



ANNUAL REPORT

2018/2019



Hepburn
SHIRE COUNCIL

HEPBURN SHIRE COUNCIL

CONTENTS

01

Introduction

Our Vision & Mission	4
Snapshot of Council	5
Highlights of the Year	
<i>Quality Community Infrastructure</i>	6
<i>Active & Engaged Communities</i>	7
<i>Sustainable Environment</i>	8
<i>Vibrant Economy</i>	9
<i>High Performing Organisation</i>	10

02

Year in Review

Message from the Mayor	12
Message from the CEO	13

03

Our Council

Hepburn Shire Snapshot	15
Councillors	16



04

Our People

Organisational Structure	19
Executive Team	20
Our Staff	23
Employee Achievements	25
Occupational Health & Safety	26
Employment at Hepburn Shire	28

05

Performance

Planning & Accountability	33
Council Plan	34
Performance	
<i>Quality Community Infrastructure</i>	36
<i>Active & Engaged Communities</i>	42
<i>Sustainable Environment</i>	51
<i>Vibrant Economy</i>	55
<i>High Performing Organisation</i>	57

06

Governance Management & Other Information

Governance	67
Management	75
Government & Management Checklist	79
Summary of the Financial Report	82
Financial Strength	84
Statutory Information	86

INTRODUCTION

OUR VISION & MISSION

We aspire for all Council staff and the community to refer to Hepburn Shire Council as 'Our Council'.

OUR VALUES

At the commencement of the Council term, Councillors and the Executive team participated in a strategic planning workshop in order to develop a renewed vision for the organisation that would drive the development of the Council Plan and assist in fulfilling Council's obligations and the expectations of the community.

Council has set a vision that in many respects is simple however, will require a significant effort from the entire organisation as we seek to provide excellent service delivery for our community. We aspire for all Council staff and the community to refer to Hepburn Shire Council as 'Our Council'. This simple statement intimates a future state where a strong sense of pride in our organisation exists based on the excellent work we do for our community.

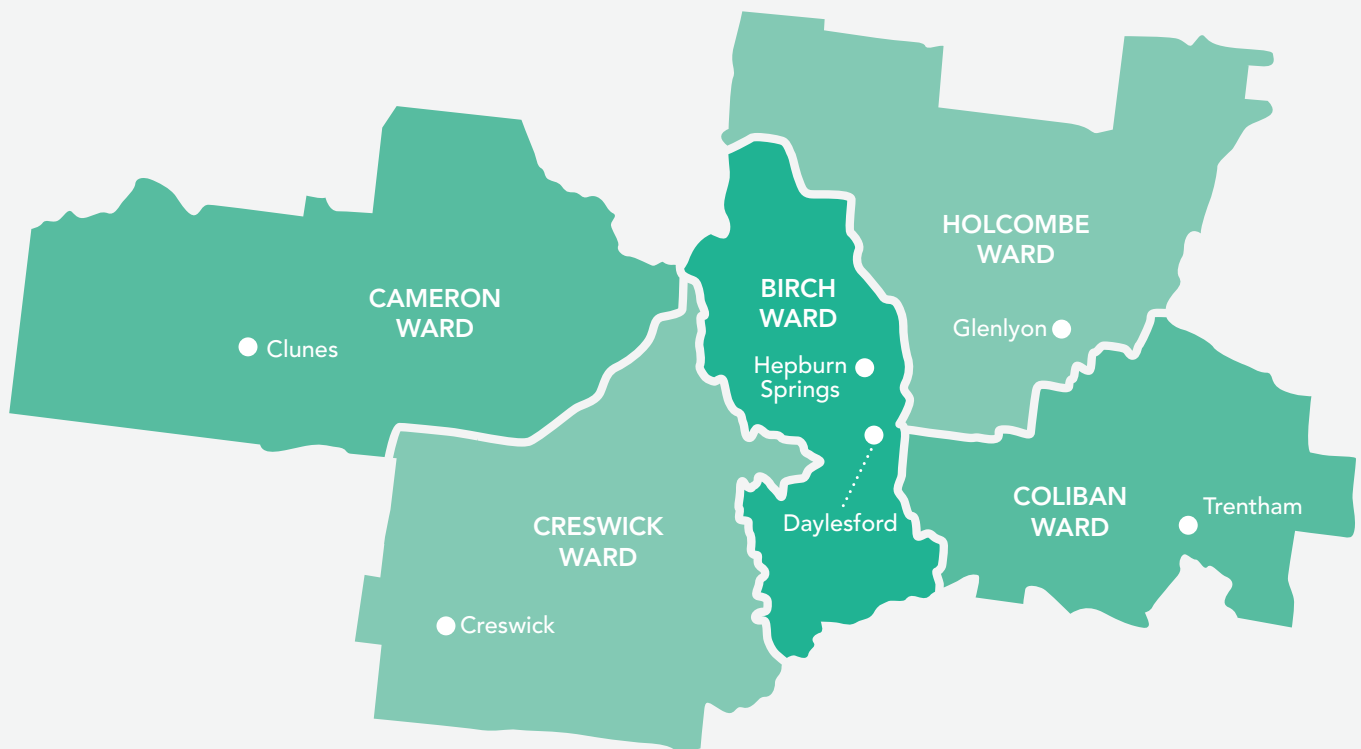
OUR MISSION

Hepburn Shire Council will maintain, promote, protect and enhance the district's unique social, cultural, environmental and heritage characteristics. This will be achieved through effective, caring management and responsible governance. We will strive to gain maximum advantage for our community by protecting and enhancing our natural and built environment.



SNAPSHOT OF COUNCIL

HIGHLIGHTS OF THE YEAR



HIGHLIGHTS OF THE YEAR

QUALITY COMMUNITY INFRASTRUCTURE

Trentham Integrated Childcare Facility Project

Council facilitated the Trentham Childcare Needs Analysis in 2015. The findings indicated that there was a real need for additional childcare and after school care or Trentham would lose families to neighbouring towns. This focused Council's efforts into attracting funding for this much needed project.

In October 2018, Member for Macedon, Mary-Anne Thomas, announced that Trentham Kindergarten would receive \$305,000 for facility upgrades to improve the quality of the learning environment and provide access for all abilities for three and four-year-old kindergarten.

Along with the Council's \$276,000, this is an investment of over \$580,000 in early years services for Trentham. The project will provide additional long day care places integrated with kindergarten and address future demand for



kindergarten and other early childhood services, particularly childcare in the Trentham area.

The Trentham Integrated Childcare Facility project is well underway. Architect drawings have been received and reviewed with tender procurement documents being finalised to engage a building firm to complete the extension to the refurbished kindergarten. This will create increased capacity for 3 year-old kindergarten and a 22 place childcare facility.

It is anticipated that the new facility will be open mid-2020.

The project will provide additional long day care places integrated with kindergarten and address future demand for kindergarten and other early childhood services, particularly childcare in the Trentham area.

HIGHLIGHTS OF THE YEAR

ACTIVE & ENGAGED COMMUNITIES

Hepburn Shire Active Women and Girls Strategy

The Hepburn Shire Active Women and Girls Strategy was adopted at the Council meeting held on 21 May 2019.

The strategy builds on the great work that Council has already been doing at our recreation facilities. The Hepburn Shire Active Women and Girls Strategy aims to promote a healthy lifestyle, reduce social isolation, and increase female participation in structured and unstructured physical activity.

Council will be approaching the issue of female participation by looking at people, places and assets. This approach will inform Council's future strategic planning, development and delivery of

recreation infrastructure services to support physical activity for females of all demographics. It will also guide Council in the development of specific policies and actions to address the key priorities identified within the strategy.

The strategy has three pillars:

1. Increased Participation and Programming
2. Investment in Spaces and Places
3. Leading Cultural Change.

The first step Council will take in the implementation of this strategy will be to form the Active Women and Girls Alliance, which will consist of key organisations and groups who have a role to play to increase female participation within the Shire. This Alliance will work towards the achievement of the strategies key actions to increase female participation rates over the 10-year period.

The Strategy was launched in Trentham on 1 August 2019 at an event that commenced with a Qi Gong session.



HIGHLIGHTS OF THE YEAR

SUSTAINABLE ENVIRONMENT

Waste to Energy Project

Council was successful in obtaining a grant from the Department of Environment, Land, Water and Planning (DELWP) to assist with the implementation of an anaerobic digester. This is a process where organic waste is broken down to produce biogas (a fuel), digestate (fertiliser) and water.

This technology has the potential to significantly reduce landfill gas emissions and the volume of waste sent to landfill, while allowing the outputs from the process to be used as high grade fertiliser. It faces a number of technical and regulatory challenges, which Council will be addressing with the assistance of consultants.

The pilot project is occurring in parallel with a number of composting, worm farm and community education projects around organic waste. The pilot will continue for the remainder of 2019, after which Council will decide how best to proceed.



This technology has the potential to significantly reduce landfill gas emissions and the volume of waste sent to landfill, while allowing the outputs from the process to be used as high grade fertiliser.

HIGHLIGHTS OF THE YEAR

VIBRANT ECONOMY

Creswick Trails Project

The Creswick Trails project will deliver 100km of purpose-built mountain bike trail, originating from the recently completed Hammon Park Trailhead, pump track and car park. The finished trail network will be one of the Shire's biggest recreation assets, attracting more visitors to the region, boosting tourism and the local economy.

The finished network will feature a variety of trail types and ride zones, including a series of accessible trails designed and constructed specifically for riders who have limitations riding a standard, up-right, leg powered mountain bike. These adaptive trails will be the first of their kind in Victoria.

The project is funded through a partnership between Regional Development Victoria (RDV) (\$2.56 million) and Council (\$1.5M).

The resulting network will be maintained by Council in partnership with land managers Parks Victoria, the Department of Land Water & Planning, Central Highlands Water and Hancock Victoria Plantations.

Officers are currently working with expert environmental, heritage and trail design consultants to complete the Trail Development Plan (TDP). The TDP forms the 'blueprint' for trail construction and will be finalised through a formal process of community consultation.

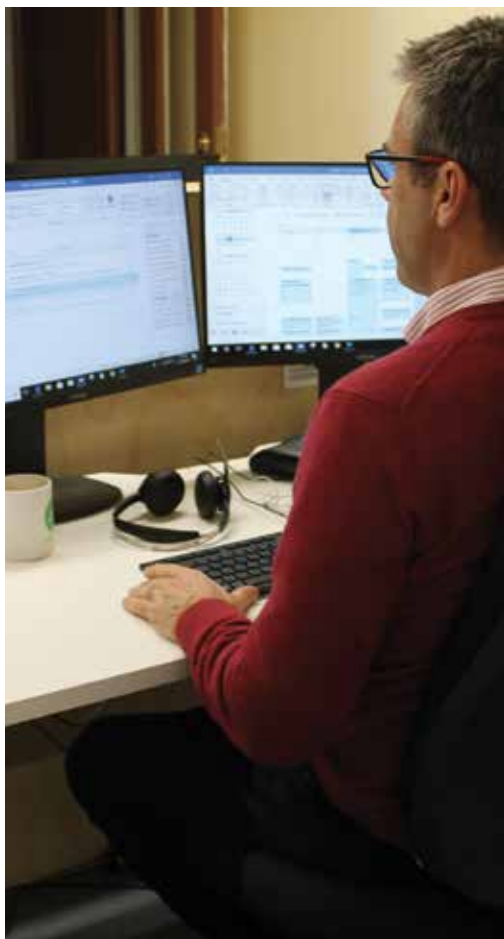


HIGHLIGHTS OF THE YEAR

HIGH PERFORMING ORGANISATION

Information Management and Technology Tools

Over the past year, Council has been implementing important changes to our information management and technology tools to improve efficiency.



CONTENT MANAGER 9.0

Council has upgraded to the latest version of the governance-based enterprise content management system, being Content Manager 9.3. Developed with more than 30 years of information management expertise, Content Manager 9.3 is a comprehensive, out-of-the-box software solution and a key component allow better Information Management and Governance. Content Manager provides Council with a new records management culture improving the user experience of the system.

WINDOWS 10

Council is currently in the process of upgrading the operating system of all user devices to Windows 10. This will allow for an improved user experience along with a more secure and manageable environment. Windows 10 also allows for the introduction of 'touch' screen technology to improve the mobility experience. It also caters for a better cloud experience interacting with many other Microsoft cloud applications in a more transparent environment.

OFFICE 365

Council is currently introducing Office 365, providing advantages such as scalability and ability to work flexibly from any device in any location with an internet connection. The introduction of other application technologies that are licensed with this will allow better calibration through screen sharing, voice communication and video conferencing. This will reduce the capital spend of Council over the long term and reduce energy costs associated with running on-premise equipment.

VIRTUAL DESKTOP INFRASTRUCTURE (VDI)

VDI is a virtualisation technology that hosts all users' desktop operating system on a centralised server in a data centre. This technology not only provides major security benefits, but also provides many other benefits to the user and Council. Data is better protected when stored on the server rather than on individual devices, so users no longer save files to any portable devices. One of the most significant benefits of VDI is that users can access their workstations from all types of devices, from smartphones and iPads to laptops and desktops out of the office. VDI also reduces power consumption, given the Thin Client terminals consume only 10% of the power of a standard computer.

02.

**THE YEAR
IN REVIEW**

THE YEAR IN REVIEW

MESSAGE FROM THE MAYOR



I acknowledge the hard work of Council and its staff throughout the year in its service to ratepayers, residents and visitors of Hepburn Shire.

On behalf of my fellow Councillors I am very pleased to present the Hepburn Shire Council Annual Report for 2018/19. I have been a Councillor for more than 10 years and have had the privilege of holding the position of Mayor for most of this financial year.

Throughout my time as Councillor and Mayor in 2018/19, I have met with many residents and stakeholders to discuss the issues that face our Shire. Councils are the closest level of government to the community, providing important services like roads, footpaths, parks and open spaces and services for young people, seniors and those with a disability.

The Annual Report highlights the important work that we do to support our residents, businesses and visitors, and our performance over the past year.

I acknowledge the hard work of Council and its staff throughout the year in its service to ratepayers, residents and visitors of Hepburn Shire.

**Cr Don Henderson
Mayor**



THE YEAR IN REVIEW

MESSAGE FROM THE CEO



My focus over the coming year will be to continue on a path of improved transparency and governance.

I am pleased to present Council's Annual Report 2018/19. The Annual Report provides a detailed insight into Council's operations and illustrates how it is performing against the Council Plan, Budget and Local Government indicators.

As an organisation we have been working hard over the past year to deliver on our commitments. We deliver not only the core services that are expected from local government, but we also play a key role in providing services to support our community, our economy and cultural development.

I understand the need for our residents and ratepayers to have confidence in Our Council to responsibly manage our finances, while ensuring we are providing those services the

community needs and wants. My focus over the coming year will be to continue on a path of improved transparency and governance.

I would like to thank our Councillors who work hard to represent their communities. I look forward to leading the organisation over the coming year and providing future reports on performance.

Evan King
CEO



03.

OUR COUNCIL

OUR COUNCIL

HEPBURN SHIRE SNAPSHOT

15,330

Total Population

48.2% Males

Females **51.8%**

50

Median Age

1.8

Average Children per
family (with children)

3,962 Families

0.6 Average Children per
family (all families)

8,666

Private Dwellings

\$996 Median weekly
household income

2.2

Average people
per dwelling

\$1,300 Median monthly
mortgage repayments

2.2 Average vehicles
per dwelling

\$235 Median
weekly rent

Source: Australian Bureau of Statistics Census Data 2016

OUR COUNCIL

COUNCILLORS



BIRCH WARD

Cr Kate Redwood AM
Deputy Mayor
0428 285 673
kredwood@hepburn.vic.gov.au

*BA, BSW Hons. and
MBA studies Melbourne
Business School*

Cr Redwood was elected to Hepburn Shire Council in 2012. She was Deputy Mayor in 2014 and 2019 and Mayor in 2015.

Cr Redwood has represented Council on a range of committees including the Hepburn Shire Audit and Risk Committee from 2012 to 2016. She has chaired the Hepburn Shire International Women's Day Committee since 2012 and has represented Council on the Grampians Region Waste Resource Recycling and Recovery Forum in 2019. Cr Redwood is also a Director on the Hepburn Health Services Board and has chaired its Audit and Risk Committee and currently chairs the Fundraising Committee. She is a member of the

Committee of Management for Daylesford Neighbourhood Centre and of the Cornish Hill Committee of Management.

Cr Redwood has previously served two terms as a Councillor for the City of Melbourne. She has held board positions with Melbourne Health (9 years), State Trustees Limited (9 years), Walter and Eliza Medical Research Institute (4 years) Orygen Youth Mental Health (4 years). She has held a range of senior management positions in health and community services organisations.

In 2013 Cr Redwood was awarded an Order of Australia, AM, for services to the Victorian community and a Centenary Medal in 2001 for services to local government and the community.



BIRCH WARD

Cr Fiona Robson
0428 322 454
frobson@hepburn.vic.gov.au

Cr Fiona Robson has expertise in community development, strategic planning and project management. She has worked in a large multinational corporation, small business, not-for-profits, education, health and local government, as well as volunteering with a variety of community initiatives.

Cr Robson has co-owned and co-operated a successful local small business and is married with two school-aged children.

Cr Robson has a Bachelor of Science (Melbourne), a Graduate Certificate in International & Community Development (Deakin), is an Internationally Certified Project Manager (Project Management Institute) and has commenced a Graduate Diploma in Communication (Deakin).



CAMERON WARD

Cr Neil Newitt
5321 6423 / 0400 906 599
nnewitt@hepburn.vic.gov.au

Cr Neil Newitt and his family decided to move permanently to Clunes in 2006 after many years as weekend visitors. Cr Newitt is a professional photographer and runs a gallery in Fraser Street, Clunes, and recently opened a wine bar in the expanded business.

Cr Newitt has thirty years' experience as a professional photographer working in newspapers in Queensland and Victoria, including regional and metropolitan mastheads. Cr Newitt was a Senior Photographer and Pictorial Editor with The Age until 2005. Currently, Cr Newitt is a contributor to national media magazines. Since moving to Clunes, Cr Newitt has been involved with many community, tourism and economic development committees.



COLIBAN WARD

Cr Licia Kokocinski
0447 446 412
lkokocinski@hepburn.vic.gov.au

*Bachelor of Arts (Honours)
in Political Science &
Masters Degree in Public
Policy and Management*

Cr Licia Kokocinski has lived in Trentham since 1999, living with her family and establishing a farmlet in Fern Hill, then moving to the Trentham township in 2019. Cr Kokocinski was a Victorian State Labor Member of Parliament in the Legislative Council from 1988-1996, serving on a number of joint Parliamentary committees, Secretary to Shadow Cabinet and holding a number of Labor Party Policy Committee positions. Her political and community activities were predominantly in the fields of local government, ageing, disability, multicultural affairs and education. Cr Kokocinski was elected to the Coliban ward during the year following the retirement of Cr Sebastian Klein.



CRESWICK WARD

Cr Don Henderson
Mayor
5345 2638 / 0427 559 684
dhenderson@hepburn.vic.gov.au

Cr Don Henderson was first elected to Council in 2008. He is a qualified carpenter and joiner. Cr Henderson also had a long career in the building and construction industry as a tradesperson, safety and industrial relations consultant, former Secretary Building Workers Industrial Union and advisor for Australian Workers' Union (AWU). Cr Henderson was a founding Director of Tripstop group of companies.



CRESWICK WARD

Cr Greg May
0409 251 743
gmay@hepburn.vic.gov.au

Cr Greg May worked for many years in the telecommunications sector but in recent years has been an organic farmer producing vegetables and wine. He has a keen interest in sport and recreation throughout the Shire and enjoys involvement with local sporting clubs and community groups. Cr May has been the Chair of the Hepburn White Ribbon Committee (HWRC) since 2016. The HWRC was established in 2016 to join the International White Ribbon Day (WRD) campaign to eliminate violence against women in our society. HWRC works with all sectors of the community to create social awareness and cultural change around the issue of violence against women. Cr May lead the recruitment of Hepburn Shire White Ribbon Day Ambassadors - men who are considered to be exemplary role models and inspiring and motivational leaders in our community.



HOLCOMBE WARD

Cr John Cottrell
0429 094 023
jcottrell@hepburn.vic.gov.au

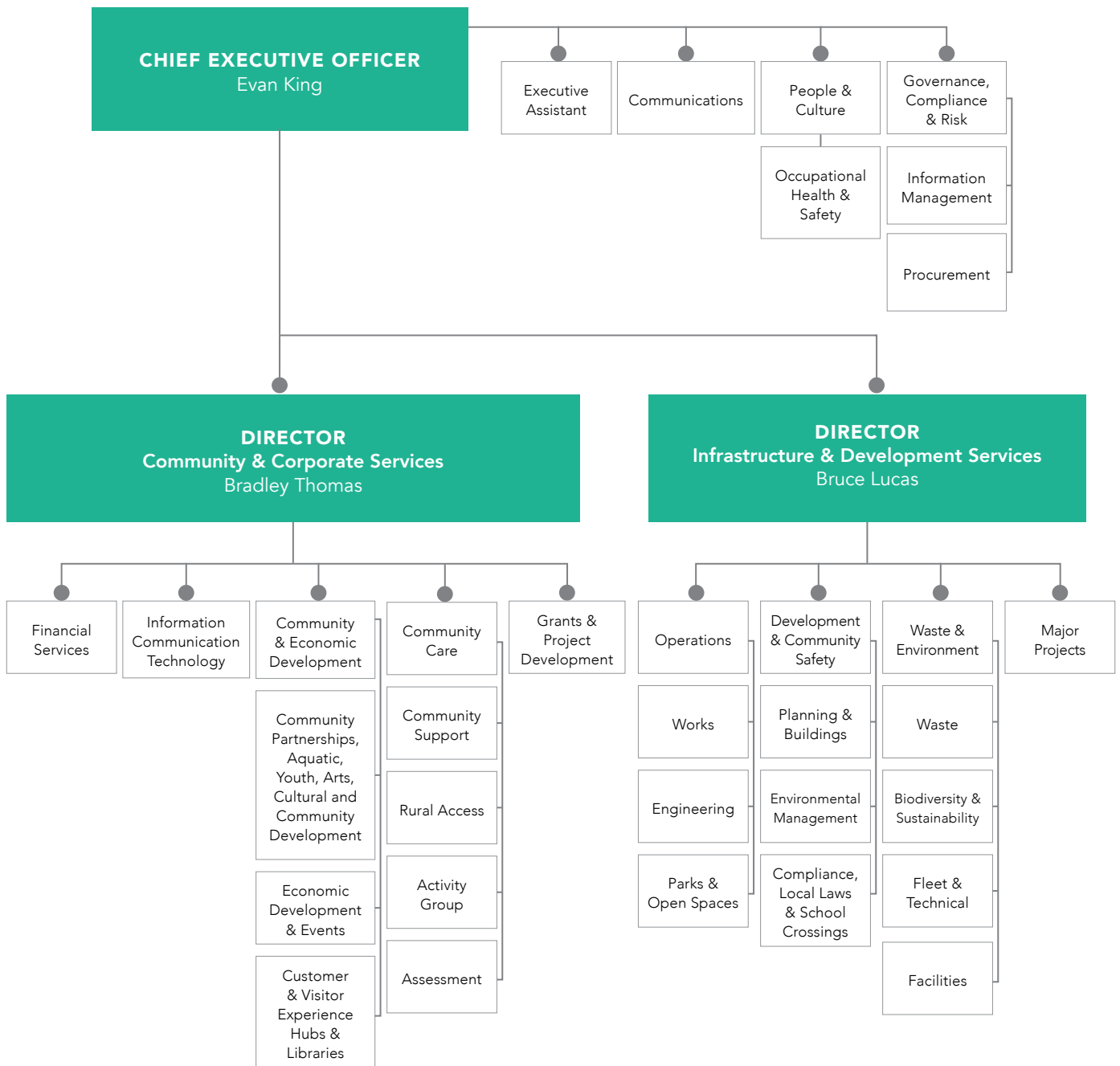
Cr John Cottrell is retired and lives in Glenlyon. He is a member of Council's Audit and Risk Advisory Committee; Chairman Disability Access Advisory Committee; Municipal Association Victoria (MAV) Representative and member MAV Professional Development Reference Group. He is Chairman External Compliance Committee Powerwrap Limited, a researcher in corporate governance and extensions in ethics and evolving capitalism, a member of the international peer review panel journal of Corporate Governance. He holds an MSc (Strategic Foresight) from Swinburne University of Technology, is a graduate of the Australian Institute of Company Directors and Fellow Governance Institute Australia.

04.

OUR PEOPLE

OUR PEOPLE

ORGANISATIONAL STRUCTURE



OUR PEOPLE

EXECUTIVE TEAM



EVAN KING

Chief Executive Officer

Bachelor of Business from Federation University, Certified Practicing Accountant and Graduate of the Australian Institute of Company Directors

Evan King commenced as Hepburn Shire Council CEO in July 2018. Evan's Local Government career includes executive roles at Pyrenees Shire Council as the Director of Corporate and Community Services and Hepburn Shire Council as the General Manager Corporate Services. Prior to working in Local Government, Evan had an extensive career working in manufacturing and held senior management positions with Mars Confectionery and FMP (Bendix Mintex). Evan has a Bachelor of Business from Federation University, is a qualified CPA and a graduate of the Australian Institute of Company Directors. Having lived and worked in rural Victoria all his life, Evan is passionate about rural living and ensuring that those who live in regional Victoria have access to high quality services and facilities.



BRUCE LUCAS

Director Infrastructure & Development Services

*Bachelor of Civil Engineering
Associate Diploma Civil Engineering*

Bruce joined Council in February 2012, having previously held the position of Manager Infrastructure with the Mount Alexander Shire Council. Through Bruce's 29 years of Local Government experience he has gained extensive knowledge of local government engineering, asset management, emergency management, as well as effective management of operational and capital programs.

As Director Infrastructure & Development Services, Bruce oversees infrastructure maintenance which includes capital works undertaken in the Shire and our Parks and Open Spaces team. He is responsible for Council's assets and engineering services, Major Projects team, Environment and Waste team, maintenance of Council buildings and assets, Development services (Town planning and Building & Environmental Health) and Council's Community Safety team, which encompasses emergency management responsibilities.



BRADLEY THOMAS

Director Community & Corporate Services

Bachelor of Commerce

Chartered Accountant

Master of Business Administration

Bradley joined Council in January 2019, having previously held the position of Executive Manager Business Performance with the Mount Alexander Shire Council. Bradley has extensive knowledge of local government finance, information technology and corporate reporting. Bradley is a qualified Chartered Accountant, holds an MBA and is passionate about ensuring a high functioning organisation that delivers quality services to the community.

As Director Community and Corporate Services, Bradley oversees community services such as Aged, Disability and Early Years Services, Community Development including Youth and Libraries, Recreation, Economic Development, Tourism and corporate services such as Information Technology, Finance and Customer Services.



OUR PEOPLE

CEO KEY PERFORMANCE PLAN 2018 – 2019

The CEO Performance Plan is divided into two components:

1. Regular Quarterly Performance Indicator presentations to Councillors on key aspects of the organisation, and
2. A Year-end performance review based on specific key qualitative and quantitative indicators

Quarterly Performance Indicators enable Council and the CEO to determine a flexible running program of key organisational, development and capability indicators.

2018 – 2019 Indicators

With the transition to a new CEO mid-Q1 it is expected that much of the review period will involve broad organisational review and development programs.

Accordingly, a draft framework of quarterly performance indicators has been developed covering key aspects driving performance of the organisation – refer schematic.

Being a draft framework recognises that a new CEO will join the organisation mid-Q1 and provides flexibility to review the framework.

Quarterly Performance Indicators

CEO KPI Plan 2018 - 19

Oct 2018

Organisational Status

- Corporate structure
- Corporate culture
- Leadership Team capability
- IT sustainability
- Project pipeline
- Budget / Budget over-runs
- Planning Scheme review
- Rex Project

Jan 2019

Culture / Engagement

- Economic Development Strategy
- Community Engagement Practice
- Community Plans
- Tourism, Agriculture, Biodiversity

1/2 year budget review

- Financial performance
- Service performance

Apr 2019

Capacity / Capability

- Service capability
- Workforce planning
- Planning
- Leadership Team capability
- Rex transition

July 2019

Performance / Planning

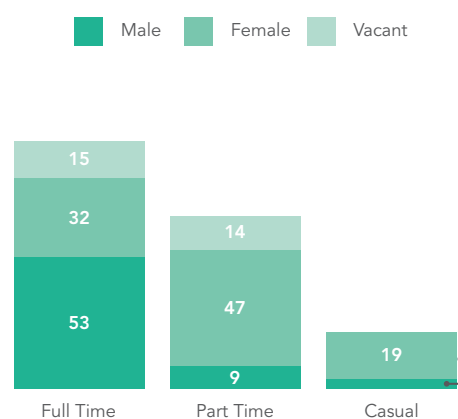
- Financial performance
- Service performance
- Corporate culture
- Community recognition
- Forward planning

OUR PEOPLE

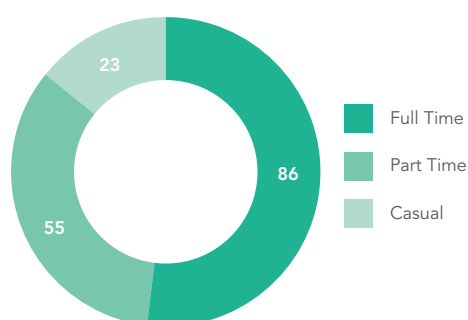
OUR STAFF

Number of Budgeted FTE by Business Area (Plus Funded Positions)

	TOTAL FTE	FUNDED POSITIONS
Executive Services (CEO, HR, Records, Governance)	10.6	
Development Services (Planning, Building and Environmental Health)	11.3	
Community Safety Services	4.8	
Community and Economic Development (including Customer Service, Visitor Information)	21.3	
Community Care	11.8	1.24
Library Services	4.1	
Corporate Services (including ICT)	4.0	
Finance	5.2	
Infrastructure Services	2.0	
Environment & Waste	5.6	
Operations (Engineering and Major Projects)	8.2	
Roads Maintenance	20.0	
Parks and Gardens	10.0	
TOTAL	119.1	1.24
TOTAL	120.3	



Number of staff by gender and employment category



Number of staff by employment status
TOTAL 164

OUR PEOPLE

OUR STAFF

WORKFORCE DATA										
Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Total
Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Permanent Full Time – Female				2	14	9	5		3	33.0
Permanent Full Time – Male		4	14	7	6	6	7	1	9	54.0
Permanent Part Time – Female	1.27	4.78	2.77	5.64	6.65	1.58	0.92			23.6
Permanent Part Time – Male	0.2	0.71		0.99	1.26	0.63		0.6		4.4
Casual – Female	0.65	0.08	1.37	2.61						4.7
Casual – Male	0.10	0.01	0.13	0.35						0.6
TOTAL	2.2	9.6	18.3	18.6	27.9	17.2	12.9	1.6	12.0	120.3

Table excludes vacant positions or positions filled by contractors

OUR PEOPLE

EMPLOYEE ACHIEVEMENTS

Council values the contribution, dedication and loyalty of its long serving staff members. Service milestones are recognised and celebrated annually at a staff function where long serving staff members are presented with a certificate recognising their years of service, along with a small gift of appreciation.

The following staff reached a service milestone during the 2019/20 financial year:

30 YEARS

Steve Wallis

Backhoe Operator/Leading Hand

Carolyn Pedretti

Community Care Support Worker

Susan Slater

Community Care Support Worker

25 YEARS

Deborah Wallace

Backhoe Operator/Leading Hand

15 YEARS

Lisa Kemp

Creditors Officer

10 YEARS

Sally Jones

Community Care Support Worker

Julie Breed

Compliance Officer

CEO AWARDS

CEO Awards acknowledge staff who demonstrate an action or behaviour that strongly represents at least one of our organisational values.

Conducted on a quarterly basis, staff members are nominated by their peers for demonstrating the values of Accountability, Respect, Excellence, Trust or Fun. In 2018/19, the organisation recognised seven (7) staff members who when carrying out their day-to-day duties were recognised by exhibiting the organisation's values. The recipients received a CEO Award framed certificate and a gift voucher.

OUR PEOPLE

OCCUPATIONAL HEALTH & SAFETY

Council is committed to maintaining a safe and healthy workplace for all employees, contractors, volunteers, visitors and Councillors, and recognises that it is an integral part of our organisation.

This commitment is documented in the Occupational Health & Safety policy, which can be found displayed on noticeboards in our workplaces and on our website.

Hepburn Shire Council is a member of the Municipal Association of Victoria (MAV) WorkCare self-insurance scheme which covers 31 Victorian councils. The Scheme's workers compensation and return to work programs are administered by Jardine Lloyd Thompson Pty Ltd (JLT).

All MAV WorkCare Council scheme members are working through a coordinated three-year occupational health & safety improvement plan, with significant focus on strengthening the organisation's safety management system and practical safety applications at the workplace.

Over this year Hepburn Shire Council has focused on updating OHS policies, encouraged the reporting of safety incidents, near misses and hazards and the improvement of risk assessments before commencing work tasks. More recently work has commenced on improving the safety induction of contractors and managing their safety whilst working on behalf of Council. MAV WorkCare has advised Council that they will continue to assess our progress against the National Assessment Tool (NAT) as we undertake to manage continuous improvement in the area of OHS.

Reported Incidents

In the year 1 July 2018 to 30 June 2019 there was a total of 42 health and safety incidents reported, of which seven (7) were classified 'near misses' that did not result in injuries. This is an increase in overall reporting from 37 reported incidents in 2018. The increase is largely due to our encouragement of employees, in the spirit of transparency, to report rather than hide their concerns. Incidents and near misses are investigated and responded to promptly in order to improve safe work methods and reduce risk.

This year has seen an increase in 'psychological injuries' with 12 incidents reported. These injuries, unfortunately, are common in organisations which have direct contact with the community. Many of these reports have come from areas of Council such as Customer Experience, Libraries and Community Safety.

Council has continued to encourage staff to report safety incidents and hazards; supporting a 'blame-free' approach to ensure all employees feel comfortable to speak up about safety issues. The increase in reporting reflects this new approach.

2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
39	40	57	32	32	23	55	37	42

Workcover Premium & Claims Costs

Our Workcover premiums are calculated over the previous three (3) years' claims, so although in the 2018/19 our claims have been minor, and all impacted employees have returned to work, the MAV Workcare premium has continued to rise. The premium costs are a flow-on from previous years and still reflect the payments to employees who have been unable to return to work.

Our focus will continue to be on the prevention of injuries and early intervention with the aim to aid return to work capability and minimise claim costs. Wherever possible, we continue to be active with our sustainable Return to Work Program, and we continue to provide reduced work hours as required and activities to assist employees to return to work and make a full recovery.

Under the new self-insurance scheme, we are working closely with our insurers, JLT, to reduce the number of workplace injuries and to manage employee health outcomes.

Staff Wellbeing

There have been several employee healthy living and health monitoring activities during 2018/19.

Once again, we have a good response to the offer of flu vaccinations with acceptances increasing by seven (7) from last year. Clinics are held on-site at the Townhall for the office employees and at Creswick and Daylesford Depots for outdoor and Community Care employees.

Council staff also participated in skin cancer prevention checks, Steptember and Active April (Seated Yoga & Lake Walks) which are State Government programs designed to encourage movement. Staff added 440 hours of movement to their month during Active April and covered over seven (7) million extra steps during the month of September in the Steptember program.

Council continues to provide weekly deliveries of fresh fruit at all locations.

OUR PEOPLE

EMPLOYMENT AT HEPBURN SHIRE COUNCIL

Attraction & Retention

Recruitment during 2018/19 resulted in positions being filled as they became vacant. We advertised 39 positions during the year, including positions for limited tenure and casual appointments, which attracted 1098 applications. Our permanent employee turnover rate (resignations) for 2018/19 was 9.05%, which is lower than the previous year of 12.84%.

February 2019 saw the finalisation of the realignment of the organisational structure at the management level. Over a four-month period, the Leadership Team, under the guidance of Evan King, CEO, reviewed the organisational structure as it pertained to the Manager and Coordinator levels. The main goal was to improve the leadership of Councils delivery of services and activities and to review job responsibilities and change job titles in some areas to better reflect the duties of these positions. Once the structure had been defined, the information was provided and explained to all staff to facilitate an open consultation process. All employees had the opportunity to provide their points of view and feedback was given to all contributors.

The following changes were agreed and implemented:

- An Executive Team comprising of the CEO, two Directors, the Manager Governance, Risk and Compliance and the Manager People and Culture.
- Three new management positions, specifically in the areas of Major Projects, Environment & Waste and Information, Communications, Technology (ICT).
- Six (6) new job titles for existing roles; Director Community and Corporate Services, Director Infrastructure & Development Services, Manager Governance, Risk and Compliance, Manager People and Culture, Manager Financial Services, Manager Planning and Regulatory Services and Manager Community Care.
- The creation of a new position of Coordinator Economic Development reporting to a newly appointed Manager Community and Economic Development.

A significant amount of recruitment has been implemented to compliment this new structure with three (3) new managers recruited and a number of new managers appointed to replace previous incumbents. This new structure has created a much better alignment of our services to the community and has revitalised the management team.

Learning & Professional Development

Council offers study assistance for staff undertaking relevant undergraduate or postgraduate studies and provides ongoing work-related training sessions. The corporate learning program supports a broad range of staff development needs. This development is aligned with strategic priorities, as well as in response to needs identified through the Performance Excellence Program (PEP) discussions and in support of the Occupational Health and Safety initiatives.

Corporate training delivered this year:

- Manual Handling
- Hearing Awareness
- Duty of Care
- First Aid
- Mental Health First Aid
- CPR
- Content Manager (Electronic Document Management System)
- Act@Work – Prevention of Violence Against Women
- Disability Awareness

Professional Development opportunities delivered:

- Community Engagement
- Emergency Management

Occupational Health and Safety Training:

- Contractor Management
- Fire Warden & Extinguisher Training
- Traffic Management
- Prevention of Falls
- Chemical & Hazardous Substance Handling & Awareness
- Emergency Management and Evacuation
- OHS Responsibility and Accountability for Managers
- Identifying Hazards, Assessing and Controlling Risk in the Workplace
- OHS Representative Training
- Envenomation Information
- Asbestos Awareness
- Workplace Spotting for Service Assets

Learning Hub (online learning)

Council introduced a new online learning centre called Hepburn Shire Council Learning Hub. It utilises storytelling techniques and video links to demonstrate information aimed at adult learning.

The Learning Hub provides staff with the opportunity to undertake a selection of online courses to meet Council's compliance training requirements. This online learning has supported the education of employees in the introduction of Council's upgraded Respectful Behaviours Policy, Code of Conduct and Acceptable Use (ICT) Policy. The Learning Hub is actively used in the orientation of new employees. It provides a flexible approach to learning in that employees can opt to read the details on the screen or alternatively listen to the narrative for each learning section. At the end of each section, participants are asked to complete some key questions that assess their knowledge and understanding of this new information. The uptake of the learning and the positive feedback received will ensure we continue with this type of self-paced learning across the organisation.

Induction Program

Our induction program for all new employees has continued to provide an overview of our service areas and key responsibilities.

New employees have a site-specific induction and orientation and within their first three months join a group of other new starters in a comprehensive induction program, provided by each department Coordinator. This program offers an understanding of Council's Corporate policies, procedures, business processes and the services offered by all departments. The orientation also includes some training of our corporate systems. The new employees also meet the CEO and other members of the Executive Team.

Performance Excellence Program (PEP Talks)

The annual staff performance appraisal and development program called the Performance Excellence Program (PEP Talk) continued this year.

This program is a point-in-time review during November/December each year, with a mid-year review undertaken in May/June. This focus provides a direct line of sight between the employee's individual performance and development plan, and their team's Business Plan and Council Plan objectives.

The PEP Talk program concentrates on achievements, challenges, opportunities and behaviours. The aim is to facilitate a conversation between supervisors and employees to gain meaningful information that can improve performance and workplace behaviours and to identify training needs.

In most areas of the organisation, the PEP process is conducted with online forms which complement the performance conversation between an employee and their supervisor. There is still room for improvement in our PEP processes, and during this financial year a number of new systems have been evaluated.

Equal Opportunity Employment

Council is committed to Equal Opportunity and diversity in its workplace and providing a workplace for staff that is free of all forms of discrimination, bullying and harassment. Our aim is to promote fairness and equity in our organisation where the rights of individuals are upheld, and staff are treated with respect, fairness, equity and dignity.

The Equal Opportunity program includes a regular review of its policies. The Respectful Behaviours Policy and the Employee Code of Conduct were reviewed and adopted in 2019 and staff training provided through the Hepburn Shire Council Learning Hub.

Flexible Work Arrangements

Council is committed to providing flexible working arrangements that support employees to balance work and personal commitments.

A number of arrangements are available to staff including:

- Job sharing
- Part time hours
- Purchased leave
- Working from home
- Paid parental and adoption leave
- Individual flexible working arrangements
- Flexible Return to Work options from extended leave
- Rostered Days Off
- Blood Donor leave

05.

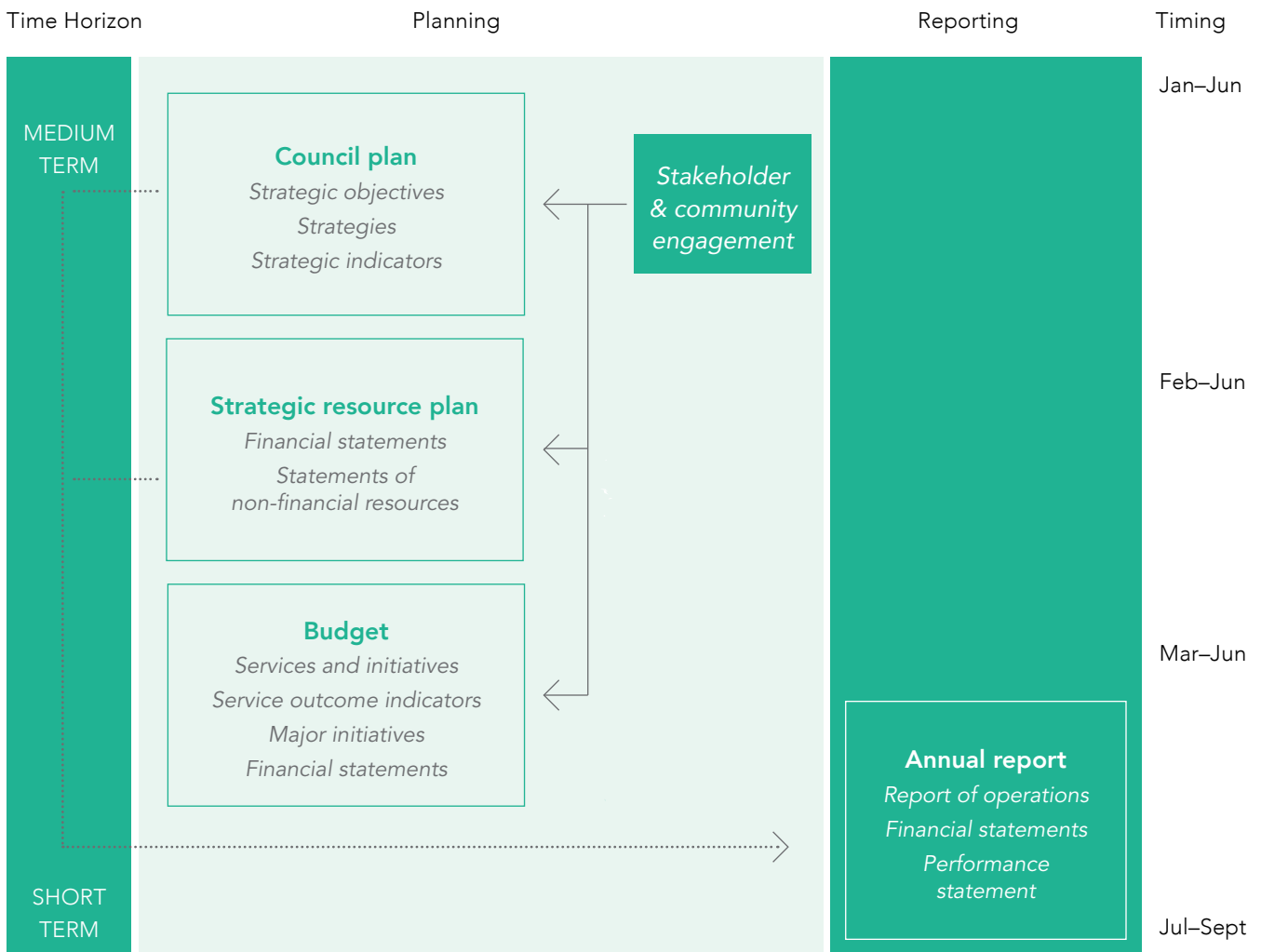
PERFORMANCE

PERFORMANCE

PLANNING & ACCOUNTABILITY

The diagram below depicts the planning and accountability framework that applies to local government in Victoria.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election.



PERFORMANCE

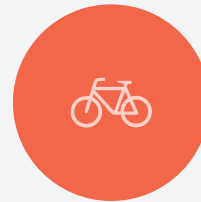
COUNCIL PLAN

The Council Plan 2017/21 includes strategic objectives, strategies for achieving these over the four-year period, strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan.

The following are the five strategic objectives as detailed in the Council Plan:



*Quality
Community
Infrastructure*



*Active &
Engaged
Community*



*Sustainable
Environment*



*Vibrant
Economy*



*High
Performing
Organisation*

Council's performance for the 2018/19 year has been reported against each key strategic objective to demonstrate how we performed against the Council Plan 2017/21.





PERFORMANCE

QUALITY COMMUNITY INFRASTRUCTURE

1. Responsibly manage our assets portfolio including roads and transport infrastructure, buildings, recreation and sporting facilities and public toilets by inspecting and monitoring maintenance and renewal needs. This is achieved through planning for and implementing asset renewal and upgrade programs or new facilities that meet community expectations such as hubs, streetscapes, roads and building assets.

Number	Action	Result
1.1	Continue to invest in our assets at a level greater than depreciation by delivering the annual asset renewal capital works programs.	In progress and on-going. In 2018/19 the ratio was 95%.
1.2	Implement a program of road safety and amenity improvements, including sealing and widening roads, on priority Council managed roads and advocate to VicRoads for improvements on arterial roads.	In progress and on-going. In 2018/19, \$3.27 million was spent on capital works for roads. Council continues to advocate to Regional Roads (formally VicRoads) and was successful in receiving \$500,000 in Round 1 and \$1.497 million in Round 2 of Fixing Country Roads funding in 2018/19.
1.3	Implement a roadside drainage maintenance and upgrade program to improve quality of roads, reduce future maintenance costs and improve efficiency of roadside drainage to minimise risk of flooding.	In progress and on-going. Capital works of drainage assets of \$287,000 and maintenance works of \$570,000 occurred in 2018/19.
1.4	Continue to implement streetscape works in Creswick, Clunes, Trentham, Hepburn Springs, Glenlyon and Daylesford in line with adopted strategies and protect their historic significance.	In progress and on-going. \$210,000 was incurred in 2018/19 for streetscape works in Hepburn. \$226,000 has been allocated in the budget and preliminary design works have been undertaken for Trentham. Minor works at other locations were undertaken.
1.5	Implement a Building Management Plan to improve access, maintenance and renewal planning for our buildings and structures.	In progress and on-going. A building condition assessment has been completed to better inform maintenance and renewal programs. The Asset Management Plan will be rewritten (along with a number of other asset management Plans) in 2020 following the review of our Asset Management Policy and Strategy.

Number	Action	Result
1.6	Invest in the renewal, restoration and activation of our Town Halls and Civic Buildings throughout the Shire.	In progress and on-going. A significant budget allocation has been made for Daylesford and other funding includes works at the Creswick Town Hall and Trentham Hub.
1.7	Complete a program of Essential Safety Measure (ESM) improvements in council buildings to ensure compliance with the Building Regulations.	In progress and on-going. ESM works continue to be undertaken, funded in part by a \$30,000 allocation in 2018/19.
1.8	Implement the Hepburn Hub at The Rex and Daylesford Town Hall to deliver improved community spaces including theatre, swimming pool, library, meeting rooms and council services.	In progress. We are currently finalising plans with the architect. Once the plans are finalised we will resume works, including construction and fit out.
1.9	Design and build the Trentham Community Hub incorporating enhanced library, meeting rooms, seniors and visitor information services.	In progress. The Project Plan for the Trentham Community Hub has been drafted, along with the Terms of Reference and Expression of Interest form for the Project Advisory Group. These will be the subject of a Councillor briefing in September 2019.
1.10	Upgrade and renew public toilets to achieve consistent quality Shire wide and improve the level of servicing across the Shire that matches demand.	In progress. Project has been delayed, however, funding remains committed. Officers are currently reviewing all toilet facility upgrades throughout the Shire with the aim of generating a holistic approach for delivery. Designs require finalisation, in consultation with relevant stakeholders.
1.11	Implement priority actions from current and newly developed Recreation Facility Master Plans.	In progress and on-going. Various works have been undertaken throughout the year, including new Female Friendly Netball Changerooms at both the Hepburn and Trentham Recreation Reserves.
1.12	Deliver walking and cycling priority projects, including asset renewal works and expansion of footpaths and multi-use trails.	In progress and on-going. \$185,000 was spent during the financial year on walking and cycling priority projects, including planning works for the Coomoora to Daylesford trail to begin in 2019/20.

2. Provide great community Parks and Open Spaces by greening our streets, managing tree safety and improving our town entrances, sporting ovals, botanic gardens and passive recreation spaces.

Number	Action	Result
2.1	Develop a program of improvement works and maintenance programs for reserves, botanic gardens and other recreation reserves.	In progress and on-going. Officers have implemented an interim structure in the Parks and Open Space Department to better utilise the team for maintenance and improvement works in reserves throughout the Shire.
2.2	Implement improvements in accordance with agreed programs and masterplans to reserves, botanic gardens and other recreation reserves.	In progress and on-going. Project underway for the completion of the Wombat Hill Botanic Garden entry as identified in the Wombat Hill Botanic Garden Masterplan.
2.3	Improve tree management including risk mitigation works and a proactive program of tree maintenance to improve longevity, safety, amenity and canopy coverage.	In progress and on-going. Completed tree risk mitigation audits of Park Lake and Quarry Street Reserves. Other tree risk works were completed at Lake Daylesford and Victoria Park Daylesford.
2.4	Implement an annual street tree planting program to improve township amenity and street tree canopy coverage.	In progress and on-going. Street tree plantings were carried out in Main Road in Hepburn and Jamieson Street in Daylesford. Council will look to adopt a Tree Management program in 2019/2020 which will include a detailed 5-year planting program for the Shire.

Major Budget Initiatives

Major Initiative	Result
Annual asset renewal program including road reconstruction, buildings, fleet and equipment, road reseal, gravel road resheet, bridges, playgrounds and footpaths (\$4,475,735)	Completed and on-going. Annual capital works program equated to \$10.4 million of works completed, including \$5.1 million of infrastructure works.
East Street Road Lowering Under Railway Bridge (\$200,000)	In progress. The contract for works has been awarded. Works are proposed to commence by September 2019.
Enhanced Drainage Maintenance Program (\$718,184)	Completed. Various capital works on drainage assets of \$287,000 and maintenance works of \$570,000 were carried out in 2018/19.
Construction of Hepburn Netball Facility (\$390,350)	Completed. The Hepburn Netball Changerooms was completed and opened during the year. It was under budget and has been utilised for the 2019 netball season.

Strategic Indicators

Strategic Activity	Performance Measure	Result
Assets	Completion of capital works program (% by number)	58% completed by number 44% completed by expenditure Note: this includes Carry Forward projects and projects that are dependent of external grant funds and large projects that have extensive delays and a high dollar budget amount.
Assets	Road, bridge, building and footpath assets below intervention level (%)	Data not available

Service Performance Indicator Results

Roads

Roads			Results				Material Variations / Comments
Service/Indicator/Measure			2016	2017	2018	2019	
Satisfaction of use							
R1	14	Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	39	41	47	35	A continued focus for scheduled maintenance and delivery of capital works has reduced the need for reactive maintenance.
Condition							
R2	15	Sealed local roads below the intervention level [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	98.5%	98.6%	98.6%	99.6%	Continued investment in rehabilitation and resealing of Council roads is maintaining roads below intervention level.
Service Cost							
R3	16	Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$42	\$46	\$51	\$58	Increase reflects the increased use of stabilisation process to deliver greater longevity of roads.
R4	17	Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5.45	\$5.18	\$5.61	\$6.62	In the 2018/19 year a higher volume of urban resealing was undertaken compared to prior years. Urban resealing attracts a higher per unit cost.
Satisfaction							
R5	18	Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	43	37	46	50	Results of the independent Community Satisfaction Survey reflects continued focus for scheduled maintenance and delivery of capital works.

Service Performance Indicator Results

Waste Collection

Waste Collection			Results				
Service/Indicator/Measure			2016	2017	2018	2019	Material Variations / Comments
Satisfaction of use							
WC1	23	Kerbside bin collection requests <i>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000</i>	58	160	144	117	A reduction of 18% in the number of requests as Council Officers work with the contractor to continue to improve the service delivered to the community.
Service Standard							
WC2	24	Kerbside collection bins missed <i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</i>	5.7	10.5	9.2	4.1	A reduction of 55% in the number of missed bins as Council Officers work with the contractor to continue to improve the service delivered to the community.
Service Cost							
WC3	25	Cost of kerbside garbage bin collection service <i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>	\$98	\$97	\$99	\$99	Waste charges are calculated by the amount of kerbside collections and the tonnage of waste sent to landfill. The amount of waste to landfill in the 2018/19 year in comparison to the 2017/18 year reduced by 200 tonnes, which reduced the overall costs of kerbside collections.
WC4	26	Cost of kerbside recyclables collection service <i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$48	\$67	\$76	\$62	There was an overall reduction in the tonnage of recyclable materials collected from kerbside bins, therefore, reducing the costs associated with recycling.
Waste Conversion							
WC5	27	Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	41%	43%	43%	37%	The tonnage collected from kerbside collections decreased in the 2018-19 year, as did the recycling by a greater percentage, which is reflected in the overall reduction of waste diverted from landfill.



PERFORMANCE

ACTIVE & ENGAGED COMMUNITIES

3. Support the strength and resilience of the community through delivering actions in areas such as Youth, Libraries, Early Years, Community Planning, Art and Culture, Events and Community Grants. Monitor emerging social issues impacting the community and demonstrate leadership in advocating to government and other agencies to support the community.

Number	Action	Result
3.1	Implement Youth Strategy actions focusing on youth engagement, activating spaces and events.	In progress and on-going. Various project and activities were delivered during the year including school holidays activities, skate park clinics, after school programs and activities, the Western Bulldogs Leadership project, quick response youth grants and the FReeZa program.
3.2	Support the development of a Shire-wide Youth Trainee Scheme and establish a Social Enterprise to support young people to develop careers in the Shire.	In progress. Development of a shire-wide Youth Trainee Scheme is scheduled for later years of the Council Plan. The Hepburn Hub will include a social enterprise café with a focus on youth. A number of planning meetings with key stakeholders have been undertaken.
3.3	Review Community Planning Strategy and Policy and implement actions to support communities to deliver their priorities.	In progress. Council has employed a full-time Community Development Officer, with the key role of developing the Community Planning Strategy. A review of the strategy has commenced with findings to be presented to Council in early 2019/20.
3.4	Continue to provide community grants to support community projects, events and initiatives.	Completed and on-going. Council delivered a community grants program during 2018/19 of \$62,000; and has budgeted to continue this in 2019/20.
3.5	Deliver a broad range of library programs to involve a cross-section of the community to improve literacy and access to information.	Completed and on-going. Council has continued to manage four Libraries throughout our Shire – Clunes, Creswick, Daylesford and Trentham.
3.6	Support the development and delivery of early years services including kindergartens, pre-schools and child-care to meet demand.	In progress and on-going. Council continues to support the service providers. Trentham Kindergarten underwent a significant renewal with planning for construction of an Integrated Childcare Facility in Trentham to open in 2019/20. Council has commenced planning for the introduction of 3-year old kindergarten in the Shire in 2021.

Number	Action	Result
3.7	Develop and commit to a statement of intent for supporting White Ribbon, raising awareness for and reducing instances of domestic violence.	In progress. Council operates a Hepburn Shire White Ribbon Committee. The goal of the Committee is ending violence against women in all its forms. Various activities have been undertaken during the year, including providing support to sporting clubs to conduct a White Ribbon event.
3.8	Implement a program of delivering Communities of Respect and Equality training for Council staff.	In progress. Council has begun delivering the Women's Health Grampians Act@Work program within the organisation, which address four important environments that influence a respectful and equitable workplace - leadership and commitment, organisational culture, corporate policies and procedures, programs and services.
3.9	Implement Reconciliation Action Plan (RAP) actions.	In progress and on-going. A number of actions from the RAP have been delivered, including organising events to recognise and celebrate National Reconciliation Week, developing an internal RAP Action Group, the Grounded In Truth tour and employment of an Arts, Culture and Reconciliation Officer.
3.10	Develop and implement a Cultural Strategy to set the future direction for art, culture and museums, in order to nurture and expand cultural experiences in the Shire.	In progress. Council has employed an Arts, Culture and Reconciliation Officer with the responsibility to facilitate community participation and to develop and support the creative industry and communities throughout the Shire.

4. Improve community amenity and accessibility in all public places, through effective local laws review and enforcement, implementation of Access and Inclusion Plan actions and monitoring property owner's compliance with the planning scheme and heritage requirements.

Number	Action	Result
4.1	Review and update Local Law #2 – Community Amenity.	In progress. Council is currently reviewing its General Local Law No. 2 – Community Amenity and Municipal Places and designated dog areas to ensure they are relevant to and reflect the expectations of the community, with the review to be finalised in 2019/20.
4.2	Review and update the Domestic Animal Management Plan with better provisions for animal owner responsibilities.	Complete. The Domestic Animal Management Plan was adopted by Council in November 2017.
4.3	Implement Hepburn Shire Disability Access and Inclusion Plan (DAIP) actions.	In progress and on-going. Actions from the DAIP continue to be implemented, including providing regular disability awareness training sessions for all staff and Councillors, developing an Accessible Events Guide and the facilitating Disability Advisory Committee meetings.
4.4	Implement revised car parking inspection schedules to increase compliance with parking restrictions Shire-wide.	In progress and on-going. Inspection process and schedules are on-going across the Shire, including key locations such as markets.
4.5	Implement revised inspection programs for footpaths and street obstructions in town centres.	Not started. Inspection process and schedules are on-going.
4.6	Implement and updated Planning Scheme compliance process for heritage listed streetscapes and buildings.	Not started. Reviewing the current Planning Scheme is underway, with contractors appointed to assist and the work to be completed in late 2020.

5. Take action to encourage improved health and wellbeing of residents and to reduce the risks associated with obesity and poor nutrition. This includes the provision, development and promotion of passive and active recreation facilities and options, and working with clubs and other agencies on planning for future developments and encouraging increased activity.

Number	Action	Result
5.1	Develop plans and seek funding to construct priority projects from the Recreation Master Plans and the Walking and Cycling Strategy, and develop new Master Plans to guide future investment.	In progress and on-going. Work is underway on the development of the Glenlyon and Trentham Recreation Reserve Masterplans. They are expected to be adopted in 2019/20. The construction of female friendly netball change rooms at both Hepburn and Trentham Recreation Reserves were examples of projects where funding was received, and projects successfully completed.
5.2	Continue to activate existing swimming pools and strengthen their role as a community resource, including responding to recommendations from the Creswick swimming facility review.	In progress and on-going. Unfortunately, the number of visitors to the aquatic facilities was down in for the summer 2018/19 season. This was acknowledged by Council and an additional \$100,000 of funds has been allocated to maintenance, marketing of the pools and training of lifeguards in the 2019/20 season.
5.3	Activate recreation facilities in conjunction with clubs and committees of management, while clearly understanding each other's roles.	In progress. Council has funded a Recreation Management Model project, which is expected to be completed in 2019/20. The project objective is to identify and clearly define the roles and responsibilities of Council, local clubs, community groups and committees of management at our recreation facilities when it comes to maintenance, development and community.
5.4	Promote the range of recreation options available in the Shire to increase participation in active recreation and reduce the risks associated with obesity.	In progress and on-going. Council partnered with state sporting associations, key community organisations and clubs to implement social and modified programs and to promote existing activities throughout the state-wide Premiers Active April campaign. Programs included (but were not limited too) Rock Up Netball, Youth Stand Up Paddle-boarding, yoga, circus and Pilates classes. Through adopting this partnership approach, the number of female registrants within the state-wide campaign increased from the 2018 campaign by 10%. VicHealth Walk to School was coordinated by officers. A total of 440 students took part in the program in 2018, totaling 5044 recorded walks.
5.5	Promote the opportunities for female participation in sport and recreation in partnership with community groups.	In progress and on-going. Council adopted the Shire's first Active Women and Girls Strategy in May 2019, which aims to promote a healthy lifestyle, reduce social isolation and increase female participation in structured and unstructured physical activity.

Number	Action	Result
5.6	Deliver Maternal & Child Health (MCH) services that are accessible and encourage uptake by all.	In progress and on-going. The service has been contracted to Hepburn Health Service, with 77% of children attending at least one MCH service during the year.
5.7	Facilitate the delivery of immunisations to protect the community from preventable diseases.	In progress and on-going. Immunisation services continue to be encouraged and delivered. Results were positive during the year, including in the April to June 2019 quarter where Cohort 1 (100%) and Cohort 2 (94.4%) were above the state. Cohort 3 data (87.5%) was below the state average.
5.8	Implement improvements to our program of registrations, inspections and complaints management for food and health premises to reduce the risks to the community.	In progress and on-going. Improvements to Council practices have been implemented, increasing the number of assessments conducted (up from 9.6% to 92.4%).
5.9	Implement the Hepburn Shire Council Domestic Wastewater Management Plan.	In progress. A number of action items within the plan have been completed, including approximately 800 properties with onsite wastewater treatment systems, receiving an audit.

6. Work with the federal and state governments during the 2019 transition of Aged Care Services to support to community to continue to receive high quality Aged & Disability services into the future. Deliver all Council services efficiently, while achieving high quality.

Number	Action	Result
6.1	Deliver in-home and centre-based aged care services, according to program targets.	In progress and on-going. Services continue to be delivered (although below current targets) as a number of programs have been amended to reflect changes by State and Commonwealth funding.
6.2	Confirm the future delivery model for in-home and centre-based aged care services to our community.	In progress and on-going. Council has engaged the services of a contractor to assist officers complete a high-level overview of the proposed reforms and how our Aged and Disability service fits with the proposed changes.

Major Budget Initiatives

Major Initiative	Result
Outdoor Exercise Equipment (\$40,000)	In progress. The Creswick Community Park Outdoor Fitness Space will shortly be completed and will offer a range of cardio, strength, flexibility and mobility exercise opportunities through a mix of dynamic and static equipment, including a leg press, wheelchair friendly hand cycle, box jumps and pull up bars.
Implementation of the Youth Strategy Activation (\$55,300)	In progress and on-going. Various project and activities were delivered during the year, including school holiday programs, skate park and after school programs, the Western Bulldogs Leadership project, quick response youth grants and the FReeZa program.
Newlyn Netball Court Run Off	In progress. A contract has been entered into, with works to commence shortly and be completed late 2019.

Strategic Indicators

Strategic Activity	Performance Measure	Result
Youth	Total attendance at Council run youth events	2593 people
Pools	Utilisation of swimming pools	0.73 (Number of visits to aquatic facilities / Municipal population)
Community Development	Total value of community projects funded by Council grants	\$358,926
Libraries	Active library members	3,081
Maternal and Child Health	Participation in the MCH service	77.26%
Aged & Disability Services	Hours of home care services delivered	22, 914

Service Performance Indicator Results

Aquatic Facilities

Aquatic Facilities			Results				Material Variations / Comments
Service/Indicator/Measure	2016	2017	2018	2019			
Service Standard							
AF2	29	Health inspections of aquatic facilities <i>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</i>	0.8	1.2	1.2	2.6	All aquatic facilities were tested during the season.
Healthy and Safety							
AF3	30	Reportable safety incidents at aquatic facilities <i>[Number of WorkSafe reportable aquatic facility safety incidents]</i>	1	0	0	0	No reportable safety incidents occurred during the season.
Service Cost							
AF5	32	Cost of outdoor aquatic facilities <i>[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]</i>	\$9.88	\$11.91	\$11.82	\$18.51	Cost per swim increased as a result of an increase in the cost of repairs and maintenance due to aging equipment; and a significant reduction in the number of attendees. Council has increased funding in 2019/2020 to improve maintenance and encourage greater use of the facilities.
Utilisation							
AF6	33	Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	1.3	0.9	1	0.7	Reduction in the use of pools, as a result of a range of factors. Attendees decreased from over 15,000 in the 2017/18 season to 11,574 in the 2018/19 year. Two facilities, however, do not have attendance figures recorded (Creswick Splash park and Calambeen toddlers pool). Council has increased funding in 2019/2020 to encourage greater use of the facilities.

Service Performance Indicator Results

Library Facilities

Library facilities			Results				Material Variations / Comments
Service/Indicator/Measure	2016	2017	2018	2019			
Service Standard							
LB1	19	Library collection usage [Number of library collection item loans / Number of library collection items]	5.6	5.2	4.6	4.5	Loans have had a minor decrease (2.4%) as a result of a reduction of library visitors.
Resource Standard							
LB2	20	Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	80.3%	80.4%	75.4%	66.9	Collection items have decreased, as we review the current collection and prepare for a large scale collection renewal planned for the new Daylesford library opening. Ongoing collection maintenance has continued as per best practice, discarding damaged and dated items.
Service Cost							
LB3	21	Cost of library service [Direct cost of the library service / Number of visits]	\$4.41	\$4.06	\$4.36	\$4.55	Cost in library service has had a minor increase - less than 5%, as a result of the increase of programs across the libraries in the Shire.
Participation							
LB4	22	Active library members [Number of active library members / Municipal population] x100	22%	21%	21%	19%	Membership has slightly decreased due to the reduction in the collection pending the move to the Hepburn Hub. There was a significant collection renewal in July and more scheduled at the time of opening the new facility.

Service Performance Indicator Results

Maternal and Child Health (MCH)

MATERNAL AND CHILD HEALTH			Results				
Service/Indicator/Measure	2016	2017	2018	2019	Material Variations / Comments		
Service Standard							
MC1 49	Participation in first MCH home visit <i>[Number of first MCH home visits / Number of birth notifications received] x100</i>	101%	107%	95%	98%	Increase in the number of birth notifications, enrolments and first visit compared with previous year as a result of a better promotion to the community of the services offered.	
MC2 50	Infant enrollments in the MCH service <i>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</i>	100%	101%	100%	100%	High level of infant enrolments in the MCH service continues.	
Service Cost							
MC3 51	Cost of the MCH service <i>[Cost of the MCH service / Hours worked by MCH nurses]</i>	\$91.54	\$71.26	\$74.46	\$69.33	The costs per visit have decreased with an increase in the number of service hours delivered. Improvement in the promotion of the services offered has helped achieve this result.	
Participation							
MC4 52	Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	79%	82%	81%	77%	Minor changes year to year.	
Utilisation							
MC5 53	Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	69%	84%	83%	88%	No material change. Hepburn Shire has a small Aboriginal community and individual family movements can impact this indicator. This data was provided by the Municipal Association of Victoria (MAV).	



PERFORMANCE SUSTAINABLE ENVIRONMENT

7. Minimise waste to landfill and implement additional options for recycling. Demonstrate leadership and support the community to reduce waste creation.

Number	Action	Result
7.1	Identify and extract more value-added recycling streams out of waste at Council's transfer stations to reduce waste to landfill.	In progress. Cardboard separation bins now available at all transfer stations. Glass separation at Creswick and Trentham transfer stations is being introduced, along with processing of some hard plastics.
7.2	Implement new ways to effectively reuse green waste at transfer stations through new markets or new technologies.	In progress. The Parks and Gardens team are identifying areas where mulch can be used. Residents are being encouraged through social media to pick up mulch for free for garden use.
7.3	Meet requirements for closed landfills, including monitoring and responding to increased obligations through legislative changes.	In progress. Work is continuing to monitor, manage and report on closed landfills in the Shire.
7.4	Develop a policy that includes controls on sale or use of disposable plastic items and bags on Council owned and managed land.	Not started. Council has received initial input from the community on a single-use plastics policy. A broader engagement process will be carried out in 2019, prior to finalising the policy.

8. Respond to climate change through the reduction of energy use, emissions and other resource use, and helping the community to adapt to the impacts of increased floods and fires. Undertake fire and flood risk reduction works across Council managed facilities and roads, in collaboration with other agencies and landowners to reduce fire risk to our communities.

Number	Action	Result
8.1	Implement Towards Zero Emissions Roadmap Action Plan including renewable energy generation and reducing Council's consumption.	In progress and on-going. Council continues to address its carbon footprint through numerous actions including lighting, appliance and efficiency upgrades, and transitioning to electric vehicles.
8.2	Support the community to develop and implement a 100% Community Renewable Stationary Energy Plan.	In progress and on-going. Council worked with community groups throughout 2018/19 to develop the Zero Net Emission Transition (Z-NET) Hepburn Shire project, which is a plan to reach zero net emissions in the Hepburn Shire by 2030. Council will continue to work with the community over the coming years to continue the implementation of this plan.
8.3	Implement water efficiency and water saving measures at recreation ovals, gardens and buildings, and support the community to progress the Trentham water security project.	In progress and on-going. Water studies were carried out at Doug Lindsay Reserve in Creswick and Victoria Park in Daylesford. Scoping is underway for capital works at these sites, with further work required at sites around the Shire in future years.
8.4	Develop and implement vegetation management plans on Council managed land and advocate to other public-land managers to reduce fire risk on their land.	In progress. Council has reviewed and updated the vegetation management plan for Hepburn Mineral Springs and continue to implement works detailed in the plan. Further plans continue to be developed for Daylesford Transfer Station, Lake Daylesford and Calembreen park.
8.5	Understand flood-risks and prioritise works, including waterways obstruction removal, maintenance of flood mitigation infrastructure and advocate for community-supported protection measures.	In progress. Annual inspections of priority areas have been undertaken including in the townships of Creswick, Trentham and Clunes. Priority works have been completed on Creswick Creek in partnership with the NCCMA.

9. Take proactive steps to protect, maintain and enhance biodiversity, including rare/endangered species and wildlife corridors, and reduction of weeds on Council land while minimising herbicide use. Partner with other stakeholders to achieve greater weed management outcomes Shire-wide.

Number	Action	Result
9.1	Implement the Hepburn Shire Biodiversity Strategy Action Plan.	In progress. The Hepburn Shire Biodiversity Strategy has been adopted and actions contained within the Strategy are starting to be implemented.
9.2	Implement actions to increase Council's control and management of noxious weeds on reserves and roadsides under Council's management.	In progress. Council has an annual weed management program where we partner with local Landcare groups and state government agencies, such as the Victorian Gorse Taskforce to maximise weed eradication efforts. This program has increased in recent years with additional council funding and some state government grant funds. In addition, Council has partnered with Federation University to conduct a spray minimisation pilot project to consider alternatives to glyphosate. The alternatives being considered include several alternate herbicides, mechanical removal manual removal and use of goats. A final report is expected in the first quarter of next year.

Major Budget Initiatives

Major Initiative	Result
Toward Zero Energy Saving Initiative - Council (\$258,000)	In progress and on-going. Council continues to address its carbon footprint through numerous actions including lighting, appliance and efficiency upgrades, and transitioning to electric vehicles.
Weed Eradication (\$108,005)	In progress and on-going. Council has an annual weed management program where we partner with local Landcare groups and state government agencies, such as the Victorian Gorse Taskforce to maximise weed eradication efforts. This program has increased in recent years with additional council funding and some state government grant funds. In addition, Council has partnered with Federation University to conduct a spray minimisation pilot project to consider alternatives to glyphosate. The alternatives being considered include several alternate herbicides, mechanical removal manual removal and use of goats. A final report is expected in the first quarter of next year.
Implement biodiversity strategy actions (\$60,000)	In progress and on-going. The Hepburn Shire Biodiversity Strategy has been adopted and actions contained within the Strategy are starting to be implemented.

Strategic Indicators

Strategic Activity	Performance Measure	Result
Waste	Waste diverted from landfill (%)	37%
Waste	Waste to landfill (tonnes)	4,179
Sustainability	Total scope 1 and 2 greenhouse gas emissions (t CO ₂ -e)	1276tCO ₂ -e
Sustainability	Total potable water consumption (kL)	134,474kL
Emergency Management	MEMP Audit Result - % of conformances	100% conformance



PERFORMANCE VIBRANT ECONOMY

10. Contribute to the strength of the economy through the ongoing development of key regional attractions and events that enable marketing of our region, attraction of visitors, business opportunities and underpin a strong community.

Number	Action	Result
10.1	Implement the Economic Development Strategy Action Plan, including Visitor Servicing 2020, Agricultural Sector Development Plan and Doing Business with Council, Towards Zero Hepburn, Working with Business Groups.	In progress and on-going. Visitor Servicing 2020 was adopted providing an innovative approach to visitor servicing. A Business Mentoring Program was also undertaken.
10.2	Develop, build and promote iconic walking and cycling trails, including the Creswick Trails and Daylesford Macedon Rail Trail.	In progress. The project progressing well with the Trail Development Plan being awarded. Planning and consultation for cultural heritage assessment, historic heritage assessment, flora and fauna assessment and bushfire management statement are all awarded and underway.
10.3	Review Council's Events Strategy and implement actions to continue to support events and enhance economic development.	In progress. The strategy review has begun and will be presented to Council for consideration in late 2019.
10.4	Enhance and promote visitor information services including physical Visitor Information Centres (VICs) and websites to improve the visitor experience.	In progress and on-going. The use of social media has increased, Instagram in particular and new/evolving displays are in place within the VICs to enhance the visitor experience.

11. Implement progressive planning scheme updates and strategic land use changes to support the economy, address social issues such as availability of housing and appropriate land zoning for development.

Number	Action	Result
11.1	Review the Hepburn Planning Scheme and Municipal Strategic Statement in order to balance future growth with the preservation of our heritage and the environment.	In progress. Review of the current Planning Scheme is currently underway, with contractors appointed to assist, with the work to be completed late 2020.
11.2	Implement the strategic planning program, including the review of existing zones and overlays.	In progress. Review of the current Planning Scheme is currently underway, with contractors appointed to assist, with the work to be completed late 2020. The planning scheme is being reviewed to ensure that it is up to date and addresses key issues that our Shire is experiencing now, or we think it may face in the future.
11.3	Implement recommendations of the Rural Land Use study.	Not started. Rural Land Use will be assessed after the current project of the review of the Planning Scheme.
11.4	Incorporate a Drainage Contribution Scheme into the Hepburn Planning Scheme.	In progress. Review of the current Planning Scheme is currently underway, with contractors appointed to assist, with the work to be completed late 2020. Drainage Contribution Scheme will be a consideration in the Planning Scheme Review.

Major Budget Initiatives

Major Initiative	Result
Build the Creswick Trails (Mountain Bike trails) (\$1,700,000)	In progress. The project is progressing well with the Trail Development Plan being awarded. Planning and consultation for cultural heritage assessment, historic heritage assessment, flora and fauna assessment and Bushfire management statement are all awarded and underway.

Strategic Indicators

Strategic Activity	Performance Measure	Result
Economic Development - Visitations	Number of visits to physical and online (virtual) Visitor Information Centres	140,377 visits



PERFORMANCE HIGH PERFORMING ORGANISATION

12. Enhance our processes and systems to deliver excellent customer service. To achieve this, we will focus on internal collaboration and new ways of working, combined with a continued focus on effective and timely communications, engagement and consultation. We will focus on achieving higher customer satisfaction through making it easier to work with Council and by closing the loop on requests received from our community and other customers.

Number	Action	Result
12.1	Implement a revised Performance Reporting System to enable real time reporting and feedback on Council Plan, Budget and Business Plan projects.	Completed in 2017/2018.
12.2	Develop and roll-out online systems of forms and payments that is underpinned by a customer-centric process.	In progress. Councils corporate website underwent a redesign in 2018/19 and the possible functionality of online forms is being investigated.
12.3	Roll-out the Frequently Asked Questions database on our website for the public to access.	In progress. Council's corporate website underwent a redesign in 2018/19 and the possibility functionality to allow the FAQs is being investigated.
12.4	Improve communications to the public by implementing new online social media platforms to complement Facebook page and website communications.	Completed. Council utilises the Social Media channels of LinkedIn, and YouTube while our Facebook pages continue to grow. The corporate Council Facebook page has over 3,000 likes.
12.5	Provide staff training to deliver increased customer communication when responding to requests and while processing transactions.	In progress and on-going. Covered through internal processes such as special briefings, on-going training, increased social media activity and website improvements.
12.6	Set improvement targets for timeframes for responding to customer enquiries and requests.	Not started. A customer service charter is planned to be developed in the next financial year. Monthly customer request reports are tabled at Council meetings.

13. Deliver sustainable financial management, supported by effective long-term financial planning (10 years), cost savings and efficient purchasing, and developing additional income streams beyond rates revenue.

Number	Action	Result
13.1	Develop and implement a sustainable long-term (10 year) financial plan that considers funding sources, strategic priorities and future service delivery.	Completed. To be reviewed in 2019/20.
13.2	Deliver annual efficiency and cost saving actions, and contribute savings to the debt management reserve.	In progress and on-going. Council has contributed \$200,000 to the debt management reserve in 2018/19.
13.3	Lease available commercial spaces resulting from the Hepburn Hub in order to increase rental income.	In progress. Project expected for completion in 2020.
13.4	Conduct a detailed review of user-pays fees, including benchmarking similar councils and neighbours and, where appropriate, adjust fees to better reflect cost of delivering the service.	Not started. To occur in 2021/22.

14. Develop our staff to enhance their work experience and enable them to deliver great outcomes to our community. Through a focus on their careers and developing new skills, we will build a positive culture and develop new leaders of the future.

Number	Action	Result
14.1	Deliver the Leadership Development Program for Managers, Coordinators and Emerging Leaders to develop our staff and build a high-performing culture.	In progress and on-going. Staff including Managers, Coordinators and Emerging Leaders continue to undertake various individual and corporate training throughout the year.
14.2	Review and update the Performance Excellence Program (PEP) to better support our staff to set objectives and to measure performance.	In progress. Some team leaders have had training in this area. This is an ongoing activity.
14.3	Recruit and develop trainees, graduates and apprentices to help young people build careers locally.	In progress and on-going. In 2018/19, Council has hosted two engineering students and several work experience students from local high schools.
14.4	Undertake Staff Satisfaction Surveys to measure key value drivers and to identify areas for improvement.	In progress and on-going. A Pulse Surveys was conducted for the first time this year to assess employee engagement. This will be an ongoing six-monthly survey for staff.

15. Make Occupational, Health, Safety and Wellbeing an embedded part of our culture and the number one focus every day. We will continuously improve our systems and actions to make sure people go home safe and well every day.

Number	Action	Result
15.1	Implement updated Occupational Health and Safety procedures to better manage the risks to staff, Councillors, volunteers, contractors and the public.	In progress. Procedures reviewed and/or implemented in 2018/19 included the OHS Policy, Contractor Management tools, Load Restraint, Purchasing Goods, Emergency Management and Evacuation Plan, Hazard Identification/Risk Assessment and Risk Management, Chemical Management including Dangerous Goods and Hazardous Substances, Prevention of Falls, Occupational Health & Safety Management System Auditing and Plant Safety Management.
15.2	Implement a program of training for staff and volunteers to implement the updated Occupational Health and Safety management system.	In progress. Training programs delivered in 2018/19 included new employee inductions, Procurement Policy Update, Manual Handling, Emergency Management, Contractor Management, OHS Management System Awareness (Leadership Team), Prevention of Falls, Spotting, Asbestos Awareness, Identifying Hazards/ Assessing and Controlling Risk, Online Bullying/Harassment training for Managers and Supervisors, Mental Health First Aid, Online Workplace Mental Health Awareness for Managers and Prevention of Violence Against Women through Act@Work.
15.3	Deliver a program of internal checking for Occupational Health and Safety, including clarification of roles and responsibilities for Occupational Health and Safety.	The Municipal Association of Victoria Workcare OHS Improvement Program Progress Verification (May 2019) assessed the OHS Management System and suggested changes for continuous improvement. Each newly implemented or reviewed Occupational Health and Safety Management Procedure includes specific accountabilities and responsibilities by role and all position descriptions have safety responsibilities set out in accordance with the relevant job bands.

16. Deliver good governance and integrity in all our actions, and take steps to improve organisational efficiency including regular process improvements

Number	Action	Result
16.1	Deliver a regular program of staff and Councillor governance training, including providing external development opportunities.	In progress and on-going. Various governance opportunities are explored through the MAV. Governance training was also provided to Councillors by Maddocks.
16.2	Implement IT Strategy actions to improve the speed, ease of use and security of Council's information, which enables better customer service delivery.	In progress and on-going. Council has implemented a number of initiatives, including a review and improvement of the corporate website, rolling out of Office365 to all staff, upgrading all staff into a VDI environment and improvements to the network speed and reliability.
16.3	Deliver an annual program of internal and external audits in conjunction with the Audit and Risk Advisory Committee.	In progress. A number of internal audits have been conducted in accordance with a two-year internal audit plan.
16.4	Update the special committee guidelines and deliver training to community members on committees to support them deliver their roles.	Not started. The role of special committees is being reviewed in line with the Local Government Act review. Following the adoption of the Act, we will review this.
16.5	Review the process for following up infringements and implement a refined process that enables more efficient follow-up and better collection of revenues.	Complete. The process has been reviewed. The handling and follow up of infringements are being managed through the Finance Department.

Major Budget Initiatives

Major Initiative	Result
Online system of forms and payments (\$30,000)	In-progress. Council has undertaken a review of the functionality and made improvements to the corporate website and has begun a project to improve the functionality of Councils intranet page.

Strategic Indicators

Strategic Activity	Performance Measure	Result
Governance	Making decisions in the interests of the community	49 of 100
Communications	Community Consultation & Engagement	50 of 100
Customer Service	Average time to close all external customer requests - average days	15 days
Food Safety	Food safety assessments completed for class 1 and 2 premises	90%
Animal Management	Time taken to respond to animal management requests	2.99 days
Statutory Planning	Median time taken to decide planning applications	41 days
Statutory Planning	Planning applications decided within 60 days	77%
Building	Median time taken to issue building permits	15 days
Finance	All the LGPRF Financial Performance Indicators	Refer to performance statement
OHS	Number of lost time injuries	4 injuries

Service Performance Indicator Results

Governance

GOVERNANCE						
Service/Indicator/Measure	2016	2017	2018	2019	Material Variations / Comments	
Transparency						
G1 1	Council decisions made at meetings closed to the public [<i>Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors</i>] x100	12%	11%	10%	9%	The decrease in the percentage of Council resolutions conducted during sessions 'closed' to the public is as a result of improving Council transparency, especially in relation to the awarding of contracts; and an increase in the total number of resolutions made by Council.
Consultation and Engagement						
G2 2	Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	49	47	50	51	Results of the independent Community Satisfaction Survey reflect Council's continued focus to improve community engagement.
G3 3	Councillor attendance at council meetings [<i>The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)</i>] x100	93%	96%	90%	85%	Slight increase in absences to Council meetings in 2018/19 - remains within expected range.
Service Cost						
G4 4	Cost of governance [<i>Direct cost of the governance service / Number of Councillors elected at the last Council general election</i>]	36,856	33,956	38,289	37,149	3% reduction in the cost of governance due to slightly lower expenses including travel costs for 2018/19
G5 5	Satisfaction with council decisions [<i>Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community</i>]	48	45	49	52	Results of findings from the independent Community Satisfaction Survey have increased due to Council's increased focus on Community Engagement.

Service Performance Indicator Results

Animal Management

ANIMAL MANAGEMENT			Results				
Service/Indicator/Measure	2016	2017	2018	2019	Material Variations / Comments		
Timeliness							
AM1 34	Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	6.0	2.5	3.0	2.3	Similar response rates to prior years - there was a decrease in the first response to animal management requests.	
Service Standard							
AM2 35	Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	44%	30%	12%	20%	The reclaimed animal percentage has increased since 2017/18. This is as a result of the reduction in the number of animals collected and reclaimed with Community Safety Officers' increased focus to return or rehome animals where possible.	
Service Cost							
AM3 36	Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$35	\$36	\$44	\$44	There is a minor reduction in the cost of animal management and this would be as a result of fewer numbers of animals required to be collected and impounded and the reduction in the number of registered animals in Shire.	
Health and Safety							
AM4 37	Animal management prosecutions	0	0	0	0	There were no animal management prosecutions.	

Service Performance Indicator Results

Food Safety

FOOD SAFETY			Results				
Service/Indicator/Measure			2016	2017	2018	2019	Material Variations / Comments
Timeliness							
FS1	38	Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	5.7	1.2	2.8	3	A slight average increase in the time taken to action complaints, with the majority of all complaints actioned within 2 days.
Service Standard							
FS2	39	Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	48%	80%	90%	92%	Improvements to Council practices have been implemented resulting in an increase to the number of assessments conducted.
Service Cost							
FS3	40	Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$360	\$377	\$436	\$439	Very minor cost increase - less than 1%, this is due to the number of food registered premises also only varying by 1% since 2017/18.
Health and Safety							
FS4	41	Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	50%	60%	100%	75%	Of the four major non compliance notifications, three required follow up visits by Council which were completed. One did not require a follow up visit by Council as it was being followed up by the Department of Health.

Service Performance Indicator Results

Statutory Planning

STATUTORY PLANNING			Results				
Service/Indicator/Measure			2016	2017	2018	2019	Material Variations / Comments
Timeliness							
SP1	6	Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	38	39	41	84	Median planning days have increased year on year due to increased activity and limited statutory planning resources.
Service Standard							
SP2	7	Planning applications decided within 60 days [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	82%	81%	77%	57%	An increase in median processing time has occurred. Council has initiated a project in 2019/20 to review the delivery method of planning services to reduce processing times.
Service Cost							
SP3	8	Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$1,403	\$1,685	\$1,775	\$1,643	Costs have decreased due to a number of staff vacancies.
Decision Making							
SP4	9	Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	40%	100%	33%	50%	Small number of decisions referred to VCAT impacts on the percentage results. Of the four decisions referred to VCAT two decisions were upheld and two were set aside during the financial year.

05.

**GOVERNANCE,
MANAGEMENT
& OTHER
INFORMATION**

GOVERNANCE

Hepburn Shire Council is constituted under the Local Government Act 1989 to provide leadership for the good governance of the municipal district and the local community.

Council has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that we meet the community's needs. The community has many opportunities to provide input into Council's decision-making processes, including community consultation sessions and public forums (such as ward meetings and public participation provisions within each ordinary meeting of Council).

Council's formal decision-making processes are conducted through Council meetings and Special Committees of Council. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

Best Value

In accordance with the Local Government Act 1989, Councils are required to take into account Best Value principles to ensure that services:

- Meet quality and cost standards
- Are responsive to the needs of the community
- Are accessible to those members of the community who the service is intended
- Achieve continuous improvement in the provision of services
- Include consultation with the community in relation to the services it provides
- Regularly report on their performance to the community.

Hepburn Shire Council incorporates Best Value Principles through regular business planning and performance monitoring processes and through a commitment to continuous improvement.

Council meetings

Council conducts open public meetings on the third Tuesday of each month, which are held at various locations throughout the Shire. Councillors are also briefed on relevant issues during informal sessions.

Members of the community are welcome to attend Council meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit questions to the Council, or ask to address Council regarding an item.

For the 2018/19 year, Council held the following meetings:

- 12 ordinary council meetings
- 3 special council meetings

The following table provides a summary of Councillor attendance at council meetings and special council meetings for the 2018/19 financial year.

Councillors	Council Meeting	Special Council Meeting	Total
Cr Sebastian Klein*	9	0	9
Cr Don Henderson	12	3	15
Cr Fiona Robson	9	1	10
Cr Greg May	11	3	14
Cr John Cottrell	11	3	14
Cr Kate Redwood AM	12	3	15
Cr Neil Newitt	10	3	13
Cr Licia Kokocinski (From 9 April 2019)	3	2	5

* Cr Sebastian Klein resigned from office effective 9 April 2019.

Special Committees

The Local Government Act 1989 allows Council to establish one or more special committees consisting of:

Councillors, council staff, other persons of the community or any combination of those previously listed.

Special Committee	Purpose
Creswick Museum Special Committee	To administer, manage and control the historic Creswick Museum building and collection of artworks and artefacts.
Dean Recreation Reserve and Tennis Courts Special Committee	To manage, control, operate and maintain the Dean Recreation Reserve and Tennis Courts.
Drummond Hall Special Committee	To manage, control, operate and maintain the Drummond Hall premises.
Glenlyon Recreation Reserve Special Committee	To administer, maintain and control the Glenlyon Recreation Reserve.
Lee Medlyn Home of Bottles Special Committee	To administer, manage and control the property of the Clunes Historic Medlyn Complex, the Lee Medlyn Bottle collection, the Eberhard Factory and other collectables and displays contained in the facility.
Lyonville Hall Special Committee	To manage, control, operate and maintain the Lyonville Hall.



Advisory Committees

**Council has a number of Advisory Committees.
The purpose of these committees:**

Advisory Committee	Purpose
International Women's Day Heather Mutimer Women's Honour Roll Organising Committee	Provide advice to Council on the International Women's Day (IWD) Women's Honour Roll nomination process, and organise the Heather Mutimer Women's Honour Roll event.
Mineral Springs Reserves Advisory Committee	Provide advice to assist Council plan for, prioritise and implement maintenance works and major projects across all Mineral Springs Reserves within the given parameters and funding opportunities.
Public Art Panel	Provide advice to assist Council to make decisions about public art projects and acquisitions.
Audit & Risk Advisory Committee	Oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment.
Reconciliation Action Plan (RAP) Community Reference Group (CRG)	<p>The community reference group is comprised of non-indigenous and Aboriginal and Torres Strait Islander participants and its functions include:</p> <ul style="list-style-type: none"> • To represent Aboriginal and Torres Strait Islander community and provide input on the interests, needs and experiences identified by the Aboriginal and Torres Strait Islander community. • To provide feedback on the methodology and research processes involved in developing each RAP stage (Reflect, Innovate, Stretch and Elevate). • To support and assist with research and community engagement activities. • To represent their respective organisations, sectors or groups. • To communicate feedback on the RAP development between organisations, the community and Council. • To promote a shared knowledge and understanding of the Shire's commitment to reconciliation. • To discuss issues and concerns and recommend ways forward. • To provide advice and comment on the RAP framework and priorities identified by Council for the Plan.

Disability Advisory
Committee (DAC)

The DAC will collaborate with Council to ensure that there is a proactive, two-way conversation and advice about how to effectively implement the actions in the Disability Access and Inclusion Plan and address other access issues as they arise.

The DAC will also act as Council's disability representatives in the community to seek broader views on access issues and develop proactive solutions to effectively address access issues as they arise.

Hepburn White
Ribbon Committee

The Hepburn White Ribbon Committee (HWRC) was established in 2016 to join the International White Ribbon Day (WRD) campaign to eliminate violence against women in our society. HWRC works with all sectors of the community to create social awareness and cultural change around the issue of violence against women.

Code of Conduct

*The Local
Government Act
1989 requires
Council to develop
and approve a
Councillor Code of
Conduct within 12
months after each
general election.*

On 07 February 2017, Council adopted a revised Councillor Code of Conduct which is designed to:

- Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter
- Attract the highest level of confidence from Council's stakeholders
- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately

In addition to setting out the Councillor Conduct Principles, the code also outlines:

- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest
- Roles and relationships
- Dispute resolution procedures

Conflict of Interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community.

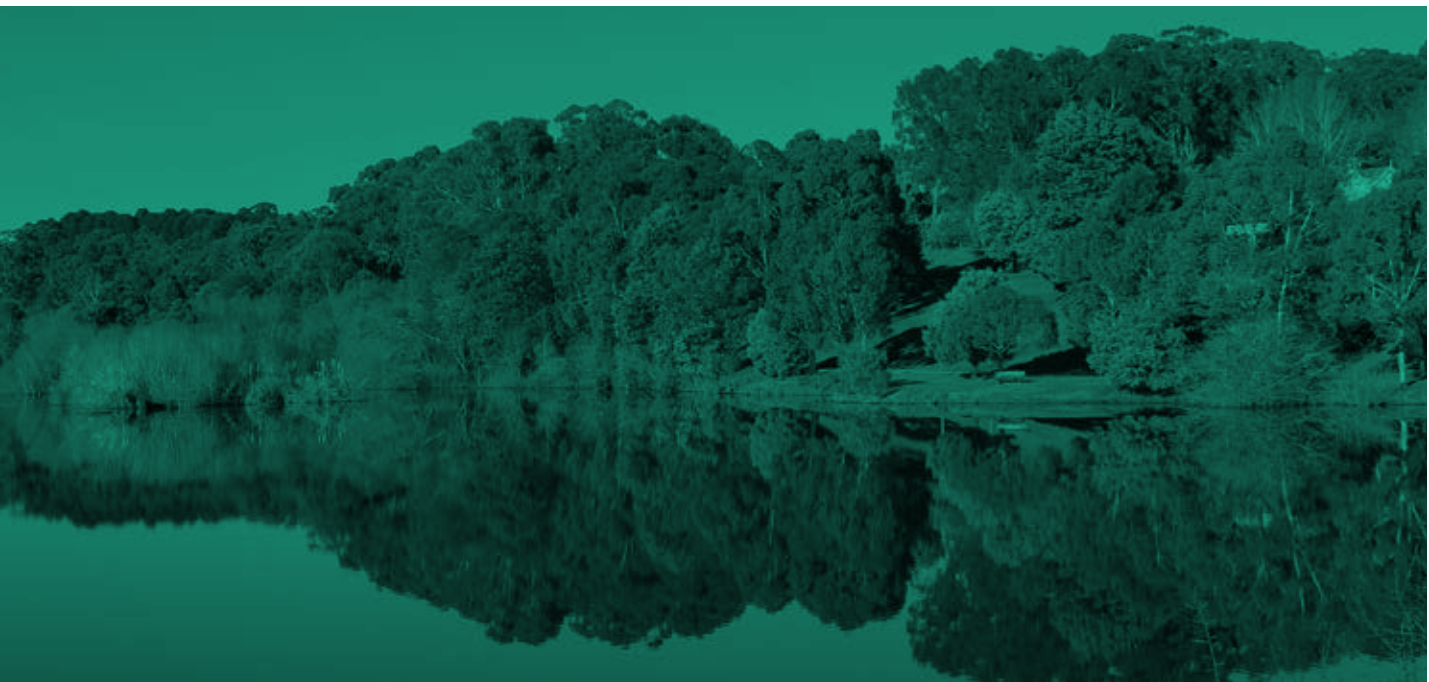
This is a position of trust that requires Councillors to act in the public interest. When a council delegates its powers to a council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate

the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings.

While the procedures vary depending on the particular role and circumstances, in general, they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from exercising their public duty. A register is maintained to record disclosed conflicts of interest. During 2018/19, eleven conflicts of interest were declared at Council meetings.



Councillor Allowances

In accordance with Section 74 of the Local Government Act 1989, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance.

In accordance with Section 74 of the Local Government Act 1989, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance.

The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of the municipality. Hepburn Shire Council is recognised as a category 1 council.

For the period 1 July 2018 to 30 November 2018, the Councillor annual allowance for a category 1 council

(as defined by the Local Government Act 1989) was fixed at \$20,231 per annum and the allowance for the Mayor was \$60,442 per annum. The Minister for Local Government approved an annual adjustment to take effect as from 1 December 2018.

The annual allowances were adjusted for the period 1 December 2018 to 30 June 2018 at \$20,636 per annum for the Councillor allowance and \$61,651 per annum for the Mayoral allowance. An amount equivalent to the superannuation guarantee under Commonwealth taxation legislation (currently 9.5 per cent) is payable in addition to these amounts.

The following table contains a summary of the allowances paid to each Councillor during the year.

Councillors	Allowance
Councillor Expenses & Resources Guidelines Reference	
Cr Kate Redwood AM	\$22,322.72
Cr Greg May	\$22,322.72
Cr Neil Newitt	\$22,322.72
Cr Sebastian Klein	\$16,262.47
Cr John Cottrell	\$37,860.29
Cr Licia Kokocinski	\$5,107.92
Cr Fiona Robson	\$22,322.72
Cr Don Henderson	\$51,170.75
TOTAL	\$199,692.31

Councillor Expenses

In accordance with Section 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors.

The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by the Council. The details of the expenses for the 2018/19 year are set out in the following table.

Councillor	Conferences & Functions	Travel	Communication	Carer Expenses	Total expenditure by Councillor
Councillor Expenses & Resources Guidelines Reference	2.1	2.2 & 2.3	2.4, 2.5 & 2.6	2.7 & 2.1	
Cr Kate Redwood AM	\$1,084.29	\$0.00	\$667.11	\$0.00	\$1,751.40
Cr Greg May	\$1,164.20	\$1,609.22	\$288.36	\$0.00	\$3,061.87
Cr Neil Newitt	\$1,174.29	\$0.00	\$763.61	\$0.00	\$1,937.90
Cr Sebastian Klein	\$514.29	\$0.00	\$0.00	\$0.00	\$514.29
Cr Licia Kokocinski	\$570.00	\$720.14	\$55.84	\$0.00	\$1,345.98
Cr John Cottrell	\$1581.42	\$9,476.53	\$174.87	\$0.00	\$11,232.82
Cr Fiona Robson	\$570.00	\$0.00	\$241.30	\$0.00	\$811.30
Cr Don Henderson	\$1,204.28	\$8,576.71	\$1,261.71	\$0.00	\$11,042.70
Total Expenditure by cost category	\$7,862.86	\$20,382.60	\$3,452.80	\$0.00	\$31,698.26

Note: Travel - Cost is inclusive of Mayoral vehicle allocation

MANAGEMENT

Council has implemented a number of statutory and better practice items to strengthen its management framework.

Having strong governance and management frameworks leads to better decision making by Council.

The Local Government Act requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations.

Council's Governance and Management Checklist results are set out in the section below. The following items have been highlighted as important components of the management framework.

Audit & Risk Advisory Committee

The Audit and Risk Advisory Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment.

Independent Members:

- Ms Carol Pagnon
- Mr Robert Taylor
- Ms Rachelle Tippett
- Mr Trevor Shard

Councillor Members:

- Cr Don Henderson
- Cr John Cottrell



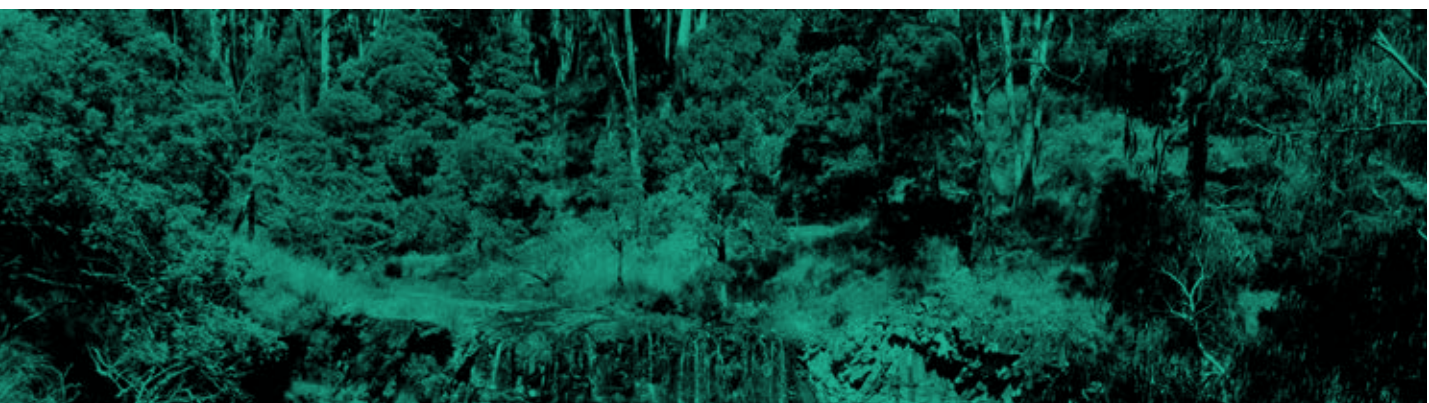
Attendance at Committee Meeting:

1 July 2018 – 30 June 2019

Attendee	Meeting
Carol Pagnon	4 of 4
Robert Taylor	3 of 4
Rachelle Tippett	3 of 4
Trevor Shard	4 of 4
Cr Don Henderson	3 of 4
Cr John Cottrell	4 of 4

At these meetings the committee considers the following agenda items:

- Review of key risks and controls
- Summary of monthly finance reports
- Summary of monthly management reports
- Mid-year budget review
- Annual budget review
- Review of councillor expenses
- Internal audit reports issued
- External audit reports and management letters
- Review of compliance obligations
- Progress on internal and external audit recommendations
- Policy and procedure review
- Hepburn Hub Project Update
- Trentham Hub Project Update



Internal Audit Reviews

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place. Internal audits are resourced by an external provider. A risk based three-year Internal Audit Plan is revised annually to ensure the audit resources remain focused on the appropriate areas.

The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment; prior audit coverage and outcomes and management input. The Internal Audit Plan is reviewed and approved by the Audit Committee annually.

The Internal Auditor attends each Audit and Risk Advisory Committee meeting to report on the status of the Internal Audit Plan, to provide an update on the implementation of audit recommendations and to present findings of completed reviews. All audit issues identified are risk rated. Recommendations are assigned to the responsible manager and tracked in Council's performance management system.

Internal Audit reviews conducted in 2018/19:

- HLB Mann Judd
Review Payroll (including data analytics)
- HLB Mann Judd
Review of Budget Management and Delivery
- HLB Mann Judd
Review of Risk Management Framework
(with specific focus on ISO Standards Follow-Up & Survey)
- HLB Mann Judd
Follow-Up Review

Risk Management

In July 2013, Council adopted its Risk Management Strategic Framework and Policy in line with current best practice in the management of business enterprise risks and current AS/NZS 31000 guidelines.

The Risk Management Framework and Policy addresses items such as:

- Risk management culture and branding
- Communication and training
- Best practice in risk management
- Development and implementation of action plans for all high and urgent rated risks
- Responsibilities of and to internal and external stakeholders
- Risk registers and risk management software implementation
- The Council planning cycle, budget cycle and annual audit cycle
- A performance measurement system to determine the effectiveness of the framework

The Risk Management Strategic Framework and Policy is due to be updated in late 2019.

Major Contracts

List of contracts entered into by Council during 2018/19 valued at \$150,000 for goods or services or \$200,000 for works or more of a kind specified in section 186(5) (a) and (c) of the Local Government Act 1989.

Contract Name	Title of Contract	Term of Contract	Value of Contract
HEPBU-RFT2018.3	Construction of New Trentham Netball Change room Facility	Project delivery	\$324,760
HEPBU.EOI2018.32	Provision of Maternal and Child Health Services 2018-2023	5 Years	\$331,950 (in the first year)
HEPBU-RFT2018.82	Hepburn Netball Facility	Project delivery	\$326,561
HEPBU RFT2018.101	Reconstruction of Creswick-Lawrence Road, Creswick North	Project delivery	\$552,265
HEPBU RFT2018.169	Wills Square and Camp Street kerb and channel Daylesford	Project delivery	\$307,930
HEPBU RFT2018.103	East Street Bridge Clearance Improvement Project	Project delivery	\$633,356
HEPBU RFT2018.151	Intersection Realignment and Reconstruction of Daylesford-Clunes Road Ullina	Project delivery	\$508,898
HEPBU.RFT2018.130	Supply and Delivery of a 6 Metre Tipper Truck	Purchase	\$151,445
HEPBU.RFT2019.1	Daylesford Skate Park Refurbishment	Project delivery	\$259,085

GOVERNANCE & MANAGEMENT CHECKLIST

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items		Assessment	
1	Community engagement policy (policy outlining council's commitment to engaging with the community on matters of public interest)	Council adopted a Community Engagement Governing Policy - 15/1/2019	✓
2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines - Date of operation: 18/04/2017	✓
3	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Date of adoption: 18/06/2019	✓
4	Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and the other resources required)	Date of adoption: 18/06/2019	✓
5	Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Date of operation: - Bridges 31/05/2010 - Buildings 31/07/2010 - Open Space 31/05/2011 - Roads 31/07/2010	✓
6	Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy - Date of operation: 21/06/2016	✓
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy - Date of operation: 16/07/2013	✓
8	Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	Policy - Date of operation: 19/08/2014	✓

9	Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Plan - Date of adoption: 21/08/2018	✓
10	Procurement policy (policy under section 186A of the Local Government Act 1989 outlining matters, practices and procedures that will apply to all purchases of goods, services and works)	Policy - Date adopted: 21/05/2019	✓
11	Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan - Date of adoption: 21/11/2017	✓
12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Recovery plan release date: 25/05/2017	✓
13	Risk management framework (framework outlining council's approach to managing risks to the Council's operations)	Framework - Date of operation: 6/07/2013	✓
14	Audit Committee (advisory committee of council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 18/08/1998 Committee appointed: 21/04/2015	✓
15	Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged Date of engagement of current provider: 18/09/2018	✓
16	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation: 18/09/2018	✓
17	Council Plan reporting (report reviewing the performance of the council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Reporting - 15/05/2018	✓

18	Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Date statements presented: Annual statements 18/09/2018 Quarter 1 statements 16/10/2018 Quarter 2 statements 19/02/2019 Quarter 3 statements 21/05/2019	✓
19	Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Audit and Risk Advisory Committee: Report 1: 10/09/2018 Report 2: 26/11/2018 Report 3: 25/02/2019 Report 4: 27/05/2019	✓
20	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Audit and Risk Advisory Committee: Report 1: 10/09/2018 Report 2: 26/11/2018 Report 3: 25/02/2019 Report 4: 27/05/2019	✓
21	Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Adopted by Council: 16/10/2018	✓
22	Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Date approved: 07/02/2017	✓
23	Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	Date of review: 19/09/2017	✓
24	Meeting procedures (a local law governing the conduct of meetings of council and special committees)	Date local law made: 18/11/2014	✓

I certify that this information presents fairly the status of Council's governance and management arrangements.

Evan King
Chief Executive Officer



Dated: 17 September 2019

Cr Don Henderson
Mayor



Dated: 17 September 2019

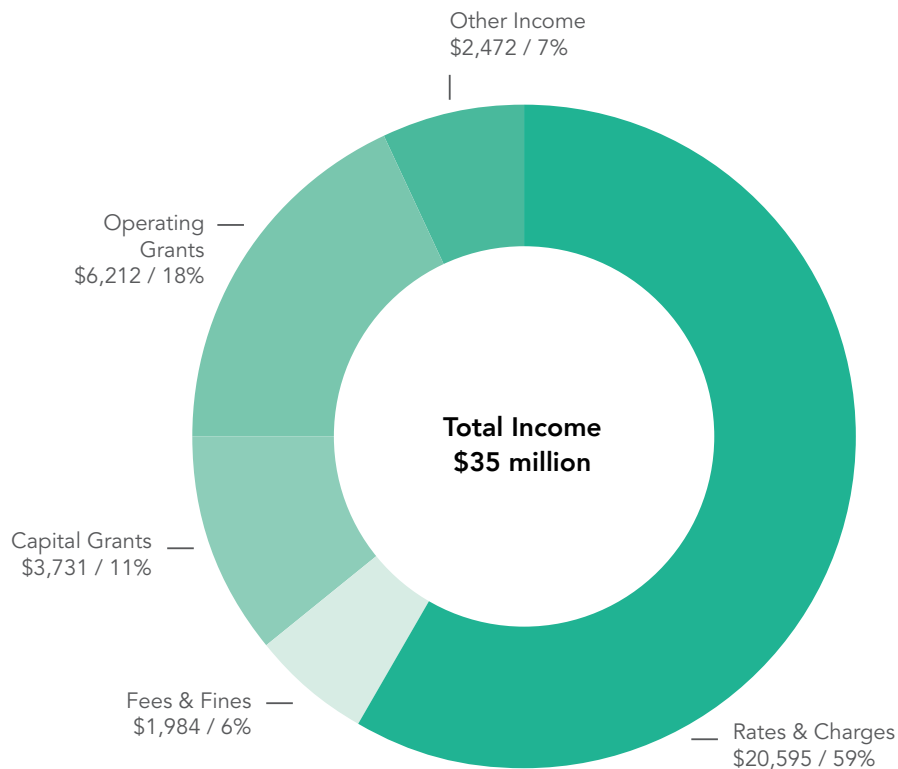
THE SUMMARY OF THE FINANCIAL REPORT

Overview

- A surplus of \$4.6 million (2017/18; \$3.1 million) against an original budget of \$3.6 million. The surplus includes recurrent operating grants relating to the next financial year of \$2.4 million (2017/18: \$2.3 million) and capital grants of \$3.7 million received during the year (2017/18; \$3.5 million).
- A net asset revaluation increment (non-cash) of \$13.1 million (2017/18; \$13.7 million)
- Revenue of \$35.0 million (2017/18; \$32.8 million) with 59% coming from rates and charges (2017/18; 59%)
- Operating expenditure of \$30.4 million (2017/18; \$29.7 million), with 41% attributable to employee costs (2017/18; 41%) and 33% attributable to materials and services (2017/18; 32%)
- \$261.0 million in capital assets (at written down value), providing community facilities, roads, bridges and other infrastructure (2017/18; \$246.8 million)
- Cash and other financial assets of \$18.9 million (2017/18; \$16.3 million), which after excluding external restrictions and internal allocations, provides revised cash and cash equivalents of \$3.7 million (2017/18; \$4.6 million)
- \$4.4 million in loans and borrowings (2017/18; \$4.9 million).

Income

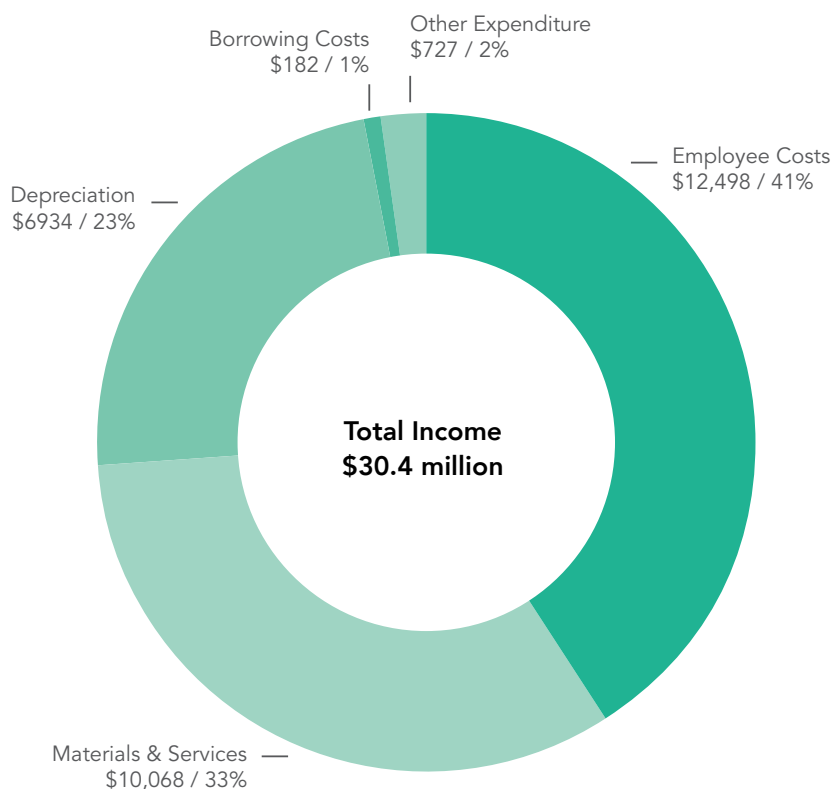
Total income for the financial year was \$35 million (2017/18; \$32.8 million). This included \$3.7 million of capital grants (2017/18; \$3.5 million)



Expenses

Council incurred a total of \$30.4 million in expenditure in the 2018/19 financial year (2017/18; \$29.7 million)

As a service-based entity, Council's main costs are employee costs. Employee costs for 2018/19 were \$12.5 million or 41% of total expenses (2017/18; \$12.0 million or 41%). Materials and services for 2018/19 were \$10.1 million or 33% of total expenses (2017/18; \$9.6 million or 32%).



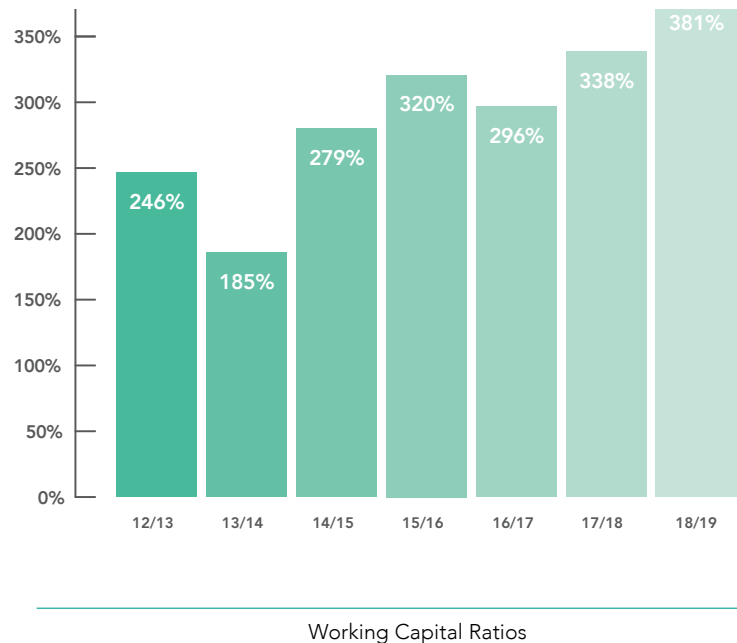
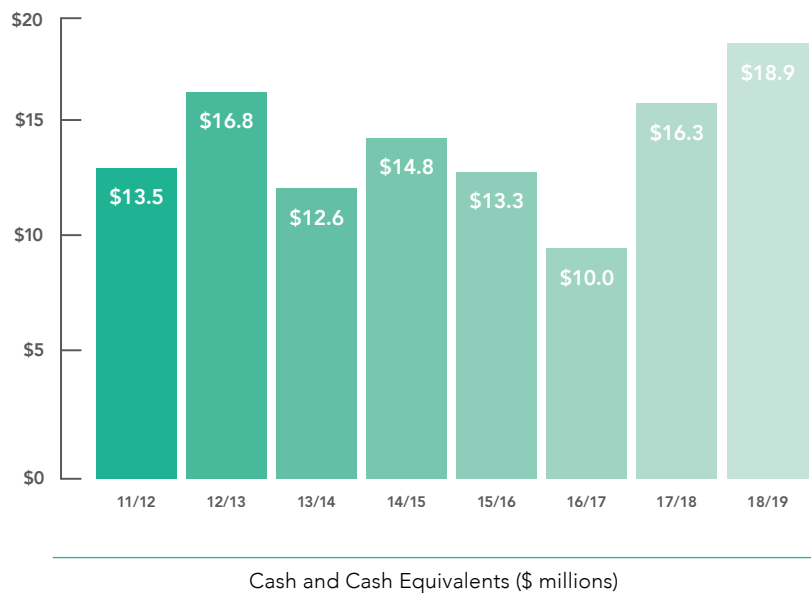
FINANCIAL STRENGTH

Council's major assets comprise cash and property, infrastructure, plant and equipment. Detailed information is provided in Council's Financial Report and Performance Statement.

Cash

Council's cash, cash equivalents and other financial assets increased \$2.6 million to \$18.9 million at 30 June 2019 (2017/18; \$16.3 million). Council's cash and cash equivalents are subject to external restrictions and internal allocations that limit the amounts available for discretionary use. External restrictions total \$2.06 million (2017/18; \$2.0 million) while intended internal allocations amount to \$13.1 million (2017/18; \$9.8 million). This provides Council with \$3.7 million (2017/18; \$4.6 million) available cash not subject to restrictions.

At 30 June 2019 Council's working capital ratio, which represents Council's current assets as a percentage of current liabilities, was 381% up from 338% at 30 June 2018. Council's ratio would have been 342% at the 30 June 2019 if the \$2.4 million of 2019/20 grants was not paid early by the Commonwealth Government.



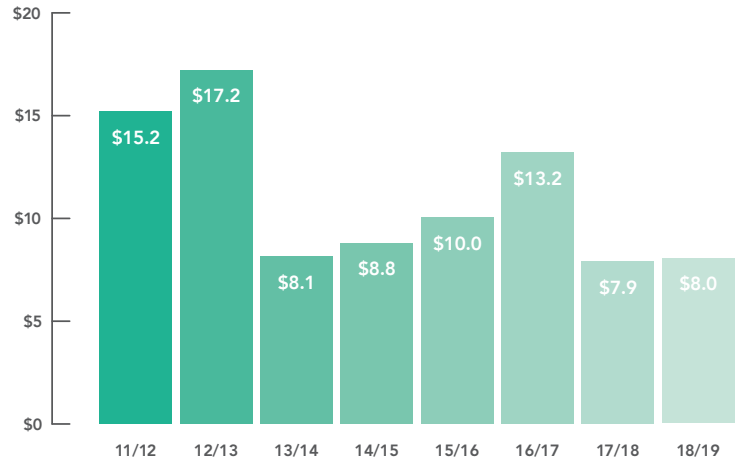
Capital Works

Of the \$8.0 million capital expenditure (\$7.9m 68% in 2017/18), 78% was spent on renewal of assets (2017/18, 68%). Renewal of assets as opposed to building new assets or upgrading assets is an important focus of Council as it works towards reducing the infrastructure gap.

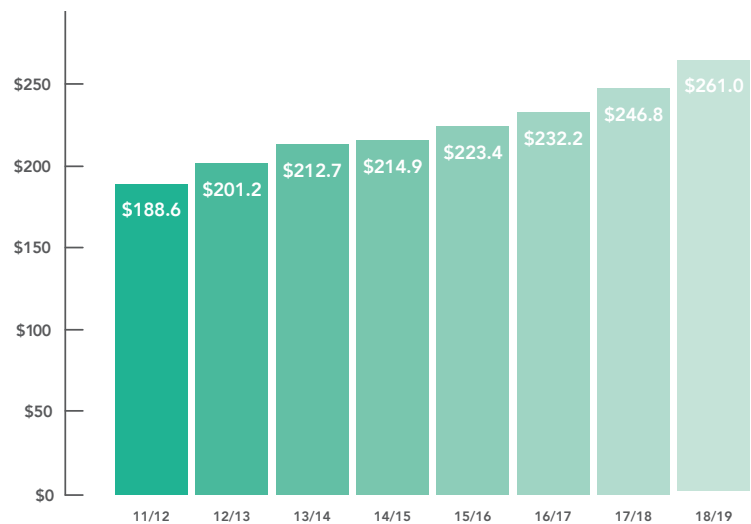
Council's capital assets provide community facilities, roads, bridges and other infrastructure that are important to the everyday functioning of our community. The written down value of these assets continues to increase over time.

Liabilities

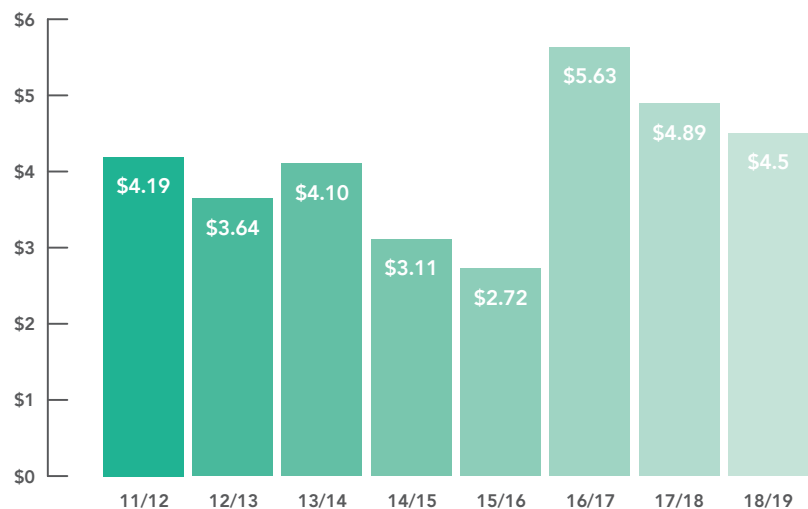
Council's liabilities comprise of loans, amounts owed to suppliers and amounts owed to employees for leave entitlements. The total balance of loan borrowings at the end of the 2018/19 financial year is \$4.4 million (2017/18; \$4.9 million).



Capital Works (\$ Millions)



Council's Property, Infrastructure, Plant and Equipment (\$ Millions)



Balance of Loan Borrowings (\$ Millions)

STATUTORY INFORMATION

The following information is provided in accordance with legislative and other requirements applying to Council appointments, which attracted 1098 applications. Our permanent employee turnover rate (resignations) for 2018/19 was 9.05%, which is lower than the previous year of 12.84%.

Documents Available for Public Inspection

In accordance with Section 12 of the Local Government (General) Regulations 2015 the following is a list of the prescribed documents that are available for inspection on our website or copies of the documents can be obtained for the purposes of section 222 of the Local Government Act 1989 at Corner Duke and Albert Streets, Daylesford:

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of council staff in the previous 12 months
- Agendas for and minutes of ordinary and special meetings held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public
- Minutes of meetings of special committees held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public
- A register of delegations
- A document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease; agreements to establish regional libraries
- Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the council as lessor or lessee.
- A register of authorised officers
- A list of donations and grants made by the council during the financial year.



Hepburn

SHIRE COUNCIL

Hepburn Shire Council

PO Box 21 Daylesford Victoria 3460

T: (03) 5348 2306

Shire@hepburn.vic.gov.au

www.hepburn.vic.gov.au

 www.facebook.com/hepburncouncil

Council Offices

Daylesford

Corner Duke & Albert Streets,
Daylesford

Creswick

68 Albert Street,
Creswick

Clunes

The Warehouse - Clunes
36 Fraser Street, Clunes