

Annual Plan Project Updates

Quarter 2 / 2021-2022 (October - December 2021)

(includes carry-forward projects 2019-20 and 2020-21)



A resilient and sustainable environment

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



A healthy supported, and empowered community

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



Embracing our past and planning for the future

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



Diverse economy and opportunity

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



A dynamic and responsive council

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

2021-22 Annual Plan

A RESILIENT AND SUSTAINABLE ENVIRONMENT

Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
Domestic Animal Management Plan (DAMP)	Develop a 4-year plan that outlines Councils approach to animal management within the Shire.	Operational Budget	01-Dec-21	Waste, Facilities and Community Safety	<p>Council has invited community feedback and submissions about areas of interest and focus in reviewing the Domestic Animal Management Plan (DAMP) and have received approximately 500 submissions. Officers are working through these submissions in order to inform potential actions and focus areas in the development of the DAMP.</p> <p>The finalisation of the DAMP has been delayed due to workload from the multiple storms and impact of COVID on the Community Safety team. Completion is expected in June-2022 and the relevant authority has been notified and acknowledged the constraints and noted the similar challenges with a number of other Councils.</p>	In progress and delayed
Western Victoria Transmission Line	Advocate for detailed community engagement and underground construction of the proposed Western Victorian Transmission Line and complete detailed Environmental Effects Statement submission	\$50,000	01-Jun-22	Planning and Development	<p>Ongoing advocacy continues in relation to the project with regular ongoing meetings occurring between HSC and AusNet, HSC and a community working group. HSC has active involvement and input in to the Technical Reference Group (TRG). Although the workings of the TRG are currently confidential, these officers are feeding Councils concern into the group.</p> <p>The Shire has recently updated our WVTP Council webpage and have also opened a Participate Hepburn page which invites the community (particularly impacted people in the following categories 'Tourism, agriculture, social impact and heritage') to lodge their interest in upcoming community sessions and advise us of their concerns. Community sessions are scheduled for late February and an informal drop in session in mid-February. Information obtained from these sessions will inform a formal submission on the EES from Council, which is expected mid-year.</p>	In progress and on track
Sustainable Hepburn	Develop and adopt integrated strategy to include; 1. Waste Strategy, 2. Biodiversity Strategy, 3. Sustainability Strategy	Operational Budget	01-Mar-22	Waste, Facilities and Community Safety / Planning and Development	<p>Officers have developed a detailed project plan which involved significant community consultation. The project is progressing well is now expected to be finalised prior to June 2022.</p> <p>At the December Council Meeting, 25 community members were appointed to the Sustainable Hepburn Community Reference Group and all members have been advised. An independent facilitator has been appointed to facilitate the meetings.</p> <p>The first meeting is scheduled for 17 February and will continue through February and March. Community Engagement Sessions have also been scheduled for February which will also provide significant input into the development of the strategy.</p>	In progress and delayed

A HEALTHY, SUPPORTED AND EMPOWERED COMMUNITY

Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
Hepburn Hub at the Rex	Begin construction of the Hepburn Hub at the Rex to deliver improved community spaces	Carry-forward	01-Mar-22	Major Projects	At the Ordinary Meeting of Council on 23 November 2021, Council made the decision to not proceed with the Hepburn Hub at the Rex project.	Cancelled
Trentham Community Hub	Complete detailed design of the new Trentham Community Hub and progress to construction stage.	Carry-forward \$200,000	01-Jun-22	Major Projects	Following completion of the detailed design, announcements of funding and a public tender process the construction contract was awarded at the December 2021 Ordinary Meeting of Council. Construction is expected to begin in early 2022, with a 13 month construction program.	In progress and on track

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Trentham Sportsground Reserve Pavilion Development	Complete detailed design of the pavilion redevelopment and begin construction.	Carry-forward +\$748,623	01-Sep-22	Economic Development and Recreation	Following completing of the detailed design, announcements of funding and a public tender process the construction contract was awarded at the October 2021 Ordinary Meeting of Council. Construction commenced mid-November 2021. The construction is currently on track to be completed in September 2022, this current annual plan action is complete.	Completed
Arts and Culture Strategy	Develop and adopt an Arts and Culture Strategy to set the future direction for art and culture in the Shire, in order to nurture and expand experiences.	\$40,000	01-May-22	Community Life	Following a procurement process consultants for project have been engaged to assist in the development of the project. The project is expected to commence in February 2022, and will involve community consultation	In progress and on track
Early Years Strategy	Develop and adopt a strategy that will build on the previous Hepburn Shire Healthy, Active and Safe Early Years Strategy 2015.	Carry-forward	01-Mar-22	Community Life	Following extensive community and agency consultation the draft strategy is near completion, for feedback. Officers will present to Councillors in the first quarter of 2022.	In progress and on track
Positive Ageing Strategy	Develop and implement a new Positive Ageing Strategy to focus on staying active and healthy.	Operational Budget	01-Jun-22	Community Life	Internal development of the strategy has begun. A community survey will be launched on 20th January 2022, and multiple pop up session to gain input are planned for February.	In progress and on track
LGBTIQA+ Advisory Committee	Fund an Officer resource and operational budget to establish an LGBTIQA+ Advisory Committee of Council.	\$50,000	01-Dec-21	Community Life	Council has funded both a position and operational budget for 2021/22 onwards. The new Inclusion Officer commenced with the organisation in late 2021. Council has advertised through an Expression of Interest process for community members to be appointed as members of the advisory committee, which is expected to be finalised in March 2022.	In progress and on track
Walking and Cycling Strategy	Develop and adopt a Walking and Cycling Strategy 2021-2025.	\$90,000	01-Jun-22	Economic Development and Recreation	A project planning session to review the scope and consider the method of delivery for the project will commence in February 2022. It is likely this project will not be fully complete by June 2022.	Not Yet due to start

EMBRACING OUR PAST AND PLANNING FOR OUR FUTURE

Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
Hammon Park Trail Head and Bike Path	Begin construction of Hammon Park Trail Head and Bike Path, Creswick	\$750,000	01-Feb-22	Major Projects	Detailed design and construction documentation for Hammon Park Trailhead has been completed and a tender was released in December 2021. Pending a favourable tender response, award is scheduled for the February 2022 Council Meeting. Once awarded, construction will begin pending contractor availability.	In progress and on track
Reconciliation Action Plan Development	Develop and adopt our next Reconciliation Action Plan (RAP)	\$29,000	01-Jun-22	Community Life	<p>The development has been delayed as officers have prioritised working through the possible renaming of the Jim Crow Creek project.</p> <p>A revised Terms of Reference for our Reconciliation Action Plan Advisory Committee was adopted by Council in September and provide a clearer understanding of the role and function of the Committee and to be more inclusive of First Nations People and the broader community.</p> <p>Development of the RAP will occur when a new Committee is in place, in the coming months.</p>	In progress and delayed

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Delivery of Strategic Planning Program	Implement year 1 of Council program of strategic planning work to be delivered in accordance with financial budget allocations.	\$660,000	01-Jun-22	Planning and Development	<p>Council has an ambitious but detailed strategic planning program. The program is currently slightly behind schedule, with a detailed update to be provided to Councillors in late February on the current progress.</p> <p>Officers are currently working through the procurement of key consultants, in particular for the technical studies associated with the Creswick Structure Plan. Officers are currently working on the development of a shire wide Land Demand and Supply study, with expected completion in March 2022. This work will also provide the background and analysis for the Affordable Housing Strategy.</p> <p>Council are awaiting final Ministerial sign off of the C80 Hep planning scheme review. This final administrative process (to be gazetted) is expected in February 2022.</p>	In progress and delayed
Undertake Affordable Housing Strategic Planning	Implement year 1 of Council program of strategic planning work.	\$50,000	01-Jun-22	Planning and Development	<p>This project will build upon the findings and analysis of the shire wide Land Demand and Supply study which is due for completion in March 2022. Officers have commenced development of the project scope for the second stage of this work, which will require a consultant resource to undertake the works.</p> <p>On a regular basis, officers are meeting with interested community groups, and State Government to advocate for continued assistance to ensure increased affordable housing within the shire.</p>	In progress and delayed

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DIVERSE ECONOMY AND OPPORTUNITIES

Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
Hub for Premium Produce	Undertake Year 3 (of 3) actions, focused on connecting and actively working with Premium Produce Enterprises in the Hepburn Shire and surrounding region to navigate processes, unlock opportunities, and build the ongoing capacity and skills of the sector to collectively grow and survive.	Carry-forward +\$270,000	01-Jun-22	Economic Development and Recreation	The 3-year project continued, with the following a sample of activities undertaken within the quarter: * Continued roll out of mentoring program for small scale producers with Small Business Mentoring Service. * Ongoing consultation with Primesafe, and Agriculture Victoria around policy complexity of food regulations and planning policy for the sector to navigate • First in person end of year event held on 2 December 2021 to celebrate and promote the project. Thirty people attended including Councillors, the Project Advisory Group, Farmers, Agriculture Victoria and guest speakers • Meeting with Key Stakeholders held in October to commence discussions around scoping of a Physical Hub • Online Hub further scoped to support a possible Physical Hub presence • Webinars with 30 attendees conducted on key industry topics such as grant writing tips and gaining knowledge in how to expand into agritourism • A number of on-site farm visits took place as COVID restrictions allowed.	In progress and on track
City (Region) of Gastronomy	Partner with the City of Greater Bendigo to seek opportunities for our region flowing from the City (Region) of Gastronomy initiative and continue advocacy for the planning of the Institute of Gastronomy.	Operational Budget	01-Jun-22	Economic Development and Recreation	Ongoing participation in quarterly meeting with the region. City of Greater Bendigo have completed testing of an online map featuring producers within the region, this is being rolled out in a staged approach, and currently features Bendigo producers, with the expectation that it will be further rolled out throughout the region in 2022. Next City of Gastronomy meeting being to be held in February 2022.	In progress and on track
Central Victorian Goldfields	Partner with other Council's to advocate for the World Heritage Listing of the Central Victorian Goldfields	Operational Budget	01-Jun-22	Economic Development and Recreation	On the 8 December 2021 the 13 Councils that form the partnership were represented at a launch of the project, this was held at the historic Clunes Town Hall. The launch was designed to further raise the profile of the bid. The project is awaiting advice on whether application for Regional Development Victoria's Investment Fast-Track Fund is successful, which will further progress the project.	In progress and on track
Hepburn Shire COVID Stimulus Projects Package	Deliver key COVID stimulus projects including 1. Bullarto Station Tourist Precinct, 2. Creswick Town Hall restoration and 3. Wombat Hill Botanic Gardens enhanced visitation experience.	State Government Regional Infrastructure Fund in partnership with HSC and Community partners. Total package \$2.2M	01-Jun-22	Major Projects	Bullarto Station Tourist Precinct – construction contract was awarded at the December 2022 Ordinary Council Meeting, with construction expected to begin early 2022. Creswick Town Hall restoration – Heritage Impact Statement complete and an application for Heritage Victoria approval has been submitted and expected to be determined by HV February 2022. Wombat Hill Botanical Gardens enhances visitation experience - Procurement and design are underway for the four parts to the Wombat Hill upgrades project. Procurement for construction has begun for some parts and the total project will progressively be completed. Construction will begin in coming months, and the project is planned to be completed in November 2022.	In progress and on track

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A DYNAMIC AND RESPONSIVE COUNCIL

Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
Pavement Rehabilitation Program	Undertake Councils Annual road rehabilitation program of selected roads throughout the Shire.	\$1.41M	01-Jun-22	Operations	Council's 2021/22 Road Rehabilitation program includes the following large projects <ul style="list-style-type: none"> • Daylesford Clunes Rd, Smeaton - This project commenced in late August 2021 and is now complete. • Lone Hand Rd, Allendale – This project is scheduled to commence in early 2022 and expected to be finalised by May 2022. • Railway Crescent, Daylesford – This project is currently in the design phase. Construction is anticipated to commence in early 2022 and expected to be finalised by June 2022. • Orford Street, Daylesford – This project commenced in early September 2021 and is now complete. 	In progress and on track
Gravel Resheeting Program	Undertake 16 kilometers of Gravel Resheeting of roads across the Shire.	\$570,000	01-Mar-22	Operations	The annual gravel resheet program to resurface designated gravel roads was completed in late December 2021	Completed
Implementation of the Local Government Act	Implement changes as required by the Local Government Act 2020	Operational Budget	01-Jun-22	People and Governance	The majority of Local Government Act 2020 implementation is complete, with the only remaining plan that needs to be developed in 2022 is the asset management plan and this is on track for adoption by June 2022. The finalisation of the Complaints Policy, Procurement policy, CEO Remuneration and Employment Policy, Staff Code of Conduct, Recruitment Policy and Workforce Plan were finalised within the quarter.	In progress and on track
Review and Implement HSC Workforce Strategy and Plan	Develop, in accordance with the Local Government Act 2020, a Workforce Plan that describes the organisational structure of the Council and specifies projected staffing requirements for a period of at least four years.	Operational Budget	01-Dec-21	People and Governance	Officers developed a detailed HR Strategy and Workforce Plan, which is about determining and shaping the capacity and capability of the workforce that is needed to deliver the Council Plan. This was approved by the CEO in December 2021.	Completed
Develop and Implement Gender Equity Action Plan	Develop, in accordance with the Gender Equity Act 2020, a Gender Equity Action Plan. The plan will include strategies for improving gender equality in the workplace. Council will report publicly every two years on its progress.	Operational Budget	01-Mar-22	People and Governance	Preparations of the Gender Equity Action Plan (GEAP) are currently underway to be completed by 31 March 2022. Workforce data was provided and submitted to the Commissioner in December 2021 as required. The organisation has created a Project Control Group which continues to meet regularly to support the organisations understanding of gender equality and impact assessment requirements.	In progress and on track
Customer Service Strategy	Implement a Customer Service Strategy.	Operational Budget	01-Mar-22	Organisational Services	Officers have engaged and briefed a local consultant to assist in the development of the strategy. A project plan has been developed, and the strategy will be adopted by June 2022.	In progress and on track
Community Vision, Council Plan including Municipal Public Health and Wellbeing Plan.	Finalise and adopt the Community Vision, Council Plan and Municipal Public Health and Wellbeing Plan.	Operational Budget	01-Oct-21	Executive	The Community Vision, Council Plan and Municipal Public Health and Wellbeing Plan was adopted by Council at a Special Meeting of Council on 26 October 2021.	Completed
Priority Projects	Continued advocacy for State and Federal Government funding of Council's adopted priority projects.	Operational Budget	01-Jun-22	Executive	Senior Officers and Councillors continue advocacy with State and Government on a regular basis. A Hepburn Shire Advocacy Statement is being prepared with the intention of seeking Council adoption at the February 2022 Ordinary Meeting.	In progress and on track

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Risk Management Framework Implementation	Implementation of the Risk Management Framework	Carry-forward	01-Dec-21	People and Governance	Following detailed development, and review by Councils Audit and Risk Committee, the Risk Management Framework was finalised and adopted by Council in December 2021.	Completed
Long Term Financial Plan	Adopt a Long Term Financial Plan 2021-2031	Operational Budget	01-Oct-21	Financial Services	The 10-year Financial Plan (Long Term Financial Plan) was adopted by Council at a Special Meeting on 26 October 2021.	Completed
Council Website	Modernise and upgrade website to make the site more user-friendly allowing information to be more accessible and more easily found.	\$75,000	01-Mar-22	ICT	<p>A website developer (Open Cities) has been selected. Open Cities is an MAV preferred supplier and has developed websites for councils large and small through Victoria.</p> <p>Community have been able to complete a short survey to let us know what should be considered in the development of the new website, as well as being able to nominate to participate in a session to test the site before it goes live (expected May/June 2022).</p>	In progress and delayed

Carry Forward 2020-21 Annual Plan

QUALITY COMMUNITY INFRASTRUCTURE

Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
Creswick Fountain Refurbishment	Repair and reinstate the Creswick fountain to permanent use.	\$42,350	01-Jun-21	Operations	Following a detailed structural assessment it is recommended that additional works be undertaken beyond the initial scope and beyond the current available budget. Officers are seeking further advice and cost estimates prior to proceeding.	In progress and delayed
Hammon Park Facilities Upgrade	Identify further needs for the current buildings at Hammon Park Reserve and provide drawings to the level of tender issue for any proposed works.	\$50,000	01-Jan-21	Waste, Facilities and Community Safety	Licenses have been appointed and potential works to the site are being considered. Some works have been completed including fire exit lighting and upgrades to bathroom facilities. Consultation with the licensee's and users of the building are continuing to inform further works to be completed along with essential maintenance. Works are expected to be completed by June 2022.	In progress and delayed
Glenlyon Recreation Reserve Community Pavilion	Complete detailed design of the new pavilion at the Glenlyon Recreation Reserve following adoption of the masterplan and continue advocacy for government funding.	\$121,000	01-Nov-22	Economic Development and Recreation	The project has been delayed to work through potential contamination issues at the site. Project planning and procurement to engage architectural services are in progress. Architectural services engagement are expected to be undertaken in February 2022. Project delivery including Community and Stakeholder Engagement will be undertaken between March to November 2022	In progress and delayed

ACTIVE AND ENGAGED COMMUNITIES

Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
Hepburn Football Netball Club Pavilion Project	Redevelopment of the Hepburn Recreation Community Pavilion to improve universal access and create gender appropriate change room facilities.	\$544,500	01-May-21	Economic Development and Recreation	The project has been fully constructed and official opening has occurred.	Completed
Daylesford Macedon Rail Trail Feasibility Study	Complete the Daylesford to Hanging Rock Rail Trail (Daylesford to Tylden) Feasibility Project, incorporating planning of the Crossing the Divide (Spa Country Railway) project.	Carry-forward	01-Mar-21	Economic Development and Recreation	The Daylesford Macedon Rail Trail Feasibility Study with the report titled Daylesford to Tylden Rail Trail Feasibility Project incorporating an Economic Assessment of options for the extension of the Daylesford Spa Country Railway project is complete and was presented to Council in December 2021 for Council to note. Council has supported seeking grant funding for rail trail and rail extension in collaboration with key partners. If grant application is successful further work will be undertaken to progress feasibility and design.	Completed
Community Planning	Work with appointed Charter Groups to review or endorse Community Plans for Lyonville, Glenlyon and District and Hepburn/Hepburn Springs.	Operational Budget	01-May-21	Community Life	The Community Planning program and working with Charter Groups has been delayed, as resources have been targeted to Storm and COVID recovery. At the October Ordinary Meeting, Council acknowledged the Lyonville Community Plan and the contribution of community members who had worked hard to prepare it. At the meeting, Council also endorsed a Community Planning Program more broadly and community planning documents, including Community Planning Guidelines, Community Planning Policy, Community Planning Group Charter and a Memorandum of Understanding for the Community Planning Groups	In progress and delayed

VIBRANT COMMUNITIES

Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
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Artists in Residency Pilot program	Undertake as a pilot an Artist in Residency Programme utilising the Caretakers Cottage at Hepburn Mineral Springs Reserve.	Operational Budget	01-Jun-21	Community Life	The project has been delayed due to responding to COVID recovery needs. The project and artist programming will be considered as part of the development of the Arts and Culture Strategy, which is expected to be completed by mid-2022.	In progress and delayed
Hepburn Recovery and Resilience	Coordinate the Business Response and Recovery Taskforce and Community Recovery Taskforce to support and foster a coordinated response to the community's recovery.	Operational Budget	01-Jun-21	Economic Development and Recreation	Although the Taskforces are not meeting in an ongoing manner, Council is working on a number of projects that foster continued preparedness and recovery associated with the COVID pandemic.	Completed

SUSTAINABLE ENVIRONMENT

Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
Biodiversity Strategy	Finalise the delivery of the 2017-21 Biodiversity Strategy and the draft of the 2021-25 Strategy	Operational Budget	01-Jun-21	Planning and Development	Biodiversity Strategy - Assessment of strategy being developed as part of update of Strategy in 2022, which now forms part of Sustainable Hepburn. This item is completed and replaced with the adoption of Sustainable Hepburn.	Completed
Tree Management	Adoption of a Tree Management Plan and 5-Year Street Tree Strategy	Operational Budget	01-Feb-21	Operations	Tree Management Plan public submissions have been received and officers currently considering the feedback. The Plan is expected to be finalised in March 2022. A 5-year street tree strategy has been completed and will be considered for endorsement with Tree Management Plan.	In progress and delayed

Carry Forward 2019-20 Annual Plan

QUALITY COMMUNITY INFRASTRUCTURE

Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
Future Water Security	Central Highlands Water partnership for Integrated Water Management (IWM)	Carry-forward	01-Jun-21	Parks and Open Spaces	Council is partnering with Central Highlands Water (Project lead) in the development of an Integrated Water Management Plan for the townships of Clunes, Creswick and Daylesford/Hepburn. The project commenced in early 2021 and has involved broad engagement with relevant service authorities and the wider community. The project is currently in the final stages with the plans expected to be finalised in February 2022.	In progress and delayed
Creswick Trails Project	Undertake a tender process and begin construction on the Creswick Trails.	Carry-forward	01-Jun-21	Major Projects	Progress continues to secure planning approval and land manager consent to construct the Creswick Trails. Once all consents are secured, procurement for the construction will take place. Council approved a Notice of decision to issue a planning permit for the development at the December 2021 Council Meeting.	In progress and delayed

ACTIVE AND ENGAGED COMMUNITIES

Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
Recreation Facilities and Management Models	Complete a study to review the current management models of Community Recreation Facilities	Carry-forward	01-Jun-23	Economic Development and Recreation	Review of the project scope will be undertaken, the revised project plan and timeframe will be communicated in mid-2022.	In progress and delayed
Recreation Facilities – Masterplans	Work with community groups to undertake and adopt masterplans for Glenlyon, Trentham, Doug Lindsay and Clunes Recreation Facilities	Carry-forward	30-Nov-22	Economic Development and Recreation	Doug Lindsay Recreation Reserve and the Trentham Recreation Reserves Masterplans have previously been adopted by Council. Officers are working through the development and community engagement for both the Glenlyon and Clunes Recreations Reserve to adoption in 2022.	In progress and delayed

SUSTAINABLE ENVIRONMENT

Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
Towards Zero Emissions Roadmap - Streetlights	Continue implementation of the towards Zero Emissions Roadmap by upgrading 133 Street lights as part of the Major Road Lighting Project.	Carry-forward	01-Jun-20	Waste, Facilities and Community Safety	The street lighting project on arterial roads is 90% complete with final LED lighting installs taking place in early 2022. A final project report is expected to be provided to Council following completion.	In progress and delayed
Waste to Energy	Construct a plant and expand the waste to energy project to full scale (pending the outcome of the current pilot project)	Carry-forward	01-Jun-20	Waste, Facilities and Community Safety	Council continues to operate the composting trial. Late 2021, batches of compost were sent for laboratory for testing for compliance with Australian Standards. The report identified some issues raised around even pasteurisation through the pile. With this information some adjustments have been made to the composting unit to improve performance. Further testing will be undertaken of the next batch to measure improvements prior to the end of the trial expected in April 2022.	In progress and delayed

A HIGH PERFORMING ORGANISATION

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Project Name	Description	Budget - 2021/22	Target Completion Date	Business Unit	Q2 Comments	Status
Governance Software	Purchase, install and implement software to manager and enhance Council's risk and incident management reporting including management of Council delegations	Carry-forward	01-Oct-19	People and Governance	With the Risk Management Framework finalised and implemented in December 2021 the next steps will be the exploration to procure software that is built for purpose that will house council's risk management / risk registers and incident management information.	Not yet started
Contractor Management	Continue the training and development of staff skills in relation to Contractor Management, including the rollout of an online induction system for contractors	Operational Budget	01-Mar-20	People and Governance	Contacto Management Training of staff was completed in 2021, with the planned roll out of an online induction system in 2022.	In progress and delayed