 | 74 | 0 | 0% | |
| Total Expenditure | 1,915 | 1,217 | 1,228 | -11 | 1,932 | -17 | -1% | |
| NET | 48 | 676 | 707 | 32 | 42 | -7 | -13% | |
| NOTES | | | | | | | | |
| 9. Additional recycling/sorting costs incurred aboved budgeted amounts, offset partialarly by increased charges. | | | | | | | | |

| 1. New projects | | | | | | | | |
|---|----------------|------------------------|------------------------|---------------|---------------|------------|--|---|
| Project | Responsible GM | Adopted Budget 2010-11 | Revised Budget 2010-11 | YTD | | % complete | Variance from Revised Budget to forecast | Comment |
| | | | | YTD | Forecast | | | |
| Utility Tracking program | GMCD | 3,500 | 3,500 | 3,500 | 3,500 | 100% | - | Planet Footprint engaged to monitor utilities across Council buildings plus Tourist info centre has an interactive display in the public area. |
| ICLEI Pathway program | GMCD | 3,500 | 3,500 | 3,500 | 3,500 | 100% | - | Series of 4 work shops, final conducted in December 2010 |
| Energy Descent Action Plan | GMCD | 40,000 | 40,000 | | 40,000 | 0% | - | Environmental Action Group meeting on monthly basis to develop plan. |
| Monitoring of the Elm Leaf Beetle | GMCD | 10,000 | 10,000 | 9,760 | 10,000 | 98% | - | Works near completion |
| Contribution to Landcare groups | GMCD | 24,000 | 24,000 | 23,985 | 24,000 | 100% | - | Completed. Monies distributed at end of November 2010 |
| Total projects funded by the environmental charge | | 81,000 | 81,000 | 40,745 | 81,000 | | - | |
| | | | | | | | - | |
| Yandoit Tennis Courts Asphalting | GMCD | 41,000 | 41,000 | - | - | 0% | - 41,000 | Grant application unsuccessful. Council contribution of \$10,000 will not be spent. |
| Community Infrastructure Project Planning project at Trentham | GMCD | 40,000 | 40,000 | - | 10,000 | 0% | - 30,000 | New Government reviewing DPCD grants. Currently no funding available until revised guidelines May / June 2011. Only Council Contribution of \$10,000 to be spent. |
| Lindsay Arts Trail - Stage 2 &3 | GMCD | 40,000 | 40,000 | 15,829 | 35,000 | 40% | - 5,000 | Stage 2 - Narrative EOI process undertaken. Consultant appointed and work underway. To be completed late March. |
| Support of community planning in towns across the Shire | GMCD | 30,000 | 30,000 | 1,382 | 15,000 | 5% | - 15,000 | Community planning ongoing. Consultant to commence pre-planning work in Daylesford April - June 2011. |

| Project | Responsible GM | Adopted Budget 2010-11 | Revised Budget 2010-11 | YTD | Forecast | % complete | Variance from Revised Budget to forecast | Comment |
|--|----------------|------------------------|------------------------|---------------|----------------|------------|--|--|
| | | | | | | | | |
| Walking and cycling strategy | GMCD | 25,000 | 25,000 | 1,430 | 25,000 | | | Consultant appointed and briefing to Council in December 2010. Community engagement strategy completed. Consultant to commence with internal workshop on 10 February 2011. |
| Library Review | GMCD | 15,000 | 15,000 | 11,098 | 15,000 | 74% | | Consultant appointed. Review commenced. Briefing arranged for Council on March 8. |
| Hepburn Health and Wellbeing Plan | GMCD | 25,000 | 25,000 | - | - | 0% | - 25,000 | Will not be completed this year due to other priorities. |
| Assistance with Funding Applications | GMCD | 20,000 | 20,000 | - | 20,000 | 0% | - | Ongoing |
| Glenlyon Community Hall Refurbishment | GMCD | | 30,000 | 67 | 30,000 | 0% | - | Commenced |
| Leonards Hill Community Hall Refurbishment | GMCD | | 30,000 | 3,318 | 30,000 | 11% | - | Commenced |
| Bullarto Community Hall Refurbishment | GMCD | | 30,000 | 3,318 | 30,000 | 11% | - | Commenced |
| | | 236,000 | 326,000 | 36,443 | 210,000 | | - 116,000 | |
| Waste Management Strategy | GMI | 60,000 | 60,000 | - | 60,000 | 0% | - | Committee established to conduct review. |
| Asset Management Plan | GMI | 60,000 | 60,000 | 18,122 | 40,000 | 30% | - 20,000 | Ongoing, brief to be developed for next stage |
| Hepburn Springs Mineral reserve - conservation Volunteers material support | GMI | 10,000 | 10,000 | - | 10,000 | 0% | - | To be carried out in Autumn 2011 |
| Wombat Hill Botanic Gardens Restoration Plan | GMI | 3,000 | 3,000 | - | 3,000 | 0% | - | Quotations being received, works to commence March 2011 |
| | | 133,000 | 133,000 | 18,122 | 113,000 | | - 20,000 | |
| Main street revitalisation plan | GMSD | 60,000 | 60,000 | 1,970 | 60,000 | 3% | - | Brief presented to Council in Feb 2011 and EOI process closed by 7 March 2011 |
| Economic Development strategy (EDS) Implementation | GMSD | 15,000 | 15,000 | 1,015 | 5,000 | 7% | - 10,000 | EDS complete and adopted by Council, Business Plan now underway. |

| Project | Responsible GM | Adopted Budget 2010-11 | Revised Budget 2010-11 | | | % complete | Variance from Revised Budget to forecast | Comment |
|---|----------------|------------------------|------------------------|----------------|----------------|------------|--|--|
| | | | | YTD | Forecast | | | |
| Business Pack & Economic Development Website for Shire | GMSD | 10,000 | 10,000 | | 10,000 | 0% | - | Work has commenced on the Business Pack and Economic Development Website, will be finalised in new year. |
| Significant tree register | GMSD | 40,000 | 40,000 | - | 30,000 | 0% | - 10,000 | Going out to quotation on for consultant to undertake statements of significance. |
| Economic Development and Tourism increases including advertising and promotion - now included in recurrent budget | GMSD | 69,000 | 69,000 | 69,000 | 69,000 | 100% | - | Not once off projects, money has been included in recurrent budget |
| Total projects per Appendix D in Adopted Budget | | 194,000 | 194,000 | 71,985 | 174,000 | | - 20,000 | |
| | | 644,000 | 734,000 | 167,295 | 578,000 | | - 156,000 | |
| Other | | | | | | | - | |
| Heat wave strategy | GMSD | 25,000 | 10,000 | - | 5,000 | 0% | - 5,000 | Completed and adopted by Council |
| MSS Review | GMSD | 131,279 | 131,279 | 11,550 | 75,000 | 9% | - 56,279 | Consultant selected and has undertaken review of existing documentation. Project will continue in 2011-12. |
| 1. Carried forward projects | | | | | | | - | |
| Trentham Recreation Reserve Works | GMI | 160,000 | 160,000 | 675 | 160,000 | 0% | - | Advertising costs incurred only at this stage. Works to commence February 2011 |
| Ullina Avenue of Honour Project | GMI | 800 | 800 | - | 800 | 0% | - | Plaques to be sourced in conjunction with appropriate RSL |
| Drummond Avenue of Honour Project | GMI | 4,000 | 4,000 | - | 4,000 | 0% | - | Money to be given to group to spend. |
| Daylesford Cenotaph Restoration | GMI | 7,000 | 7,000 | - | 7,000 | 0% | - | Scoping has started with discussions with RSL. Plan prepared by Architect |
| Trentham Mechanics Institute Veranda works | GMI | 10,000 | 10,000 | - | - | 0% | - 10,000 | Project completed 08/09 |
| Arboricultural works Shire wide | GMI | 17,118 | 17,118 | - | 17,118 | 0% | - | Ongoing |
| Glenlyon Main road tree works | GMI | 16,052 | 16,052 | 13,240 | 13,240 | 100% | - 2,812 | Completed |
| | | 214,970 | 214,970 | 13,915 | 202,158 | | - 12,812 | |

| Project | Responsible GM | Adopted Budget 2010-11 | Revised Budget 2010-11 | YTD | Forecast | % complete | Variance from Revised Budget to forecast | Comment |
|---------|----------------|------------------------|------------------------|-----|----------|------------|--|---------|
| | | | | | | | | |

| Project | Responsible GM | Adopted Budget 2010-11 | Revised Budget 2010-11 | YTD | | % complete | Variance from Revised Budget to forecast | Comment |
|---|----------------|------------------------|------------------------|----------------|----------------|------------|--|--|
| | | | | | Forecast | | | |
| Celebrating 150 Years of Local Government | GMCD | 18,000 | 18,000 | - | 18,000 | 0% | - | Brief to be developed March 2011 |
| Trentham Railway Building Painting | GMCD | 10,000 | 10,000 | 10,000 | 10,000 | 100% | - | Completed |
| Creswick Tourism Interpretative Centre | GMCD | 14,306 | 14,306 | 970 | 14,306 | 7% | - | Requires further negotiation with RDV |
| Clydesdale Public Hall | GMCD | 10,000 | 5,000 | - | 5,000 | 0% | - | To be discussed with Hall Committee |
| | | 52,306 | 47,306 | 10,970 | 47,306 | | - | |
| Clunes Golf Club water catchment | GMSD | 4,100 | 4,100 | - | 4,100 | 0% | - | |
| Installation of energy efficient light fittings (Carried forward) \$6,881 | GMSD | 6,881 | 6,881 | | 6,881 | 0% | - | Project underway |
| Tourism Websites | GMSD | 16,000 | 16,000 | 326 | 16,000 | 2% | - | Scope of project to be revisited, to be completed in new year. |
| Completion of the Economic Development strategy | GMSD | 26,486 | 26,486 | 26,486 | 26,486 | 100% | - | EDS complete and adopted by Council, Business Plan now underway. |
| | | 53,467 | 53,467 | 26,812 | 53,467 | | - | |
| Total carried forward projects | | 320,743 | 315,743 | 51,698 | 302,931 | | - 17,812 | |
| TOTAL PROJECTS | | 1,121,022 | 1,191,022 | 230,542 | 960,931 | | - 160,091 | |

| Capital Works Area | Responsible GM | Adopted Budget 2010-11 | Revised Budget 2010-11 | YTD Actual | Forecast | Variance Revised Budget to Forecast | % complete | Comments |
|--------------------|----------------|------------------------|------------------------|------------|----------|-------------------------------------|------------|----------|
|--------------------|----------------|------------------------|------------------------|------------|----------|-------------------------------------|------------|----------|

1. New works

ROADS & BRIDGES

Asset renewal

| | | | | | | | | |
|--|-----|------------------|------------------|----------------|------------------|------------------|-----|---|
| Reseals | GMI | 1,500,000 | 1,500,000 | 13,866 | 1,500,000 | - | 1% | Main expenditure will occur February - March 2011 |
| Reseal Preparation | GMI | 78,000 | 78,000 | 57,558 | 78,000 | - | 74% | Main expenditure will occur December - February |
| Shoulder Resheets | GMI | 100,000 | 100,000 | - | 100,000 | - | 0% | Scheduled for November through to April |
| Gravel Resheets | GMI | 600,000 | 600,000 | 83,819 | 300,000 | - 300,000 | 14% | Scheduled for November through to April. Expenditure to be less than budgeted due to Flood Recovery Road Works being completed. |
| Stabilisation Project | GMI | 790,000 | 790,000 | 8,153 | 790,000 | - | 1% | Scheduled for December through to February |
| Bridge Replacement Design | GMI | 30,000 | 30,000 | - | 30,000 | - | 0% | Scheduled for November through to April |
| Bridge Maintenance (including \$82k of c/f) | GMI | 371,733 | 371,733 | 105,728 | 371,733 | - | 28% | Ongoing works |
| Mullers Lane Bridge Construction (including \$18k c/f) | GMI | 167,500 | 167,500 | 14,525 | 167,500 | - | 9% | Tender to be advertised early February |
| Footpath Improvement | GMI | 40,000 | 40,000 | - | 40,000 | - | 0% | Scheduled for November through to April |
| Total asset renewal | | 3,677,233 | 3,677,233 | 283,650 | 3,377,233 | - 300,000 | | |

Asset expansion/upgrade

| | | | | | | | | |
|--------------------------------------|-----|------------------|------------------|----------------|------------------|------------------|------|---|
| Shoulder Sealing | GMI | 363,000 | 363,000 | 1,337 | 363,000 | - | 0% | Scheduled for November through to April |
| Swords Road Road Works | GMI | 15,000 | 15,000 | 6,893 | 6,893 | - 8,107 | 100% | Completed |
| Total asset expansion/upgrade | | 378,000 | 378,000 | 8,230 | 369,893 | - 8,107 | | |
| TOTAL ROADS | | 4,055,233 | 4,055,233 | 291,880 | 3,747,126 | - 308,107 | | |

| Capital Works Area | Responsible GM | Adopted Budget 2010-11 | Revised Budget 2010-11 | YTD Actual | Forecast | Variance Revised Budget to Forecast | % complete | Comments |
|---|----------------|------------------------|------------------------|--------------|----------------|-------------------------------------|------------|--|
| RECREATION | | | | | | | | |
| Asset renewal | | | | | | | | |
| Newlyn Football & Netball Club Upgrade | GMCD | 60,000 | - | - | - | - | - | Removed. The associated grant was not successful. The \$15,000 Council contribution was reallocated at the mid-year budget review. |
| Skatepark improvement program | GMCD | 20,000 | 20,000 | - | 20,000 | - | 0% | Works to commence in January/ February 2011. |
| Daylesford Community Park | GMCD | - | - | - | 171,000 | 171,000 | 0% | Federal Stimulus Money received. |
| Playground Equipment Replacement Program | GMI | 20,000 | 20,000 | - | 20,000 | - | 0% | Program to be completed by May 2011 - major works to be completed Queens Park, Clunes. |
| Total asset renewal | | 100,000 | 40,000 | - | 211,000 | 171,000 | | |
| New assets | | | | | | | | |
| Amenities block at Daylesford Community Park (including \$25k carryforward) | GMCD | 88,900 | 88,900 | 3,497 | 88,900 | - | 4% | Sewer plan completed and application submitted to CHW for approval. Quotes received for toilets. Shade sails ordered. |
| Calembeen Park Walking Track | GMCD | 100,000 | 100,000 | - | 100,000 | - | 0% | Scope of works to be developed, community meeting on 15th Dec. |
| Total new assets | | 188,900 | 188,900 | 3,497 | 188,900 | - | | |
| TOTAL RECREATION | | 288,900 | 228,900 | 3,497 | 399,900 | 171,000 | | |

BUILDINGS

Asset renewal

| | | | | | | | | |
|---|------|---------|---------|---------|---------|---------|------|---|
| Buildings Renewal | GMI | 180,000 | 176,000 | 81,694 | 176,000 | - | 46% | Ongoing. |
| Trentham Pool Filter | GMI | 90,000 | 123,000 | 126,624 | 126,624 | 3,624 | 100% | Completed |
| Painting Daylesford Pool | GMI | 40,000 | 24,000 | 24,875 | 24,875 | 875 | 100% | Completed |
| Replacement of Seals at Daylesford Pool | GMI | 5,000 | 5,000 | 7,086 | 7,086 | 2,086 | 100% | Completed |
| Pool Entrance Steps Rails | GMI | 4,800 | 4,800 | 3,080 | 3,080 | - 1,720 | 100% | Completed |
| Repairs to Pound | GMSD | 3,500 | 3,500 | - | 3,500 | - | 0% | Minor works commenced |
| Street Litter & Recycling Bins | GMI | 50,000 | 50,000 | - | 50,000 | - | 0% | Works to be carried out April - May 2011 |
| Duke St Drainage Works | GMI | 20,000 | 20,000 | 475 | 20,000 | - | 2% | Works to be carried out April - June 2011 |

| Capital Works Area | Responsible GM | Adopted Budget 2010-11 | Revised Budget 2010-11 | YTD Actual | Forecast | Variance Revised Budget to Forecast | % complete | Comments |
|---|----------------|------------------------|------------------------|----------------|----------------|-------------------------------------|------------|--|
| Wombat Hill Botanic Gardens sustainable water and power upgrade | GMI | - | 137,000 | - | 137,000 | - | 0% | Works to be carried out March-April 2011 |
| Total asset renewal | | 393,300 | 543,300 | 243,834 | 548,165 | 4,865 | | |

Asset expansion/upgrade

| | | | | | | | | |
|--|------|----------------|----------------|---------------|----------------|----------------|------|--|
| Wombat Hill Gardens Kiosk | GMI | 250,000 | 250,000 | 936 | 250,000 | - | 0% | Not expected to be required until early 2011 |
| Pool Entrance Steps Rails | GMI | 4,800 | 4,800 | 3,080 | 3,080 | - 1,720 | 100% | Completed |
| Landing Providing Access to Medlyn Bottle Museum | GMI | 15,000 | 15,000 | - | 15,000 | - | 0% | Works to be carried out in 2011 |
| Transfer Station Facility Upgrade | GMI | 60,000 | 60,000 | 2,108 | 60,000 | - | 4% | Works to be carried out April - May 2011 |
| Duke St Drainage Works | GMI | 20,000 | 20,000 | 475 | 20,000 | - | 2% | Works to be carried out April - June 2011 |
| Lyonville Community Hall | GMCD | - | 30,000 | 15,139 | 30,000 | - | | Commenced |
| Total asset expansion/upgrade | | 349,800 | 379,800 | 21,737 | 378,080 | - 1,720 | | |

New assets

| | | | | | | | | |
|--|-----|------------------|------------------|----------------|----------------|------------------|----|---|
| Cameron Court Units (Including \$241k carried forward) | GMI | 591,220 | 591,220 | 4,590 | 20,000 | - 571,220 | 1% | Site assessments being made. Project unlikely to be completed in 2010/11. |
| Total new assets | | 591,220 | 591,220 | 4,590 | 20,000 | - 571,220 | | |
| TOTAL BUILDINGS | | 1,334,320 | 1,514,320 | 270,161 | 946,245 | - 568,075 | | |

PLANT, EQUIPMENT and OTHER

Asset renewal

| | | | | | | | | |
|--|------|---------|---------|--------|---------|-----------|------|--|
| Corporate System (including c/f \$74k) | GMCS | 173,249 | 173,249 | 5,254 | 5,500 | - 167,749 | 3% | Preferred tender selected, detailed demonstration organised. Officer recommendation to be taken to March Council meeting for purchased in 2011/12. |
| Computer Equipment \$90k (including c/f \$22k) | GMCS | 111,825 | 111,825 | 16,736 | 111,825 | - | 15% | behind on purchase of PC's due to W2000 issues - purchase will occur before EOY |
| Survey Total Station | GMI | 18,500 | 18,500 | 15,863 | 15,863 | - 2,637 | 100% | Completed |
| Mineral Spring Reserves projects | GMI | 81,500 | 163,000 | 886 | 163,000 | - | 1% | Works to be carried out in first half of 2011 |

| Capital Works Area | Responsible GM | Adopted Budget 2010-11 | Revised Budget 2010-11 | YTD Actual | Forecast | Variance Revised Budget to Forecast | % complete | Comments |
|--|----------------|------------------------|------------------------|----------------|------------------|-------------------------------------|------------|---|
| Passenger & Commercial Fleet (including c/f \$110k) | GMI | 328,195 | 328,195 | 145,458 | 328,195 | - | 44% | On track, working through 2010/11 purchase schedule |
| Works Plant & Equipment (including c/f \$244k) | GMI | 994,325 | 994,325 | 496,859 | 994,325 | - | 50% | On track, working through 2010/11 purchase schedule |
| Total asset renewal | | 1,707,594 | 1,789,094 | 681,056 | 1,618,708 | - 170,386 | | |

New assets

| | | | | | | | | |
|--|------|---------------|----------------|---------------|---------------|-----------------|------|--|
| Creswick Office Refit | GMCD | 20,000 | 20,000 | 8,899 | 20,000 | - | 44% | Partitions installed late November. Other works to be completed early 2011 |
| Auto Start-up Generator | GMCS | 5,000 | 5,000 | - | 5,000 | - | 0% | Order no 26497 - waiting on works to be carried out |
| Mineral Spring Reserves projects | GMI | 35,000 | 70,000 | 849 | 1,000 | - 69,000 | 1% | Works to be carried out in 2011-12. |
| Air Conditioning - Economic Development & Tourism Office | GMI | 6,000 | 6,000 | 5,449 | 5,449 | - 551 | 100% | Completed |
| Total new assets | | 66,000 | 101,000 | 15,197 | 31,449 | - 69,551 | | |

| | | | | | | | | |
|---|--|------------------|------------------|----------------|------------------|------------------|--|--|
| TOTAL PLANT, EQUIPMENT and OTHER | | 1,773,594 | 1,890,094 | 696,253 | 1,650,157 | - 239,937 | | |
|---|--|------------------|------------------|----------------|------------------|------------------|--|--|

| | | | | | | | | |
|------------------------------------|--|------------------|------------------|------------------|------------------|------------------|--|--|
| TOTAL CAPITAL WORKS 2010/11 | | 7,452,047 | 7,688,547 | 1,261,791 | 6,743,428 | - 945,119 | | |
| Asset renewal | | 5,878,127 | 6,049,627 | 1,208,540 | 5,755,106 | - 294,521 | | |
| New assets | | 846,120 | 881,120 | 23,284 | 240,349 | - 640,771 | | |
| Asset expansion/upgrade | | 727,800 | 757,800 | 29,967 | 747,973 | - 9,827 | | |

2. Works carried forward from the 2009/10 year

RECREATION

Asset renewal

| | | | | | | | | |
|--|------|--------|--------|--------|--------|---|-----|---|
| Victoria Park Daylesford Project | GMCD | 82,410 | 82,410 | 47,680 | 82,410 | - | 58% | Electrical, events storage & cricket nets upgrade completed, shade sail being installed. Ticket box under construction. |
| Clunes Bottle Museum | GMI | 2,389 | 2,389 | - | 2,389 | - | 0% | Seeking Consultant |
| Drummond Hall Tennis Court | GMCD | 28,000 | 28,000 | - | 28,000 | - | 0% | Contractor engaged. Continues to be delayed due to wet weather. |
| Clunes Football/Netball Club redevelopment | GMCD | 5,000 | 5,000 | - | 5,000 | - | 0% | \$5,000 earmarked for concept plans. |

| Capital Works Area | Responsible GM | Adopted Budget 2010-11 | Revised Budget 2010-11 | YTD Actual | Forecast | Variance Revised Budget to Forecast | % complete | Comments |
|--|----------------|------------------------|------------------------|---------------|----------------|-------------------------------------|------------|---|
| Calambeen Park - Dive Tower | GMI | 121,244 | 121,244 | 12,658 | 121,244 | - | 10% | Works to recommence March 2011 |
| Leitches Creek and Woolnoughs Crossing Mineral Springs Works | GMI | 2,935 | 2,935 | - | 2,935 | - | 0% | Scheduled for March through to April 2011 |
| Total asset renewal | | 241,978 | 241,978 | 60,338 | 241,978 | - | | |

New assets

| | | | | | | | | |
|---|------|----------------|----------------|----------------|----------------|------------|------|--|
| CDDA Magic Pudding Playground | GMCD | 63,863 | 63,863 | 22,787 | 63,863 | - | 36% | Contractor appointed to undertake landscape works. Salt Junk Sarah and timber tree house under construction. |
| Calambeen Park shade area | GMCD | 6,000 | 6,000 | 6,276 | 6,276 | 276 | 100% | Completed |
| Carbon Negative Initiatives | GMSD | 104,500 | 104,500 | - | 104,500 | - | 0% | Clunes & Newlyn solar/hot water projects - Quotation process complete |
| Wombat Hill Gardens recycling plan | GMI | 7,336 | 7,336 | - | 7,336 | - | 0% | Works to be carried out March - April 2011 |
| Wombat Hill Gardens tree replacement plan | GMI | 12,000 | 12,000 | - | 12,000 | - | 0% | Tree planting to take place during Autumn 2011 |
| Victoria Park Daylesford Project | GMCD | 82,410 | 82,410 | 47,680 | 82,410 | - | 58% | See Above |
| Total new assets | | 276,109 | 276,109 | 76,743 | 276,385 | 276 | | |
| TOTAL RECREATION | | 518,087 | 518,087 | 137,082 | 518,363 | 276 | | |

ROADS & BRIDGES

Asset renewal

| | | | | | | | | |
|--|-----|--------|--------|--------|--------|-------|------|---|
| Blackspot program - Clunes | GMI | 9,427 | 9,427 | 7,160 | 9,427 | - | 76% | Final guard rail being installed |
| Gooch's Bridge design & construction | GMI | 47,521 | 47,521 | 51,963 | 51,963 | 4,442 | 100% | Completed |
| Footpath & Kerbing High St Trentham | GMI | 6,000 | 6,000 | 7,293 | 7,293 | 1,293 | 100% | Completed slightly over budget due to Telstra costs |
| Zig Zag Road re-establishment | GMI | 8,000 | 25,341 | 20,330 | 25,341 | - | 80% | Completion May/June 2011 |
| Mossops Road re-establishment | GMI | 25,341 | 1,000 | - | 1,000 | - | 0% | Completion May/June 2011 |
| Leitches Creek and Woolnoughs Crossing Mineral Springs Works | GMI | 12,500 | 12,500 | - | 12,500 | - | 0% | Money to be utilised as part of skate park upgrade works scheduled for commencement in January 2011 |
| Dabs Drainage works | GMI | 8,483 | 8,483 | - | 8,483 | - | 0% | Completed |

| Capital Works Area | Responsible GM | Adopted Budget 2010-11 | Revised Budget 2010-11 | YTD Actual | Forecast | Variance Revised Budget to Forecast | % complete | Comments |
|----------------------------------|----------------|------------------------|------------------------|---------------|----------------|-------------------------------------|------------|----------|
| Total asset renewal | | 117,272 | 110,272 | 86,746 | 116,007 | 5,735 | | |
| TOTAL ROADS & BRIDGES | | 117,272 | 110,272 | 86,746 | 116,007 | 5,735 | | |

BUILDINGS

Asset renewal

| | | | | | | | | |
|---|------|------------------|------------------|----------------|------------------|--------------|------|--|
| Glenlyon Hall restoration | GMI | 91,341 | 91,341 | 3,673 | 91,341 | - | 4% | WIP Slab poured |
| Creswick Town Hall works | GMI | 91,131 | 91,131 | 97,786 | 97,786 | 6,655 | 100% | Completed |
| Bathroom works | GMCS | 80,000 | 80,000 | 80,000 | 80,000 | - | 100% | Vishy Shower works have been completed. |
| Doug Lindsay Recreation Reserve Multi Purpose Facility (50% renewal, 50% new) | GMSD | 1,433,975 | 1,433,975 | 661,615 | 1,433,975 | - | 46% | Delays as a result of weather. Slab now complete and framing underway. Oval works to be completed mid-march. |
| Sealing of access way to Municipal Recycle Facility (50% renewal, 50% new) | GMI | 29,179 | 29,179 | 6,618 | 29,179 | - | 23% | Ongoing |
| Total asset renewal | | 1,725,626 | 1,725,626 | 849,692 | 1,732,281 | 6,655 | | |

New assets

| | | | | | | | | |
|--|------|------------------|------------------|------------------|------------------|--------------|-----|--|
| Doug Lindsay Recreation Reserve Multi Purpose Facility | GMSD | 1,433,975 | 1,433,975 | 661,615 | 1,433,975 | - | 46% | Delays as a result of weather. Slab now complete and framing underway. Oval works to be completed mid-march. |
| Sealing of access way to Municipal Recycle Facility | GMI | 29,179 | 29,179 | 6,618 | 29,179 | - | 23% | Ongoing |
| Total new assets | | 1,463,154 | 1,463,154 | 668,233 | 1,463,154 | - | | |
| TOTAL BUILDINGS | | 3,188,779 | 3,188,779 | 1,517,925 | 3,195,434 | 6,655 | | |

PLANT, EQUIPMENT AND OTHER

Asset renewal

| | | | | | | | | |
|---|-----|--------------|--------------|---------------|---------------|--------------|------|-----------|
| Upgrade of generator & electrical service | GMI | 7,000 | 7,000 | 11,800 | 11,800 | 4,800 | 100% | Completed |
| Total asset renewal | | 7,000 | 7,000 | 11,800 | 11,800 | 4,800 | | |

New assets

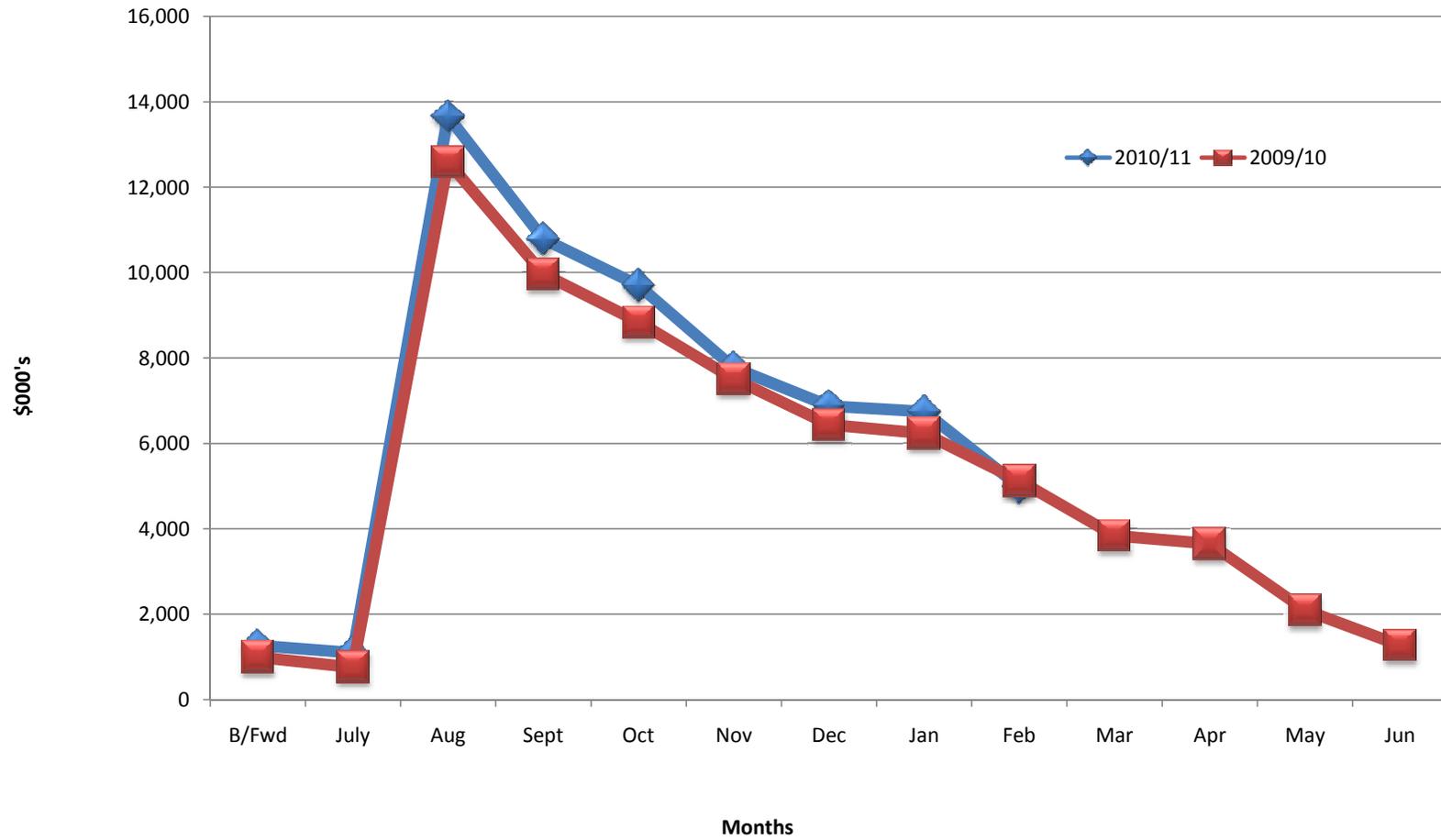
| | | | | | | | | |
|-----------------------------|------|---------------|---------------|--------------|--------------|--------------|-----|-----------|
| Music equipment for Schools | GMCD | 10,000 | 10,000 | 9,091 | 9,091 | - 909 | 91% | Completed |
| Total new assets | | 10,000 | 10,000 | 9,091 | 9,091 | - 909 | | |

| Capital Works Area | Responsible GM | Adopted Budget 2010-11 | Revised Budget 2010-11 | YTD Actual | Forecast | Variance Revised Budget to Forecast | % complete | Comments |
|--|----------------|------------------------|------------------------|------------|-----------|-------------------------------------|------------|----------|
| TOTAL PLANT, EQUIPMENT AND OTHER | | | | | | | | |
| | | 17,000 | 17,000 | 20,891 | 20,891 | 3,891 | | |
| TOTAL CARRIED FORWARD WORKS 2009/10 | | | | | | | | |
| | | 3,841,138 | 3,834,138 | 1,762,644 | 3,850,696 | 16,558 | | |
| Asset renewal | | 2,091,876 | 2,084,876 | 1,008,576 | 2,102,066 | 17,191 | | |
| New assets | | 1,749,263 | 1,749,263 | 754,067 | 1,748,630 | - 633 | | |

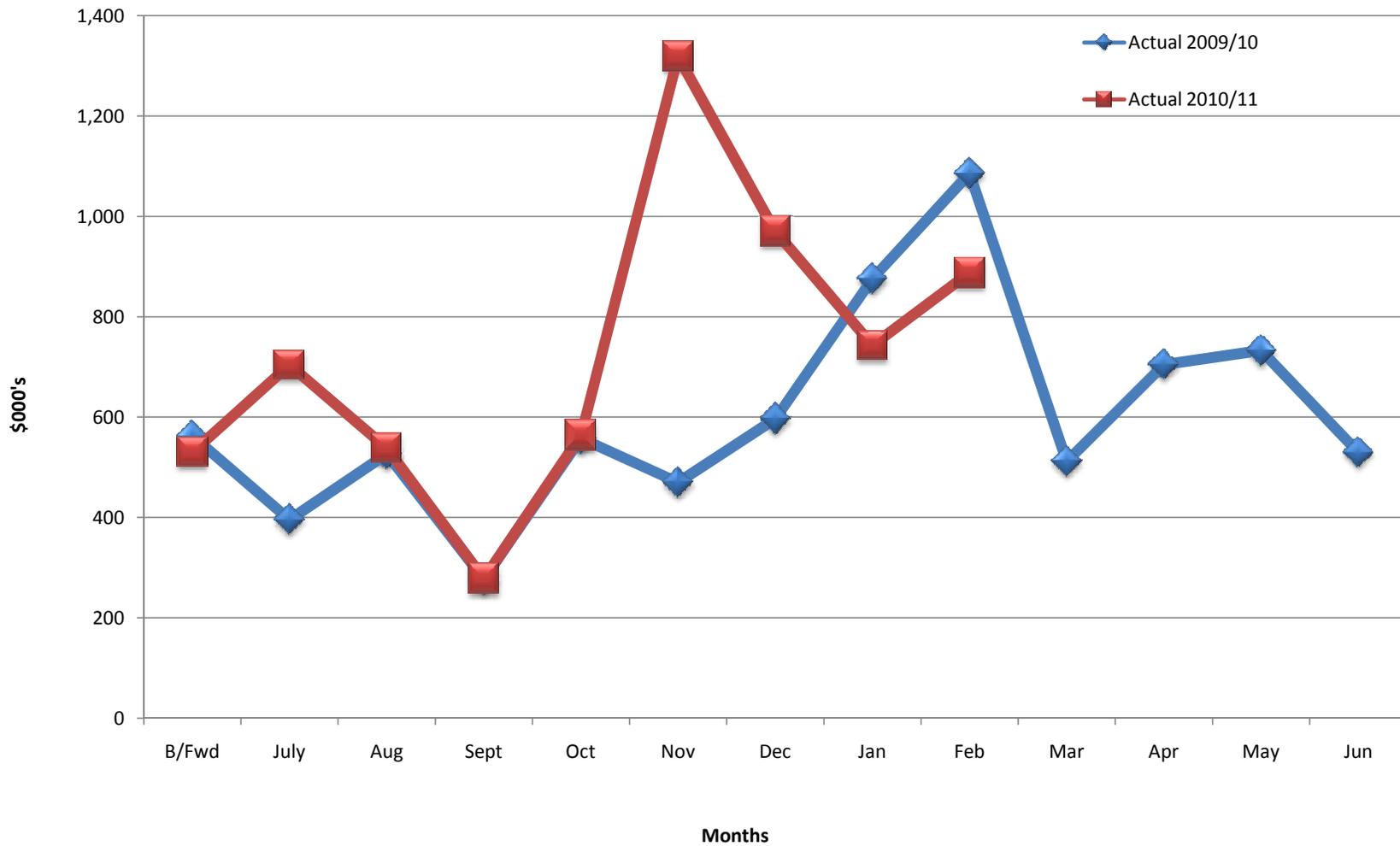
3. Summary

| | | | | | | | | |
|----------------------------|--|-------------------|-------------------|------------------|-------------------|------------------|--|--|
| Asset renewal | | 7,970,003 | 8,134,503 | 2,217,116 | 7,857,172 | - 277,330 | | |
| New assets | | 2,595,383 | 2,630,383 | 777,351 | 1,988,979 | - 641,404 | | |
| Asset expansion/upgrade | | 727,800 | 757,800 | 29,967 | 747,973 | - 9,827 | | |
| TOTAL CAPITAL WORKS | | 11,293,185 | 11,522,685 | 3,024,435 | 10,594,124 | - 928,561 | | |

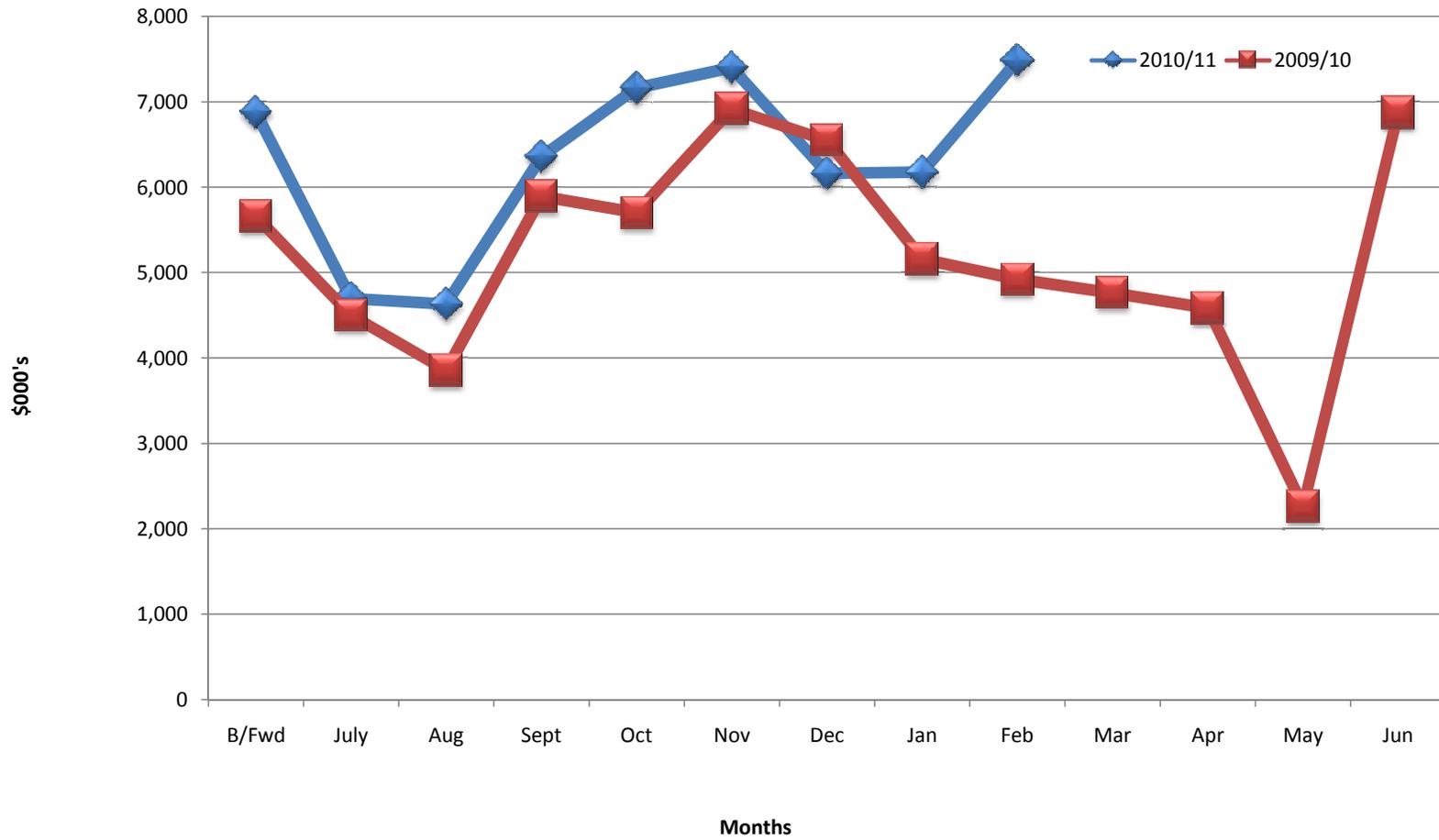
Rate Debtors Actual 2009/10 Vs 2010/11



Sundry Debtors Actual 2009/10 Vs Actual 2010/11



Cash and Cash Equivalents Actual 2009/10 Vs 2010/11



11. SECTION 86 AND ADVISORY COMMITTEE MEETINGS

11.1 COUNCIL SECTION 86 AND ADVISORY COMMITTEES GENERAL MANAGER CORPORATE SERVICES

*In providing this advice to Council as the General Manager Corporate Services, I
Evan King have no interests to disclose in this report.*

PURPOSE

Section 86 Committee and Advisory Committee Minutes are tabled for noting.

BACKGROUND

Each committee is issued an Instrument of Delegation outlining its function and assigned responsibility, and under the agreement of this delegation Committees are required to maintain minutes of meetings held and provide a copy of each minute to the Council for review.

Section 86 and Advisory Committees are required to submit their minutes other reports.

ISSUE/DISCUSSION

Please see listed below the minutes and other reports of various Section 86 and Advisory Committees for your information.

Creswick Infolink September 2010 Minutes
Glenlyon Reserve Minutes February 2011
Creswick Museum correspondence
Drummond Hall Committee Annual Meeting Minutes February 2011

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Nil

FINANCIAL IMPLICATIONS

Nil

RISK IMPLICATIONS

Nil

ENVIRONMENTAL/SOCIAL/ECONOMIC IMPLICATIONS

Nil

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Members of the community are represented on these committees.

CONCLUSION

Minutes and reports have been distributed for noting.

OFFICER'S RECOMMENDATION

11.1.1 That Council note the minutes of the Committees listed above which have been distributed under separate cover.

MOTION

11.1.1 That Council note the minutes of the Committees listed above which have been distributed under separate cover.

Moved: Councillor Jon Barrell
Seconded: Councillor Tim Hayes
Carried.

**11.2 UPDATE ON REVIEW OF INSTRUMENTS OF DELEGATION TO SPECIAL COMMITTEES
GENERAL MANAGER CORPORATE SERVICES**

In providing this advice to Council as the General Manager Corporate Services, I Evan King have no interests to disclose in this report.

PURPOSE

This report provides an update to Council of its obligations under the Local Government Act 1989 with regards to reviewing the delegations to special committees (“section 86 committees”) which are in place under Sec 98(1) of the Local Government Act 1989 (‘the Act’). This report addresses the review of two delegations to special committees.

BACKGROUND

Council has previously established a number of special committees by resolution, of which 14 are still active and have delegations in place. The following table lists the active special committees and the date that the current delegations were assigned to them.

| Special Committee | Delegated Powers |
|---|------------------|
| Clunes Community Housing | 21/04/1998 |
| Clunes Museum (previously William Barkell Memorial Arts & Historic Centre) | 6/10/2009 |
| Creswick Museum (formerly Creswick Museum and Gold Battery) | 9/02/2008 |
| Lyonville Hall | 4/12/2010 |
| Dean Recreation Reserve | 5/11/2009 |
| Lee Medlyn Home of Bottles (formerly Clunes Historic Medlyn Complex) | 15/11/2005 |
| Clunes Municipal Purposes Reserve (Town Hall) | 6/10/2009 |
| Glenlyon Recreation Reserve | 4/12/2009 |
| Drummond Hall | 26/03/2008 |
| Doug Lindsay Recreation Reserve (previously Lindsay Park Recreation Reserve) | 26/05/2009 |
| Clunes Community Centre | 4/12/2009 |
| Campbelltown School Grounds | 4/12/2009 |
| Creswick InfoLink (previously Creswick Community Enterprise Centre Committee) | 19/02/2008 |
| Delegated Planning Committee | 17/12/2008 |

Under the Act, Council is required to review all delegations to special committees within 12 months of a general election (i.e. by November 2009). Under the Act, there are no requirements to review the establishment of committees or the members of the committees.

ISSUE/DISCUSSION

During the 12 month period after the last general election, new or updated Instruments of Delegation were established for nine of the 14 special committees. The following committees did not have their Instruments of Delegation reviewed and updated:

1. Creswick Museum Committee of Management
2. Creswick InfoLink Committee of Management
3. Drummond Hall Committee of Management
4. Clunes Community Housing Committee of Management
5. Lee Medlyn Home of Bottles Committee of Management

In particular, the first two (Creswick Museum and Creswick InfoLink) have Instruments of Delegation that expire on 31 March 2011. Those two are addressed in this report, with the Delegations for the other three Committees to be updated before the end of this financial year.

Creswick Museum

A revised Instrument of Delegation has been prepared for the Creswick Museum Committee of Management, and has been discussed with the existing committee. It is recommended that this special committee continues to have delegated authority for managing the Creswick Museum and the Museum Collection. Key changes to the Instrument of Delegation are as follows:

1. The committee formally has additional responsibility for using and managing the former Infant Welfare Centre (Cambridge St, Creswick), which the committee has been occupying since March 2010.
2. The committee's name changes from Creswick Museum Committee of Management to Creswick Museum Special Committee, in line with the new Maddocks' template for delegations and to reduce confusion with terminology.
3. The delegation remains in force until 31 July 2013, to ensure review occurs within 12 months of the next general election.
4. The process for appointing new members has been updated to enable the committee to manage this process themselves separate to the process of updating delegations, while still requiring Council approval of any

- appointments and still allowing Council to remove committee members at any time.
5. Enforcing a three year maximum term on members, after which the Committee must formally re-elect members, and have those appointments approved by Council.
 6. Addition of a requirement for all members to contribute to staffing the museum to balance the work load.
 7. Updates to the maintenance section, to recognise conservation work within the \$3,000 amount that the committee must contribute as a minimum each year, before Council is to pay for maintenance costs.
 8. Updates to the rules for managing the collection, including requirements around disposals, donations and expansion, to better manage risks.
 9. Clarified the process for authorising volunteers who can staff the Museum.

Creswick InfoLink

Based on consultation with a number of Council officers, it was identified that this committee does not require delegations, and would be better served under an alternative arrangement with Council (e.g. a Memorandum of Understanding). As such, no new delegation has been proposed. We do not feel that this will impact on the committee operating after 31 March 2010, while we formalise arrangements for the future. We have had preliminary discussions with the committee to agree a transition plan and develop an arrangement with them. This is anticipated to be finalised by the end of the financial year.

COUNCIL PLAN /LEGISLATIVE COMPLIANCE

Under the Local Government Act 1989, Council is required to review delegations to special committees within 12 months of a general election.

Special committees, under section 86 of the Local Government Act 1989, assist Council to meet Item 17 of the Council Plan 2009-2013: “Embracing community knowledge and expertise to help guide decision making and implementation”.

FINANCIAL IMPLICATIONS

There are no changes to financial arrangements with the Creswick Museum under the proposed new Instrument of Delegation.

As a part of Council, special committees’ assets and liabilities are Council’s assets and liabilities. As such, Creswick InfoLink has some assets (including Information Technology equipment and cash) that we will need to consider in determining the future arrangements for this committee.

RISK IMPLICATIONS

The revised Instrument of Delegation for the Creswick Museum Special Committee has been updated in line with the latest Maddocks' templates (September 2010). The revisions to the Instrument sought to reduce risks relating to the operation of the special committee and improve the efficiency of the committee processes.

ENVIRONMENTAL/SOCIAL/ECONOMIC IMPLICATIONS

None noted

COMMUNITY AND STAKEHOLDER ENGAGEMENT

We have consulted with both the Creswick Museum and Creswick InfoLink special committees to understand their needs and expectations and to explain the proposed changes. Feedback from the Creswick Museum has been incorporated in the proposed Instrument of Delegation. We will continue to work with the Creswick InfoLink special committee to transition to a new operating framework.

CONCLUSION

The revised Instrument of Delegation for the Creswick Museum Special Committee is attached.

OFFICER'S RECOMMENDATIONS

That Council, in exercise of the powers conferred by sections 86 and 87 of the Local Government Act 1989 (the Act), resolves that:

- 11.3.1 *From the date of this resolution, the special committee formerly known as Creswick Museum Committee of Management, be henceforth known as the Creswick Museum Special Committee.*
- 11.3.2 *The purposes of the Committee are amended to those set out in the 'Powers and functions' section of the Schedule to the attached Instrument of Delegation.*
- 11.3.3 *The members of the Committee are unchanged.*
- 11.3.4 *The members of the Committee who are not Councillors are pursuant to section 81(2A) of the Act, exempted from being required to submit a primary return or ordinary return.–*
- 11.3.5 *There be delegated to the Committee the powers, duties and functions set out in the attached Instrument of Delegation (the Instrument).*

11.3.6 *The Instrument:*

- 11.3.6.1 *comes into force immediately the common seal of Council is affixed to the Instrument; and*
- 11.3.6.2 *remains in force until Council determines to vary or revoke it, or until 31 July 2013.*
- 11.3.7 *The powers, duties and functions conferred on the Committee by the Instrument must be exercised in accordance with the Instrument and any guidelines or policies Council may from time to time adopt.*
- 11.3.8 *The Instrument be sealed.*

That Council:

- 11.3.9 *Notes that the Instrument of Delegation for the Creswick InfoLink Committee of Management will end on 31 March 2011, and the committee will cease to have delegated authority, but can continue as an advisory committee while a transition plan is developed.*
- 11.3.10 *Notes the plans to update another three Instruments of Delegation this financial year.*

MOTION

That Council, in exercise of the powers conferred by sections 86 and 87 of the Local Government Act 1989 (the Act), resolves that:

- 11.3.1 *From the date of this resolution, the special committee formerly known as Creswick Museum Committee of Management, be henceforth known as the Creswick Museum Special Committee.*
- 11.3.2 *The purposes of the Committee are amended to those set out in the 'Powers and functions' section of the Schedule to the attached Instrument of Delegation.*
- 11.3.3 *The members of the Committee are unchanged.*
- 11.3.4 *The members of the Committee who are not Councillors are pursuant to section 81(2A) of the Act, exempted from being required to submit a primary return or ordinary return.–*
- 11.3.5 *There be delegated to the Committee the powers, duties and functions set out in the attached Instrument of Delegation (the Instrument).*
- 11.3.6 *The Instrument:*
 - 11.3.6.1 *comes into force immediately the common seal of Council is affixed to the Instrument; and*
 - 11.3.6.2 *remains in force until Council determines to vary or revoke it, or until 31 July 2013.*
- 11.3.7 *The powers, duties and functions conferred on the Committee by the Instrument must be exercised in accordance with the Instrument and any guidelines or policies Council may from time to time adopt.*
- 11.3.8 *The Instrument be sealed.*

That Council:

- 11.3.9 *Notes that the Instrument of Delegation for the Creswick InfoLink Committee of Management will end on 31 March 2011, and the committee will cease to have delegated authority, but can continue as an advisory committee while a transition plan is developed.*
- 11.3.10 *Notes the plans to update another three Instruments of Delegation this financial year.*

Moved: Councillor Jon Barrell
Seconded: Councillor Janine Booth
Carried.

Attachment 7 – Item 10.3
CRESWICK MUSEUM SPECIAL COMMITTEE – INSTRUMENT OF DELEGATION

**Hepburn Shire Council
Instrument of Delegation**

Creswick Museum Special Committee

Hepburn Shire Council (**Council**) delegates to the special committee established by resolution of Council passed on ##[**insert date#**] and known as the "Creswick Museum Special Committee" (**the Committee**), the powers and functions set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of council passed on ##[**insert date#**];
2. the delegation:
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 remains in force until Council resolves to vary or revoke it, or until 31 July 2013; and
 - 2.3 is to be exercised in accordance with the attached schedule and the guidelines or policies which Council from time to time adopts; and
3. all members of the Committee will have voting rights on the Committee.

**The COMMON SEAL
of the HEPBURN SHIRE COUNCIL
was affixed in the presence of**

..... : **Mayor**

..... : **Chief Executive Officer**

Thisday of.....,20XX.

SCHEDULE

Powers and functions

To exercise Council's functions and powers to perform Council's duties in relation to the management of the following property (**the Stated Property**):

1. the Creswick Museum (part of Council Property Number 12080, Volume 617 - Folio 261 – Crown Allotment 11 – Section 10 – Parish of Creswick Township, excluding the area known as the Creswick Town Hall, Kitchen and the Town Hall Caretakers Cottage);
2. the former Infant Welfare Centre, Cambridge Street, Creswick (Council Property Number 12326); and
3. the Museum Collection including, but not limited to, the following:
 - 3.1 Dr. E.J. Semmens Collection;
 - 3.2 Lindsay Family Collection;
 - 3.3 T.G. Moyle Collection;
 - 3.4 W. Tibbits Collection;
 - 3.5 Victor Litherland Collection;
 - 3.6 Creswick Council Chamber Collection; and
 - 3.7 H.H. Pearce Collection;(being collections held in trust for Creswick & District residents)

and for those purposes:

1. to do all things necessary or convenient to be done for or in connection with the performance of those functions, duties and powers;
2. to enter into any contract for an amount up to five thousand dollars (\$5,000);
3. to incur expenditure on any one matter up to ten thousand dollars (\$10,000);
4. to only borrow money, obtain a bank overdraft or exceed the limits specified in the preceding clauses (1) & (2) upon receiving written approval from Council;
5. to set and approve conditions, fees and charges for hire or use of the Stated Property, the sale of museum merchandise, and for legitimate research of the Museum Collection;
6. to set the times and days the Creswick Museum will be open to the public;
7. to set the times and days when the Committee will undertake research and/or assist persons research the Museum Collection; and
8. every person of the Committee shall be a person authorised to enforce the provisions of Council's Local Laws (so far as they are applicable to the Stated Property only) relating to the control and management of municipal places.

Exceptions, conditions and limitations

The Committee is not authorised by this Instrument to:

1. Enter into contracts, or incur expenditure, for an amount which exceeds the approved amounts, without written approval from Council.
2. Exercise the powers which, by force of section 86 of the Act, cannot be delegated.
3. Delegate any of its powers or functions.

Membership of the Committee

1. The Committee shall be comprised of at least nine (9) members, comprising community representatives.
2. Council may at any time, remove a member from the Committee, appoint a member to the Committee or disband the Committee.
3. The Committee may at its meetings, including the annual meeting, elect new members and seek written approval from Council for the new members to be appointed as members to the Committee.
4. All members shall be appointed for a maximum duration of three years, after which the Committee must formally re-elect the members, and have their appointment approved in writing from Council.

Indemnity

Council indemnifies members of the Committee against any action, liability, claim or demand on account of any matter or thing done by them on behalf of the Committee, provided they are acting in accordance with this Instrument of Delegation in an honest and reasonable belief or under a mistake of law that the member was properly exercising any function or power of the Committee hereunder.

Rescinded delegations

This Instrument of Delegation replaces and rescinds all previous delegations to special committees appointed by Council to manage the Stated Property, including but not limited to the following special committee:

1. Creswick Museum Special Committee
2. The Creswick Museum Committee of Management

Winding Up

In the event of the Committee being wound up or dissolved for any reason, all monies, after the satisfaction of all debts and liabilities, all property held or held in trust, all records and any other assets will be paid or transferred to Council. No monies or property shall be distributed to or amongst members of the Committee.

Responsibilities

Legal and Procedural Responsibilities

The Committee shall:

1. Ensure that all members, including new members in future, have an understanding of the Instrument of Delegation, sections 76-79, 86-93 and other relevant sections of the *Local Government Act 1989* and Local Laws of Council, as they apply to the Committee.
2. Ensure that all procedures and guidelines applicable to the Committee, as issued by Council, are followed.
3. Seek assistance and/or clarification from Council, where necessary, to understand its responsibilities under this section.

Council's Responsibilities

Council shall:

1. Be responsible for all major maintenance of the Stated Property.
2. Provide and be responsible for payment of a person to perform the annual audit of the Committee's financial records.
3. Provide assistance to the Committee to enable it to understand and undertake its responsibilities under this Instrument.

4. Ensure the State Property is insured against loss or damage.
5. Have public notices (e.g. for meetings and calling new members) published in the Hepburn Advocate, when requested by the Committee.

Office Bearers

The Committee shall at its commencement and then at its Annual Meeting each year elect from its members at a minimum the following office bearers:

- President, Chairperson of the Committee
- Vice-President
- Secretary
- Assistant Secretary
- Treasurer

Duties of Chairperson

The Chairperson shall:

1. Ensure the Committee operates in accordance with the *Local Government Act 1989*, Council's Meeting Procedures Local Law, this delegation and any other relevant laws.
2. Ensure that the required notice of meetings is provided in accordance with the *Local Government Act 1989*.
3. Chair the meetings of the Committee.

Duties of Secretary

The Secretary shall:

1. Conduct the correspondence of the Committee.
2. Have the custody of all documents belonging to the Committee.
3. Keep correct minutes of all proceedings and records of the Committee.
4. Accurately record all written motions/resolutions in the minutes.
5. Carry out the directions of the Committee (under motion/resolution).
6. Forward a copy of the minutes (unconfirmed) of all meetings and a copy of the financial statements, tabled at the Annual Meeting, to Council's Manager Risk within fourteen (14) days of each respective meeting.
7. Immediately call a Special Meeting upon receiving the requisition to do so.
8. Provide the proposed dates of all Committee meetings, including regular meetings and the Annual Meeting, to Council's Risk Manager at the start of each year to enable Council to publicly advertise the dates of meetings on the Committee's behalf.
9. Prepare and maintain a roster for staffing the Museum, which aims to evenly distribute the effort amongst Committee members and other volunteers.

Duties of Treasurer

The Treasurer shall:

1. Pay into the Bank all monies received by the Committee within fourteen (14) days of receipt.
2. Keep correct accounts and books showing the financial affairs of the Committee.
3. Prepare statements of receipts and expenditure.
4. Provide a financial report to each regular meeting.

5. Provide a full statement of all monies received and expended by the Committee for the year ending 30 June each year, to the Annual Meeting.
6. Provide a statement of assets and liabilities for the year ending 30 June each year, to the Annual Meeting.
7. Ensure the person appointed by Council has duly audited the Annual Meeting statements prior to the Annual Meeting taking place.
8. Ensure that no later than 31 August each year a certified copy of each of those statements prepared for the Annual Meeting are forwarded to Council.
9. Receive and manage bequests and trust funds made to the Creswick Museum.

Duties of Committee Members

All Committee members shall:

1. Make themselves available to staff the Museum during opening hours for at least one day a month or equivalent, as agreed with the Secretary, while allowing for periods of absence for personal reasons.

Meetings

1. The Committee shall at its Annual Meeting each year appoint a time and place for regular meetings. Such meetings shall be held at intervals of not more than three (3) months. Should it be necessary to alter the times or place of a regular appointed meeting all members of the Committee shall be given at least fortyeight (48) hours notice in writing of the new time or place.
2. All meetings of the Committee must be advertised to the public and be conducted as open meetings. A meeting may be closed by resolution of the Committee to deal with an item of business of a sensitive or confidential nature (refer to provisions of the *Local Government Act 1989*).
3. The quorum of the Committee shall be an absolute majority of the members.
4. Each member shall be entitled to one vote and in the event of equality of votes the Chairperson shall have a casting vote as well as a deliberative vote.
5. The Committee shall hold an Annual Meeting during the month of August each year. The Annual meeting shall be advertised in the local newspaper at least fourteen (14) days prior to the meeting date.
6. The Secretary of the Committee shall, on receipt of a requisition signed by the Chairperson, or three (3) members, stating the object of such meeting, within fourteen (14) days call a Special Meeting. Written notice of such meeting shall be given to each member of the Committee specifying the object of the meeting and the time and place where the meeting shall be held.
7. No business, apart from that which is described in the object of a Special Meeting, can be conducted or acted upon by the Committee at a Special Meeting.
8. All motions/resolutions of the Committee, apart from usual, day to day meeting motions/resolutions; shall be reduced to writing before being voted upon.
9. No motion/resolution has any standing if made at a meeting where a quorum was not present.
10. Any contracts or other such instruments that the Committee enters into will have no legal effect upon Council unless preceding clauses (8) and (9) are followed.
11. The Committee shall cause minutes to be kept of all meetings and shall forward to Council's Manager Risk a copy of such minutes within fourteen (14) days of each meeting.

Conflicts of Interest

Committee members must observe the provisions of sections 76-79 of the *Local Government Act 1989* as they relate to a conflict of interest in matters of business handled by the Committee.

Finance

The Committee shall:

1. Maintain an open bank account and advise Council of the name of the bank.
2. Authorise the manager of its bank to supply Council with a copy of the Committee's bank account on the written request of the Chief Executive Officer.
3. Ensure that all funds raised by the Committee are only expended on management of and minor maintenance of the Stated Property.
4. Authorise all expenditure, which shall be paid by cheque signed by any two (2) of three (3) signatories.
5. Make the annual financial reports for the year ending 30 June, to be presented at the Annual Meeting, available to Councils' auditor no later than 31 July.
6. Execute and attest to all legal instruments, being contracts, leases, agreements, or licences above the sum of two hundred (\$200) in the following manner:

"This contact/agreement/licence/lease is executed by the Creswick Museum Special Committee for and on behalf of the Hepburn Shire Council in accordance with the terms of its Instrument of Delegation"

Signed _____

Committee member #1

Signed _____

Committee member #2

The Committee may apply to Council for an advance or contribution of monies for the purpose of improvements on the Stated Property. For an advance/contribution received, the Committee shall:

1. Carry out all conditions imposed by Council in making the advance/contribution.
2. Repay out of funds received by it the amount of such advance/contribution in the manner prescribed by Council when making the advance/contribution.

Maintenance

The Committee shall:

1. Carry out all minor items of maintenance of the Stated Property and conservation of the Museum Collection at the Committee's expense. Maintenance has its ordinary meaning and includes cleaning, repairing, replacing, painting, polishing or similar activities. Minor maintenance and conservation refers to any activity which has a total cost of \$1,000 or where the Committee has reached the amount of \$3,000 for the financial year in expenditure on maintenance and conservation for items other than those in the Litherland and Lindsay Collections.
2. Report to Council on other required items of maintenance or conservation, either with a total cost exceeding \$1,000 for an individual activity or when \$3,000 has been expended by the Committee on maintenance activities for the financial year.
3. The Committee will pay the following outgoings as appropriate:
 - Electricity
 - Security
 - Cleaning

- Water (former Infant Welfare Centre only)
4. Complete a quarterly building inspection to identify any property, insurance or health and safety risks, and to take actions to resolve issues identified through maintenance or requests to council.
 5. Return the end of the year inspection to Council's Manager Risk by 31 December each year, identifying major maintenance items proposed to be included in the budget for the following financial year commencing 1 July.

Creswick Museum and Collection

The Committee shall:

1. Manage the Stated Property for the enjoyment and education of the public.
2. Encourage participation in the Stated Property and include educational activities involving the Museum building and the Museum Collection.
3. Ensure the displays are open to the public for a minimum period of 3 hours each week of the year, except during periods of major maintenance or renovation works.
4. Assist persons conducting research during the times set by the Committee for assisting with research of the Museum Collection and subject to receiving fees as set by the Committee for such assistance.
5. Maintain and conserve the Museum Collection.
6. Manage the expansion and development of the Museum Collection, while being mindful of the impact any expansion and development will have on the future maintenance and conservation requirements of the Museum Collection.
7. Ensure all monies, grants or bequests specifically received for the preservation, security and upkeep of the collections are utilised for the purposes for which they were given.
8. Ensure the security of the collections is of a high standard to minimise the risk of loss.
9. Maintain a catalogue of all items within the Museum Collection.
10. Keep a record of any items made available or loaned to the Museum Collection.
11. Obtain a written receipt when receiving or returning items on loan or made available to the Museum Collection.
12. Approve the moving of any item, collection or part of the Museum Collection outside the Creswick Museum or the former Infant Welfare Centre for the purposes of display or loan to another organisation for them to display.
13. Maintain a record of items, collections or part of the Museum Collection moved to another location, including items provided to another organisation.
14. Comply with all Statutes, Regulations and Laws and will follow any reasonable guidelines in relation to the Museum Collection, as issued by relevant authorities such as Museums of Australia or the Public Records Office.
15. Assess any items donated or bequeathed to the Creswick Museum to determine whether they are considered suitable for the collection. Items considered suitable shall be accepted and added to the catalogue.
16. Obtain written Council approval prior to disposing of any item or part of the Museum Collection.
17. Donated or bequeathed items considered unsuitable and items from the Museum Collection approved for disposal shall be either:
 - moved to another Council location, if directed to do so by the Council;
 - offered to another Museum or similar organisation;
 - returned to the donor; or

- sold via public auction or tender without a reserve, with all proceeds paid into the Committee's bank account.

No items are to be sold or given to a Committee member or another person, unless through a public auction or tender.

Use of Volunteers

Council encourages the Committee to use the services of additional volunteers, while also recognising that there is valuable property involved and a need for people within the Museum to ensure that visitors receive a welcoming, interesting and pleasant experience that will promote the Creswick Museum and Hepburn Shire. As such, the Committee shall:

1. During times the Museum is open to the public, ensure that there is always a member of the Committee or a person authorised by the Committee present, as well as any additional volunteers rostered to staff the museum.
2. Interview perspective volunteers to assess their suitability prior to them being taken on, including that they have people skills, friendly attitude to visitors and the ability to promote the Museum and Hepburn Shire with enthusiasm.
3. Check whether volunteers have any direct or indirect conflict of interest between their private business and the Museum objectives and Collection.
4. Approve all volunteers, in addition to Committee members, that are able to staff the Museum, after the proceeding clauses (2) and (3) have been satisfactorily completed.
5. Keep an up-to-date list of volunteers, in addition to the Committee members, for the Museum.
6. Provide adequate training to volunteers as identified by the Committee from time to time.

END SCHEDULE

**11.3 ASSEMBLIES OF COUNCILLORS – NOVEMBER 2010 - FEBRUARY 2011
CHIEF EXECUTIVE OFFICER**

NOTE: ITEM 11.3 REMOVED FROM AGENDA AND NOT CONSIDERED.

In providing this advice to Council as the Chief Executive Officer, I Kaylene Conrick have no interests to disclose in this report.

PURPOSE

This report summarises Assemblies of Councillors during February 2011.

BACKGROUND

The Local Government Act 1989 defines Assembly of Councillors as ...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 -

- (a) the subject of a decision of the Council; or*
- (b) 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;*

ISSUE/DISCUSSION

In addition to the Assemblies of Councillors already reported at the December 2010, January 2011 and February 2011 Council Meetings, the following Assemblies of Councillors are provided in accordance with *The Local Government Act 1989*, Section 80A (2).

| Assemblies of Councillors – Advisory Committees | | |
|--|-----------------------------|---|
| Date | Location | Committee Name |
| 03-11-2010 | Council Chamber, Daylesford | Municipal Emergency Management Planning Committee (MEMPC) |
| 09-11-2010 | Mayor’s Room, Daylesford | CEO Performance Review |
| 16-11-2010 | Council Chamber, Daylesford | Wombat Hill Botanic Gardens Advisory Committee |
| 22-11-2010 | Council Chamber, Daylesford | Audit and Risk Advisory Committee |
| 29-11-2010 | Council Chamber, Daylesford | CEO Performance Review. |
| 02-12-2010 | Council Chamber, Daylesford | Mineral Springs Advisory |

| | |
|--|-----------|
| | Committee |
|--|-----------|

| Assemblies of Councillors with Council Officers | | |
|--|-----------------------------------|---|
| Date | Location | Meeting Name |
| 16-11-2010 | Melbourne University, Creswick | Rating Strategy Report and Council Meeting Preparation. |
| 21-12-2010 | Trentham Mechanics Institute | Council Meeting Preparation. |

In accordance with *The Local Government Act 1989*, Section 80A (2) the following summary of Assemblies of Councillors during January 2011 and February 2011 is provided.

JANUARY

| Assemblies of Councillors with Council Officers | | |
|--|--|---------------------------------------|
| Date | Location | Meeting Name |
| 11-01-2011 | Council Chamber | Councillor Briefing |
| 18-01-2011 | Clunes Town Hall Supper Room | Council Meeting Preparation. |
| 24-01-2011 | Creswick Town Hall & Clunes Town Hall | Flood Recovery Community Meetings. |

| Assemblies of Councillors – Advisory Committees | | |
|--|---------------------|--|
| Date | Location | Committee Name |
| 25-01-2011 | Hepburn Sound Shell | Environmental Sustainability Advisory Committee |

FEBRUARY

| Assemblies of Councillors with Council Officers | | |
|--|-------------------------------------|---------------------------------|
| Date | Location | Meeting Name |
| 01-02-2011 | Council Chamber, Daylesford | Councillor Briefing |
| 08-02-2011 | Council Chamber, Daylesford | Councillor Briefing |
| 08-02-2011 | Senior Citizens Room, Daylesford | Delegated Planning Committee |
| 15-02-2011 | Clunes Town Hall Supper Room | Council Meeting Preparation. |
| 22-02-2011 | Council Chamber, Daylesford | Councillor Briefing |

| Assemblies of Councillors – Advisory Committees | | |
|--|-----------------------------|---|
| Date | Location | Committee Name |
| 03-02-2011 | Council Chamber, Daylesford | Hepburn Mineral Springs Advisory Committee |
| 07-02-2011 | Council Chamber, Daylesford | Recreation Advisory Committee |
| 21-02-2011 | Council Chamber, Daylesford | Audit and Risk Advisory Committee |
| 22-02-2011 | Council Chamber, Daylesford | Environmental Sustainability Advisory Committee |
| 25-02-2011 | Daylesford Museum | Heritage Advisory Committee |

COUNCIL PLAN /LEGISLATIVE COMPLIANCE

Local Government Act 1989, Section 80A

FINANCIAL IMPLICATIONS

Nil.

RISK IMPLICATIONS

Nil

ENVIRONMENTAL/SOCIAL/ECONOMIC IMPLICATIONS

Nil

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Nil

CONCLUSION

Information provided for noting.

OFFICER’S RECOMMENDATION

11.2.1 That Council note the above information re Assemblies of Councillors during November 2010, December 2010, January 2011 and February 2011.

**Attachment 8 – Item 11.2
ASSEMBLIES OF COUNCILLORS**

RECORD OF ASSEMBLY OF COUNCILLORS



This record is required under Section 80A of the *Local Government Act 1989*

Date of Meeting: 1/2/11

Time: 2-00

Venue:

- Council Chamber Daylesford
- Senior Citizens Centre Daylesford
- Other (specify)

Councillors present:

- Cr Janine Booth
- Cr Don Henderson
- Cr Tim Hayes
- Cr Sebastian Klein

- Cr Jon Barrell
 - Cr Rod May
 - Cr Bill McClenaghan
- RUDGE

Members of Council Staff present:

- CEO Kaylene Conrick
- GM Corporate Services, Evan King
- GM Community Development, Martin Walmsley
- GM Infrastructure, Peter Reeve

- GM Sustainable Development, Robert Jennings
- Other, please specify:
 - RICHARD PEKIN
 - JILL BERRY
 - TANTA LOOS

Conflict of Interest Disclosures:

~~NO CONFLICTS~~
CR KLEIN - WATER EFFICIENCY GRANT (sustainability Community Grants)

Matters Considered:

AS PER AGENDA

Name and title of Officer responsible for this written record:

- CEO Kaylene Conrick
- GM Corporate Services, Evan King
- GM Community Development, Martin Walmsley

- GM Infrastructure Peter Reeve
- GM Sustainable Development, Robert Jennings
- Other, please specify:

Signature: Evan King

Councillor Briefing Agenda 1 February 2011

| | |
|--|---|
| Tuesday 1 February 2011 2.00pm | Council Chamber Daylesford Town Hall |
| <p style="text-align: center;">Chair Attendees</p> | <p>Mayor Councillors</p> <p>Cr Rod May Jon Barrell, Bill McClenaghan, Tim Hayes, Don Henderson, Sebastian Klein, Janine Booth</p> |
| | <p>Officers</p> <p>General Manager Corporate Services (Acting CEO), General Manager Sustainable Development, General Manager Community Development, General Manager Infrastructure. Other officers as required.</p> |

| | | | | | |
|----|--------|--------------------------|---|---|-------------------------------|
| 1. | 2.00pm | Information & Discussion | Sale of Land – 42 Raglan Street, Daylesford | General Manager Corporate Services | Page 1 |
| 2. | 2.30pm | Information & Discussion | Jubilee Lake Caravan Park | General Manager Corporate Services | Page 3 |
| 3. | 3.00pm | Information & Discussion | Accommodation Review | General Manager Corporate Services | Page 10 |
| 4. | 3.30pm | Information & Discussion | Meeting with NCCMA re permit | General Manager Infrastructure | Page 12 |
| 5. | 4.00pm | Information & Discussion | Update re Koala Connect Project and Sustainability in the Shire | General Manager Sustainable Development | Page 12 |
| 6. | 4.30pm | Information & Discussion | Doug Lindsay Community Facility and Oval | General Manager Sustainable Development | Page 12 |
| 7. | 5.00pm | Information | Sustainability Community Grants Attachment 1 Attachment 2 | General Manager Sustainable Development | Page 13 Page 15 Page 18 |
| 8. | 5.30pm | Information | Local Producers Sustainability Awards recommendations Attachment 3 | General Manager Sustainable Development | Page 23 Page 26 |
| | 6.00pm | | Close of meeting | | |

RECORD OF ASSEMBLY OF COUNCILLORS

This record is required under Section 80A of the *Local Government Act 1989*

Date of Meeting: 8/2/11

Time: 12-30

Venue:

- Council Chamber Daylesford
- Senior Citizens Centre Daylesford
- Other (specify)

Councillors present:

- | | |
|--|---|
| <input type="checkbox"/> Cr Janine Booth | <input checked="" type="checkbox"/> Cr Jon Barrell |
| <input checked="" type="checkbox"/> Cr Don Henderson | <input checked="" type="checkbox"/> Cr Rod May |
| <input checked="" type="checkbox"/> Cr Tim Hayes | <input checked="" type="checkbox"/> Cr Bill McClenaghan |
| <input checked="" type="checkbox"/> Cr Sebastian Klein | |

Members of Council Staff present:

- | | |
|---|---|
| <input checked="" type="checkbox"/> CEO Kaylene Conrick | <input checked="" type="checkbox"/> GM Sustainable Development, Robert Jennings |
| <input checked="" type="checkbox"/> GM Corporate Services, Evan King | <input checked="" type="checkbox"/> Other, please specify: |
| <input checked="" type="checkbox"/> GM Community Development, Martin Walmsley | ANTHEA LYONS |
| <input checked="" type="checkbox"/> GM Infrastructure, Peter Reeve | JUSTIN FIDDES |

Conflict of Interest Disclosures:

CR McCLENAGHAN - TIP FEES LEFT - 12-55
 RETURNED - 12-59
 INDIRECT CONFLICT CR McCLENAGHAN (PRATT RESERVE LEASE)

Matters Considered:

AS PER AGENDA

Name and title of Officer responsible for this written record:

- | | |
|--|--|
| <input type="checkbox"/> CEO Kaylene Conrick | <input type="checkbox"/> GM Infrastructure Peter Reeve |
| <input checked="" type="checkbox"/> GM Corporate Services, Evan King | <input type="checkbox"/> GM Sustainable Development, Robert Jennings |
| <input type="checkbox"/> GM Community Development, Martin Walmsley | <input type="checkbox"/> Other, please specify: |

Signature: _____

Evan King

Councillor Briefing Agenda

8 February 2011

| | |
|--|--|
| Tuesday 8 February 2011 12.30pm | Council Chamber Daylesford Town Hall |
| <p>Chair Attendees</p> | <p>Mayor Councillors</p> <p>Cr Rod May Jon Barrell, Bill McClenaghan, Tim Hayes, Don Henderson, Sebastian Klein, Janine Booth</p> |
| | <p>Officers</p> <p>Chief Executive Officer, General Manager Corporate Services General Manager Sustainable Development, General Manager Community Development, General Manager Infrastructure. Other officers as required.</p> |

| | | | | | | |
|-----------|---------|--------------------------|---|---|------------------|--|
| 1. | 12.30pm | Information & Discussion | 10 Year Financial Plan | General Manager Corporate Services | Page 1 | |
| 2. | 2.00pm | Information & Discussion | Review of fees and charges | General Manager Corporate Services | Page 1 | |
| 3. | 3.30pm | Information & Discussion | Review of KPIs in comparison to other Councils Attachment 1 | General Manager Corporate Services | Page 2 Page 3 | |
| 4. | 3.30pm | Information & Discussion | Pratt Reserve Lease | General Manager Infrastructure | Page 42 | |
| 5. | 4.00pm | Information | Presentation – Creswick Park Lake and Mount Prospect Tennis Club | General Manager Sustainable Development | Page 45 | |
| 6. | 4.30pm | Information & Discussion | Recreation Advisory Committee update | General Manager Sustainable Development | Page 45 | |
| | 5.00pm | Close of meeting | | | | |

RECORD OF ASSEMBLY OF COUNCILLORS



This record is required under Section 80A of the *Local Government Act 1989*

Date of Meeting: 8/02/2011

Time: 5:00 PM

Venue: Council Chamber Daylesford
 Senior Citizens Centre Daylesford
 Other (specify)

Councillors present:

| | |
|--|---|
| <input type="checkbox"/> Cr Janine Booth | <input checked="" type="checkbox"/> Cr Jon Barrell |
| <input checked="" type="checkbox"/> Cr Don Henderson | <input checked="" type="checkbox"/> Cr Rod May |
| <input checked="" type="checkbox"/> Cr Tim Hayes | <input checked="" type="checkbox"/> Cr Bill McClenaghan |
| <input checked="" type="checkbox"/> Cr Sebastian Klein | |

Members of Council Staff present:

| | |
|--|---|
| <input checked="" type="checkbox"/> CEO Kaylene Conrick | <input checked="" type="checkbox"/> GM Sustainable Development, Robert Jennings |
| <input type="checkbox"/> GM Corporate Services, Evan King | <input checked="" type="checkbox"/> Other, please specify: Manager Planning, Justin Fiddes |
| <input type="checkbox"/> GM Community Development, Martin Walmsley | |
| <input type="checkbox"/> GM Infrastructure, Peter Reeve | |

Conflict of Interest Disclosures:

NIL

Matters Considered: (Heading only)

- Refer *Delegated Planning Committee* Agenda – 8 February 2011

Name and title of Officer responsible for this written record:

| | |
|--|---|
| <input type="checkbox"/> CEO Kaylene Conrick | <input type="checkbox"/> GM Infrastructure Peter Reeve |
| <input type="checkbox"/> GM Corporate Services, Evan King | <input checked="" type="checkbox"/> GM Sustainable Development, Robert Jennings |
| <input type="checkbox"/> GM Community Development, Martin Walmsley | <input type="checkbox"/> Other, please specify: |

Signature: 

RECORD OF ASSEMBLY OF COUNCILLORS



This record is required under Section 80A of the *Local Government Act 1989*

Date of Meeting: 22/2/11

Time: 3-00

Venue:

- Council Chamber Daylesford
- Senior Citizens Centre Daylesford
- Other (specify)

Councillors present:

- Cr Janine Booth
- Cr Don Henderson
- Cr Tim Hayes
- Cr Sebastian Klein
- Cr Jon Barrell
- Cr Rod May
- Cr Bill McClenaghan

Members of Council Staff present:

- CEO Kaylene Conrick
- GM Corporate Services, Evan King
- GM Community Development, Martin Walmsley
- GM Infrastructure, Peter Reeve
- GM Sustainable Development, Robert Jennings
- Other, please specify:
KATHLEEN BRANICHAN
ADAM McSWAIN
ANTHONY LYONS

Conflict of Interest Disclosures:

Matters Considered:

AS PER AGENDA + DOUG LINDSEY UPDATE
+ MAY ELECTIONS

Name and title of Officer responsible for this written record:

- CEO Kaylene Conrick
- GM Corporate Services, Evan King
- GM Community Development, Martin Walmsley
- GM Infrastructure Peter Reeve
- GM Sustainable Development, Robert Jennings
- Other, please specify:

Signature: Evan King

Councillor Briefing Agenda 22 February 2011



| | |
|--|---|
| Tuesday 22 February 2011 3.00pm | Council Chamber Daylesford Town Hall |
| <p style="text-align: center;">Chair Mayor Attendees Councillors</p> <p style="text-align: center;">Officers</p> | <p>Cr Rod May Jon Barrell, Bill McClenaghan, Tim Hayes, Don Henderson, Sebastian Klein, Janine Booth</p> <p>Chief Executive Officer, General Manager Corporate Services General Manager Sustainable Development, General Manager Community Development, General Manager Infrastructure. Other officers as required.</p> |

| | | | | |
|-----------|--------|---|---|---|
| 1. | 3.00pm | <p>Information & Discussion</p> <p style="text-align: center;">Rating Strategy Review</p> <p style="text-align: center;">Attachment 1: Interim Consultation Report</p> <p style="text-align: center;">Attachment 2: Discussion Paper Results February 2011</p> | <p>General Manager Corporate Services</p> | <p>Page 1</p> <p>Page 3</p> <p>Page 16</p> |
| | 5.00pm | Close of meeting | | |

12. CLOSURE OF MEETING TO MEMBERS OF THE PUBLIC

12.1 CLOSURE OF MEETING TO CONSIDER CONTRACTURAL MATTERS

The *Local Government Act 1989*, Section 89 (2), states that:

(2) A Council or special committee may resolve that the meeting be closed to members of the public if the meeting is discussing any of the following –

- (a) personnel matters;
- (b) the personal hardship of any resident or ratepayer;
- (c) industrial matters;
- (d) contractual matters;
- (e) proposed developments;
- (f) legal advice;
- (g) matters affecting the security of Council property;
- (h) any other matter which the Council or special committee considers would prejudice the Council or any other person;
- (i) a resolution to close the meeting to members of the public.

OFFICER'S RECOMMENDATION

12.1.1 That Council resolve that the meeting be closed to members of the public to discuss contractual matters; Tender H250-2011 - Engineering Consultancy and Project Management Services Panel; Tender H251-2011 - Plant Hire for Panel of Compliant Plant and Operators (Wet Hire) and Tender for supply of corporate information system, in accordance with S 89 (2)(d) of the *Local Government Act 1989*.

MOTION

12.1.1 That Council resolve that the meeting be closed to members of the public to discuss contractual matters; Tender H250-2011 - Engineering Consultancy and Project Management Services Panel; Tender H251-2011 - Plant Hire for Panel of Compliant Plant and Operators (Wet Hire) and Tender for supply of corporate information system, in accordance with S 89 (2)(d) of the *Local Government Act 1989*.

Moved: Councillor Jon Barrell
Seconded: Councillor Don Henderson
Carried.

13. CONFIDENTIAL ITEMS

- 13.1 TENDER H250-2011 – ENGINEERING CONSULTANCY AND PROJECT MANAGEMENT SERVICES PANEL
GENERAL MANAGER CORPORATE SERVICES**
- 13.2 TENDER H251-2011 PLANT HIRE FOR PANEL OF PLANT OPERATORS (WET HIRE) RATES SCHEDULES FOR CIVIL CONSTRUCTION AND ROAD MAKING
GENERAL MANAGER INFRASTRUCTURE**
- 13.3 TENDER SUPPLY AND INSTALLATION OF CORPORATE INFORMATION SYSTEM
GENERAL MANAGER CORPORATE SERVICES**

14. RE-OPENING OF MEETING TO MEMBERS OF THE PUBLIC

OFFICER'S RECOMMENDATION

- 14.1.1 That Council, having considered the confidential matters, re-open the Meeting to members of the public.

MOTION

- | |
|--|
| 14.1.1 That Council, having considered the confidential matters, re-open the Meeting to members of the public. |
|--|

Moved: Councillor Jon Barrell
Seconded: Councillor Sebastian Klein
Carried.

15. CLOSE OF MEETING. The Meeting closed at 8.30pm.