





## Acknowledgement of Country

Hepburn Shire Council acknowledges the Dja Dja Wurrung as the Traditional Owners of the lands and waters on which we live and work. On these lands, Djaara have performed age-old ceremonies of celebration, initiation and renewal. We recognise their resilience through dispossession and it is a testament to their continuing culture and tradition, which is strong and thriving.

We also acknowledge the neighbouring Traditional Owners, the Wurundjeri to our South East and the Wadawurrung to our South West and pay our respect to all Aboriginal peoples, their culture, and lore.

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



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# Introduction

## Our Vision Mission

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

During 2021 Council updated its Community Vision and Council Plan as part of the Hepburn Together Project. Council will consider the vision and plan for adoption at a Council meeting in the latter part of 2021. This Annual Report is based upon the vision, mission, values and priorities of the 2017-2021 Council Plan.

### Our Values

At the commencement of the 2016 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.

# Message from the Mayor

On behalf of my Councillor colleagues I am pleased to present the Hepburn Shire Council Annual Report for 2020/2021. This is my first term as a Councillor, having been elected in the Birch Ward at the Local Government elections held in October 2020. I was honoured to be elected to the position of Mayor in November 2020, making me the Mayor for the majority of this financial year.



2020/2021 was a financial year with some significant challenges. We continued to deliver services in an COVID environment that placed significant pressure on the organisation, particularly responding to State Government directives to lockdown, often with little notice. In June 2021, parts of Victoria were hit by severe storms. These storms significantly impacted the east of our Shire, including areas such as Trentham, Little Hampton, Lyonville and Daylesford. The event was later classified a disaster by the State and Federal Governments, and funding and support has been made available to assist Council to both clean up the storm damage and to support our community in the recovery. Thirty-five percent of the Shire's footprint was impacted and I want to acknowledge the outstanding work that Council staff have done in responding to the crisis and then in the ongoing recovery, whilst at the same time maintaining Council services.

As a Councillor and Mayor, I have had the opportunity to meet and speak with many residents from around the Shire. The diverse needs of our community are what makes Local Government so important. We provide important services to our community, including roads, footpaths, parks and open spaces, waste management, community development, sport and active recreation, and services for young people, seniors and those with a disability.

It is indeed a continuing challenge to reconcile these many different and competing needs with limited resources.

The 2020/2021 financial year has seen a new Council elected with six of seven new Councillors, the implementation of the Local Government Act 2020, including the development of a Community Engagement Policy and work on the ten-year Community Vision and four-year Council Plan, along with the severe storm in June and its aftermath and the impact of COVID-19 on our service delivery. I would like to acknowledge the hard work of Council and its staff throughout the year in providing services to ratepayers, residents and visitors of Hepburn Shire under these difficult circumstances and thank them for their outstanding efforts.

The Annual Report highlights the valuable work that was done, and continues to be done, to support our community, and details our performance over the past year.

Cr Lesley Hewitt  
Mayor

# Message from the CEO

I am pleased to present Council's Annual Report 2020/2021. 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 Performance Reporting Indicators.



The 2020/2021 financial year has had its challenges, including the COVID-19 response and the storm emergency that impacted parts of the Shire in June 2021. While dealing with the impact of COVID and numerous lockdowns, Council continued to deliver services to the community. We have highlighted what an adaptive and agile organisation we are, particularly as we continued to deliver services within the constraints of the COVID-19 lockdowns.

An organisational restructure late in the financial year is adding significant staff resources and will increase our capacity to deliver services. The benefits of an additional Director, realignment of reporting lines and additional staff will pay dividends in the coming years and will allow us to work on the delivery of our Council Plan 2021-2025.

We continue to work on our systems and processes to drive improved service delivery. Engaging with the community on decision-making in a meaningful way has historically been a challenge, however, the Hepburn Together Project and the development of a Community Engagement Policy has provided Council with a solid framework as we make community engagement an organisational focus.

We had an incredible response from the community through the Hepburn Together Project. Thank you to

everyone who shared their ideas and views about the future of our Shire through this project. We heard from more than nine percent of our Shire – which demonstrates just how engaged our community is in our collective future.

Another highlight for 2020/2021 was our successful advocacy to State and Commonwealth government to secure multi-million-dollar grants. These included funds for a range of projects, including the Hammon Park Trailhead Community Hub at Creswick, Trentham Community Hub, Trentham Reserve Sportsground Pavilion, works at the Wombat Hill Botanical Gardens in Daylesford and much more. We look forward to delivering these projects with the community.

We provide more than 100 services on behalf of our communities – large and small. Our commitment is to responsibly manage our finances, while ensuring we are providing those services the community needs and wants.

I look forward to leading the organisation over the coming year and providing future reports on performance.

Bradley Thomas  
CEO



# The Year in Review

## JULY 20

- Adopted the 2020/2021 Budget outlining investment in capital works and the delivery of more than 100 services for the community.
- Worked with Daylesford Macedon Tourism to promote social distancing and COVID-19 restrictions for visitors to the Shire.
- Awarded more than \$20,000 in Coronavirus Community Support Grants.



▲ Daylesford Primary School mural - Community Grants

## AUGUST 20

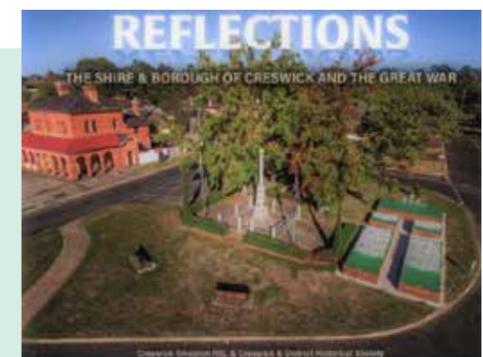
- Began consultation on the draft designs for the Trentham Community Hub.
- Provided more than \$10,000 to local community groups under the first round of the 2020/2021 Community Grants Program.
- Held online live music sessions to connect young people during lockdown, including an online Lounge Room Dance Party.
- Promoted mental health resources and support services for young people and their family throughout the COVID-19 pandemic.



▲ Curbside Carnies – Community Grants

## SEPTEMBER 20

- Launched the Community Activation and Social Isolation (CASI) Initiative to provide emotional support, practical help, and opportunities for social activities for people impacted by the COVID-19 pandemic.
- Delivered three webinars to help artisan producers and growers build their online presence and develop skills in social media promotion and photography.
- Launched the Go Local initiative to encourage people to support local businesses.
- Adopted a masterplan for Trentham Sportsground, and designs for pavilion redevelopment.
- Launched Hepburn Z-Net website to offer practical information for community members ready to take action on climate change.
- Adopted masterplans for the Hammon Park Trailhead and Doug Lindsay Recreation Reserve in Creswick.
- Offered hospitality businesses assistance to transition to outdoor dining areas.
- Signed five-year agreements to provide ongoing financial and logistical support for Chillout, Clunes Booktown and the Great Trentham Spudfest.
- Endorsed a plan to urge the Western Victoria Transmission Network Project to place transmission lines underground.
- Adopted the Hepburn Playspace Strategy 2020-2030.



▲ Council provided \$65,000 towards local projects through the 2020/2021 Community Grants program. These included projects such as a mural by Dja Dja Wurrung artist Natasha Carter at the Daylesford Primary School, Reflections book by Creswick-Smeaton RSL Branch, and COVID safe performances by the Curbside Carnies.



## OCTOBER 20

- Began the annual roadside slashing program, which saw grass cut along 600km of road.
- Completed construction of the Trentham Early Learning Centre extension, to expand the existing kindergarten facility for Trentham and the Coliban Ward community.
- Local government election.

► Council slashed along 600km of roadside in 2020/2021 as part of our fire prevention works. Fires can begin on roadsides from hot vehicles, collisions and mechanical failures.



## NOVEMBER 20

- Welcomed new Councillors following the local government election in October.
- Issued a tender for construction of a new Hepburn Pavilion, a facility with gender inclusive changerooms, umpire facilities, accessible public toilets and a duty room.
- Worked with local sport and recreation providers to host female only sessions as part of the campaign Hepburn Girls Can Week.
- Promoted gender equity as part of the 16 Days of Activism against gender-based violence.
- Councillors elected Cr Lesley Hewitt as Mayor and Cr Brian Hood as Deputy Mayor.



▲ We welcomed our new Council in November. (L-R) Cr Brian Hood, Cr Tessa Halliday, Cr Jen Bray, Cr Juliet Simpson, Cr Don Henderson, Cr Lesley Hewitt and Cr Tim Drylie.

## DECEMBER 20

- Offered free entry to Shire pools for the 2020-2021 pool season.
- Partnered with other councils to launch a new website about the Central Victorian Goldfields as part of the Goldfields World Heritage bid.
- Provided more than \$30,000 as part of the second round of Council's Community Grants program.



▲ (L-R) Karen, Leanne and Tania from Trentham Neighbourhood Centre with Reverse Advent Calendar (RAC) donations, a COVIDSafe initiative supported by Council as part of the State Government's Community Activation and Social Isolation (CASI) initiative. Through the RAC, 250 boxes were filled with non-perishable goods by the community and distributed to people in need. Along with Trentham Neighbourhood Centre, there was also support from Creswick Neighbourhood Centre, Clunes Neighbourhood House, Daylesford Good Grub Club and Daylesford Neighbourhood Centre.

## JANUARY 21

- Hosted a citizenship ceremony and civic event to announce the Australia Day Award winners.
- Launched Hepburn Together, a strategic project to shape the future of the Shire through the development of a Community Engagement Policy, Community Vision, Financial Plan and Asset Plans.
- Established the online engagement platform, Participate Hepburn.
- Held the Creswick State competition as part of the Skate Park League.



▲ Philip Greenbank, 2021 Citizen of the Year.



▲ Matilda Hill, 2021 Young Citizen of the Year.

## FEBRUARY 21

- Began community consultation on the development of the four-year Council Plan and ten-year Community Vision.
- Adopted a Community Engagement Policy to guide community input into Council decisions and projects.
- Opened a customer service desk at the Trentham Library to provide easier access to Council services for people living in and around the Coliban Ward.
- Ran free weekly hip hop and break-dancing sessions for young people throughout term one and two when COVID-19 restrictions allowed.



▲ Community engagement was a key part of the development of the draft Community Vision and Council Plan 2021-2025.

## MARCH 21

- Released trail alignment maps and design documentation for stage one of the Creswick Trails Network.
- Made the decision to cancel or defer 31 projects as part of the mid-year review. This decision was due to Council's cash position, changing priorities, and available resourcing.
- Secured \$2.1 million in funding from the State Government for the Hammon Park Trailhead Community Hub.
- Started an organics bin trial at Clunes, to reduce organic waste going to landfill and subsequent generation of greenhouse gases.
- Adopted the C80hepb Planning Scheme Amendment and submitted the amendment to the Department of Environment, Land, Water and Planning, and the Minister for Planning for approval.



▲ Council secured a \$2.1 million grant towards the Hammon Park Trailhead Community Hub.



▲ Council launched an organics bin trial in Clunes to divert organic waste from landfill.



## APRIL 21

- Established the Hepburn Together Community Panel, made up of 40 community members, to provide input into the development of the Council Plan and Community Vision.
- Adopted an Affordable Housing Policy.
- Awarded round three of the Community Grants Program, committing more than \$13,000 for projects across seven organisations.
- Signed a Memorandum of Understanding with Central Highlands Rural Health Services to work together to support and improve the health and wellbeing of the community.
- Hosted the ChillOut Youth Ball, for people aged 12 to 17 years. The event was free and held in partnership with Daylesford College Pride Brigaded, Mount Alexander Shire and Macedon Ranges Shire youth teams.
- Offered free Youth Mental Health First Aid training for young people, along with sessions for parents, workers and volunteers.
- Announced SUEZ as the new kerbside collection provider from 1 July 2021.
- Adopted an Asset Management Plan and Road Upgrade Policy.
- Launched a monthly e-newsletter, Hepburn Life, to share Council information with the community.

▼ Forty community members came together to form the Hepburn Together Panel to guide and inform development of the Community Vision and Council Plan.



## MAY 21

- Victorian State Government announced it would fund a \$3.5M grant towards construction of the Trentham Community Hub as part of its Regional Infrastructure Fund.
- Received confirmation that Sport and Recreation Victoria will fund \$2.062 million towards the redevelopment of Trentham Sportsground Reserve Pavilion as part of the Community Sport Infrastructure Stimulus Program.
- Received a \$500,000 grant from the Victorian Government's Regional Infrastructure Fund to help create a working museum at Bullarto Station, in partnership with the Daylesford Spa Country Railway.
- Successfully applied for a \$500,000 grant from the State Government as part of the Regional Infrastructure Fund to make a series of improvements to the Wombat Hill Botanic Gardens, in partnership with the Friends of Wombat Hill Botanic Garden.
- Appointed Bradley Thomas as Chief Executive Officer.
- Signed on to the Victorian Energy Collaboration (VECO), the largest ever emissions reduction project by local government in Australia.
- Held Hepburn Planning Scheme Amendment information sessions to explain the amendment and the impact on the Shire.
- Awarded more than \$25,000 in funding to 13 community groups for projects that build social connection and encourage physical activity as part of Council's Reactivate Hepburn grants.
- Hosted the Daylesford Skate Park Competition 2021, which included free tournaments for scooter, BMX and skateboard.
- Adopted a Hardship Policy.
- Works began on stage two of the Coomoora to Daylesford trail.
- Completed remedial works to upgrade the Clunes Town Hall, including repairs to the Borough office, Court House, bio room (projector room), building façade, roof and more. The project was funded by Council (\$428,000) and a grant (\$317,000) from Regional Development Victoria's Living Regions Living Suburbs program.
- Held a farm walk for producers, growers and farmers on regenerative agriculture as part of Council's Artisan Agriculture Project.
- Began community engagement to develop the ten-year Aquatics Strategy.
- Continued to take a strong stand on the Western Victoria Transmission Network Project and outlined a plan to write to key stakeholders urging them to construct the transmission network underground.
- Invited people to apply to join a Gender Equity Advisory Committee, to provide advice on improving gender equity within Council and the community.



▲ Council completed Stage A remedial works on the iconic Clunes Town Hall.



▲ Council was awarded a \$2.062 million grant by Sport and Recreation Victoria towards the Trentham Sportsground Reserve Pavilion.



MAY 21 (continued)

▼ Council received a \$3.5M grant towards construction of the Trentham Community Hub. The hub will be a centrally located facility including a library, visitor information centre, Council customer service counter, hall and community meeting spaces. It will be located on High Street at the Trentham Mechanics Institute, which will be restored and incorporated into the new facility. Thanks to the Project Advisory Group (PAG) who has worked hard with Council to come up with the designs and for all the feedback from community members who have made the designs even better. Council will contribute at least \$800,000 to the \$4.62M project. (L-R) Kate Mooney PAG, Cr Brian Hood, Mary-Anne Thomas MP, Mayor Cr Lesley Hewitt, Ben Grounds Council and Diane Clausen PAG at the funding announcement.



▲ Council received a \$500,000 grant from the State Government for improvements at the Wombat Hill Botanic Gardens, in partnership with the Friends of Wombat Hill Botanic Garden. (L-R) Cr Jen Bray, Frank Page Friends of Wombat Hill Botanic Gardens, Mayor Lesley Hewitt, Council's Sean Ludeke, Mary-Anne Thomas MP, Council's John Roach.



▲ Works started on the second and final stage of the Daylesford-Coomoora walking trail. The 1.5m wide path was constructed from recycled crushed concrete.



▲ Sessions to explain the Planning Scheme Amendment were well attended in May 2021.

JUNE 21

- Established a Relief Centre and led recovery support following the severe weather event, which impacted more than one-third of the Shire, primarily around Trentham and surrounds.
- Announced \$24,000 in support for seven community-led projects to improve biodiversity in the Shire through the 2020/2021 Biodiversity Grants.
- Committed almost \$9,000 to support local groups and organisations for the fourth and final round of Council's Community Grants program for 2020/2021.
- Finalised the concept design plans for the \$4.62 million Trentham Community Hub, which the State Government will provide \$3.5 million in funding.
- Received a Highly Commended Award for the film series 'Peaks, Wetlands and Rivers' at the HART Awards (Helping to Achieve Reconciliation Together) in the Local Government category.
- Invited community feedback on the management of dogs and cats as part of the development of the new Domestic Animal Management Plan.
- Adopted the Annual Budget for 2021/2022.



▼ More than one-third of the Shire was impacted by the storm event.



► Council established a Relief Centre in Trentham to support the local community following the storm event in June 2021.



# Case Study:

In January 2021, Council embarked on a major strategic planning project - the Hepburn Together project.

Hepburn Together encompassed the development of the following key strategic documents:

- Community Engagement Policy
- Ten-year Community Vision
- Four-year Council Plan (incorporating Municipal Public Health and Wellbeing Plan)
- Financial Plan and Asset Plan.

More than nine percent of our community provided input into this project – from participation at community drop-in sessions, online surveys, deliberative engagement panels and more.

Through engagement activities, Council built a comprehensive understanding of community aspirations, strengths, ideas, priorities and challenges. We uncovered the best way to engage with the community with the adoption of a Community Engagement Policy, created a shared Community Vision and Council Plan which defined strategic priorities to inform Council decision making.

The Hepburn Together Project will shape our direction for years to come. Council will consider the Community Vision and Council Plan in the second half of 2021.

## Community Vision

The Community Vision is a long-term statement about our community's goals and aspirations for the next ten years and beyond. It describes the things our community values and how the community hopes to live, work, and play in the future. The goals and aspirations outlined in the Community Vision provide direction for Council strategic decision making and assist with the development of other plans and strategies to ensure there is an integrated approach to strategic planning.



## Council Plan

The Council Plan is the strategic document that guides Council's focus and energy over a four-year Council term. It considers the current strengths, weaknesses, challenges and aspirations of the community, which informs strategic direction and goals.

The Council Plan outlines strategies and actions that will create a pathway for Council to achieve strategic objectives, major initiatives, and goals, including those set out in the Community Vision. While the Council Plan focuses on Council's roles and responsibilities – it also recognises its role as an advocate and partner. The Council Plan also considers the resources available for the implementation of strategic objectives.

## Municipal Public Health and Wellbeing Plan

Council has an important role to play in improving the health and wellbeing of community members. As a Council we acknowledge the impact health and wellbeing factors can have on people's quality of life. For this reason we incorporated the Municipal Public Health and Wellbeing Plan (MPHWP) into the Council Plan.

Council worked with the community, health, and local organisations, along with the Department of Health and Human Services to undertake a review of current health and wellbeing indicators. This analysis has helped to set goals and identify areas for improvement across the four-year plan. The plan also considers priorities set out in the Victorian Public Health and Wellbeing Plan 2019-2023, including family violence prevention and response, tackling climate change and its impact on health, increasing healthy eating, increasing active living, and reducing tobacco related harm.



# Case Study: COVID 19 response

The global impact of coronavirus (COVID-19) continued to impact the community, business, health organisations and all levels of government throughout 2020/2021.

Council recognised the lockdowns and associated restrictions had a considerable impact on the Shire's tourism sector, local businesses and community members. Council continued to support the community by providing essential services.

We also introduced a range of support measures for our community, local businesses and tourism/events sector. Some of these included:

## Community:

- Offered property owners who experienced pandemic related financial hardship to delay payment of rates.
- Charged zero interest on rate arrears.
- Provided click-and-collect at each of our four libraries to address social isolation during lockdowns.
- The Libraries Team created screen-free take home packs to provide activity options away from screens for local kids.
- Continued to provide library services via a pop-up library in a vacant store in Daylesford while urgent structural works were undertaken at the Daylesford Library.
- Adapted the delivery of Council services to a COVID-safe environment.
- Established a virtual community relief centre and continued to provide services to our most vulnerable community members.
- Launched the Community Activation and Social Isolation (CASI) Initiative to provide emotional support, practical help, and opportunities for social activities for people impacted by the COVID-19 pandemic.
- Led a one-off program for CASI community grants through the Reactivate Hepburn Shire Grants Program and the Community Art Project, with support from the Victorian Government.
- Worked with local health agencies to promote COVID-19 safe practices and vaccinations through the community.

## Business:

- Removed fees for businesses to operate outdoor dining including placement of outdoor furniture and A frame advertising.
- Promoted and facilitated extended outdoor dining options and liquor licences for businesses.
- Provided regular updates for local businesses on grants, funding opportunities and mental health resources.
- Coordinated a Go Local First campaign to encourage people to support local businesses and the economy.
- Ran online business workshops to boost digital skills for local business operators, including the agricultural sector.
- Staff contacted businesses to provide information and support through visits, phone calls, online and email.
- Offered rent relief for businesses occupying Council owned property.
- Reduced the registration fee for food premises by 50%.
- Liaised with Victoria Police to advise and support local businesses to understand and comply with COVID-related restrictions.
- Provided health regulation advice to accommodation, health and other relevant businesses on how to comply with restrictions.
- Advocated for business support to Federal and State Governments.

## Tourism and Events:

- Worked with more than 50 event organisers to ensure they understood restrictions and could meet requirements. Provided further support where events were cancelled or postponed.
- Ran a four-part webinar series for event organisers on risk management including contingency planning, event governance, marketing and post event review.
- Worked with Visit Victoria to vary funding agreements to ensure support is redirected to future events.
- Provided COVID safe advice and equipment to event organisers who were able to run events.
- Worked with Daylesford Macedon Tourism to encourage visitors back to the Shire when restrictions allowed.
- Offered visitor information advice and services via phone when Visitor Information Centres were closed to the public.



▲ Library staff created screen-free resources for children during COVID-19 lockdowns.



▲ Council hosted Skate Park Competitions throughout the year, which included free tournaments for scooter, BMX and skateboard. The Youth Team also provided All Aboard Skateboarding sessions at Trentham, Daylesford, Creswick and Clunes for young people to have fun and build skills. Image by Tessellated Studios.

# Case Study: Severe storm event

A severe weather event significantly impacted much of Victoria on 9 and 10 June 2021. It resulted in the displacement of several hundred people and the loss of power to more than 200,000 homes across the state. The weather during the event was caused by a low-pressure system which led to high winds and high rainfall, with widespread damage from trees falling. Hepburn Shire was one of nine local government areas declared a disaster zone.

Council played an important role during and after the storm event. The emergency response was immediate with the establishment of an Emergency Relief Centre in Trentham, the epicentre of damage in the Shire, and clean-up activities to restore access to the townships of Trentham, Little Hampton, Lyonville and Daylesford. The Relief Centre was supported by Council and other agencies, including Red Cross, SES and CFA.

The severe weather event had a significant impact on our community. Around 35% of the Shire was impacted, and many residents and families affected.

Council appointed a storm recovery team with the assistance of Commonwealth and State Government funding to support the recovery process. The team continues to work with the community, Bushfire Recovery Victoria (BRV) and other agencies on this large piece of work. It involves ongoing works to clear roads and roadsides, remove fire hazards, support communities and affected residents, repair public infrastructure and more. The recovery process is expected to take at least 12 months.



▲ Cr Hood with food boxes at the Relief Centre in Trentham following the storm event in June 2021.



► (L-R) Trentham residents Glenda, Alice, Rosie, Tony and Nikky enjoy lunch at the Relief Centre following the storm event that affected more than one-third of the Shire.

The storm event had widespread impact through the Shire.





# Our Shire

# Our Community



# Hepburn Shire Snapshot

**Total population** 16,157

**Male** 48.2%

**Female** 51.8%

**Median age** 51

The 60-69 years cohort is the most common, with 2,959 people.

**Children per family** The one child in family cohort is the most common, with 886 families

The Two persons in family cohort is the most common with 2,290 families.

**Education** The Year 12 or equivalent cohort is the most common, with 5,589 people.

**Employment** The Not in the labour force cohort is the most common, with 5,112 people.

**Housing** The Occupied private dwellings cohort stands out, with 14,642 people.

**Households** The Two persons cohort is the most common, with 4,634.

**Household income** The \$400-\$499 (\$20,800-\$25,999) cohort is the most common, with 1,639 people.

**Weekly rent** The \$300-\$324 cohort is the most common, with 284 people.

**Mortgage repayments** The \$1,200-\$1,399 cohort is the most common, with 667 people.

**Occupied private dwellings** 14,642.

**Motor vehicles** The Two motor vehicles cohort is the most common, with 5,589 people.

Source: 2020 REMPLAN



16,157

TOTAL POPULATION



51.8% FEMALES  
48.2% MALES



\$400-\$499

MEDIAN WEEKLY HOUSEHOLD INCOME



51

MEDIAN AGE



5,589

YEAR 12 EDUCATION



14,642

PRIVATE DWELLINGS



2,290

FAMILIES



1

MOST COMMON CHILDREN PER FAMILY



\$300-\$324

MEDIAN WEEKLY RENT



2

MOST COMMON PEOPLE PER DWELLING



2

MOST COMMON VEHICLES PER DWELLING



\$1,200-\$1,399

MEDIAN MONTHLY MORTGAGE REPAYMENTS

# Hepburn Shire Councillors



**BIRCH WARD**

**Cr Lesley Hewitt (Mayor)**

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**BIRCH WARD**

**Cr Jen Bray**

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**CRESWICK WARD**

**Cr Tim Drylie**

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**CRESWICK WARD**

**Cr Don Henderson**

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**COLIBAN WARD**

**Cr Brian Hood (Deputy Mayor)**

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**CAMERON WARD**

**Cr Tessa Halliday**

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**HOLCOMBE WARD**

**Cr Juliet Simpson**

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# Our People

## Our People

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan.

Council appointed its current CEO in May 2021, following the resignation of Evan King who took up the role of CEO at the City of Ballarat. The CEO and two Directors form the Executive Team and lead the organisation in its delivery of the Council Plan. Responsibilities of the CEO and Directors are set out below.



**Bradley Thomas**  
Chief Executive Officer (CEO)

Office of the CEO:  
Communications  
People and Culture  
Occupational Health and Safety



**Bruce Lucas**  
Director Infrastructure and Development Services

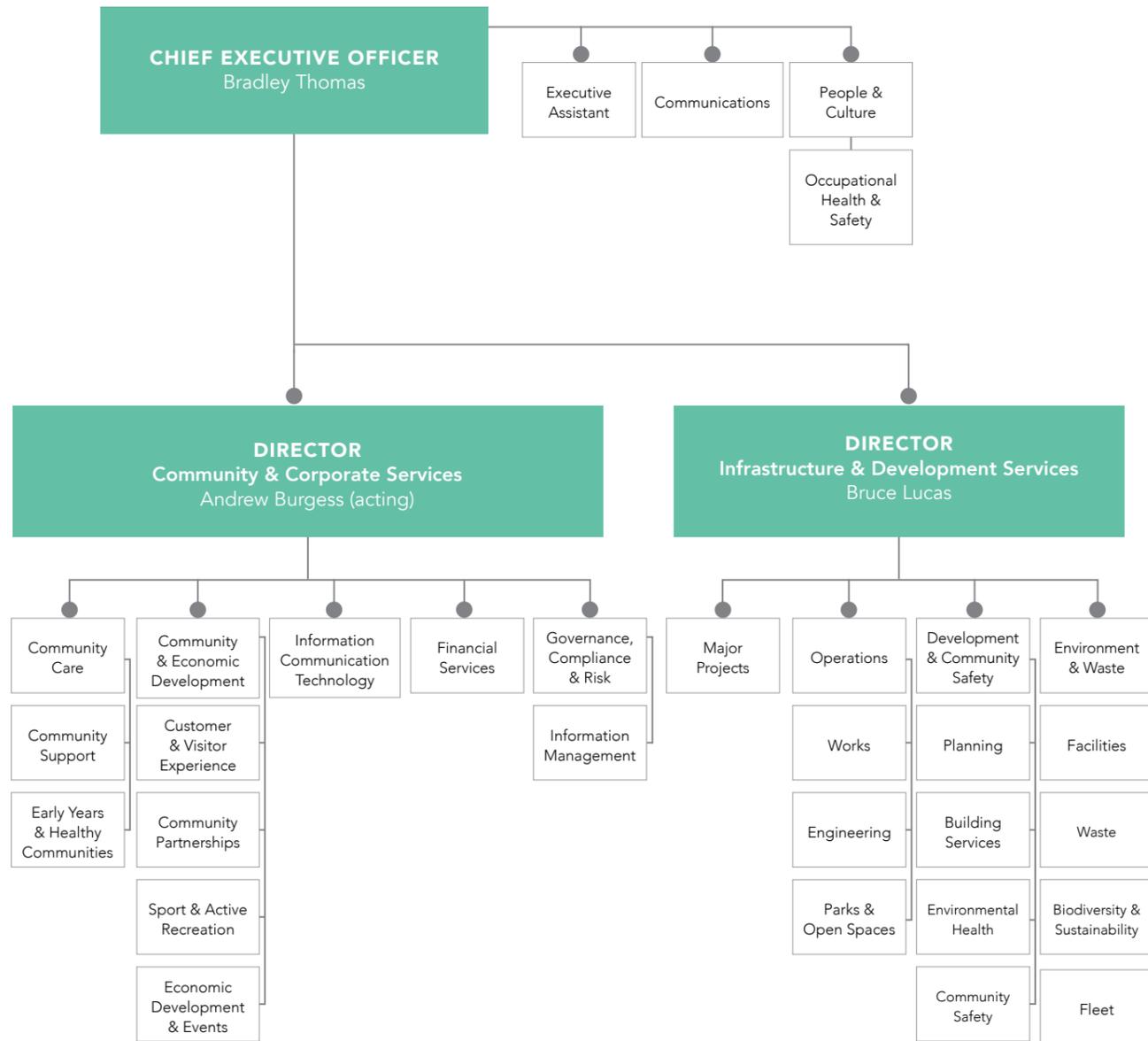
Areas of responsibility:  
Major Projects  
Emergency Management  
Operations – Works, Parks and Open Space and Engineering  
Planning and Building  
Community Safety  
Facilities and Fleet  
Environment and Waste



**Andrew Burgess**  
Acting Director Community and Corporate Services

Areas of responsibility:  
Governance, Compliance and Risk  
Information Management  
Customer and Visitor Experience  
Community Partnerships  
Sport and Active Recreation  
Economic Development and Events  
Community Support  
Early Years and Healthy Communities  
Information and Communications Technology  
Financial Services

## Organisational structure

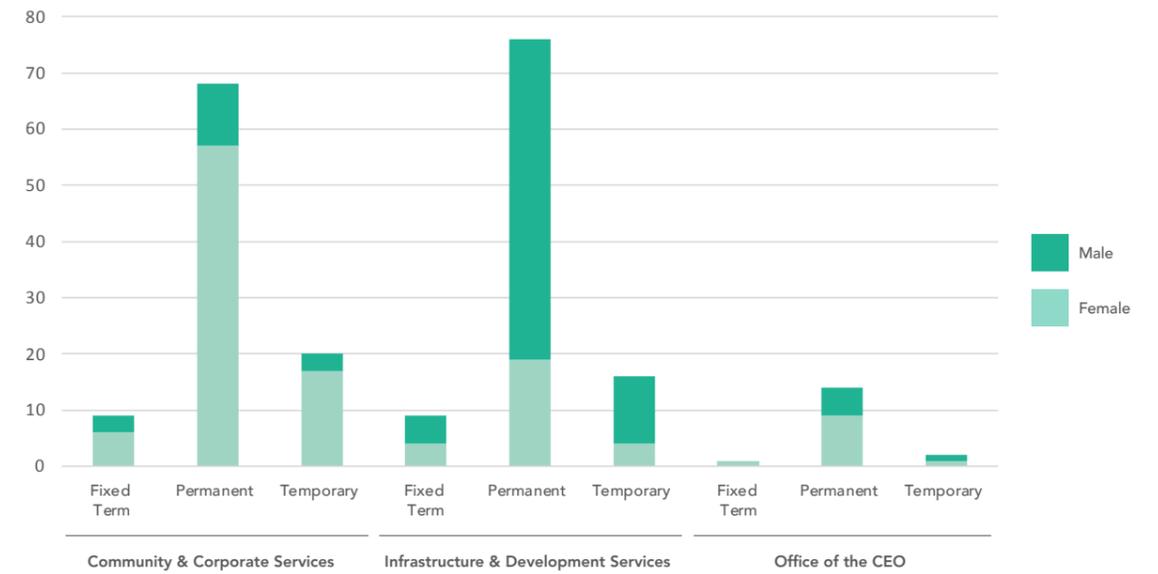


## Council employees

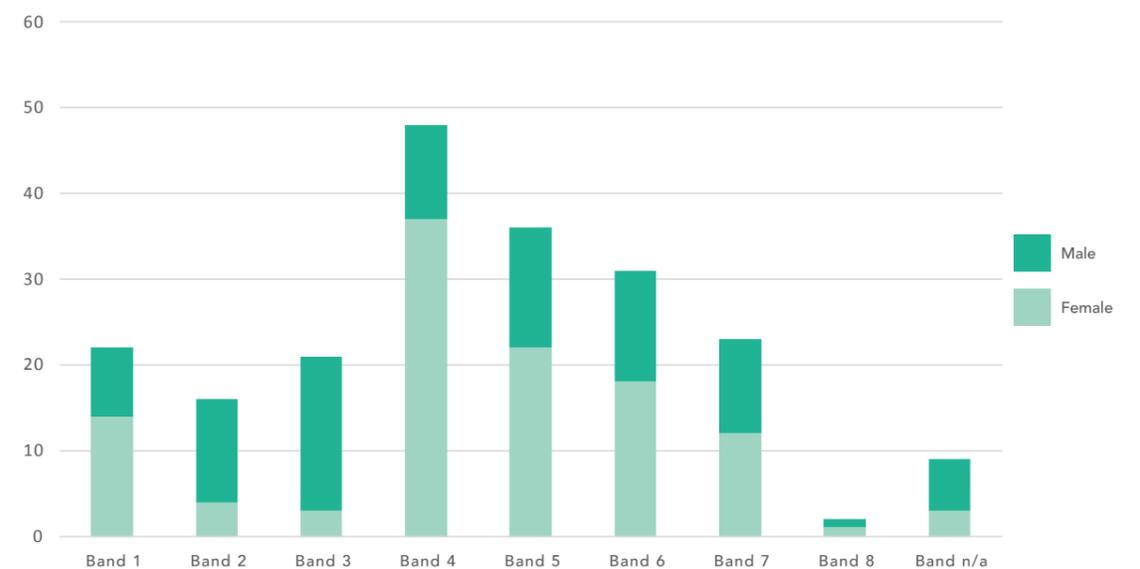
See the below graphs for a summary of the number of full time equivalent (FTE) Council employees by organisation structure, employment type and gender.

A summary of the number of full time equivalent (FTE) Council employees categorised by employment classification and gender is set out below.

FTE By Organisational Structure



FTE By Employee Classification



### Employment at Hepburn Shire Council

Despite the COVID-19 pandemic, employment at Hepburn Shire Council was largely unaffected and remained constant throughout the year with 77 positions advertised. This included 33 six-month full time temporary positions for which Council received grant funding through the State Government’s Working for Victoria program.

The permanent employee turnover rate (resignations) for 2020/2021 was 21.05%, lower than the previous year of 24.8%.

A significant amount of recruitment also continued to complement the realignment of the organisational structure over the 2019/2020 and 2020/2021 financial years. The new structure has created a much better alignment of our services to the community and will significantly improve the delivery of services to the community in future years.

Council is a regional employer and recognises the importance of supporting young people’s careers. We continue to work with schools and universities in the region to provide opportunities for students to be involved in the work environment, and to provide them with an insight into the important role of local government in the development and support of local communities.

### Learning and professional development

Council offers study assistance for employees undertaking relevant undergraduate or postgraduate studies and provides ongoing work-related training sessions. This year one employee received assistance to undertake further studies.

Council provides online learning via the Hepburn Shire Council Learning Hub which provides employees with the opportunity to undertake a selection of online courses to meet Council’s compliance training requirements. The Learning Hub is actively used in the orientation of new employees and has supported the education of staff in Child Safe Standards, Manual Handling and COVID safe requirements throughout the year.

Our induction program continues for all new employees to provide an overview of service areas and key responsibilities. The delivery has been a mixture of virtual and in-person to meet COVID-19 restrictions. New employees also participate in a site-specific induction and orientation which offers an understanding of Council’s corporate policies, procedures, business processes and the services offered by departments. The orientation also includes some training of corporate systems.

The annual employee performance appraisal and development program called the Performance Development Program (PDP Talk) continued this year. The PDP program concentrates on achievements, challenges, opportunities and behaviours. It aims to facilitate a conversation between supervisors and employees to gain meaningful information that can improve performance and workplace behaviours and to identify training needs. This focus provides a direct line of sight between the employee’s individual performance and development plan and the Council Plan objectives.



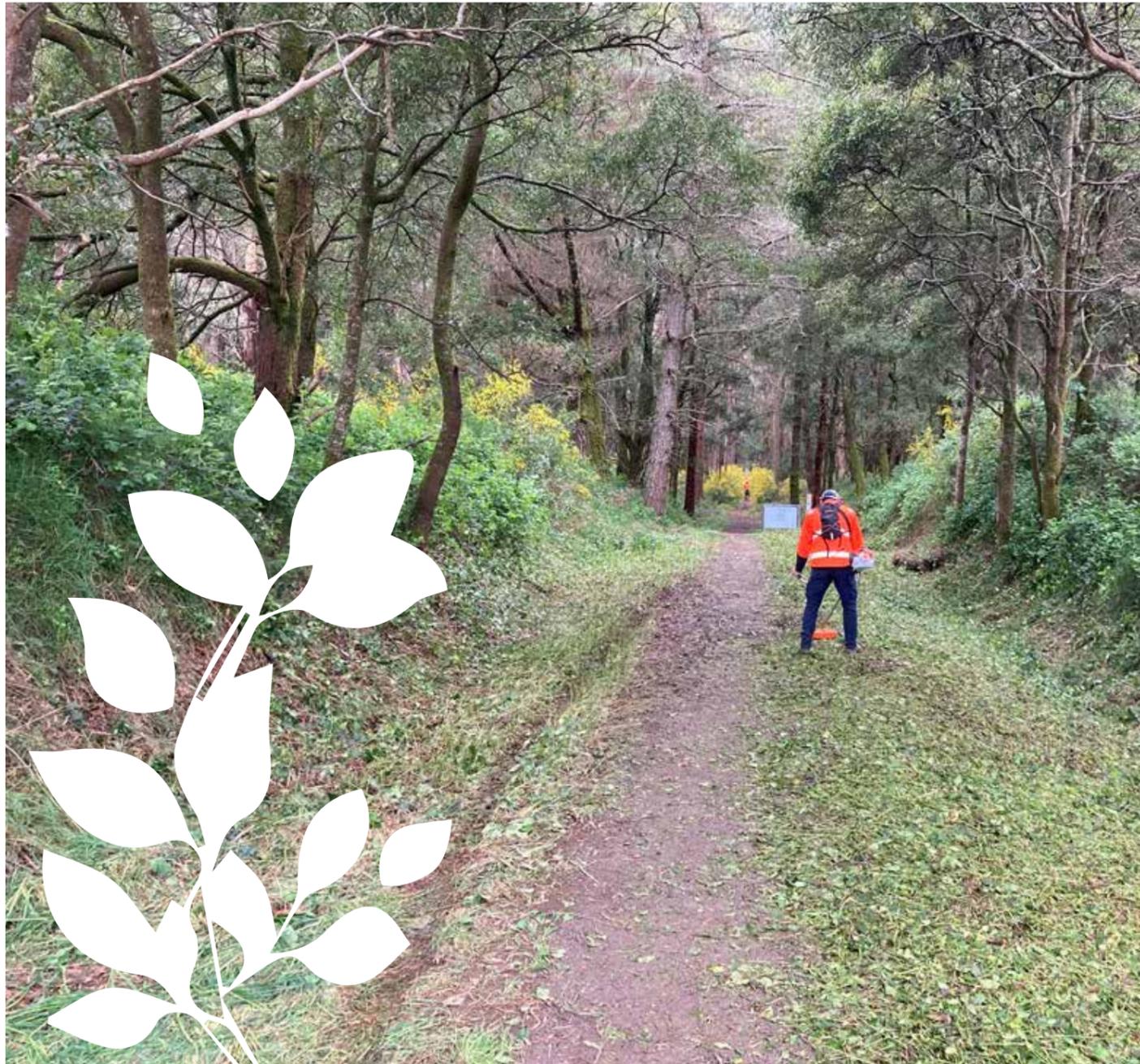
Our libraries held regular storytime sessions both online and face-to-face.



## Equal opportunity employment

Council is committed to equal opportunity and diversity in its workplace and providing a workplace for employees that is free from 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 employees are treated with respect, fairness, equity and dignity. The Equal Opportunity program includes a regular review of its policies.

In December 2020 the Victorian Auditor-General's Office (VAGO) published a report examining whether Victorian local councils are providing workplaces free from sexual harassment. VAGO conducted an audit of five councils and sector-wide survey to inform their findings and recommendations. A key recommendation for all Victorian Councils is to introduce a standalone Sexual Harassment Policy and appropriate training for employees. In line with the Equal Opportunity Act, the Charter of Human Rights and Responsibilities and our commitment to promote a culture of respectful behaviours, this will be a core focus for Hepburn Shire throughout 2021/2022.



Council received funding for 33 additional positions through the State Government's Working for Victoria program.



## Gender equality and preventing violence against women

Hepburn Shire Council continued its commitment to the prevention of violence against women and children. In March 2020, the Victorian State Government introduced the Gender Equality Act identifying local government as a defined entity. The Gender Equality Act has been introduced to support efforts in promoting gender equality. Local councils play an important role in progressing gender equality in the workplace and within the community.

Council has existing strategies and initiatives in place as an advocate for gender equality. With the introduction of the Gender Equality Act we now have further legislative obligations to meet including conducting a gender audit, gender impact assessments and development of a gender equality action plan due 1 December 2021.

Gender inequality and discrimination have also been demonstrated to simultaneously contribute to domestic violence against women and children. This vulnerability extends to groups within the council's borders including rural and remote communities, LGBTIQ, older women, people with disabilities, migrants and First Nations people. Council pledges to work with community groups, organisations and minority representatives to address this crucial issue.

Council ran a White Ribbon 16 days of activism campaign in October 2020 with events for both the community and employees. These included a live Facebook presentation to 250+ viewers by well-known personality, Angry Anderson AM, printed takeaway coffee cup sleeves with 'Respect is...' messaging distributed to five local cafes in the Shire, and a virtual event for staff. Council also offered Active Bystander training for employees, with a total of 54 participants.

## Occupational Health and Safety

Council is committed to maintaining a safe and healthy workplace for all employees, contractors, volunteers, visitors and Councillors, and recognises that safety is an integral part of our organisation. This commitment is documented in the Occupational Health and Safety Policy, which is displayed on noticeboards in workplaces and on our website.

A significant focus for 2020 has been on maintaining employee safety in the COVID-19 pandemic environment while continuing to provide services to the community in a safe way. The organisation also continued its focus on strengthening its safety management system and practical safety applications at the workplace. During the year Council concentrated on improving its contractor management processes and facilitated Contractor OHS Management training for 60 employees. This will continue to be a focus into 2021/2022.

## Employee Wellbeing

Employees have continued to respond well to their new way of working, transitioning to working from home throughout the COVID-19 pandemic, which for some has also required them to balance remote learning for children into their daily routines. This has challenged work/life balance but strategies to support employees during this transition have been implemented and adopted. Employees have had access to Council's Working from Home procedure to request flexibility to work from home for up to 50% of their ordinary fortnightly hours and the Pandemic Leave Policy allows additional access to leave entitlements should they require it in relation to the pandemic. Council also encouraged staff to get the COVID-19 vaccination, with the Pandemic Leave Policy allowing for people to get vaccinated during work time.

Council offered annual flu vaccinations to all employees again this year and skin checks to employees who have increased exposure to the sun/UV radiation.

Council also participated in STEPtember with 52 employees involved collectively walking 11,816,863 steps and raising \$1,284 for people living with cerebral palsy, supporting an incredible cause by fundraising and exercising daily.

Further programs to support healthy living and health monitoring will continue in 2021/2022.



▲ Staff and Councillors worked with health sector stakeholders in the development of the draft Municipal Public Health and Wellbeing Workshop.



▲ Roadworks in Glenlyon.

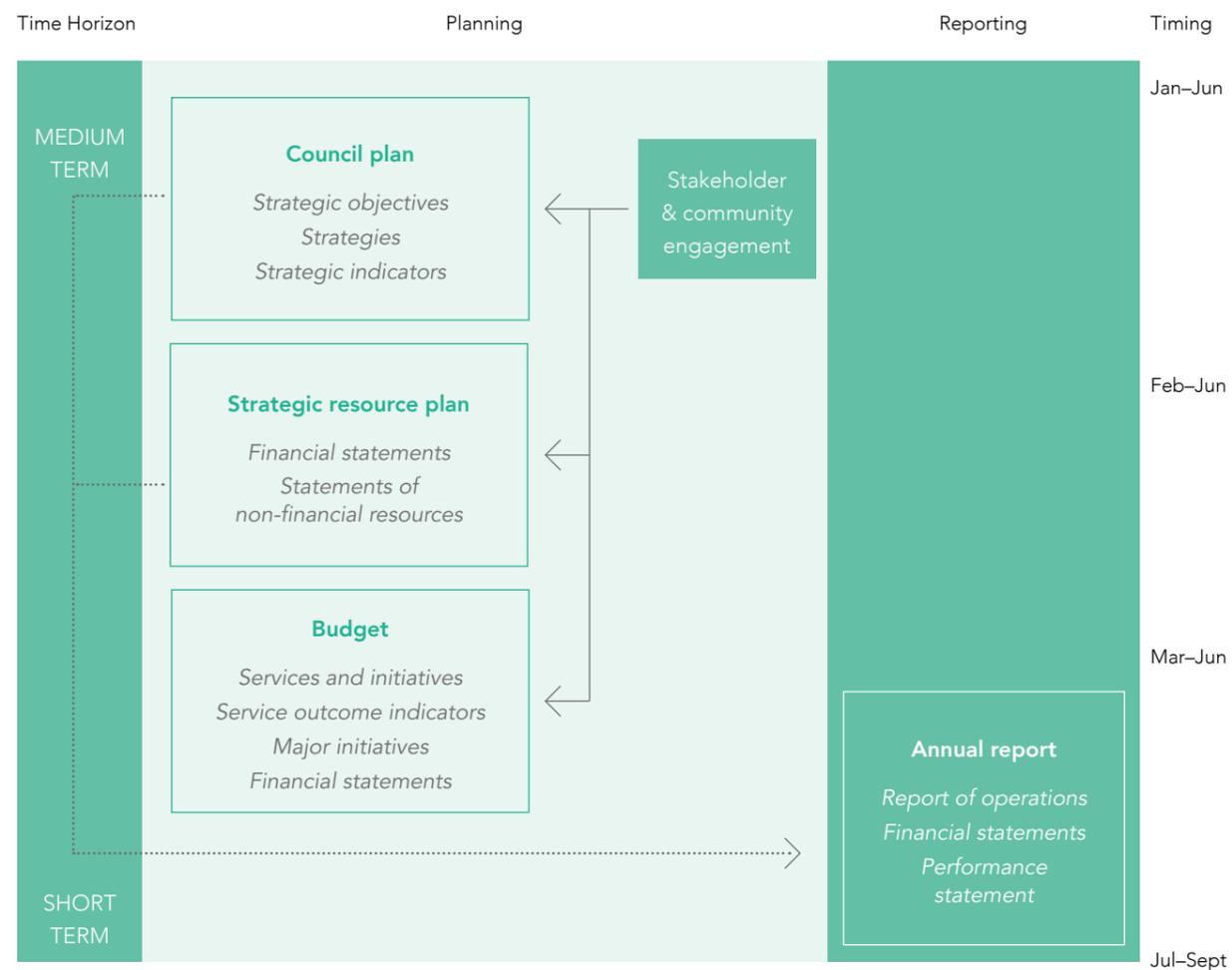


# Performance

## Planning and Accountability

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.

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



# Council Plan

The Council Plan 2017/2021 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 2020/2021 year has been reported against each key strategic objective to demonstrate how we performed against the Council Plan 2017/2021.

# Quality Community Infrastructure

**1** Responsibly manage our assets portfolio including roads and transport infrastructure, buildings, recreation and sporting facilities and public toilets but 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 ongoing. Council has shown a strong commitment to the renewal of current assets, the ratio of investment to depreciation for 2020/2021 was 98%.
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 ongoing. Council invested more than \$3.1 million on capital works for roads. Council continued to advocate to Regional Roads and the Commonwealth Government for increased funding.
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 ongoing. Council invested \$225,000 in capital works for drainage assets, and \$595,000 for maintenance works.
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 ongoing. Council has finalised the Trentham streetscape works. Design works for future streetscape implementation is planned to be delivered in the next financial year.
1.5	Implement a Building Management Plan to improve access, maintenance and renewal planning for our buildings and structures.	In progress and ongoing. Council conducted introductory asset management system training, which incorporated structures around building condition assessments. This will become part of the revised asset management plan, which will be updated in 2021/2022.

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 ongoing. Completed Stage A remedial works at Clunes Town Hall. Council funded \$428,000 of the project cost and received a \$317,000 Living Regions Living Suburbs grant. Secured \$500,000 in funding from the Victorian Government towards improvement works at Creswick Town Hall.
1.7	Complete a program of Essential Safety Measure (ESM) improvements in council buildings to ensure compliance with the Building Regulations.	Completed and ongoing. The only ESM related to Creswick Preschool. Council conducted electrical and stair upgrade works within the preschool in 2020/2021. Future works will be assessed next financial year.
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. Council has confirmed the importance of this project and its intention to complete this facility for the community. Unfortunately, negotiations with the builder were not successful, so Council mutually agreed to part ways. This will allow a new builder to be appointed to complete the project. We will re-tender the project and plan to appoint a new builder in late 2021 following the procurement process.
1.9	Design and build the Trentham Community Hub incorporating enhanced library, meeting rooms, seniors and visitor information services.	In progress. We are finalising detailed designs with the community and plan to put the construction contract out for tender in 2021. Council has received a \$3.5 million grant through the Regional Infrastructure Fund to support this project. Council will contribute at least \$800,000.
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. Works will commence in 2021 to construct or upgrade seven toilet facilities around the Shire including at Creswick, Trentham, Glenlyon, Clunes and Daylesford.
1.11	Implement priority actions from current and newly developed Recreation Facility Master Plans.	In progress and ongoing. Detailed designs have been completed for the redevelopment of the Trentham Sportsground Pavilion, with construction expected in 2021/2022. Council received a \$2.062 million grant from the Victorian Government's Community Sports Infrastructure Stimulus Funding Program to deliver this project. Work progressed on the gender neutral change rooms for the Hepburn Recreation Reserve, which was funded through a significant contribution from the Hepburn Football Netball Club, the Victorian Government's Country Football Netball Funding Program and Council.
1.12	Deliver walking and cycling priority projects, including asset renewal works and expansion of footpaths and multi-use trails.	In progress and ongoing. Council spent \$760,000 on walking and cycling projects with highlights including stage two of the Coomoora to Daylesford trail, Fairview Trail in Clunes and the Municipal Footpath Expansion Program.

**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 ongoing. Officers have implemented a new organisational structure in the Parks and Open Space department to increase resources and 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 ongoing. Council was awarded a \$500,000 grant from the Victorian Government to support a series of works 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 ongoing. Council will consider the Tree Management Plan for adoption early in the 2021/2022 financial year. The plan will provide guidance to the community and Council officers for tree management.
2.4	Implement an annual street tree planting program to improve township amenity and street tree canopy coverage.	In progress and ongoing. Council is in the final stages of adopting a five-year Street Tree Strategy, which will primarily focus on improving the urban street tree coverage.

▼ Works underway at the Hepburn Football Netball Club change rooms.



*Major Budget Initiatives*

Major Initiative	Result
Finalisation of the construction of the Hepburn Hub at the Rex.	In progress. Council has confirmed the importance of this project and its intention to complete this facility for the community. Council will look to appoint a new builder in late 2021 following a procurement process.
Annual asset renewal program including road reconstruction, building, road, footpaths, bridges, and drainage.	Completed and ongoing. Of the \$9.4 million capital expenditure, \$4.89 million (52%) was spent on renewal of assets.
Capital investment in sealed road network.	In progress and ongoing. The majority of road related projects were completed during 2020/2021, with \$3.7 million expenditure. Council received \$3.16 million in government funding.

*Strategic Indicators*

Strategic Activity	Performance Measure	Result
Assets	Completion of capital works program (% by number).	41% completed (50 of 122 projects). 55.3% completed by expenditure (\$9.75M of \$17.6M). Note: this includes multi-year projects, carry forward projects and projects that are dependent of external grant funds.
Assets	Road, bridge, building and footpath assets below intervention level (%).	Data not available for all asset classes and is being reviewed as part of the development of an Asset Plan in 2022.

Roads > Service Performance Indicator Results

Roads		Results					Material Variations / Comments
Service/Indicator/Measure	2017	2018	2019	2020	2021		
<b>Satisfaction of use</b>							
R1	Sealed local road requests <i>[Number of sealed local road requests / Kilometres of sealed local roads] x 100</i>	41.44	46.88	34.96	41.94	46.96	The number of customer requests about sealed road conditions has increased due to the high rainfall last year and a spike of requests related to storm events.
<b>Condition</b>							
R2	Sealed local roads maintained to condition standards <i>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x 100</i>	98.60%	98.61%	99.64%	99.47%	96.91%	The percentage of sealed local roads that are below the renewal intervention level set by Council has remained fairly constant over the last four years.
<b>Service Cost</b>							
R3	Cost of sealed local road reconstruction <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$45.68	\$51.15	\$57.62	\$51.92	\$56.20	The direct cost of reconstructing sealed local roads has increased by \$5.05 per square metre because of the increased cost of road construction materials.
R4	Cost of sealed local road resealing <i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>	\$5.18	\$5.61	\$6.62	\$6.80	\$7.59	The direct cost of resealing local roads has increased by \$1.98 per metre over the last four years because of the increased cost of resealing materials.
<b>Satisfaction</b>							
R5	Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	37.00	46.00	50.00	44.00	47.00	The community satisfaction rating with the condition of sealed local roads has increased slightly over the last four years. Annual fluctuations may be the consequence of uncontrollable factors such as heavy rainfall leading to flooding and road closures.

Waste Collection > Service Performance Indicator Results

Waste Collection		Results					Material Variations / Comments
Service/Indicator/Measure	2017	2018	2019	2020	2021		
<b>Satisfaction of use</b>							
WC1	Kerbside bin collection requests <i>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000</i>	160.1	144.4	117.2	94.46	96.44	The number of customer requests about the kerbside bin collection per 1,000 households has decreased over the last four years because Council officers have continually worked with the service provider to provide improved service quality and satisfaction.
<b>Service Standard</b>							
WC2	Kerbside collection bins missed <i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000</i>	19.49	9.15	4.06	4.58	3.59	The number of bins missed for every 10,000 bin collection lifts has decreased over the last four years because the active contract management by council officers.
<b>Service Cost</b>							
WC3	Cost of kerbside garbage bin collection service <i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>	\$96.71	\$99.44	\$98.85	\$111.64	\$119.33	The cost of the kerbside garbage bin collection service per bin has increased by 20% over the last four years due to changes in the waste industry, with increases in the cost of business such as higher waste levies.
WC4	Cost of kerbside recyclables collection service <i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$66.57	\$76.38	\$61.67	\$71.43	\$85.15	The cost of the kerbside recyclables bin collection service per bin has increased by 11.5% over the last four years due to changes in the recycling industry, with increases in the cost of doing business after the Government of China launched Operation National Sword effectively stopping the importation of low-quality recyclables.
<b>Waste Conversion</b>							
WC5	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] x 100</i>	42.95%	42.50%	37.08%	37.81%	48.46%	The amount of recyclables, as a percentage of all waste, that is diverted from landfill has increased by almost 6% over the last four years because of the improvement in household participation in recycling due to a number of State and Local factors.

# 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 ongoing. Various project and activities were delivered during the year, including school holidays activities, skate park clinics, after school programs and activities, youth grants and the FReeZa program. The new Youth Strategy will be finalised next financial year.
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.	This project did not progress. The Hepburn Hub at the Rex design previously include a social enterprise café with a focus on youth. Due to requirements of other grant funding the decision was made to remove the café from the design and construction.
3.3	Review Community Planning Strategy and Policy and implement actions to support communities to deliver their priorities.	Completed and ongoing. Council adopted an updated Community Planning Strategy in October 2019. All 11 Community Plans will be reviewed as part of the strategy. Residents of Lyonville formed the Community Planning Group and developed a community plan between August 2020 and August 2021. As priority was placed on the Hepburn Together Project, the Lyonville Community Plan and Community Planning Guidelines will be reviewed by Council once the four-year Council Plan and ten-year Community Vision is finalised.
3.4	Continue to provide community grants to support community projects, events and initiatives.	Completed and ongoing. Council contributed \$65,000 for a range of projects through the annual community grants program. Council also supported community projects through the Towards Zero grants (\$37,721), Biodiversity grants (\$24,000), Quick Response Youth Grants (\$3,250), and Community Activation and Social Isolation grants (\$35,188.15) through the Reactivate Hepburn Shire Program and the Community Art Project.
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 ongoing. Council continued to manage four libraries throughout the Shire – Clunes, Creswick, Daylesford and Trentham. The team offered online sessions and click and collection options during lockdowns due to COVID-19 restrictions. Staff also created screen-free take home packs to provide activity options for local children. Rather than close the Daylesford Library while urgent structural works were underway, the team relocated to a temporary pop-up library in a vacant store to continue the provision of services to the community.

Number	Action	Result
3.6	Support the development and delivery of early years services including kindergartens, pre-schools and child-care to meet demand.	Completed. Council continued to support early years service providers with early implementation of three-year old kindergarten. Fifteen hours of subsidised three-year-old kinder was implemented in all early years services within the Shire. Council completed upgrades to Trentham Kindergarten, Daylesford Childcare and Creswick Kindergarten. Trentham Integrated Childcare Facility opened in late 2020.
3.7	Develop and commit to a statement of intent for supporting White Ribbon, raising awareness for and reducing instances of domestic violence.	Completed and ongoing via the Gender Equity Advisory Committee. In February 2021 Council resolved to disband the White Ribbon Committee and approved the formation of the Gender Equity Advisory Committee to continue Council's commitment to raising awareness for and reducing instances of domestic violence. Council completed this with the adoption of a Leadership Statement for the Prevention of Violence Against Women and Children and the production of a video supporting this Statement.
3.8	Implement a program of delivering Communities of Respect and Equality training for Council staff.	Completed. Council, in partnership with Women's Health Grampians, implemented the Act@Work program within the organisation, which addressed four important environments that influence a respectful and equitable workplace. Activities included 16 Days of Activism Campaign, bystander training for staff and the development of a catalogue of images celebrating diversity in our organisation. The introduction of the Gender Equality Act 2020, of which Council is a defined entity, began in March 2020. Implementation of the Act for Council includes a Gender Equality Action Plan (GEAP) which will continue on with the important work already completed as part of Act@Work.
3.9	Implement Reconciliation Action Plan (RAP) actions.	Ongoing. Progressed a range of reconciliation activities, which included work on the Manna Gums Frontier Wars Memorial Avenue, coordinated cultural competency training for Councillors, conducted workshops with DJAARA for project teams on Land Use Activity Agreements and Djandak services, and progressed the proposed Jim Crow Creek renaming project with Mount Alexander Shire. Work also progressed on the scope for an Aboriginal Employment Strategy. Council lowered the Aboriginal flag to acknowledge the mourning of First Nations People on 26 January, and held a flag raising ceremony for Sorry Day and Reconciliation Week.
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. Began a desktop audit and cultural mapping to inform the development of an Arts and Culture Strategy. Commissioned a piece of public art at Glenlyon, although the installation has been delayed due to COVID-19 restrictions.

**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.	Completed. Following a significant community engagement process, Council adopted a revised Local Law #2 in February 2020.
4.2	Review and update the Domestic Animal Management Plan with better provisions for animal owner responsibilities.	Completed. The Domestic Animal Management Plan was adopted by Council in November 2017. The plan is reviewed every four years.
4.3	Implement Hepburn Shire Disability Access and Inclusion Plan (DAIP) actions.	In progress and ongoing. Actions from the DAIP continue to be implemented, including facilitating Disability Advisory Committee meetings.
4.4	Implement revised car parking inspection schedules to increase compliance with parking restrictions Shire-wide.	In progress and ongoing. Inspection process and schedules are ongoing across the Shire, including key locations such as markets.
4.5	Implement revised inspection programs for footpaths and street obstructions in town centres.	In progress and ongoing. Inspection process and schedules are ongoing.
4.6	Implement an updated Planning Scheme compliance process for heritage listed streetscapes and buildings.	In progress and ongoing. Council has submitted the Planning Scheme amendment to the Minister for Planning for consideration.

▼ The four km Fairview Trail connects Clunes CBD with the Ballarat-Maryborough Road via Scenic Drive and Station Flat Road.



**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 masterplans and the Walking and Cycling Strategy, and develop new masterplans to guide future investment.	In progress and ongoing. Council sourced external funding for items in the masterplans including Hepburn Recreation Reserve gender neutral change facilities, (Victorian State Government and Hepburn Football Netball Club), Trentham Sportsground Reserve Pavilion Redevelopment (State Government), Doug Lindsay Shared Pathway Project (Australian Government), Newlyn Recreation Reserve cricket training nets (Australian Government) and Calembreen Park change amenities (State Government). There was some delay on progress of the masterplan projects due to reduced resourcing capacity and COVID-19. Works to develop a masterplan for Clunes Recreation Facilities is underway.
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 ongoing. Council again made casual swimming pool entry free for the 2020/2021 season, and this generated a significant increase in use, despite the cooler weather. Work has commenced on the development of a ten-year Hepburn Shire Aquatics Strategy which will be considered for adoption by Council in 2021/2022.
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 2021/2022. 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 ongoing. Council partnered with state sporting associations, community organisations and clubs to implement social and modified programs and to promote existing activities. Council funded an ongoing Sport and Active Recreation Development Officer who will work closely with clubs. We also participated in Health Futures Australia's Prevention Lab to identify opportunities to reduce obesity in the region. VicHealth supported Council's 'Hepburn Girls Can' program of sport and active recreation activities through the 'This Girls Can' Campaign initiative in November 2020.
5.5	Promote the opportunities for female participation in sport and recreation in partnership with community groups.	In progress and ongoing. Council adopted the Shire's first Active Women and Girls Strategy in 2019, which aims to promote a healthy lifestyle, reduce social isolation and increase female participation in structured and unstructured physical activity. Implementation of the strategy will continue throughout 2021/2022. Council encouraged female participation in active living through the 'Hepburn Girls Can' program in November 2020. Council continued to develop contemporary welcoming, inclusive and gender-neutral community sport and active recreation facilities that meet the Victorian State Government and State Sporting Body facility standards.

Number	Action	Result
5.6	Deliver Maternal and Child Health (MCH) services that are accessible and encourage uptake by all.	In progress and ongoing. The MCH service is contracted to Central Highlands Rural Health. Seventy-nine percent (79%) of children attended 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 ongoing. Immunisation services continue to be encouraged and delivered. Council worked with local health providers to promote uptake of the COVID-19 vaccination.
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 ongoing. Work continued on this. However, officers focused on supporting food and health business to comply with COVID related restrictions.
5.9	Implement the Hepburn Shire Council Domestic Wastewater Management Plan (DWMP).	In progress. Work has commenced on the development of the next five-year DWMP and will be adopted in 2021/2022.

**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 and 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 ongoing. Services continue to be delivered (although below current targets) as several programs have been amended to reflect changes by State and Commonwealth funding and COVID-19 restrictions.
6.2	Confirm the future delivery model for in-home and centre-based aged care services to our community.	In progress and ongoing. Council 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. Given the current uncertainty around delivery and government funding, no changes have been made and delivery remains the same currently.

### Major Budget Initiatives

Major Initiative	Result
Glenlyon Recreation Reserve Community Pavilion Redevelopment Detailed Design (\$121,000)	Progress of this project has been delayed due to reduced resourcing capacity within the Sport and Active Recreation Team. The project is proposed to be undertaken in early 2021/2022 to prepare the design documentation for advocating for future external funding opportunities.
Trentham Recreation Reserve Community Pavilion Redevelopment Detailed Design (\$199,650)	Council secured \$2.06 million funding from Sport and Recreation Victoria for construction of the pavilion. Detailed design is due for completion in the second half of 2021. Procurement for the construction contractors will then commence with construction expected to begin in 2022.
Daylesford Aquatic and Civic Plaza Precinct (\$1,020,000 including \$500,000 grant)	Council endorsed to cancel this project at the Ordinary Council Meeting on 17 March 2021.

### Strategic Indicators

Strategic Activity	Performance Measure	Result
Youth	Total attendance at Council run youth events	3,088 (up from 2,189 people in 2019/2020).
Pools	Utilisation of swimming pools - number of visits to aquatic facilities / municipal population	1.20 (down from 1.59 due to cooler weather conditions).
Community Development	Total value of community projects funded by Council grants	\$316,570 (down from \$650,292 due to impact of COVID-19 restrictions including events and projects cancelled and postponed).
Libraries	Active library members	1,992 (down from 3,063 due to impact of COVID-19 lockdown restrictions).
Maternal and Child Health	Participation in the MCH service	76.96% (down slightly from 78.99%).
Aged & Disability Services	Hours of home care services delivered	10,530 (down from 15,645. Several programs have been amended to reflect changes by State and Commonwealth funding, along with the impact of COVID-19 restrictions).

## Aquatic Facilities > Service Performance Indicator Results

Aquatic Facilities		Results					Material Variations / Comments
Service/Indicator/Measure	2017	2018	2019	2020	2021		
<b>Service Standard</b>							
AF2	Health inspections of aquatic facilities <i>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</i>	1.2	1.2	2.6	1.2	0.0	Council operates three outdoor pools which open for the summer season only. Proactive inspections were not undertaken because of the extraordinary demands upon Health Officers in addressing COVID pandemic compliance issues.
<b>Utilisation</b>							
AF6	Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	.91	1.01	0.73	1.59	1.20	Visits to the pools decreased by 0.39 visits per person compared to previous year due to cool weather conditions. The result has increased by 0.19 visits per person over the last four years, mainly because pool entry is now free of charge.
<b>Service cost</b>							
AF7	Cost of aquatic facilities <i>[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]</i>	New in 2020	New in 2020	New in 2020	\$15.95	\$19.84	The cost per visit has increased due a reduction in visits whilst most fixed costs and some operating costs could not be reduced.  Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities', see retired measures.

## Library Facilities > Service Performance Indicator Results

Library Facilities		Results					Material Variations / Comments
Service/Indicator/Measure	2017	2018	2019	2020	2021		
<b>Utilisation</b>							
LB1	Physical library collection usage <i>[Number of physical library collection item loans / Number of physical library collection items]</i>	5.19	4.56	4.45	3.61	2.50	The number of times a library item has been loaned has decreased by 1.95 times over the last two years. This is because COVID restrictions have required libraries to close for long periods.  Note: From 2019-2020, this indicator measures the performance of physical library items as a subset of the wider library collection.
<b>Resource Standard</b>							
LB2	Recently purchased library collection <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>	80.4%	75.4%	66.9%	73.18%	69.34%	The percentage of the library collection that has been purchased over the preceding 5 year period has remained fairly constant.
<b>Participation</b>							
LB4	Active library borrowers in municipality <i>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</i>	21.11%	20.59%	19.49%	18.08%	15.66%	The percentage of the population that are active library borrowers has decreased by 3.83 percentage points over the last two years. This is because COVID restrictions have required libraries to close for long periods.
<b>Service cost</b>							
LB5	Cost of library service per population <i>[Direct cost of the library service / Population]</i>	\$45.11	\$45.71	\$46.99	\$44.80	\$39.36	The cost of delivering the library service to the community has decreased slightly because opening hours were reduced due to COVID-19 pandemic restrictions.  Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.

## Maternal and Child Health (MCH) >

### Service Performance Indicator Results

MATERNAL AND CHILD HEALTH		Results					Material Variations / Comments
Service/Indicator/Measure		2017	2018	2019	2020	2021	
<b>Service Standard</b>							
MC2	Infant enrolments in the MCH service <i>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</i>	100.83%	101.00%	100.77%	100.89%	101.50%	The percentage of infants enrolled in the MCH service continues to exceed the number of birth notifications received. This may be due to families of infants moving into the Shire.
<b>Service Cost</b>							
MC3	Cost of the MCH service <i>[Cost of the MCH service / Hours worked by MCH nurses]</i>	\$71.26	\$74.46	\$69.33	\$86.46	\$86.79	The increase in the cost per hour is related to the decrease in the number of hours delivered this year. This was due to COVID restrictions impacting on the way the service was delivered to ensure the safety of parents and children.
<b>Participation</b>							
MC4	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>	82.27%	81.69%	77.16%	78.99%	76.96%	The percentage of infants enrolled in the MCH service, who also attend MCH service has remained fairly constant over the previous four years.
MC5	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>	83.87%	83.33%	88.24%	76.84%	75.76%	The percentage of Aboriginal infants enrolled in the MCH service, who also attend MCH service has remained fairly constant over the previous four years.
<b>Satisfaction</b>							
MC6	Participation in 4-week Key Age and Stage visit <i>[Number of 4-week key age and stage visits / Number of birth notifications received] x100</i>	New in 2020	New in 2020	New in 2020	96.43%	94.74%	The percentage of infants enrolled in the MCH service who participated in 4-week Key Age and Stage visit has remained fairly constant over the two year period.

## 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 and ongoing. Council completed a glass crushing trial, using the material with reclaimed concrete to be used in local footpaths.
7.2	Implement new ways to effectively reuse green waste at transfer stations through new markets or new technologies.	In progress and ongoing. Development of new Waste Strategy has begun with the new strategy to be launched in 2021/2022.
7.3	Meet requirements for closed landfills, including monitoring and responding to increased obligations through legislative changes.	In progress and ongoing. Council continued 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.	In progress. Council has received initial input from the community on a single-use plastics policy. A broader engagement process will be carried out, prior to finalising the policy.

▼ Hepburn Shire has high-quality farm land throughout the municipality.



**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 ongoing. Delivered significant greenhouse gas emissions reduction projects. Implemented a new contract to source 60% of Council's electricity supply from emissions-free renewable electricity (and a 30% reduction in the price of electricity), replaced all major road streetlighting with efficient LEDs, provided support for 22 additional low-income households to receive solar systems through the Solar Savers program. Contributed \$37,000 to local not for profit organisations to support projects to reduce emissions in the community as part of Council's Towards Zero Community Grants.
8.2	Support the community to develop and implement a 100% Community Renewable Stationary Energy Plan.	In progress and ongoing. Council continued to work with community groups on the Zero Net Emission Transition (Z-NET) Hepburn Shire project, which is a plan to reach zero net emissions in the Shire by 2030. Members of the Z-NET Roundtable managed a number of projects and events including development of the Z-NET Agricultural Guidebook for reducing the emissions impact of farming, facilitated the Australian mainland's first electric vehicle community bulk-buy, and hosted a number of informative community webinars and workshops. As part of the ZNET's Energy Savvy Upgrades program, energy assessments and upgrades were facilitated to make Hepburn residents' houses more comfortable, cheaper to run and better for the environment.
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. Council has partnered with Central Highlands Water on two projects - Newlyn Oval Alternative Water Suppliers and the Daylesford Integrated Water Management Plan. The projects were delayed due to COVID-19. The Integrated Water Management Plan commenced in early 2021. Community engagement is scheduled for later in 2021. Central Highlands Water and Council will determine whether the Newlyn Recreation Reserve irrigation project will continue as Goulburn Murray Water has refused to grant a licence based on the initial drilling.
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.	Postponed. Council commenced a tender process for a Vegetation Management Plan for Hepburn Mineral Springs, but the project was postponed as part of a budgetary and staffing review due to the impact of the COVID-19 pandemic. Development of plans for Hepburn and Lake Daylesford Reserve will be progressed in 2021/2022 with plans for Lake Jubilee and Lake Calembeen to follow.
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 and ongoing. Annual inspections of priority areas have been undertaken, including in the townships of Creswick, Trentham and Clunes. Priority works have been completed. Council continued to work with partners to complete further flood studies in identified risk areas.

**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 and ongoing. Work continued on actions within the Hepburn Shire Biodiversity Strategy. This included contributions to update the Planning Scheme Amendment in relation to protect local native flora and fauna. Council will develop a Biodiversity Strategy 2021- 2025 within the 'Sustainable Hepburn' project.
9.2	Implement actions to increase Council's control and management of noxious weeds on reserves and roadsides under Council's management.	Ongoing. Worked progressed on Council's annual weed management program in partnership with local Landcare groups and State Government agencies, such as the Victorian Gorse Taskforce. The program increased in recent years with additional Council funding and an increase in State Government grant funds. In 2020/2021 the roadside weed control in Wheatsheaf and Lake Daylesford vicinity were substantially augmented by fuel reduction works that incorporated roadside weed control under CFA 'Safer together' grant funding.

*Major Budget Initiatives*

Major Initiative	Result
Funding for resource recovery education and other waste management initiatives to develop innovative ways to process our waste.	Complete and ongoing. Council has been partnering with Regional Roads Victoria. The project has recruited a Waste Education Officer to lead this work. Council carried out a significant campaign in newsletters, Facebook and in-person community engagement. Commenced an organics trial in Clunes to divert organics from landfill and carried out bin inspections in Clunes as part of the project.

*Strategic Indicators*

Strategic Activity	Performance Measure	Result
Waste	Waste diverted from landfill (%)	48.46%, up from 39% (due to improved recycling practices).
Waste	Waste to landfill (tonnes)	5,439, up from 4,893 (due to people spending more time at home during COVID lockdowns).
Sustainability	Total scope 1 and 2 greenhouse gas emissions (t CO <sup>2</sup> -e)	1,263 tCO <sup>2</sup> -e, down from 1,400 tCO <sup>2</sup> -e (due to COVID lockdowns and fewer people in Council offices, coupled with continuing energy reductions to reduce electricity-based emissions).
Sustainability	Total potable water consumption (kL)	99,338kL, down from 113,872kL (due to a particularly wet year, which reduced demand for water, particularly in public gardens. Water demand also decreased across facilities that were closed due to COVID-19 lockdowns).
Emergency Management	MEMP Audit Result - % of conformance	100% conformance for previous audit. Next audit scheduled for November 2021.

# 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 ongoing. Offered extensive business mentoring and support throughout 2020/2021, particularly in relation to COVID-19 lockdown restrictions and requirements. Supported local farmers and producers through the Artisan Agriculture Program which included farm visits, webinars and skills-building sessions. Towards Zero Hepburn is captured in actions 8.1 and 8.2.
10.2	Develop, build and promote iconic walking and cycling trails, including the Creswick Trails and Daylesford Macedon Rail Trail.	In progress and ongoing. Council submitted an application for a planning permit to construct Stage One of the Creswick Trails. Construction will commence once planning approvals are in place. Commissioned a feasibility study into Daylesford Macedon Rail Trail, a trails audit and extension of rail corridor from Bullarto to Trentham. This feasibility study is continuing into 2021/2022 and community engagement on the Daylesford Macedon Rail Trail will be undertaken later in 2021. This will investigate community support for a rail trail or extension to the Daylesford Spa Country Rail. This engagement will also begin a conversation with the community on how they currently use the historic rail corridor and what they would like to see done to improve the area.
10.3	Review Council's Events Strategy and implement actions to continue to support events and enhance economic development.	Completed and ongoing. Many events were cancelled or postponed due to the COVID-19 pandemic. However, Council continued to implement strategy actions. Delivered a successful Heather Mutimer International Woman's Day event and Australia Day Civic event and provided support to five community-led events.
10.4	Enhance and promote visitor information services including physical Visitor Information Centres (VICs) and websites to improve the visitor experience.	In progress and ongoing. The use of social media has increased and new/evolving displays are in place within the VICs to enhance the visitor experience. The lockdown and restrictions impacted face to face visitor servicing, although the team continued to offer support over the phone and online.

**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. Council adopted the C80hep Planning Scheme Amendment and all documentation has been forwarded to the Minister of Planning for final authorisation.
11.2	Implement the strategic planning program, including the review of existing zones and overlays.	Complete. The Planning Scheme Amendment has been finalised and is with the Minister for Planning for consideration. Council endorsed the Strategic Planning Three Year Work Plan and will undertake a Shire wide land supply and demand assessment, Creswick Structure Plan, Shire wide Biodiversity Strategy, Agriculture and Rural Settlement Strategy, Indigenous Heritage Strategy and township structure plans for Trentham, Glenlyon, Daylesford-Hepburn Springs and Clunes.
11.3	Implement recommendations of the Rural Land Use study.	Not started. The Agriculture and Rural Settlement Strategy will be addressed as part of the Strategic Planning three-year work plan (see action 11.2).
11.4	Incorporate a Drainage Contribution Scheme into the Hepburn Planning Scheme.	In progress. Review of the current Planning Scheme has been completed and waiting on Ministerial approval. Drainage Contribution Scheme will likely make part of a greater Development Contribution Scheme which is being considered in Council's endorsed three year strategic planning program.

## Major Budget Initiatives

Major Initiative	Result
Continued planning and construction of the Creswick Trails Project (carried forward from 2019/20)	In progress. Work has continued on this project. Council has submitted an application for a planning permit to construct Stage One of the Creswick Trails. Construction will commence once planning approvals are in place.
Support the region's small-scale producers to increase their economic potential through The Hepburn Hub for Premium Produce (\$236,000, net \$30,000)	In progress. Works continued with this project. Held regular meetings with the Project Advisory Group, carried out a pulse survey to understand the artisan agriculture sector, held on-site farm visits, ran workshops and webinars to build skills, share information and offer networking opportunities.

## Strategic Indicators

Strategic Activity	Performance Measure	Result
Economic Development - Visitations	Number of visits to physical and online (virtual) Visitor Information Centres (VIC).	109,551 (down from 120,405 visits in prior financial year, as VICs were closed due to COVID-19 restrictions).

# 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 and ongoing. Council has continued to make updates to the website, including the use of online forms. A website renewal project is planned for 2021/2022 where online forms and payments will be part of the scope.
12.3	Roll-out the Frequently Asked Questions database on our website for the public to access.	Ongoing and in progress. Service requests are able to be raised by community members via Council's website. This functionality will improve through the introduction of new software in 2021/2022 and the redevelopment of the website.
12.4	Improve communications to the public by implementing new online social media platforms to complement Facebook page and website communications.	Completed. Council utilised the social media channels of LinkedIn and YouTube, while our Facebook pages continued to grow. The corporate Council Facebook page has more than 5,000 followers. In April 2021 Council launched a monthly e-newsletter, Hepburn Life, which is sent to almost 3,000 subscribers.
12.5	Provide staff training to deliver increased customer communication when responding to requests and while processing transactions.	In progress and ongoing. Covered through internal processes such as special briefings, ongoing 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	Implement a revised Performance Reporting System to enable real time reporting and feedback on Council Plan, Budget and Business Plan projects.	In progress. Some minor improvement to corporate reporting have been undertaken, including quarterly updates provided to public Council Meetings. An appropriate ICT system for this reporting is being considered as part of the development of the ICT Strategy.
13.2	Deliver annual efficiency and cost saving actions, and contribute savings to the debt management reserve.	In progress and ongoing. Council has contributed \$200,000 to the debt management reserve in 2020/2021, which now has a balance of \$1,792,000.
13.3	Lease available commercial spaces resulting from the Hepburn Hub in order to increase rental income.	In progress. The Hepburn Hub Project has been delayed. Work is expected to commence in 2022. Council has obtained State Government funding to assist in the creation of a co-working space within the hub.
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.	In progress and ongoing. User fees are reviewed annually and are adopted in the Annual Budget. Further policy position to be developed.

▶ The Warehouse at Clunes.



**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 ongoing. Managers and Coordinators continued to undertake various individual and corporate training throughout the year. Managers also participated in a leadership program facilitated by Leading Teams.
14.2	Review and update the Performance Excellence Program (PEP) to better support our staff to set objectives and to measure performance.	In progress and ongoing. We reviewed and updated the Performance Development Program (PDP). Council also commenced a journey to develop Business Plans which will support service areas to better align individual performance development plans to the Council Plan.
14.3	Recruit and develop trainees, graduates and apprentices to help young people build careers locally.	In progress and ongoing. Council entered an agreement with a local Registered Training Organisation to host an apprenticeship to obtain a Certificate III Horticulture. This commitment provides an opportunity for an individual to gain practical learning and development in a speciality area and plan for their future career. Council also continued the Junior Lifeguard Program, which accommodated five young people to have paid employment, gain a qualification and aquatics experience.
14.4	Undertake Staff Satisfaction Surveys to measure key value drivers and to identify areas for improvement.	In progress and ongoing. We conducted Pulse Surveys twice throughout the year to assess employee engagement. This continues to 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 and ongoing. Council reviewed and implemented a number of processes and procedures during the year. These related to normal operations and management of the risk posed by the COVID-19 pandemic.
15.2	Implement a program of training for staff and volunteers to implement the updated Occupational Health and Safety management system.	In progress and ongoing. Training programs delivered included Child Safe Standards, Staying COVID Safe, Contractor OHS Management, Manual Tasks Safety and a newly revised Employee Day 1 OHS Induction.
15.3	Deliver a program of internal checking for Occupational Health and Safety, including clarification of roles and responsibilities for Occupational Health and Safety.	In progress and ongoing. The Municipal Association of Victoria WorkCare scheme continued to assess the OHS Management System and support continuous improvement.

**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 ongoing. Councillors undertook an extensive induction program which aligned to the mandatory induction program requirements. Staff were provided with regular training sessions, including sessions on freedom of information, privacy and data protection, conflicts of interest, risk management, elections, Doc Assembler and Content Manager. Councillors and staff were also encouraged to participate in MAV, LGPRO and VLGA training sessions.
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 ongoing. Council has implemented several initiatives to improve security and provide improvements to the network speed and reliability. The entire workforce now can work in remote locations, including office-based roles. An ICT strategy is currently under development (due late 2021).
16.3	Deliver an annual program of internal and external audits in conjunction with the Audit and Risk Advisory Committee.	In progress and ongoing. Council worked to the Strategic Internal Audit plan, with audits ratified by Council and the Audit and Risk Committee. Audits were carried out in procurement and contract management, Accounts Payable and Credit Cards, and Rates and Revenue.
16.4	Update the special committee guidelines and deliver training to community members on committees to support them deliver their roles.	Complete. Council's six special committees transitioned to Community Asset Committees through the year, under the Local Government Act 2020. Committee members received a number of virtual presentations and training and development with respect to the transition and new requirements under the Act and the revised Instruments of Delegation established for each Committee.
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 parking and fire hazard infringements are managed through the Finance Department.

### Major Budget Initiatives

Major Initiative	Result
Purchase of hardware, software and accessories as part of the ICT capital and renewal budget (\$425,000)	In progress. A number of purchases were undertaken in 2021/2022. Council is currently preparing an ICT Strategy that will inform future purchases, due for completion in late 2021.
Working for Victoria Program - recruitment of 33 employees across the organisation on six-month contracts. Delivering services to the community and organisation, designed to stimulate the economy through employment, in response to the economic hardship created by the COVID 19 Pandemic. (\$1.58 million grant funded)	Completed. Council successfully recruited and appointed to 33 six-month full time temporary positions. The additional positions provided support and services to the community and organisation to aid in the response to hardships created by COVID-19.

### Strategic Indicators

Strategic Activity	Performance Measure	Result
Governance	Making decisions in the interests of the community (satisfaction rating)	44 of 100 (up from 38 in 2019/2020).
Communications	Community Consultation & Engagement (satisfaction rating)	44 of 100 (up from 41 in 2019/2020).
Customer Service	Average time to close all external customer requests - average days	27.47 (up from 22.85 days).
Food Safety	Food safety assessments completed for class 1 and 2 premises	25.67% (down from 74% due to focus on COVID response).
Animal Management	Time taken to respond to animal management requests	4.14 days (up from 1.58 days due to demands upon Animal Control officers in addressing COVID pandemic issues).
Statutory Planning	Median time taken to decide planning applications	69 days (up from 53 days. This figure is impacted by the type of planning applications, with complex applications altering the overall number of days).
Statutory Planning	Planning applications decided within 60 days	64.47% (up from 61% due to an increase in planning staff).

### Governance > Service Performance Indicator Results

GOVERNANCE						
Service/Indicator/Measure	2017	2018	2019	2020	2021	Material Variations / Comments
<b>Transparency</b>						
G1 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 ] x100</i>	10.76%	10.38%	9.35%	3.03%	4.68%	The number of decisions made when the Council meeting was closed to the public has decreased by 5.7 percentage points over the last four years, as Council continues to make as many decisions in public as possible for greater transparency.
<b>Consultation and Engagement</b>						
G2 Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	47.00	50.00	51.00	41.00	44.00	The public satisfaction rating with Council's community engagement and consultation increased by 3 compared to last year. This may be due to the Council's Community Engagement Policy, which has a strong focus on consulting with the community on major decisions.
<b>Attendance</b>						
G3 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)] x100</i>	96.19%	90.48%	84.76%	96.94%	99.25%	Councillor attendance at Council meetings has increased by 8.77 percentage points over the last four years and remains very high.

**Governance** > Service Performance Indicator Results (cont.)

GOVERNANCE						
Service/Indicator/Measure	2017	2018	2019	2020	2021	Material Variations / Comments
<b>Service Cost</b>						
G4 Cost of elected representation <i>[Direct cost of the governance service/ Number of Councillors elected at the last Council general election]</i>	\$33,956	\$38,289	\$37,149	\$37,815	\$37,259	The costs directly related to the activities of elected Councillors has decreased by 2.7% over the last four years.
<b>Satisfaction</b>						
G5 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>	45.00	49.00	52.00	38.00	44.00	The community satisfaction rating of Council's decision making in the public interest has increased by 6 compared to last year. This may be due in part to the Council's Community Engagement Policy, which has a strong focus on consulting with the community on major decisions.

▼ Road upgrade underway in Clunes.



**Animal Management** > Service Performance Indicator Results

ANIMAL MANAGEMENT						
Service/Indicator/Measure	2017	2018	2019	2020	2021	Material Variations / Comments
<b>Timeliness</b>						
AM1 Time taken to action animal management requests. <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]</i>	2.52	2.99	2.26	1.58	4.14	The number of days taken to respond to an animal (cat or dog, not livestock) has increased by 2.56 days compared to previous year because of the extraordinary demands upon Animal Control officers in addressing COVID pandemic issues.
<b>Service Standard</b>						
AM2 Animals reclaimed <i>[Number of animals reclaimed / Number of animals collected] x100</i>	30.36%	11.59%	20.00%	83.33%	11.63%	The percentage of domestic animals which have been reclaimed after being collected is consistent with the 2017-2018 and 2018-2019 years.
AM5 Animals rehomed <i>[Number of animals rehomed / Number of animals collected] x100</i>	New in 2020	New in 2020	New in 2020	55.56%	95.35%	The percentage of domestic animals which have been rehomed after been collected has increased compared to the previous year, as Animal Control officers continue efforts to contact owners and ensure animals are rehomed, as much as possible.
<b>Service Cost</b>						
AM6 Cost of animal management service per population <i>[Direct cost of the animal management service / Population]</i>	\$12.21	\$12.82	\$9.11	\$8.29	\$10.91	The cost of animal management services per person has remained relatively similar across the four years (from \$8.29 to \$12.82). Yearly variances can be for various reasons. Last year it was due to increased employment costs for short term staffing to backfill regular staff involved in COVID pandemic compliance issues.  Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals, see retired measures.
<b>Health and Safety</b>						
AM7 Animal management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100</i>	New in 2020	New in 2020	New in 2020	0%	0%	Council has not prosecuted any person under the Domestic Animals Act.  Note: Indicator is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion.

Food Safety > Service Performance Indicator Results

FOOD SAFETY		Results					Material Variations / Comments
Service/Indicator/Measure	2017	2018	2019	2020	2021		
<b>Timeliness</b>							
FS1	Time taken to action food complaints <i>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</i>	1.20	2.83	3.00	1.50	5.00	The number of days taken to respond to a public complaint about food safety has increased by 3.5 days compared to the previous year. This is because of the extraordinary demands upon Health Officers in addressing COVID pandemic compliance issues.
<b>Service Standard</b>							
FS2	Food safety assessments <i>[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</i>	79.79%	89.64%	92.11%	74.30%	25.67%	The percentage of registered food premises which were inspected has decreased compared to previous years due to COVID restrictions closing many premises, and Health Officers being reallocated to address COVID pandemic compliance issues.
<b>Service Cost</b>							
FS3	Cost of food safety service <i>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</i>	\$376.78	\$435.70	\$439.11	\$449.60	\$585.21	The cost of food safety services per registered food premises has increased because COVID restrictions caused some food premises to permanently close, whilst Council's fixed costs continued to be incurred.
<b>Health and Safety</b>							
FS4	Critical and major non-compliance outcome notifications <i>[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</i>	60%	100%	75%	100%	50.00%	All critical and major non-compliance outcome notifications about food premises were followed up.

Statutory Planning > Service Performance Indicator Results

STATUTORY PLANNING		Results					Material Variations / Comments
Service/Indicator/Measure	2017	2018	2019	2020	2021		
<b>Timeliness</b>							
SP1	Time taken to decide planning applications <i>[The median number of days between receipt of a planning application and a decision on the application]</i>	39	41	84	53	69	The median number of days taken between receipt of a planning application and a decision has increased over the last four years because application types received can alter the overall statutory days (eg. A shed will often be quicker than a 40-lot subdivision). Referral response times have also fluctuated in the last 12 months.
<b>Service Standard</b>							
SP2	Planning applications decided within required time frames <i>[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100</i>	81.46%	76.92%	57.35%	60.99%	64.47%	The percentage of Planning applications decided within the legislated time frames has increased over the last three years from a low of 57.3% in 2018/19 to 64.5%. This is because Council provided additional resources (more planning staff) to reduce application times and improve customer service.
<b>Service Cost</b>							
SP3	Cost of statutory planning service <i>[Direct cost of the statutory planning service / Number of planning applications received]</i>	\$1,685	\$1,774	\$1,643	\$1,662	\$2,012	The cost of the statutory planning service for each planning application received has increased significantly. This is because Council provided additional resources (more planning staff) to reduce application times and improve customer service.
<b>Decision Making</b>							
SP4	Council planning decisions upheld at VCAT <i>[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</i>	100%	33%	50%	0%	80%	The percentage of planning application decisions that were set aside after being reviewed by VCAT has decreased over the last four years.



# Governance

## Governance

### Hepburn Shire Council is constituted under the Local Government Act 2020 to provide leadership for the good governance of the municipal district and the local community.

It is an interesting time for local government in Victoria with the Local Government Act 2020 receiving Royal Assent on 24 March 2020 to repeal and replace the Local Government Act 1989. This is a progressive and staged implementation, with various parts of the 2020 Act coming into force at different times, with transitional arrangements from one to the other. As of 1 July 2021 the remaining sections of the Act have come into effect.

The new Local Government Act 2020 is the most ambitious reform to the local government sector in over 30 years. The Act is a principle-based legislation and aims to improve local government democracy, accountability and service delivery for all Victorians. The Local Government Act 2020 has been proclaimed in four stages:

- Stage 1 - 6 April 2020
- Stage 2 - 1 May 2020
- Stage 3 - 24 October 2020
- Stage 4 - 1 July 2021

The first phase of reforms was proclaimed on 6 April 2020.

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.



## 2020-2024 General Elections

On 24 October 2020 the Victorian General Elections took place, and due to COVID-19 Government restrictions the Victorian Electoral Commission undertook the elections via the postal voting method.

On 4 November 2020 the Declaration of the Poll was held at the Electoral Office, Vincent Street Daylesford, where the declared results for Ward within the Shire were revealed.

Birch Ward and Creswick Ward votes were counted by proportional representation, with Cameron Ward, Coliban Ward and Holcombe Ward voting count method being preferential. The Hepburn Shire Council Councillors were officially sworn into Office at the Swearing in Ceremony held on Thursday 19 November 2020.

With six new Councillors and one returning Councillor, the following Councillors were elected to the Hepburn Shire Council for the 2020-2024 Council Term:

Birch Ward – Cr Jen Bray

Birch Ward – Cr Lesley Hewitt

Cameron Ward – Cr Tessa Halliday

Coliban Ward – Cr Brian Hood

Creswick Ward – Cr Don Henderson

Creswick Ward – Cr Tim Drylie

Holcombe Ward – Cr Juliet Simpson

On Tuesday 24 October 2020 Council elected Cr Lesley Hewitt as Mayor and Cr Brian Hood as Deputy Mayor at its Statutory Council Meeting for the 2020-2021 Mayoral and Councillor year.

## Council Meetings

Council conducts Ordinary Meetings on the third Tuesday of each month, and Special Meetings as required. These meetings are open to the public.

Since May 2020, COVID-19 government directed restrictions have meant that meetings have been held in a variety of different formats to accommodate protecting members of the community, Council staff and Councillors. In-person Council meetings with a public gallery were held at the Daylesford Town Hall. Meetings where Councillors are ‘in person’, but no gallery were held in the Council Chamber.

Meetings have also been conducted virtually via video conference and live streamed to the community. This means the business of Council can continue to be transacted where ‘in person’ meetings were not permissible.

The COVID-19 Omnibus (Emergency Measures) Act 2020 was passed into Law on 23 April 2020 and came into effect on 1 May 2020. This allowed for Council to hold Ordinary and Special Council Meetings virtually. The Minister’s Good Practice Guideline MGPG-1: Virtual Meetings governs the conduct of meetings. In line with these guidelines, meetings have been live streamed to Council’s Facebook account, to maintain the accessibility of these meeting to the public. The meetings are archived on Council’s website for review.

In addition to Council Meetings, Councillors are briefed on relevant issues during informal Confidential Councillor Briefing sessions throughout the month, which are held both virtually and ‘in person’ where permissible.

All Special and Ordinary Meetings are governed by Council’s Governance Rules to allow for accountable and transparent conduct of Council meetings. The Governance Rules were prepared pursuant to section 60 of the Local Government Act 2020, which was a new requirement bestowed upon Council, and came into effect on 2 September 2021.

The Governance Rules also provide the opportunity for community members to submit questions to the Council during Council meetings, or ask to address Council regarding an item, and have the option to submit petitions to Council for consideration.

## Conflict of interest declarations

**Councillors and members of Council staff are required under the Local Government Act 2020 to comply with the conflict of interest provisions as set out in the legislation.**

During 2020/2021 the following declarations of conflict of interest were declared under the Local Government Act 1989 and the Local Government Act 2020 as the transition of the legislation occurred in October 2020.

- A total of 34 declarations of conflict of interest were declared by the 2020-2024 Council; and
- 7 conflicts of interest were declared by the 2016-2020 Council.
- This equates to a total of 41 declarations.

It is important to note that these declarations were made at both Councillor Briefings and Council Meetings.

▼ Cr Lesley Hewitt and Cr Tim Drylie.



Council held 19 meetings, including 9 Special Council Meetings in 2020/2021:

- 7 July 2020 – Special Meeting of Council
- 14 July 2020 – Special Meeting of Council
- 21 July 2021 – Ordinary Meeting of Council
- 18 August 2020 – Ordinary Meeting of Council
- 25 August 2020 – Special Meeting of Council
- 15 September 2020 – Ordinary Meeting of Council
- 19 November 2020 – Statutory Meeting to swear in councillors
- 24 November 2020 – Statutory Meeting to elect the mayor
- 1 December 2020 – Ordinary Meeting of Council
- 22 December 2020 – Ordinary Meeting of Council
- 19 January 2021 – Special Meeting of Council
- 16 February 2021 - Ordinary Meeting of Council
- 23 February 2021 - Special Meeting of Council
- 16 March 2021 - Ordinary Meeting of Council
- 29 March 2021 – Special Meeting of Council
- 20 April 2021 - Ordinary Meeting of Council
- 11 May 2021 – Special Meeting of Council
- 18 May 2021 - Ordinary Meeting of Council
- 8 June 2021 - Special Meeting of Council
- 15 June 2021 - Ordinary Meeting of Council
- 29 June 2021 - Special Meeting of Council

The following table provides a summary of Councillor attendance at Council Meetings and Special Council Meetings for 2020/2021.

#### 2016-2020 Council

Councillors	Council Meeting	Special Council Meeting	Total
Cr John Cottrell	3	3	6
Cr Don Henderson	3	3	6
Cr Licia Kokocinski	3	3	6
Cr Greg May	3	3	6
Cr Neil Newitt	3	3	6
Cr Kate Redwood AM	3	3	6
Cr Fiona Robson	3	3	6

\*Six meetings were held in this time

#### 2020-2024 Council

Councillors	Council Meeting	Special Council Meeting	Total
Cr Henderson	7	8	15
Cr Hewitt	7	7	14
Cr Hood	7	8	15
Cr Halliday	7	8	15
Cr Bray	7	8	15
Cr Drylie	7	8	15
Cr Simpson	7	8	15

\*15 meetings were held in this time

## Community Asset Committees

A Community Asset Committee (CACs) is a committee with powers of the Council, established and with members appointed by Council, with the powers delegated by the Chief Executive Officer (CEO), subject to the terms and conditions specified by the CEO, for the purposes of managing a community asset in a municipal district (s 65(2)).

During 2020, 86 of the Local Government Act 1989 was repealed and not replaced. This meant that the Special Committees of Council, otherwise known as Section 86 Committees, were no longer in force, nor had the power to act on behalf of Council to manage their respective assets.

On 25 August 2020 Council resolved to establish the following Community Asset Committees under section 65 of the Local Government Act 2020. All previous Special Committees of Council were transitioned to Community Asset Committees.

Special Committee	Purpose
Creswick Museum Community Asset Committee	To administer, manage and control the historic Creswick Museum building and collection of artworks and artefacts.
Dean Recreation Reserve and Tennis Courts Community Asset Committee	To manage, control, operate and maintain the Dean Recreation Reserve and Tennis Courts.
Drummond Hall Community Asset Committee	To manage, control, operate and maintain the Drummond Hall premises.
Glenlyon Recreation Reserve Community Asset Committee	To administer, maintain and control the Glenlyon Recreation Reserve.
Lee Medlyn Home of Bottles Community Asset 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 Community Asset Committee	To manage, control, operate and maintain the Lyonville Hall.

Under the Local Government Act 2020, the CEO is required to submit a report to Council each year on the activities and performance of Community Asset Committees.

## Advisory Committees

Council has several Advisory Committees of Council. The purpose of these committees is to provide advice to Council, with the final decision for action or expenditure is taken by Council in a Council Meeting. Membership is ordinarily open to the community, defined by an Expression of Interest process, and approved by a Council motion. Each Advisory Committee operates to an established and adopted Terms of Reference.

Council has the following advisory committees:

Advisory Committee	Purpose
Heather Mutimer International Women's Day Advisory Committee	Provide advice to Council on the Heather Mutimer International Women's Day Honour Roll.
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 Advisory Committee	Provide advice to assist Council to make decisions about public art projects and acquisitions.
Audit and Risk 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) Advisory Committee	The Committee provides input and support on the interests, needs and experiences identified by our Aboriginal and Torres Strait Islander community, advises on projects and makes recommendations on ways to build and promote reconciliation in the Shire.
Disability Advisory Committee (DAC)	<p>The DAC collaborates 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.</p> <p>The DAC also acts 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.</p>
Gender Equity Advisory Committee (GEAC)	The aim of the GEAC is to provide Council with advice on improving gender equity within the Hepburn Shire Council and community.
LGBTQIA+ Advisory Committee	The aim of the LGBTQIA+ Advisory Committee is to provide Council with advice and information on inclusion, access and equity issues for the LGBTQIA+ community so that Council can strive to improve programs and services for the community and inclusion throughout the Shire.

## Councillor Code of Conduct

On 23 February 2021, Council adopted a Councillor Code of Conduct at a Special Council Meeting. This was a set requirement for all local government agencies pursuant to section 139 Local Government Act 2020. This repealed and replaced the Councillor Code of Conduct last reviewed in 2017.

Division 5 Section 139 of the Local Government Act 2020 (the Act) requires Council to develop a Councillor Code of Conduct and details that Council must review and adopt the Councillor Code of Conduct within four (4) months after a general election.

The Code of Conduct was developed by Council to comply with the requirements of the Act and supporting Regulations (the Local Government Governance and Integrity Regulations 2020).

Pursuant to legislation, a Councillor Code of Conduct must include:

- a) the standards of conduct prescribed by the regulations expected to be observed by Councillors, and
- b) any provisions prescribed by the regulations for the purpose of section 139 of the Act, and
- c) provisions addressing any matters prescribed by the regulations for the purpose of this section, and
- d) any other matters which the Council considers appropriate, other than any other standards of conduct.

The code adopts and incorporates the current and relevant Councillor protocols, policies and procedures and other documents (as amended from time to time), listed in the Policy that were in effect at the time of adoption.

The Hepburn Shire Council Councillor Code of Conduct:

- Sets standards of conduct expected of Councillors in order to ensure that good governance and increase public confidence in the administration of Council and integrity of local government is achieved and prohibits discrimination, harassment (including sexual harassment) and vilification.
- Endeavours to foster good working relationships between Councillors to enable Councillors to work constructively together in the best interests of the local community.
- Details governing principles to guide the Councillors in their duties and functions and details the roles and responsibilities of Councillors. The Code additionally provides a dispute resolution process.
- Details breaches of the Councillor Code of Conduct and includes obligations regarding child safety and gender equality, diversity and inclusiveness.

## 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.

Whilst the Local Government Act 2020 is in force, Section 74 of the Local Government Act 1989 remains until the Victorian Independent Remuneration Tribunal decides on the values of allowances, including allowance categories payable to mayors, deputy mayors and councillors in Victorian councils. On 17 June 2021, the Minister for Local Government requested that the Tribunal make the first Determination. The Determination will come into effect on 18 December 2021 - six months from the day the Tribunal received the Minister's request.

The Victorian Government currently 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 currently recognised as a category 1 council.

Councils are required to review allowance levels by 30 June in the year following a general election and the allowance level determined remains in effect for the full term of the Council.

From the period of 1 July 2020 to 29 June 2021 the allowances paid to Councillors were:

- Councillors fortnightly pay \$806.45 based on annual pay of \$22,960, less 9.50% super (super of \$76.60)
- Mayor fortnightly pay \$2,409.35 based on annual pay of \$68,594.24, less 9.50% super (super of \$228.89)

At its Council meeting in May 2021, Council approved to endorse in principle the Mayoral and Councillor allowances at the top level 1 category and commenced the 223 statutory process under the Local Government Act 1989 inviting written submissions.

The invitation for the public to put forward written submissions commenced on Wednesday 19 May and concluded on Tuesday 15 June 2021. Council received nil submissions, therefore a Special Council Meeting to consider submissions was not required.

In determining allowances, Council considered scale and increasing complexity in the roles of both the mayor and councillors.

The duties of a councillor demand time, energy and commitment with many reducing their time in paid employment to meet the demands of the role.

On 29 June 2021 Council resolved to endorse setting of the Mayoral and Councillor allowances at the top level 1 category which is:

- Mayoral Allowance - \$62,884
- Councillor Allowance - \$21,049
- Plus, an additional 9.5% of the above allowances is payable as an equivalent of the Commonwealth Superannuation Guarantee.

The superannuation guarantee increased to 10.00% as of 1 July 2021.

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

Councillors	Councillor Allowance	Total expenditure by Councillor
Cr Kate Redwood AM	\$7,506	\$50
Cr Greg May	\$7,506	\$39
Cr Neil Newitt	\$7,506	\$540
Cr Licia Kokocinski	\$22,425	\$4,191 (includes Mayor motor vehicle)
Cr Fiona Robson	\$7,506	\$24
Cr Don Henderson	\$18,986	\$1,704
Cr John Cottrell	\$7,506	\$39
Cr Lesley Hewitt	\$41,020	\$10,506 (includes Mayor motor vehicle)
Cr Brian Hood	\$13,940	\$1,681
Cr Tessa Halliday	\$13,940	\$1,431
Cr Jen Bray	\$13,940	\$1,431
Cr Tim Drylie	\$13,940	\$1,431
Cr Juliet Simpson	\$13,940	\$1,981
<b>TOTAL</b>	<b>\$18,9661</b>	<b>\$25,048</b>

## Councillor Expenses

On 25 August 2021, in accordance with sections 39-43 of the Local Government Act 2020, Council adopted the Council Expenses and Resources Policy. 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.

It is a requirement of Council to adopt and maintain this policy in relation to the reimbursement of expenses for Councillors.

The details of the expenses for Councillors and Council Committee members for 2020/2021 year are set out in the following table.

Councillor	Training and development	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	
Cr Kate Redwood AM			\$50		\$50
Cr Greg May			\$39		\$39
Cr Neil Newitt			\$540		\$540
Cr Licia Kokocinski		\$4,125	\$66		\$4,191
Cr Fiona Robson			\$24		\$24
Cr Don Henderson	\$400		\$1,219		\$1,619
Cr John Cottrell			\$39		\$39
Cr Lesley Hewitt	\$400	\$9,075	\$647		\$10,122
Cr Brian Hood	\$650		\$647		\$1,297
Cr Tessa Halliday	\$400		\$647		\$1,047
Cr Jen Bray	\$400		\$647		\$1,047
Cr Tim Drylie	\$400		\$647		\$1,047
Cr Juliet Simpson	\$950		\$647		\$1,597
<b>Total expenditure by cost category</b>	<b>\$3,600</b>	<b>\$13,200</b>	<b>\$5,859</b>	<b>\$0</b>	<b>\$22,659</b>

Note: Travel - Cost is inclusive of Mayoral vehicle allocation

## Audit and Risk Committee

On 25 August 2020 Council established Council's Audit and Risk Committee (ARC) pursuant to section 53 of the Local Government Act 2020. This repealed and replaced the Audit and Risk Committee that was established under the Local Government Act 1989.

The Audit and Risk Committee, whilst not a delegate committee of Council, acts as an advisory committee to Council (in that it doesn't have any decision-making powers of Council) and assists Council with oversight in the areas of risk, governance, financial management, and compliance.

In April 2021 two of the Audit and Risk Committee Intendent Committee Members tenure expired. Those appointments were Mr Trevor Shard and Ms Rachelle Tippet. As such, Council resolved to appoint Ms Linda McNeill and Mr Jason Young to the Committee.

### Independent Members:

Ms Carol Pagnon – current

Mr Robert Taylor – current

Ms Rachelle Tippet – tenure expired April 2021

Mr Trevor Shard – tenure expired April 2021

Ms Linda McNeill – appointed May 2021

Mr Jason Young – appointed June 2021

### Councillor Members:

Cr Licia Kokocinski (July 2020- October 2020)

Cr John Cottrell (July 2020 – October 2020)

Cr Lesley Hewitt (November 2020 – June 2021)

Cr Brian Hood (November 2020 – June 2021)

Attendance at the Audit and Risk Committee meetings: 1 July 2020 – 30 June 2021

Attendee	Meeting
Carol Pagnon	5/5
Robert Taylor	5/5
Rachelle Tippet	4/4
Trevor Shard	4/4
Ms Linda McNeill	1/1
Mr Jason Young	0/0
Cr Licia Kokocinski	2/2
Cr John Cottrell	2/2
Cr Lesley Hewitt	3/4
Cr Brian Hood	4/4

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
- Creswick Trails 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 2020/2021:

- HLB Mann Judd - Review of Rates Revenue
- HLB Mann Judd - Review of Accounts Payable and Credit Cards
- HLB Mann Judd - Follow up of Previous Internal Audit Actions
- HLB Mann Judd - Review of Procurement and Contract Management

## 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.

During 2020 Officers commenced and prepared an Implementation Road Map for Council's Risk Management Framework review. This has regularly been reported to the Audit and Risk Committee on its implementation, resourcing, engagement plan for internal departments and preparation for final adoption.

In May 2021 Council commenced the Risk Management Framework Review Project. As part of this work Council will review its risk registers both strategic and operational as well as Council's Risk Management Policy. A range of internal training programs and department engagement activities complemented this project.

## Major contracts

List of contracts entered by Council during 2020/2021 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
MAV - SL3911	MAV Energy Efficient Street Lighting Hardware and Installation Services	3 years	Schedule of Rates
HEPBU.RFT2020.144	Supply of CRS 170/60 Emulsion Bulk Supply	2 years	Schedule of Rates
HEPBU.RFT2020.42	Wet Hire of Equipment, Plant and Minor Works for Hepburn Shire Council	3 years	Schedule of Rates
HEPBU.RFQ2020.88	Transfer Station Supply, Cartage and Disposal of Bulk Bins	3 years	Schedule of Rates
HEPBU.RFT2020.192	Hepburn Football Pavilion Unisex Changerooms Project	2.3 months	\$485,915.00
HEPBU.RFT2020.135	Creswick-Lawrence Road Reconstruction, Creswick North	2 months	\$634,916.23
MAV - UM1603-2015	Unaddressed Mail Service Agreement (MAV Contract)	3 years	Schedule of Rates
HEPBU.RFT2020.202	Supply of Banking Services	6 years	Schedule of Rates
HEPBU.RFT2020.081	Supply Ex-Bin of Quarry Materials, Gravel and Recycled Construction materials	2 years	Schedule of Rates
HEPBU.RFT2020.088	Supply, Cartage and Disposal - Bulk Bins	2 years	Schedule of Rates

# Governance and 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	23/2/2021
2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	23/2/2021
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)	21/07/2020
4 Annual budget (sets out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and the other resources required)	30/06/2021
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)	Road Management Plan - adopted 29/06/2021
6 Revenue and Rating Plan 2021–2025	27/06/2021
7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	16/07/2013 Council currently has a Risk Management Policy. The policy was developed in 2013 and was due to be reviewed in 2017. This has not been reviewed to date. Council is currently embarking on a review of the Risk Management Framework and associated Policy which will be presented to Council for adoption in 2021/2022 financial year.
8 Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	19/08/2014 Council has a Fraud Prevention Policy that was developed in August 2014. A Policy is currently in draft and will be presented to Council in September 2021 for consideration and adoption.

Governance and Management Items	Assessment
9 Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	6/09/2018
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)	22/12/2020 Council has a Procurement Policy pursuant to section 186A of the 1989 Act. The Policy will be reviewed in 2021/2022 in line with implementation of the 2020 Act.
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)	16/11/2017
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)	25/05/2017
13 Risk management framework (framework outlining council's approach to managing risks to the Council's operations)	16/07/2013 Council has a strategic risk management framework. The Framework is currently under review with the intention that this revision will be finalised and completed by December 2021.
14 The Audit and Risk Committee (committee of Council established under section 53 of the Local Government Act 2020 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)	225/8/2020 Council established an Audit and Risk Committee in 2020 in line with the requirements set out in section 53 of the Local Government Act 2020. The Committee is made up of 2 Councillor delegates and 4 Independent Committee Members who provide governance, public sector management, financial oversight and risk management expertise to Council in an advisory capacity. The Committee operates under a Council adopted Audit and Risk Committee Charter and work to an Annual Workplan.
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)	19/12/2018 Council has an internal audit function and its internal auditors are HLB Mann Judd. Council operates to a Strategic Internal Audit Plan outlining the proposed internal audits to be undertaken for the coming years.
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)	1/07/2020

Governance and Management Items	Assessment
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)	Adopted Annual Plan 2020/2021 - 18/08/2020 Quarter 1 Review - 22/12/2020 Quarter 2 Review - 16/02/2021 Quarter 3 Review - 18/05/2021 Quarter 4 Review - 17/08/2021
18 Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Annual Report – 15/09/2020 Quarter 1 - 22/12/2020 Quarter 2 - 16/03/2021 Quarter 3 - 15/06/2021
19 Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Council is reviewing its Risk Management Framework and reports about the review have been presented to the Audit and Risk Committee.
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)	15/09/2020
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)	5/12/2020
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)	23/2/2021

Governance and Management Items	Assessment
23 Instruments of 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)	<p>Council has several Instruments of Delegation that are prepared that provide for the delegation of a range of power, duties and functions to the CEO or members of Council staff. The Instruments are:</p> <ul style="list-style-type: none"> <li>- Instrument of Delegation from Council to the Chief Executive Officer (S5) (last executed on 20 July 2021)</li> <li>- Instrument of Sub Delegation from the Chief Executive Officer to members of Council Staff (s7) last adopted on 4 May 2021</li> <li>- Instrument of Delegation from Council to Members of Council Staff (s6) last adopted on 20 April 2021.</li> <li>- Instrument of Delegation by CEO of CEO Powers, Duties and Functions (s13) - authorised on 4 May 2021.</li> </ul> <p>Instrument of Delegation by CEO for VicSmart Applications (s14) authorised on 4 May 2021.</p> <p>Instrument of Delegation by CEO of Bushfire Reconstruction (s16) authorised on 4 May 2021</p>
24 Governance Rules Meeting procedures (a local law governing the conduct of meetings of council and special committees)  *Meeting procedure component of Local Law Replaced by Governance Rules and Election Period Policy on 25 August 2020	<p>24/8/2021 Council adopted its set of Governance Rules as per Council's requirements under section 60 of the Local Government Act 2020. The Governance Rules came into effect on 1 September 2021.</p> <p>The Governance Rules provide for the Election Period Policy and provide for the meeting procedure of:</p> <ul style="list-style-type: none"> <li>- Election of the Mayor and Deputy Mayor</li> <li>- Council Meetings - Special and Ordinary</li> <li>- Meeting Procedure Framework</li> <li>- Meeting Procedure for Delegated Committees</li> <li>- Meeting Procedures for Community Asset Committees</li> <li>- Disclosure of Conflicts of Interest</li> <li>- Miscellaneous provisions</li> <li>- Election Period Policy</li> </ul> <p>The Meeting Procedure Local Law stays in effect with respect to the oversight and governance of the regulation of the common seal and penalties and offences associated with the conduct of meetings</p>

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

**Bradley Thomas**  
Chief Executive Officer  
Dated: 22 September 2021



**Cr Lesley Hewitt**  
Mayor  
Dated: 22 September 2021



# Financial Report Summary

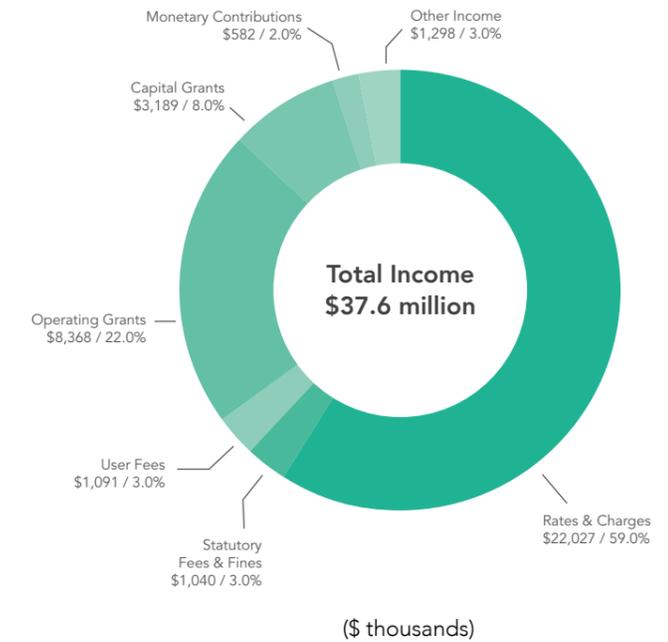
## Overview

- A deficit of \$2.3 million (2019/2020; \$1.9 million surplus) against an original budget of \$1.8 million surplus.
- A net asset revaluation increment (non-cash) of \$32.8 million (2019/2020; \$24.2 million).
- Revenue of \$37.6 million (2019/2020; \$34.6 million) with 59% coming from rates and waste charges (2019/2020; 61%).
- Operating expenditure of \$39.9 million (2019/2020; \$32.8 million), with 39% attributable to employee costs (2019/2020; 43%) and 31% attributable to materials and services (2019/2020; 33%).
- \$326.3 million in capital assets (at written down value), providing community facilities, roads, bridges and other infrastructure (2019/2020; \$294.3 million).
- Cash and other financial assets of \$27.0 million (2019/2020; \$20.3 million), which after excluding external restrictions and internal allocations, provides revised cash and cash equivalents of \$842,000 (2019/2020; \$1.3 million) and needs to be closely monitored.
- \$6.6 million in loans and borrowings (2019/2020; \$4.0 million).

Detailed and audited Financial and Performance Statements are available on Council's website.

## Income

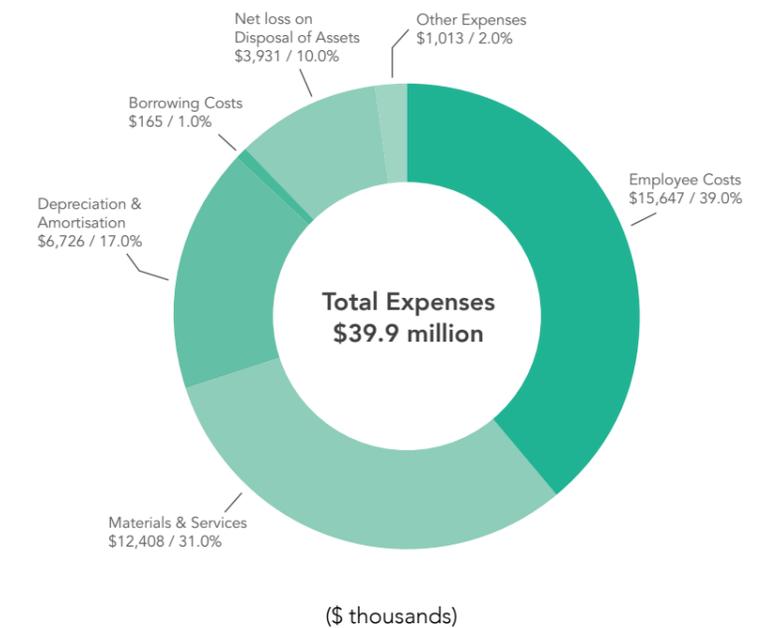
Total income for the financial year was \$37.6 million (2019/2020; \$34.6 million). This included \$3.2 million of capital grants (2019/2020; \$2.8 million).



## Expenses

Council incurred total expenditure of \$39.9 million in the financial year (2019/2020; \$36.8 million).

As a service-based entity, Council's main costs are employee costs. Employee costs for the financial year were \$15.6 million or 39% of total expenses (2019/2020; \$13.9 million or 43%). Materials and services for the financial year were \$12.4 million or 31% of total expenses (2019/2020; \$10.8 million or 33%).



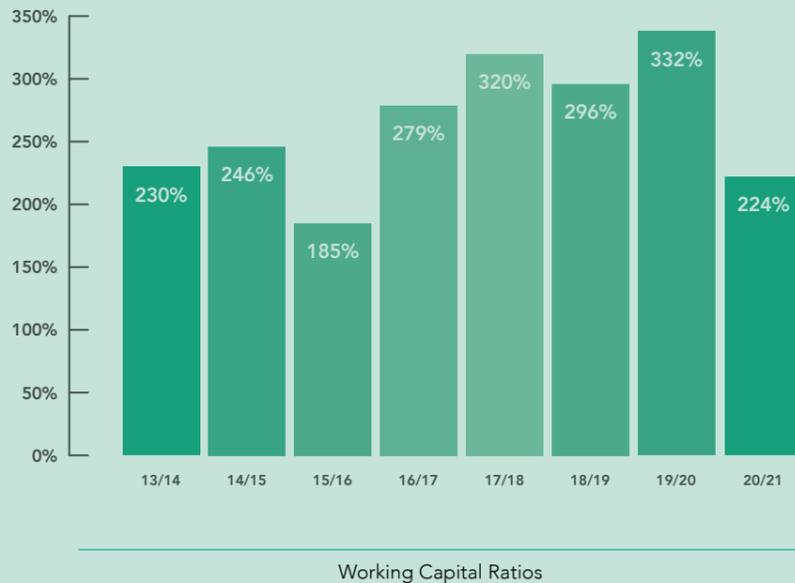
# Financial Strength

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 \$6.7 million to \$27.0 million at 30 June 2021 (2019/2020; \$20.3 million). Council's cash and cash equivalents are subject to external restrictions and internal allocations that limit the amounts available for discretionary use.

At 30 June 2021 Council's working capital ratio, which represents Council's current assets as a percentage of current liabilities, was 224% down from 332% at 30 June 2020. Council's ratio would have been 205% as at 30 June 2021 (297% on 30 June 2020) had \$2.54 million (\$2.75 million in 2019/2020) of Commonwealth Government grants been paid to Council early each financial year.



## Capital Works

Of the \$9.4 million capital expenditure (\$9.4 million 2019/2020), 52% was spent on renewal of assets (2019/2020, 62%). 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 renewal 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.

## Unrestricted Cash Position

Council has a very delicate unrestricted cash position, the majority of these funds have been allocated to fund carry-forward projects, reserves and refund deposits. Council had only \$842,000 unrestricted cash at 30 June 2021 (\$1.3 million in 2020) and this will need to be carefully managed over coming years.

## 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 2020/2021 financial year was \$6.6 million (2019/2020; \$4.0 million).

# Statutory Information

Hepburn Shire Council is required by law to collect and make public information about some of the councillors and council administration activities, roles and responsibilities. We also publish information that is not required by law as we're committed to transparent and open governance.

- A register of authorised officers kept under section 224(1A) of the Local Government Act 1989.
- A register of delegations kept under sections 11 and 47 of the Local Government Act 2020.
- The Local Government Act 2020 requires our CEO, Councillors and any officers nominated by the CEO to complete personal interest returns.
- Section 135 of the Act requires Council to publish a summary of the most recent personal interest return which have been lodged with Council.
- Election campaign donation returns for a period of 4 years from the date that it is given under section 306 (s308).

# Hepburn

SHIRE COUNCIL

## Hepburn Shire Council

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## Council offices

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### Daylesford

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Streets, Daylesford

### Creswick

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Creswick

### Clunes

The Warehouse - Clunes  
36 Fraser Street, Clunes

### Trentham

13 Albert Street,  
Trentham