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	Project Name	Description	Budget - 2020/2021	Target Completion Date	Business Unit	June Comments	
QUALITY COMMUNITY INFRASTRUCTURE	Trentham Community Hub	Complete detailed design of the new Trentham Community Hub at the site of the Trentham Mechanics Institute and continue advocacy for government funding.	\$207,000	June 2021	Major Projects	Community engagement on final concept design complete, and Council adopted Concept Design on 15 June. Architect currently developing detailed design.	
	Hepburn Hub at the Rex	Complete construction of the Hepburn Hub at The Rex to deliver improved community spaces.	Carry-forward + \$3.012M	July 2021	Major Projects	<p>Council has confirmed the importance of this project and its intention to complete this facility for the community.</p> <p>Unfortunately, negotiations with the current builder have not been successful so we have mutually agreed to part ways.</p> <p>This will allow us to appoint a new builder to complete the project for council. We will now retender the project and believe a new builder will be appointed late in 2021 once this procurement process is completed.</p> <p>This new procurement process will allow for an updated delivery program to be agreed with the preferred contractor however is anticipated to be around mid 2022.</p>	
	Clunes Town Hall	Complete construction of Clunes Town Hall and Court House Remedial Works (Stage A)	Carry-forward	December 2020	Manager Environment and Waste	Project completed with official ribbon cutting occurring in July 2021.	

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Pavement Rehabilitation Program	Undertake Council's annual road rehabilitation program of selected roads throughout the Shire.	\$1.40M	June 2021	Operations	Council's 2020/21 Road Rehabilitation program includes the following projects large projects <ul style="list-style-type: none"> • Old Ballarat Road, Daylesford – This project is now complete • Creswick Lawrence Rd, Allendale – This project is now complete • Daylesford Clunes Rd, Smeaton - This project is co-funded by Council and will be constructed in October 2021. 	
Gravel Resheeting Program	Undertake 13 kilometres of gravel resheeting of roads across the Shire.	\$433,000	March 2021	Operations	Council's Operations team have now completed the 2020/21 Gravel Road Resheet Program.	
Creswick Fountain Refurbishment	Repair and reinstate the Creswick fountain to permanent use.	\$42,350	June 2021	Operations	A structural assessment has been undertaken and a rectification plan & quotation documents currently being prepared. Restoration works are anticipated to commence in late 2021.	
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	January 2021	Manager Environment and Waste	Expression of Interest process underway.	

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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	June 2021	Community and Economic Development	Progress of this project has been delayed due to reduced resourcing capacity within the Sport and Active Recreation Team as a result of two key staff resignations. The project is proposed to be undertaken within the first quarter of 2021/2022 to prepare the design documentation for advocating for future external funding opportunities.	
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ACTIVE AND ENGAGED COMMUNITIES	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	May 2021	Community and Economic Development	Completion of the project has been delayed due to a number of factors that have occurred throughout the construction phase including complex building permit approval implications, evolving COVID-19 restrictions and inclement weather conditions. The project is on track to be completed by 30 July 2021 in accordance with the funding body approved project timing variation.	
	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	March 2021	Community and Economic Development	Community Engagement will be undertaken in September 2021 to provide the community information on the work to understand the feasibility of a rail trail or an extension to the Daylesford Spa Country Rail. This engagement will also begin a conversation with the community on how they currently use the historic rail corridor and what they would like to see done to improve the area. Report due Dec 21.	

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	Trentham Recreation Reserve Community Pavilion	Complete detailed design of the proposed pavilion redevelopment project to deliver high quality and relevant community infrastructure and advocate for government funding to assist in the construction of the project.	\$200,000	May 2021	Community and Economic Development	Council was successful in securing \$2.06m external funding for this project. Detailed design is in progress and due for completion by 30 July 2021. Procurement for the construction contractors will commence in August 2021 with construction to commence in November 2021 in accordance with the requirement to commence construction within 6 months of executing the funding agreement.	
	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.	\$37,000	May 2021	Community and Economic Development	Consultant has been engaged. Conducted an initial meeting with Spark to talk about pre-engagement work. Desktop review and cultural mapping has begun. Work won't begin with consultants properly until October.	
	Community Engagement Policy and Implementation	Develop a new Community Engagement Policy to work with the community to achieve long-term and sustainable outcomes, processes, relationships, discourse, decision-making, and implementation of projects and initiatives, as required by the new Local Government Act 2020.	Operational Budget	March 2021	Community and Economic Development	Community engagement Policy adopted in February 2021. Working through the roll out of recommendations. Community Engagement report posted on Participate Hepburn.	

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	Community Planning	Work with appointed Charter Groups to review or endorse Community Plans for Lyonville, Glenlyon and District and Hepburn/Hepburn Springs.	Operational Budget	May 2021	Community and Economic Development	Community Planning program delayed (except Lyonville) to avoid confusion with Hepburn Together Project Community Vision and Council Plan. Will recommence in earnest in October 2021.	
	Daylesford Aquatic and Civic Plaza Precinct	Undertake detailed design, tender and begin construction of the Daylesford Aquatic and Civic Plaza Precinct.	CARRY-FORWARD + \$1.02M	April 2021	Community and Economic Development	Council endorsed to cancel this project at the March 17, 2021 Ordinary Council Meeting.	
	Community Connector Program	Deliver the COVID-19 Community Connector Program, funded through DHHS	Operational Budget	January 2021	Development Services	Program completed and operational and financial acquittal completed	

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HIGH PERFORMING ORGANISATION	Implementation of the Local Government Act 2020	Implement changes, as required to the Local Government Act 2020.	Operational Budget	June 2021	Governance and Risk	<p>Implementation of the <i>Local Government Act 2020</i> continues as the provisions in the legislation that are due to be enacted and come into force are prepared. Officers continue to meet the statutory deadlines as set by the Minister for Local Government.</p> <p>Recent achievements have been the implementation of the Staff Councillor Interaction Policy.</p> <p>The Complaints Handling Policy and Procurement Policy as it relates to the Governance and Risk Department are due to commence review 01 July 2021 and need to be prepared and adopted by 31 December 2021.</p> <p>Other documents such as the CEO Recruitment Policy, Workforce Plan and Staff Code of Conduct (inclusive of a Gift Policy) will be developed by partnering departments within Council who have oversight of these documents.</p>	
	General Elections 2020	Provide administrative support to the Victoria Electoral Commission to undertake Council elections.	\$210,000	November 2020	Governance and Risk	The 2020 General Elections have concluded.	
	Councillor Induction Program	Develop a thorough induction program for Councillors, targeting clarity of roles and responsibilities.	\$20,000	April 2021	Governance and Risk	<p>The Mandatory Councillor Induction Program for Councillors has been completed as of May 2021 as required under the <i>Local Government Act 2020</i>.</p> <p>An ongoing (non mandatory) induction program is being prepared to continue to support the development of Councillors.</p>	
	Customer Service at Trentham	Establish Council customer service for the Trentham community at the Trentham Library.	\$62,000	February 2021	Community and Economic Development	Customer Service is now live at Trentham, launched in February.	

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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 4 years.	Operational Budget	June 2021	People and Culture	Awaiting further industry guidance to be made available. The audit activity being conducted for the GEAP will inform the Workforce Plan also.	
Develop and Implement Gender Equity Action Plan	Develop, in accordance with the Gender Equality Act 2020, a Gender Equality 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	June 2021	People and Culture	GEAP deadline extended by Commission to 1 Dec 2021. Council are undertaking the required audit on its workforce data and employee experience by participating in the VPSC People Matters Survey (PMS) and workforce data. There was 21% participation rate from the organisation in the PMS. The final results are yet to be released. Both audit activities will inform the Gender Equality Action Plan.	
Customer Service Strategy	Implement a Customer Service Strategy.	Operational Budget	June 2021	Community and Economic Development	Customer Service review complete. Customer Experience structure adopted across Shire. Full implementation of structure September 2021 inline with organisational realignment under new Directorate.	
Community Vision, Strategy and Policy	Undertake appropriate community engagement to develop and adopt a Community Vision, Council Plan and Municipal Public Health and Wellbeing Plan.	\$40,000	June 2021	Executive	This project has significant commenced commenced with Community Engagement sessions underway and over 1,400 individuals and groups involved. Council adopted a Community Engagement Policy in February. Broad and deliberative community engagement in relation to the Community Vision, Council Plan (including Municipal Health and Wellbeing Plan), and Financial plan has been undertaken throughout February and June. Legislation dates of adoption of documents will be meet throughout 2021 with a draft of the Vision and Council Plan scheduled to adopted for public exhibition at the July 2021 Special Council Meeting. The final draft plan will be presented to Council for endorsement at the September 2021 Ordinary Meeting of Council.	

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Priority Projects	Continued advocacy for State and Federal Government funding of Council's adopted priority projects.	Operational Budget	June 2021	Executive	COMPLETED - Advocacy to all levels of government is ongoing. A webpage has been launched – Participate Hepburn and will be updated to provide information on each of our priority projects - https://www.hepburn.vic.gov.au/priority-projects/ Council has been extremely successful in securing funding for key priority projects during 2020/21 including Trentham Community Hub, Trentham Recreation Pavilion, Hammon Park masterplan implementation, Wombat Hill Botanical Gardens masterplan implementation, Clunes Town Hall, Creswick Town Hall and Bullarto Station redevelopment.	
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VIBRANT ECONOMY	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	June 2021	Community and Economic Development	Project continuing. Working with Facilities to ensure cottage suitable for residency. Pilot project plan under development and anticipate completion by Dec 2021.	
	Buy Local Campaign	Participate in the GO LOCAL First program, to support business by buying local.	Operational Budget	October 2020	Community and Economic Development	4 new videos complete, promoting the Shire for visitation. Social media campaign featuring a business each month continuing.	
	Hub for Premium Produce	Undertake Year 2 (of 3) Actions, focused on connecting and actively working with the Premium Produce Enterprises (PPE) 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 thrive.	\$240,000	June 2021	Community and Economic Development	<p>Two upcoming Producers & Growers events:</p> <ul style="list-style-type: none"> • New and Aspiring farmers forum and farm walk – Sat 24 April. • Regenerative Farming Chit Chat and farm walk – Mon 17 May. <p>On farm meetings with Artisan Agriculture Producers with COVID safe protocols in place.</p> <p>The next 3 months to include:</p> <p>Further on-site producer meetings, workshops/groups to discuss barriers for the sector, investigation into a support program for business mentoring, scope for produce hub website.</p>	
	Revised Hepburn Planning Scheme	Complete Stage 2 of the Hepburn Planning Scheme Review, including the adoption of the new scheme.	\$120,000	June 2021	Development Services	C80hep Planning Scheme amendment adopted by Council, all amendment documentation has now been forwarded to the Minister of Planning for final authorisation.	

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	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	June 2021	Community and Economic Development	Council officers continuing to participate in regional meetings conducting by City of Greater Bendigo and planning promotional activities to highlight good food/quality produce in the region.	
	Central Victorian Goldfields	Partner with other Council's to advocate for the World Heritage Listing of the Central Victorian Goldfields.	Operational Budget	June 2021	Community and Economic Development	Ongoing advocacy. Economic Development team continuing to work on this project.	
	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	June 2021	Community and Economic Development	May meeting cancelled due to lack of numbers attending. Economic Development team are in process of contacting each member to get an indication of; a) if they'd still like to be involved and b) do they think taskforce is still required.	

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SUSTAINABLE ENVIRONMENT	Biodiversity Strategy	Finalise the delivery of the 2017-21 Biodiversity Strategy and the draft of the 2021-25 Strategy	Operational Budget	June 2021	Waste and Environment	Biodiversity Strategy to be developed within the "Sustainable Hepburn" project	
	Improvement of Recycling Program (Waste reduction)	Undertake resource recovery education programs and initiatives across the Shire.	Operational Budget	June 2021	Waste and Environment	Complete and ongoing. Significant campaign in newsletters, facebook and in person community engagement, especially in Clunes during the organics trial. Bin inspections running in Clunes.	
	Waste Transition plan	Develop a plan to demonstrate Councils transition to improved services in response to the State Government waste reforms inclusive of a business case for organic waste kerbside collection	Operational Budget	March 2021	Waste and Environment	Completed transition plan: Council worked with DELWP to develop a transition plan at the officer level, including modelling a probable plan for transition to organic kerbside collection and separation of glass from the commingled recycling stream.	
	Western Victoria Transmission Line	Advocate for detailed community engagement and underground construction of the proposed Western Victoria Transmission Line.	Operational Budget	June 2021	Development Services	Ongoing, officers have continued to advocate undergrounding and for better community outcomes. Council will be briefed in April on the project to understand Councils expectation of officer resource allocation	
	Tree Management	Adoption of a Tree Management Plan and 5-Year Street Tree Strategy	Operational Budget	February 2021	Operations	The Tree Management Plan is currently in draft form to be presented to Councillors for consideration, prior to community consultation, in July 2021. The 5 Year Street Tree Strategy has been drafted in line with the draft tree management plan.	

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CARRY FORWARD PROJECTS FROM 2019/2020 INTO 2020/2021

	Project Name	Description	Budget - 2020/21	Target Completion Date	Business Unit	June Comments	
	Future Water Security	Central Highlands Water partnership for Integrated Water Management (IWM)	Carry-forward	June 2021	Parks and Open Spaces	<p>Council is partnering with Central Highlands Water to deliver two projects following a presentation to Councillors by Central Highlands Water in 2018.</p> <p>Integrated Water Management Plan - \$25,000</p> <p>This project commenced in early 2021 with Community engagement scheduled for Mid-August 2021.</p> <p>Newlyn Recreation Reserve irrigation - \$15,000</p> <p>Goulbourn Murray Water have refused to grant a license based on the initial drilling. CHW & Council Officers are currently assessing all risks & benefits and determining if the project should continue.</p> <p>CHW are project managing these works in close consultation with Council</p>	
	Vincent Street Parklet	Construction of 'parklet'	Carry-forward	June 2021	Parks and Open Spaces	As per Council's March Ordinary Meeting of Council, this project has been cancelled.	
	On-street accessible Parking facilities	Upgrade and make on-street accessible parking (12 spaces across shire)	Carry-forward	June 2021	Operations	<p>All works in Trentham, Creswick and Clunes were completed in 2020.</p> <p>Recent works in Daylesford are all but complete with final line marking to occur in early July 2021.</p>	

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	Creswick Trails Project	Undertake a tender process and begin construction on the Creswick Trails.	Carry-forward	June 2021	Major Projects	An application for a planning permit to construct Stage One of the Creswick Trails has been submitted.	
ACTIVE AND ENGAGED COMMUNITIES	Recreation Facilities and Management Models	Complete a study to review the current management models of Community Recreation Facilities	Carry-forward	June 2020	Community and Economic Development	Progress of this project has been delayed due to reduced resourcing capacity within the Sport and Active Recreation Team as a result of two key staff resignations. Project under review.	
	Early Years Plan	Adopt a Municipal Early Years Plan	Operational Budget	May 2020	Community Care	Project has been delayed due to pandemic and will be delivered in 21/22 year.	
	Daylesford Library Service	Complete the construction and transition of the Daylesford Library to the Hepburn Hub at the Rex.	Carry-forward	March 2020	Community and Economic Development	Project on hold pending confirmation of building fit out commencement.	
	Recreation Facilities – Masterplans	Work with community groups to undertake and adopt masterplans for Glenlyon, Trentham, Doug Lindsay and Clunes Recreation Facilities	Carry-forward	March 2020	Community and Economic Development	Progress of both the master plan projects has been delayed due to reduced resourcing capacity within the Sport and Active Recreation Team as a result of two key staff resignations. The progress of the Clunes Recreation Facilities master planning is on hold to undertake additional research to further inform the consideration of project outcomes.	

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HIGH PERFORMING ORGANISATION	Governance Software	Purchase, install and implement software to manage and enhance Council's risk and incident management reporting including management of Council delegations	Carry-forward	October 2019	Governance and Risk	In line with the review of the Risk Management Framework and surge towards the implementation of the Risk Management Roadmap as detailed and consolidated by officers, work towards investigating an appropriate risk management software will be undertaken as the organisation continues to implement the risk management framework.	
	Long Term Financial Plan	Develop a long-term financial plan (10 Year) for adoption by Council as part of the 2020/2021 budget process	Operational Budget	September 2020	Financial Services	The budget was adopted at the Special Council meeting 29 June 2021. A financial model has been developed to record financial information and assumptions. A final draft project plan has been submitted to ET for final approval. This includes the community consultation process.	
	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	March 2020	People and Culture	<p>A total of 60 participants completed Contractor OHS Management training over three sessions delivered by the Recovre Group. Sessions in July and September will be available for the 13 staff who were unable to attend, primarily due to extended leave and storm recovery work.</p> <p>An online Contractor Induction package has been developed for delivery via Vocam. The OHS Committee is reviewing the final draft prior to roll out.</p> <p>Implementation due Q2 - 2021/22</p>	

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SUSTAINABLE ENVIRONMENT	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	June 2020	Waste and Environment	Installation of lighting commenced.	
	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	June 2020	Waste and Environment	Composting units commissioned and operational. Processing all of Clunes' organic kerbside waste and equipment is below 50% capacity.	
	Waste Management Service Contract	Undertake a review of waste services and conduct a public tender for kerbside collection of waste.	Operational Budget	March 2020	Waste and Environment	Contract complete, for commencement on July 1 st	