



HEPBURN SHIRE COUNCIL  
ORDINARY MEETING OF COUNCIL  
PUBLIC AGENDA

Tuesday 19 March 2024

Daylesford Town Hall  
76 Vincent Street Daylesford

5:30PM

A LIVE STREAM OF THE MEETING CAN BE VIEWED  
VIA [COUNCIL'S FACEBOOK PAGE](#)

# AGENDA

Tuesday 19 March 2024

Daylesford Town Hall

76 Vincent Street Daylesford

Commencing at 5:30PM

## TABLE OF CONTENTS

<b>1</b>	<b>ACKNOWLEDGEMENT OF TRADITIONAL OWNERS</b> .....	<b>4</b>
<b>2</b>	<b>SAFETY ORIENTATION</b> .....	<b>4</b>
<b>3</b>	<b>OPENING OF MEETING</b> .....	<b>4</b>
<b>4</b>	<b>APOLOGIES</b> .....	<b>5</b>
<b>5</b>	<b>DECLARATIONS OF CONFLICTS OF INTEREST</b> .....	<b>5</b>
<b>6</b>	<b>CONFIRMATION OF MINUTES</b> .....	<b>6</b>
<b>7</b>	<b>NOTICES OF MOTION</b> .....	<b>6</b>
<b>7.1</b>	<b>NOTICE OF MOTION - MUNICIPAL ASSOCIATION OF VICTORIA STATE COUNCIL MOTION - REVIEW OF THE RATING SYSTEM</b> .....	<b>6</b>
<b>7.2</b>	<b>NOTICE OF MOTION - NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT - ANNUAL LOCAL GOVERNMENT COST INDEX</b> .....	<b>7</b>
<b>8</b>	<b>ITEMS OF URGENT BUSINESS</b> .....	<b>8</b>
<b>9</b>	<b>COUNCILLOR AND CEO REPORTS</b> .....	<b>8</b>
<b>9.1</b>	<b>MAYOR'S REPORT</b> .....	<b>8</b>
<b>9.2</b>	<b>COUNCILLOR REPORTS</b> .....	<b>8</b>
<b>9.3</b>	<b>CHIEF EXECUTIVE OFFICER'S REPORT</b> .....	<b>9</b>
<b>10</b>	<b>PUBLIC PARTICIPATION TIME</b> .....	<b>14</b>
<b>10.1</b>	<b>PETITIONS</b> .....	<b>15</b>
<b>10.2</b>	<b>PUBLIC QUESTIONS</b> .....	<b>15</b>
<b>10.3</b>	<b>REQUESTS TO ADDRESS COUNCIL</b> .....	<b>15</b>
<b>11</b>	<b>A HEALTHY, SUPPORTED, AND EMPOWERED COMMUNITY</b> .....	<b>16</b>
<b>11.1</b>	<b>CLUNES MASTERPLANNING PROJECT - QUEENS PARK AND PIONEER PARK</b> .....	<b>16</b>
<b>12</b>	<b>EMBRACING OUR PAST AND PLANNING FOR OUR FUTURE</b> .....	<b>58</b>

12.1 DAYLESFORD COMMUNITY FACILITIES – PROJECT ADVISORY GROUP .....	58
12.2 AWARD OF TENDER HEPBU.RFT2023.182 – SUPPLY OF QUARRY MATERIALS, GRAVEL & RECYCLED CONSTRUCTION MATERIALS .....	70
<b>13 A DYNAMIC AND RESPONSIVE COUNCIL .....</b>	<b>73</b>
13.1 QUARTERLY FINANCE REPORTS – QUARTER 2 2023/2024 .....	73
13.2 MID-YEAR BUDGET REVIEW .....	113
13.3 COUNCIL PRIORITIES UPDATE .....	115
13.4 CEO ANNUAL REPORT TO COUNCIL ON THE ACTIVITIES AND PERFORMANCE OF COMMUNITY ASSET COMMITTEES 2023/2024 .....	119
13.5 RECORDS OF COUNCILLOR ATTENDANCE .....	128
<b>14 CONFIDENTIAL ITEMS .....</b>	<b>153</b>
14.1 CLOSURE OF MEETING TO MEMBERS OF THE PUBLIC .....	153
<b>15 CLOSE OF MEETING .....</b>	<b>154</b>

**BRADLEY THOMAS**

CHIEF EXECUTIVE OFFICER

Tuesday 19 March 2024

## CONDUCTING HYBRID COUNCIL MEETINGS

In the spirit of open, transparent and accountable governance, this meeting will be live-streamed on Council's Facebook page. The meeting will also be recorded and made available on Council's website as soon as practicable after the meeting.

- Council's meeting will be conducted tonight in accordance with:
- The Local Government Act 2020
- The Minister's Good Practice Guideline MGPG-1: Virtual Meetings
- Council's Governance Rules; and
- The Hepburn Shire Council Councillor Code of Conduct.

### 1 ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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.

### 2 SAFETY ORIENTATION

Emergency exits and convenience facilities at the venue to be highlighted to members of the public in attendance.

### 3 OPENING OF MEETING

**COUNCILLORS PRESENT:**

**OFFICERS PRESENT:**

#### STATEMENT OF COMMITMENT

"WE THE COUNCILLORS OF HEPBURN SHIRE  
DECLARE THAT WE WILL UNDERTAKE ON EVERY OCCASION  
TO CARRY OUT OUR DUTIES IN THE BEST INTERESTS OF THE COMMUNITY  
AND THAT OUR CONDUCT SHALL MAINTAIN THE STANDARDS OF THE CODE OF  
GOOD GOVERNANCE

SO THAT WE MAY FAITHFULLY REPRESENT AND UPHOLD THE TRUST PLACED IN THIS COUNCIL BY THE PEOPLE OF HEPBURN SHIRE”

**4 APOLOGIES**

**5 DECLARATIONS OF CONFLICTS OF INTEREST**

## **6 CONFIRMATION OF MINUTES**

### **RECOMMENDATION**

*That the Minutes of the Ordinary Meeting of Council held on 20 February 2024 (as previously circulated to Councillors) be confirmed.*

## 7 NOTICES OF MOTION

### 7.1 NOTICE OF MOTION - MUNICIPAL ASSOCIATION OF VICTORIA STATE COUNCIL MOTION - REVIEW OF THE RATING SYSTEM

The Notice of Motion was put forward by Cr Brian Hood on 15 January 2024.

#### INTRODUCTION

A meeting of the Municipal Association of Victoria (MAV) State Council will be held on Friday 17 May 2024. Motions can be put forward by an individual Council to be considered by the State Council.

The MAV Rules 2022 (the Rules) require motions to be of strategic relevance to the MAV or of such significance to local government that they ought to be considered at the State Council meeting.

The proposed motion seeks to require the Victorian State Government to under a comprehensive, independent review of the workings of the rating system, specific to the rate cap provisions. Such a review has not been undertaken since the introduction of the Fair Go Rates System in 2015.

#### MOTION AS PROPOSED

*That Council resolves to submit the following motion to the May 2024 MAV State Council meeting:*

*“That the MAV calls upon the Victorian State Government to undertake a comprehensive, independent review of the workings of the rating system, specific to the rate cap provisions. While acknowledging the State Government’s policy to apply a rate cap, that the MAV seeks review of the application of the system – with the objective of improving its effectiveness and supports long term sustainability for rural, regional and metropolitan municipalities.”*

## **7.2 NOTICE OF MOTION - NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT - ANNUAL LOCAL GOVERNMENT COST INDEX**

The Notice of Motion was put forward by Cr Brian Hood on 26 February 2024.

### **INTRODUCTION**

The Australian Local Government Association is calling for councils to submit motions for the 2024 National General Assembly of Local Government (NGA), which will be held from 2 - 4 July 2024 in Canberra.

The NGA is the premier national gathering of local governments, and provides councils with the opportunity to come together, share ideas, debate motions, and most importantly unite and further build on the relationship between local government and the Australian Government.

Many States across Australia currently have a Local Government Cost Index (LGCI). A LGCI is designed to better reflect the cost increases associated with the delivery of local government services, recognising that the CPI alone does not reflect cost increases across the range of council services. Victoria does not currently have a LGCI, and there is no national index. The proposed motion seeks to require the establishment of a National Local Government Cost Index, which could be considered for annual movement to recurrent funding and would assist Councils in budget planning and State Governments in the consideration of applications rate caps.

### **MOTION AS PROPOSED**

*That Council resolves to submit the following motion to the 2024 National General Assembly of Local Government:*

*“The National General Assembly urgently calls on the Australian Government to provide funding for the establishment and ongoing update of an annual Local Government Cost Index, given that the Consumer Price Index (CPI) issued by the Australian Bureau of Statistics (ABS) measures household inflation, which is not a true indication of the cost factors impacting on Local Governments. The Local Government Cost Index could be used to assess annual adjustments to recurrent grant funding.”*



## **8 ITEMS OF URGENT BUSINESS**

## **9 COUNCILLOR AND CEO REPORTS**

### **9.1 MAYOR'S REPORT**

**Councillor Brian Hood, Coliban Ward**

### **9.2 COUNCILLOR REPORTS**

**Councillor Tessa Halliday, Cameron Ward**

**Councillor Don Henderson, Creswick Ward**

**Councillor Tim Drylie, Creswick Ward**

**Councillor Juliet Simpson, Holcombe Ward**

**Councillor Jen Bray, Birch Ward**

**Councillor Lesley Hewitt, Birch Ward**

### **RECOMMENDATION**

*That Council receives and notes the Mayor's and Councillors' reports.*

### **9.3 CHIEF EXECUTIVE OFFICER'S REPORT**

The Chief Executive Officer Report informs Council and the community of current issues, initiatives and projects undertaken across Council.

#### **CHIEF EXECUTIVE OFFICER UPDATE**

Late last month, some of our neighbouring Councils were impacted by the Bayindeen fire. The potential impact area was also forecasted to include Clunes, and Clunes residents were issued with a leave early message. Council enacted its emergency management plans and worked closely with agencies on the risk to Clunes and other parts of our Shire. Our thoughts and best wishes go out to everyone impacted by the fires, including the many people working around the state and country to extinguish blazes.

Thankfully our Shire wasn't impacted by the fire and Clunes residents were able to return home, however it serves as an important reminder to have an emergency plan prepared, including for your pets and livestock. In emergency events, it's important to keep informed and follow directions issued by VicEmergency and download the VicEmergency app or listen to ABC radio.

On Tuesday 5 March I attended a Mayors and CEOs event at Parliament House in Melbourne, coordinated by Rural Councils Victoria. This was an excellent opportunity to gain insights on government policy and departmental changes. We discussed how to best manage relations with government, opposition and crossbench MPs. The Premier, The Hon Melissa Horne MP (Local Government Minister), local Macedon MP Mary-Anne Thomas and many other MPs were hosted by our Ripon member Martha Haylett MP. It was an excellent opportunity to meet and discuss issues impacting Councils with MPs from across Victoria.

Council is pleased to have secured a funding grant to have lighting installed at Victoria Park Daylesford so you can play and practice into the evening. This is fantastic news for all users of Victoria Park and compliments the previously announced funding for Newlyn Recreation Reserve. Sport and Recreation Victoria's Country Football and Netball Program will contribute \$250,000 to light up the netball court and football oval, with works completed in time for next years' sporting season.



Kathie Schnur (Council), Cr Jen Bray, Bradley Thomas (Council), Mary-Anne Thomas MP, Cr Lesley Hewitt and Carson White (Daylesford Football Netball Club)

We have announced to staff and community we anticipate that the Town Hall will close later this year and will need to be shut for approximately 18 months. During this time the office will relocate to temporary accommodation at 24 Vincent Street, Daylesford. Priority works to protect the significant heritage building include extensive repairs to the roof, parapets and chimneys, with electrical upgrades to commence once the roof is replaced.

We will also assess the feasibility of consolidating and upgrading the Town Hall so it could act as a community hub for Daylesford and surrounds. The project will look at whether the building could be refurbished to include a library along with multi-purpose community spaces to cater for meetings, functions, performances and events.

There are many steps required before this kind of project would proceed. In order to assess the feasibility of the project we need to obtain architectural advice on the suitability of the site, receive community input and consider concept designs. We will establish an eight-member Project Advisory Group (PAG) made up of community members in April to guide discussions on how the proposal would best meet the community's needs.

On Thursday 7 March, Council hosted the Heather Mutimer International Women's Day Honour Roll event. Hepburn Shire Council inducted Anne Bremner, Nikki Marshall, Marj Green, Michelle Clifford and Yvonne Sillett to the honour roll, which was established in 2005 to pay tribute to the women in Hepburn Shire whose contributions, courage and efforts have led to significant social change for women.



IWD event - Cr Jen Bray, Michelle Clifford, Helen Hogg (wife of Yvonne Sillett), Anne Bremner, Nikki Marshall, Marj Green (front), Heather Mutimer and Cr Brian Hood.

The same evening, I attended the ChillOut Opening event at the Masonic Lodge in Daylesford. It was a hot weekend for ChillOut (Australia's largest and most popular regional LGBTIQ+ pride event) – congratulations to the Committee, local businesses, and our wonderful community.



Councillors, staff and Advisory Committee members at ChillOut parade.

This month we have been incredibly busy with multiple workshops with Councillors being undertaken in relation to the draft five Township Structure plans. An incredible

amount of work has been put in to date and we expect the drafts will be released for community comment in April 2024.

**Future Hepburn**

# Planning for our future

**Neighbourhood Character & Urban Design**  
How might we plan and guide development that enhances what we value about the character of our towns and neighbourhoods, that allows our community to thrive into the future?

**Technical Studies & Reviews**  
A number of specialised studies and reviews are underway, investigating and analysing data and in formation that will inform the Structure Planning process.

**Rural Hepburn: Agricultural Land & Rural Settlement Strategy**  
How might we protect the agricultural productivity and biodiversity of our rural land from inappropriate development while providing for the future planning needs of our small rural settlements?

**Cultural Values Assessment**  
How might we partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate and preserve our area's culture, traditions and environs?

**Township Structure Plans**  
How might we protect the character of our townships, respond to our challenges, and ensure appropriate growth in keeping with our shared vision?

**Integrated Transport Strategy**  
How might we create improved connections between our townships, improve active transport participation and opportunities, economic prosperity and environmental sustainability now and into the future?

*Creswick*  
*Daylesford & Hepburn Springs*  
*Glenlyon*  
*Frentham*  
*Hepburn* SHIRE COUNCIL  
*Clunes*

**Have your say**  
<https://participate.hepburn.vic.gov.au/future-hepburn>  
**Contact**  
strategicplanning@hepburn.vic.gov.au  
(03)5348 2306

On Saturday 16 March Council are hosting the Sustainable Hepburn Day Out from 10am-3pm at the Victoria Park Showgrounds in Daylesford. There will be workshops, exhibits, games, live music, local food, and stallholders in attendance. I encourage you to attend.

**GREAT DAY FOR ALL AGES!**

Welcome to country  
Sustainable fashion catwalk  
Live music  
Costume crafting  
Love your compost workshops  
Featured bands: Elio and the Shinkicks and The Hobyahs

- Wildlife display
- Electrify your home workshops
- Crazy bicycles and electric car display
- Treasure hunt, lawn games and great prizes
- Over 20 great stallholders incl food, drinks, retail, plants, Repair Cafe and Hepburn Council info booths

**AND VISIT OUR SUSTAINABLE HEPBURN VILLAGES:**

CLIMATE RESILIENCE  
BEYOND ZERO EMISSIONS  
BIODIVERSITY & NATURE CONSERVATION  
CIRCULAR ECONOMY & LOW WASTE

SCAN HERE FOR MORE INFO

[HEPBURN.VIC.GOV.AU/SHDAY](https://HEPBURN.VIC.GOV.AU/SHDAY)

Hepburn SHIRE COUNCIL  
VICTORIA State Government

A highlight this month, Council was recognised for significant progress in building a positive health and safety culture, taking out the OHS Leadership/Achievement award at last night's Victorian WorkSafe Awards.

Council was one of eight winners across a number of categories, representing the healthcare, emergency services, agriculture, transport and local government sectors that were honoured for their commitment to preventing workplace harm or improving outcomes for injured workers.

The award is recognition of the commitment to safety shown over the last 12 months and we are incredibly proud as an organisation with this award. We have made significant improvements to our workplace health and safety culture, including recognising the critical role our health and safety representatives play in building positive engagement with staff and encouraging a safety mindset.

We've worked hard to increase the number of health and safety representatives to 20 across different departments. We have also developed health and safety policies and practices that address workplace hazards. Training has also been a key to improving the safety culture and our staff have been amazing in driving the improvements.



## **RECOMMENDATION**

*That Council receives and notes the Chief Executive Officer's Report for March 2024.*

## 10 PUBLIC PARTICIPATION TIME

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

- Tabling petitions
- Responding to questions from members of our community
- Members of the community to address Council

Community members are invited to be involved in public participation time in accordance with Council's Governance Rules.

Individuals may submit written questions or requests to address Council to the Chief Executive Officer by 10:00am the day before the Council Meeting.

Some questions of an operational nature may be responded to through usual administrative procedure. Separate forums and Council processes are provided for deputations or for making submissions to Council.

Questions received may be taken on notice but formal responses will be provided to the questioners directly. These responses will also be read out and included within the minutes of the next Ordinary Meeting of Council to make them publicly available to all.

### **BEHAVIOUR AT COUNCIL MEETINGS**

Council supports a welcoming, respectful and safe environment for members of the community to participate at Council Meetings regarding issues that are important to them. Council's Governance Rules sets out guidelines for the Mayor, Councillors, and community members on public participation in meetings. It reinforces the value of diversity in thinking, while being respectful of differing views, and the rights and reputation of others.

Under the Governance Rules, members of the public present at a Council Meeting must not be disruptive during the meeting.

Respectful behaviour includes:

- Being courteous when addressing Council during public participation time and directing all comments through the Chair
- Being quiet during proceedings
- Being respectful towards others present and respecting their right to their own views

Inappropriate behaviour includes:

- Interjecting or taking part in the debate
- Verbal abuse or harassment of a Councillor, member of staff, ratepayer or member of the public
- Threats of violence

### **10.1 PETITIONS**

### **10.2 PUBLIC QUESTIONS**

The CEO will read questions received in accordance with Council's Governance Rules and the Mayor will respond on behalf of Council.

### **10.3 REQUESTS TO ADDRESS COUNCIL**

Members of our community who have submitted a request in accordance with Council's Governance Rules will be heard.



## **11 A HEALTHY, SUPPORTED, AND EMPOWERED COMMUNITY**

### **11.1 CLUNES MASTERPLANNING PROJECT - QUEENS PARK AND PIONEER PARK DIRECTOR COMMUNITY AND CORPORATE**

*In providing this advice to Council as the Sport and Recreation Project Officer, I Justyne Carr have no interests to disclose in this report.*

#### **ATTACHMENTS**

1. Clunes Masterplans Report - March 2024 [**11.1.1** - 18 pages]
2. Clunes Masterplan Public Exhibition Summary Report - Queens Park [**11.1.2** - 13 pages]

#### **OFFICER'S RECOMMENDATION**

*That Council:*

1. *Notes the public exhibition engagement feedback received and endorses the changes made to finalise the Queens Park and Pioneer Park Masterplans;*
2. *Adopts the Clunes Masterplans Report – Queens Park and Pioneer Park and notes that the implementation plan will inform Council's long term financial planning over the next 10 years; and,*
3. *Acknowledges the community members, key stakeholders and community organisations who have been involved in the development of Queens Park and Pioneer Park Masterplans and note that officers will write to submitters, key stakeholders and community organisations to advise them of Council's decision.*

#### **EXECUTIVE SUMMARY**

The purpose of the report is to present Council with the Clunes Masterplans Report – Queens Park and Pioneer Park for adoption.

The Queens Park and Pioneer Park Masterplans aim to inform a long-term vision for the future planning and enhancement of Queens Park and Pioneer Park. Refer to attached Clunes Masterplans Report – Queens Park and Pioneer Park.

The Masterplans underwent a final round of community consultation through a five-week public exhibition period during September and October 2023, to inform the development of the final Masterplans.

Refer to attached Clunes Masterplan Public Exhibition Summary Report – Queens and Pioneer Park.

The key themes identified through the consultation process for Queens Park include:

- Connectivity, including enhancing safety by improving pedestrian connectivity.

- Protecting the environmental value and identity of trees within the park.
- Key infrastructure improvements, including community advocacy for the provision of a public toilet.

The final Queens Park Masterplan includes a total of 33 development recommendations with an initial estimated cost of \$2,530,686.

The key themes identified through the consultation process for Pioneer Park include:

- The skate facility to remain within Pioneer Park, including investigation of required future upgrades.
- Connectivity including enhancing safety by improving car parking provision.
- Creating a sense of site identity by improving the quality of signage.
- Parklands infrastructure improvements, including shelters and seating.
- Not a preferred location for the Baden Powell Cannon.

The final Pioneer Park Masterplan includes a total of 18 development recommendations with an initial estimated cost of \$951,411.

The Queens Park and Pioneer Park Masterplans are being presented for consideration for adoption.

## **BACKGROUND**

Originally constructed from earth removed from the adjacent Creswick Creek to prevent flooding, Queens Park was created in the 1870s with European elms and silver trees. The park features a playground, BBQ, a picnic table, water fountain and is a short walk from the Clunes town centre and Bull Milgate Reserve (Clunes Recreation Reserve). The Clunes Bowling Club is also located within Queens Park.

Pioneer Park is located on Ballarat-Maryborough Road, Clunes and has a unique mix of key infrastructure, including a monument constructed of quartz stones which signifies the 150th anniversary of the naming of Clunes by Donald Cameron, as well as a skate park and the Lunaris – an interactive public art piece.

The Queens Park and Pioneer Park Masterplans aim to inform the long-term vision for the future planning and enhancement of Queens Park and Pioneer Park. The development of the Masterplans has sought to identify and address gaps in infrastructure requirements, as well as to improve accessibility and safety environments, and increase participation, visitation and reserve connection opportunities for the local community.

The development of the Queens Park and Pioneer Park Masterplans commenced in 2020 and have been informed through two rounds of community and stakeholder engagement.

The Masterplans underwent a five-week public exhibition period during September and October 2023, to gather feedback on the working draft Masterplans to determine if community needs had changed since the project had commenced. Engagement activities included key stakeholder meetings, a community drop-in session, community survey, phone conversations and internal staff workshop. Feedback received during this phase of consultation coupled with the previous working draft of the Masterplans has informed the development of the Queens Park and Pioneer Park Masterplans.

## **KEY ISSUES**

Following the public exhibition engagement for the Queens Park and Pioneer Park Masterplans, several key themes, insights and opportunities were identified.

The key themes, insights and opportunities arising from the final round of engagement are consistent with the earlier community engagement undertaken during January and April 2021 and January 2022.

The key themes and all engagement undertaken throughout the project have been used to inform the development of the Queens Park and Pioneer Park Masterplans.

### **Queens Park Masterplan**

The key themes include:

- Connectivity, including enhancing safety by improving pedestrian connectivity.
- Tree management by protecting their environmental value and identity.
- Key infrastructure improvements, including advocacy for the provision of a public toilet within the park.

The key aspects and priorities include:

#### *Pedestrian Connectivity and Safety*

Addressing pedestrian connectivity and safety was identified as a key priority through the engagement. The final Queens Park Masterplan addresses these priorities through several methods including, but not limited to, accessible pathways, renewal of the picket fence along Ligar Street, installation and upgrading of way finding signage and investigation of traffic calming, upgrading of car park and pedestrian crossing options at various identified points.

#### *Trees and Environmental Values*

Throughout the consultation to inform the Queens Park Masterplan, protecting the environmental value and identity of the trees within the park was identified as a key priority.

The proposed management of trees within the park is proposed to be addressed through several methods including, but not limited to, additional tree planting in

accordance with the Hepburn Shire Tree Management Plan, consideration of incorporating water sensitive urban design treatment within the carpark and completion of an arborist assessment report for the northern end of Queens Park.

### *Key Infrastructure Improvements*

The identified infrastructure priorities proposed to be included within the Masterplan includes the upgrade of the existing playground, the provision of a drinking fountain to be located near the playground, additional picnic settings and investigating the provision of power to a performance space to accommodate small community events.

Throughout the engagement of the Queens Park Masterplan, the provision of a public toilet within Queens Park has been identified as a key priority.

A preliminary investigation on the provision of a single accessible unisex public toilet with baby change table facilities within the park located close to the playground has been undertaken including an estimated construction cost and annual maintenance cost. Following consultation with the

In consideration of the community feedback received through the public exhibition, the following table provides the recommended amendments to the final draft Queens Park Masterplan.

Masterplan Explanatory Notes	Recommended Changes to Explanatory Notes (in bold)
<p>Note 1</p> <p>Upgrade the existing gravel track through Queens Park to a paved, shared DDA compliant path. Consider installing solar powered lighting on the Creek Walk in a thoughtful manner to increase safety and usability.</p>	<p>Upgrade the existing gravel track through Queens Park to a paved, shared <b>2m DDA compliant path and include park infrastructure such as a drinking fountain.</b> Consider installing solar powered lighting on the Creek Walk in a thoughtful manner to increase safety and usability.</p>
<p>Note 3</p> <p>Upgrade existing gravel carpark and provide asphalt re-surfacing.</p>	<p>Upgrade existing gravel carpark, provide asphalt re-surfacing, <b>accessible parking bays and consider incorporating Water Sensitive Urban Design (WSUD) treatments.</b></p>
<p>Note 5</p> <p>Upgrade existing playground and provide natural and built shade structures.</p>	<p>Upgrade existing playground <b>incorporating accessible and inclusive equipment</b> and provide natural and built shade structures <b>in line with the Hepburn Shire Playspace Strategy.</b></p>

<p>Notes 6/26</p> <p>Provide additional picnic settings.</p>	<p>Provide additional picnic settings <b>on concrete pads with the provision of continuous pathway surfaces from main paths to picnic seating and BBQs.</b></p>
<p>Note 18</p> <p>A new note to be included to address provision of public toilet facilities.</p>	<p><b>Consider provision of a unisex public toilet with baby change table.</b></p>
<p>Note 19</p> <p>Upgrade the existing gravel track through Queens Park to a paved, shared 2m DDA compliant path. Consider installing solar powered lighting on the Creek Walk in a thoughtful manner to increase safety and usability.</p>	<p>Upgrade the existing gravel track through Queens Park to a paved, shared 2m DDA compliant path <b>and consider the provision of park infrastructure such as a drinking fountain.</b> Consider installing solar powered lighting on the Creek Walk in a thoughtful manner to increase safety and usability</p>
<p>Note 25</p> <p>Provide additional large canopy tree planting. Consider a native planting palette and some deciduous trees. Avoid planting deciduous trees within 20m of Creswick Creek.</p>	<p>Provide additional large canopy tree planting <b>in accordance with the Hepburn Shire Tree Management Plan.</b></p>
<p>Note 30</p> <p>Consider transforming the existing open drains into a vegetated water retention area to discourage pedestrian access to the drains resulting in increased safety, filter storm water run-off, increase biodiversity and increase visual amenity. Provide additional large canopy tree planting and vegetation in and around the retention area. Plant indigenous species to promote the establishment of a native landscape. Avoid planting deciduous trees.</p>	<p>Consider transforming the existing open drains <b>retaining bluestone</b> into a vegetated water retention area to discourage pedestrian access to the drains resulting in increased safety, filter storm water run-off, increase biodiversity and increase visual amenity. Provide additional large canopy tree planting and vegetation in and around the retention area. Plant indigenous species to promote the establishment of a native landscape. Avoid planting deciduous trees.</p>
<p>Note 32</p>	<p><b>Investigate traffic calming and pedestrian crossing options at Ligar Street to allow for safe pedestrian crossing and pedestrian access along</b></p>

New note to be included addressing pedestrian safety treatments on Ligar Street.	<b>either Cameron Street or Ligar Street. Investigate wayfinding options.</b>
--	---

The Queens Park Masterplan includes a total of 33 development recommendations with an initial estimated cost of \$2,530,686.

### **Pioneer Park Masterplan**

The key themes identified:

- The skate facility to remain within Pioneer Park, including the investigation of required upgrades.
- Connectivity enhancing safety by improving pathway and car parking provisions.
- Creating a sense of identity by improving the quality of signage.
- Infrastructure improvements, including shelters and seating.
- Proposed location for the Baden Powell Cannon was not preferred through consultation.

The key aspects and priorities:

#### *Skate Park*

The skate park was identified as a key priority throughout all stages of consultation with the current skate park nearing ‘end of life’. Following the first consultation, the proposed recommendation was to investigate the feasibility to relocate the skate park to an alternate location, in line with the Hepburn Shire Playspace Strategy adopted in 2020. However, through the recent public exhibition consultation a preference for the skate park to be upgraded and remain within Pioneer Park was strongly demonstrated.

#### ***Connectivity, including enhancing safety by improving car parking and pathway provisions***

Car parking was identified as a key theme due to the lack of identified car parking facilities available and the busy roadway of the Ballarat-Maryborough Road.

The feedback received from the consultation felt that the provision of car parking would encourage more visitors to the park and enhance the safety for the users of the park, particularly those with children.

The final Masterplan proposes off-street car parking to increase accessibility in addition to the installation of safety treatment along the roadside and carpark edge to enhance safety for park users. Other features include ambulance access and accessible pathways with night lighting.

*Creating a sense of identity by improving the quality of signage*

Creating a sense of identity for the park and improvement of informal signage incorporating First Nations peoples' history and culture was another key theme, particularly in the final round of the community consultation.

The final Masterplan addresses these priorities through several methods, including but not limited to, consideration of additional sculptural installations to enhance identity, provision of identity and wayfinding signage and relocation of Lunaris signage.

*Infrastructure improvements including shelters and seating*

Infrastructure improvements were identified as a key priority providing further activation and connection opportunities within Pioneer Park. The final Masterplan has included the provision of a sheltered picnic area, relocation of existing park furniture along proposed pathways and the removal of the existing shelter and picnic setting.

*Baden Powell Cannon*

In early 2023, the working draft Masterplan was amended to include the proposed placement of the Baden Powell Cannon. At the time, Pioneer Park was identified as a proposed location for the cannon due to its links to the park's historical assets. As such, the provision of a built shelter and concrete pad to display the Baden Powell Cannon was added to the final draft Masterplan.

However, the recent public exhibition engagement identified a strong community preference for the cannon not to be located within Pioneer Park. Most recently, Council has received a further proposal from the Clunes Museum Committee for the Baden Powell Cannon to be located in Collins Place. Following the recent consultation, the Baden Powell Cannon has been removed from the Pioneer Park Masterplan.

Moving forward, the placement of the Baden Powell Cannon will be further investigated by the Facilities Management team including community and stakeholder engagement currently being undertaken.

In consideration of the community feedback received through the public exhibition, the following table provides the recommended amendments to the Pioneer Park Masterplan.

<b>Masterplan Explanatory Notes</b>	<b>Recommended Changes to Explanatory Notes (in bold)</b>
Note 1	<b>Investigate upgrades required to skatepark in line with the Hepburn Shire 2020 Play Space Strategy.</b>

Investigate the feasibility to relocate the skate park to an alternate location, in line with the Hepburn Shire Playspace Strategy.	
Note 3 Provide 2m wide DDA compliant concrete paths to increase access into and around the site. Consider organic shapes for the pathway alignment to reflect Lunaris and establish an aesthetic identity for Pioneer Park.	Provide 2m wide DDA compliant concrete paths to increase access into and around the site. Consider organic shapes for the pathway alignment to reflect Lunaris and establish an aesthetic identity for Pioneer Park. <b>Consider installing lighting on the paths in a thoughtful manner to increase safety and usability.</b>
Note 18 Provide a built shelter structure and concrete pad to display the Baden Powell Cannon which is to be funded by others. The size required is 3000 x 3000 x 3000mm.	<b>Has been removed from the Masterplan.</b>
New Addition - Note 18	<b>Install safety treatment along roadside and carpark edge.</b>

The Masterplan for Pioneer Park includes a total of 18 development recommendations with an initial estimated cost of \$951,411.

## **COUNCIL POLICY AND LEGISLATIVE IMPLICATIONS**

### **Council Plan 2021-2025**

*A healthy, supported, and empowered community*

2.3 Optimise the use of public spaces to increase participation and community connection.

*Embracing our past and planning for the future*

3.3 Build and maintain quality infrastructure that supports and promotes liveability and active living in the community.

## **FINANCIAL IMPLICATIONS**

The Queens Park Masterplan includes a total of 33 development recommendations with an initial estimated cost of \$2,530,686. (Incl. of GST where applicable).



The Pioneer Park Masterplan includes a total of 18 development recommendations with an initial estimated cost of \$951,411. (Incl. of GST where applicable).

The estimated implementation costs are based on current industry costs for qualified contractors to complete all works, including all labour and supply of materials. The costs take into consideration the current demand and supply constraints. Exclusions include service alterations, design and consultant fees, building or planning permits, removal of rock, removal of any contaminated soil or excavated material off-site and works outside the extent of works.

Taking into consideration the current demand and supply constraints, increased cost escalation associated with other exclusions and escalating costs, there was the opinion that the estimated costs could be increased by up to 50%. Therefore, moving forward at an appropriate time, a verified QS Cost Plan will need to be undertaken.

Council does not have allocated funds in the current budget, nor set aside in the Long-term Financial Plan for these recommendations. Council will need to actively seek funding opportunities from external partners as part of the implementation of the Masterplans, should they be endorsed by Council. However, it should be noted that within the Queens Park and Pioneer Park Masterplans several proposed recommendations would be considered an operational budget expense. Moving forward, this will need to be taken into consideration when informing future budget considerations.

Council has recently submitted a grant submission through the Tiny Towns Grant Program as part of the proposed Queens Park Implementation of providing a shade structure over the Queens Park Playspace.

The works would need to be prioritised with other competing open space, sport and active recreation infrastructure priorities, resulting from the Hepburn Shire Aquatics Strategy and Sports Lighting Audit implementation and the pending Clunes Future Provision of Sport and Recreation Project, Glenlyon Recreation Reserve Masterplan and pavilion development as well as other Council priorities and expenditure.

## **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

In line with Council's Community Engagement Policy, the Clunes Masterplan Project is considered a high-level of engagement with a matrix score of 19.

The final Masterplans underwent a final round of community and stakeholder engagement through a five-week public exhibition period during September and October 2023.

Engagement activities included:

- key stakeholder meetings
- email correspondence with key stakeholders
- community drop-in session

- community survey
- phone conversations
- internal staff workshop
- posters
- media release

Throughout this phase of community and stakeholder engagement the following stakeholders were given the opportunity to provide their feedback via the various engagement activities:

- Clunes Landcare and Waterway Group
- Clunes Museum
- Clunes Bowling Club
- Clunes Tourist and Development Association
- Lee Medlyn Home of Bottles Community Asset Committee
- Clunes Neighbourhood House
- Clunes District and Agricultural Society
- Clunes Primary School
- Wesley College
- Clunes Football and Netball Club
- Clunes Cricket Club
- Clunes Monday Night Netball
- Clunes Basketball Association
- Lily Mason Yoga (Clunes)
- Asking For Trouble (Clunes Indoor Circus)
- Clunes Golf Club
- Clunes Field and Game
- Clunes Angling Club
- Clunes Warehouse
- Heritage Victoria
- Hepburn Shire Disability Advisory Committee
- Hepburn Shire Gender Equity Advisory

Final Masterplan consultation also included a discussion with the Hepburn Shire Gender Equity Advisory Committee (Advisory Committee) on 6 March 2024. The Advisory Committee were supportive of both Masterplans. A suggestion was made to consider the inclusion of a shower as part of the Queens Park Masterplan recommendation 18, *Consider provision of a unisex toilet with baby change table*. The provision of a shower will be considered when the recommendation is implemented in future years. No change was made to the Queens Park Masterplan. Feedback received during the final phase of consultation has informed the development of the final Masterplans for Queens Park and Pioneer Park.

## **RISK AND GOVERNANCE IMPLICATIONS**

Project governance seeks to ensure that the project adheres to the relevant legislative and regulative requirements.

## **ENVIRONMENTAL SUSTAINABILITY**

Economic, social and environmental sustainability of Hepburn Shire were key considerations in the development of the Queens Park and Pioneer Park Masterplans.

## **GENDER IMPACT ASSESSMENT**

As per Council's Gender Impact Assessment Matrix this project required a gender impact assessment to be undertaken, as the project has a direct and significant impact on the public.

The Queens Park and Pioneer Park Masterplans align with and draw on actions from the Municipal Public Health and Wellbeing Plan, Reconciliation Action Plan, Disability Access and Inclusion Plan, Youth Strategy and Gender Equality Action Plan to ensure the actions acknowledge and reflect these priority groups' needs.

The Masterplans' actions are to be delivered in line with the abovementioned plans and strategies and will meet universal design requirements to remove barriers that traditionally prevent female and gender-diverse people from participating in community sport and active recreation and in public places and spaces.



# CLUNES MASTER PLANS

---

Queens Park and Pioneer Park

Final Report  
March 2024

# CONTENTS

---

About the project	3
Background and context	4
Consultation themes and priorities	5
<b>Master Plan</b>	<b>6</b>
Vision & Principles	7
<b>Master Plan - Queens Park</b>	<b>8</b>
<b>Master Plan – Pioneer Park</b>	<b>10</b>
Implementation Plan	11



# ABOUT THE PROJECT

The Clunes Master Planning Project establishes the long-term vision for the future planning and development of facilities and amenities at Queens Park and Pioneer Park.

The Final Master Plans have been adopted based on the feedback received from stakeholder and community consultation regarding the recommended vision and future development of both sites.

## Community and Stakeholder Engagement

The development of the Master Plans for Queens Park and Pioneer Park provided a range of opportunities for community and stakeholder input.

Initial community engagement commenced in early 2021, with a community conversation session held at Collins Place and a survey released seeking site planning and development ideas.

Further input into the development of the Master Plans continued across 2022 and 2023, with several project meetings, staff workshops, advisory committee presentations and stakeholder interviews delivered.

The Draft Master Plans were on public exhibition throughout September 2023. Interested residents, stakeholders and community members were invited to attend a community pop in session and provide feedback via a survey.

The Clunes Master Planning Project report builds on the analysis and planning undertaken during the development of the Issues and Opportunities Report (October 2022).

An Issues and Opportunities Report outlined initial community aspirations and stakeholder preferences for both sites and provided an options assessment for Council's consideration. These insights were used to inform the development of Draft Master Plans for Queens Park and Pioneer Park.

It is important to note the initial project scope included the development of a Master Plan for the Clunes Recreation Reserve (Bull Milgate Reserve). Following the completion of draft options for this site, Council resolved to withdraw it from the master planning process and establish the Clunes Recreation Provision Advisory Group.

The Project Advisory Group will further investigate and consider the feasibility of the future sport and active recreation in Clunes. The group will also advise Council on the provision of infrastructure that promotes community connection and active participation in Clunes.

## Acknowledgements

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.



# BACKGROUND AND CONTEXT

The Master Plans were developed in collaboration with the community and relevant stakeholder groups and involved a detailed analysis of community needs.

The aim of the Master Plans was to assist in guiding the community's vision for each site and to provide strategic direction for future investment and development.

Queens Park and Pioneer Park are centrally located in Clunes. Both have unique characteristics and individual issues and opportunities that will look to be addressed as part of the Master Plan project.

The Master Plans have been developed to enable the appropriate use, improved functionality and activation at each site.

The implementation plan for each site provides a proposed priority for the delivery of Master Plan recommendations.

## Site details

### Queens Park

- Owned by the Victorian Government and managed by Environment, Land, Water and Planning (DWELP). Zoned Public Park and Recreation.
- A site of historical and environmental significance.
- Offers a play space, BBQ, park furniture, walking paths and seating areas.
- The Clunes Bowling Club is in Queens Park but is not part of this study.

### Pioneer Park

- Owned by the Victorian Government and managed by Environment, Land, Water and Planning (DWELP). Zoned Public Park and Recreation.
- Cultural significant site. Under Aboriginal Heritage Regulations (2018), a Cultural Heritage Management Plan (CHMP) may be required for the delivery of infrastructure developments
- Located close to Collins Place with views of the township and surrounding Goldfields region.
- Contains a monument constructed of quartz stones, a skate park, historical markers and an interactive art piece titled Lunaris.

## Community stakeholders

The following information provides further detail on the consultation process and the community stakeholder groups engaged in the development of the Draft Master Plans for Queens Park and Pioneer Park.

The community engagement commenced in early 2021 with a Community Conversation session at Collins Place with approximately 40 people. The survey that followed attracted 121 responses, 50% of which were for the Recreation Reserve Master Plan.

The Draft Master Plans were on public exhibition throughout September 2023 and involved a drop-in session, stakeholder interviews and a survey.

### Key community stakeholder groups involved

- Clunes Museum
- Clunes Bowling Club
- Clunes Landcare and Waterway Group
- Clunes Neighbourhood House
- Clunes Agricultural Society
- Clunes Football Netball Club

The following page provides a summary of the key themes and priorities from stakeholders regarding the Draft Master Plans for Queens Park and Pioneer Park.

# CONSULTATION THEMES & PRIORITIES

ATTACHMENT 11.1.1

Feedback on the Draft Master Plans were provided from the following sources during the consultation period.

- 17 community survey responses
- 4 individual stakeholder meetings
- Staff internal workshop (9 attendees)

A summary of the likes, dislikes and priorities for the Draft Queens Park Masterplan is provided below.

## Likes

- Recognition from Council that the park requires attention and is a valuable community asset.
- Safety and appropriateness of the heritage trees and landscape management to protect environmental values.
- Improvements to the existing path network and addressing DDA access issues.
- Protecting and preserving the fountain and improved signage on its history.
- Fencing and picket replacement along Ligar Street and asphaltting the car park to be shared between the bowling club and park users.
- The introduction of shade for the playground and additional bbq areas and picnic tables.
- Retention of the shed for Clunes Landcare and Waterway Group.

## Dislikes

- No toilet included in the plan to support enhancement of the playground and enhancement of picnic.
- Replacement of exotic trees with natives along the creek.
- Ignoring the history and aesthetics of the park.
- Climate adaption has been excluded, Little emphasis on the importance of trees to provide shade, offset the carbon footprint and provide permanent environmental enhancement.
- No safe walking path or road crossing from the main street shops to the park.

## Priorities

- Playground upgrade.
- Toilet.
- Tree planting.
- Park signage.
- Upgrading the footpath and car park.
- Restoration of historic items.

A summary of the likes, dislikes and priorities for the Draft Pioneer Park Masterplan is provided below.

## Likes

- Viewing platform that takes in the view of the Goldfields.

- There is a strategy and vision behind any future development.
- Keeping the current aesthetic values of the park.
- Tree planting and path upgrades.
- Art walk, lookout and historic markers.
- Removal of the old picnic table.
- Off-street parking.

## Dislikes

- No specific plan for the skate park.
- Not the place for the Baden Powell Cannon.
- Investment in a park that rarely gets used.
- Circular parking proposal requires further thought as it takes up green space. Parallel parking may be a more suitable option.
- No toilet facility proposed.

## Priorities

- Retain and upgrade the skate park (80% of survey respondents would like the skate park to remain at the site).
- Viewing platform with interpretive signage.
- Walking paths, shelters and seating.
- Native plants
- Further community consultation is required on the proposed introduction of the Baden Powell Cannon in Pioneer Park.



# MASTER PLANS

---

# VISION & PRINCIPLES

## Vision

Queens Park and Pioneer Park are welcoming, attractive and sustainable open spaces that connect and empower the Clunes community, whilst preserving and enhancing the sites heritage and environmental values.



## Principles

The following principles will guide the future planning and development of Queens Park and Pioneer Park. These principles consider the five focus areas identified in the Council Plan and the key pillars that guide Council's Recreation and Open Space Strategy.

### 1. Participation

Facilities and infrastructure will be developed to prioritise participation and utilisation across a broad range of active recreation, sport, play, leisure and community activities.

### 2. Activation

Provide opportunities to activate the open spaces and engage the community in both structured and unstructured activities.

### 3. Sustainability

Future development is delivered in a sustainable way - prioritising and protecting landscape character, biodiversity, habitat, heritage and water management.

### 4. Connection

Connect the open spaces to the surrounding community and improve accessibility and integration with other facilities and services in Clunes.

### 5. Community

Develop the open spaces as a place for the community to connect, with a priority on safe, welcoming and accessible facilities and services.



**LEGEND**

Existing Items to be Removed	Proposed Clunes Creek Walk/ Primary Path	Existing Fencing
Existing Trees to be Removed	Proposed Secondary Paths	Existing Gates
Existing Jubilee Trees	Proposed Garden Bed	EX S Existing Seats
Proposed Trees	Proposed Feature Paving	EX PS Existing Picnic Settings
Proposed Feature Trees	Proposed Asphalt	EX BBQ Existing Barbecues
		Proposed Seats
		PS Proposed Picnic Settings
		SIGN Proposed Identity and/or Wayfinding Signage
		DF Proposed Drink Fountain
		EX Proposed Public Toilet

THIS MASTERPLAN SETS THE LONG- TERM VISION FOR QUEENS PARK AND HAS BEEN PRODUCED TO ALLOW FOR FLEXIBILITY OVER TIME.

**EXPLANATORY NOTES**

- 1 Upgrade the existing gravel track through Queens Park to a paved shared 2m DDA compliant path and include park infrastructure such as a drinking fountain. Consider installing solar powered lighting to the Creek Walk in a thoughtful manner to increase safety and usability.
- 2 Provide Clunes Creek Walk wayfinding signage to assist with navigation of the Walk including directions to the Town Centre and public toilets at Bull Milgate Reserve. Provide Queens Park identity signage at main entry point.
- 3 Upgrade existing gravel carpark, provide asphalt re-surfacing, accessible parking bays and consider incorporating Water Sensitive Urban Design (WSUD) treatments.
- 4 Refurbish existing perimeter picket fence along Ligar Road in line with Heritage Overlay.
- 5 Upgrade existing playground incorporating accessible and inclusive equipment and provide natural and built shade structures inline with the Hepburn Shire Playspace Strategy 2020.
- 6 Provide additional picnic settings on concrete pads with the provision of continuous pathway surfaces from main paths to picnic seating and barbecues.
- 7 Provide additional seats with back and arm rests along the shared path.
- 8 Consider providing a small gravel open performance space. Investigate feasibility of providing power to the performance space to accommodate markets, small events and live music. Retain open grass space opposite.
- 9 Refurbish the existing Queens Park Fountain and check for any damages, leaks or blockages. Provide feature paving around the fountain which is consistent with the post-contact heritage aesthetic.
- 10 Refurbish the existing timber arbour and consider incorporating a trellis and climbing plants along the sides.
- 11 Provide feature tree planting along the shared path to increase shade and contribute to the heritage and ornamental aesthetic of the northern end of Queens Park.
- 12 Provide a modern hedgerow along the existing picket fence to contribute to the heritage and ornamental aesthetic of the northern end of Queens Park. Consider planting ornamental shrubs, tufties/lilies and groundcovers.
- 13 Retain existing storage shed. Consult with volunteer groups and replace at the end of its useful life.
- 14 Investigate the feasibility of providing irrigation to the existing lawn to encourage growth under existing mature trees.
- 15 Investigate the health of existing mature trees. Complete an arborist's assessment report and use this information to develop a strategy to progressively remove trees at the end of their life and replace with large canopy trees which reflect the post-contact heritage of the northern end of Queens Park. Avoid planting deciduous trees within 20m of Creswick Creek. Explore opportunities to recycle removed trees through storytelling and re
- 16 Complete a vegetation survey along a section of Creswick Creek and use this information to identify and prioritise areas for revegetation. Assess exotic and weed species and outline a succession strategy for their gradual removal and replacement with indigenous species. Plant dense patches of riparian and emergent species along creek edges to provide habitat for aquatic species, and plant the banks of creeks with shrubs and eucalypts to provide overhanging shade and habitat for birds and small mammals. Consult the relevant management authorities before commencing works along the Creek. Support the existing volunteer groups and continuation of volunteer-led revegetation works.
- 17 Investigate traffic calming and pedestrian crossing options at the intersection of Cameron Street and Ligar Street to allow for safe pedestrian crossing to Bull Milgate Reserve and continuation of the Clunes Creek Walk. Investigate wayfinding options. This will facilitate a safe connection to restroom facilities at Bull Milgate Reserve.
- 18 Consider provision of a single unisex public toilet with baby changing table.



**LEGEND**

Existing Items to be Removed	Proposed Secondary Paths	Existing Fencing	Proposed Seats
Existing Jubilee Trees	Proposed Gravel Sand	Existing Gates	Proposed Picnic Settings
Proposed Trees	Proposed Garden Bed	Existing Open Drain and Culvert	Proposed Barbecues
Proposed Clunes Creek Walk Primary Path	Proposed Drains		Proposed Identity and Wayfinding Signage

THIS MASTERPLAN SETS THE LONG-TERM VISION FOR QUEENS PARK AND HAS BEEN PRODUCED TO ALLOW FOR FLEXIBILITY OVER TIME.



Example of a picnic area

Example of a native planting palette

**EXPLANATORY NOTES**

- 19 Upgrade the existing gravel track through Queens Park to a paved shared ODA compliant path and consider the provision of park infrastructure such as a drinking fountain. Consider installing solar powered lighting to the Creek Walk in a thoughtful manner to increase safety and usability.
- 20 Provide Clunes Creek Walk wayfinding and directional signage to assist with navigation of the Walk.
- 21 Provide 2m wide ODA compliant paths to increase access into the site and linkages to the Clunes Creek Walk. Coordinate proposed path locations with Explanatory Note 24 regarding assessment and removal of existing mature trees. Proposed paths to avoid existing trees and tree protection zones where possible.
- 22 Refurbish existing perimeter picket fence along Ligar Road and southern boundary fence of the Bowls Club in line with Heritage Overlay.
- 23 Investigate the feasibility of altering the existing kerb alignment to allow for a path width of at least 1.5m along Ligar Street.
- 24 Investigate the health of existing mature trees. Complete an arborist's assessment report and use this information to develop a strategy to progressively remove trees nearing the end of their life and replace with large canopy indigenous trees. Avoid planting exotic trees to promote the establishment of a native landscape. Explore opportunities to recycle removed trees through storytelling and re-purposing into play and art elements or mulch.
- 25 Complete a vegetation survey along a section of Creswick Creek and use this information to identify and prioritise areas for revegetation. Assess exotic and weed species and outline a succession strategy for their gradual removal and replacement with indigenous species. Plant dense patches of riparian and emergent species along creek edges to provide habitat for aquatic species, and plant the banks of creeks with shrubs and eucalypts to provide overhanging shade and habitat for birds and small mammals. Consult the relevant management authorities before commencing works along the Creek. Support the existing volunteer groups and continuation of volunteer-led revegetation works.
- 26 Provide additional large canopy tree planting in accordance with Hepburn Shire Tree Management Plan.
- 27 Where opportunity allows and as existing trees are progressively removed, provide accessible picnic areas with the provision of continuous pathway surfaces from main paths to picnic seating and barbecues. Investigate the feasibility of supplying power to the barbecues and consider solar-powered options.
- 28 Where opportunity allows and as existing trees are progressively removed, provide garden bed planting adjacent picnic areas, along fence lines and to batters. Consider a native/indigenous planting palette.
- 29 Utilise existing open space and provide open lawn areas. As existing trees are progressively removed, provide additional lawn areas.
- 30 Retain vehicle access to existing shed from Ligar Street.
- 31 Consider transforming the existing open drains and retaining bluestone into a vegetated water retention area to discourage pedestrian access to the drains resulting in increased safety, filter storm water run-off, increase biodiversity and increase visual amenity. Provide additional large canopy tree planting and vegetation in and around the retention area in accordance with Hepburn Shire Tree Management Plan.
- 32 Extend the existing footpath along the northern side of Ligar Street from Cameron Street to Smeaton Road.
- 33 Investigate traffic calming and pedestrian crossing options at Ligar Street to allow for safe pedestrian crossing and pedestrian access along either Cameron Street or Ligar Street. Investigate wayfinding options.



# IMPLEMENTATION PLAN

Recommendations for the Queens Park and Pioneer Park Master Plans have been identified based on the assessment of need, community consultation findings and the review of planning and technical information.

Each recommendation aims to create a balanced approach to development and respond to the needs of the community effectively.

The following Implementation Plan details how recommendations align to the Master Plan's key principles (see page 7) including:



Participation



Activation



Sustainability



Connection














Community

Each recommendation is supported by a proposed priority for implementation. A high (H), medium (M) or low (L) rating has been assigned to each recommendation to guide Council through the next phase of the project.









Master Plan recommendations are subject to Hepburn Shire Council budget processes and the availability of external funding opportunities. Hepburn Shire Council will lead the delivery of identified recommendations and continue to seek external funding opportunities where available.

Recommendations within the Implementation Plan include reference numbers which correspond to the Master Plans on pages 8 to 10 of this document.

# IMPLEMENTATION PLAN – QUEENS PARK








Master Plan ref no.	Description	Alignment to Master Plan Principles	Proposed for delivery
1	Upgrade existing gravel track to a paved 2m DDA compliant path and include park infrastructure such as a drinking fountain. Consider installing solar powered lighting to increase safety and usability.		Medium
2	Provide Clunes Creek Walk wayfinding signage to assist with navigation of the Walk including directions to the Town Centre and public toilets at Bull Milgate Reserve. Provide Queens Park identity signage at main entry points.		High
3	Upgrade existing gravel car park, provide asphalt resurfacing, accessible parking bays and consider incorporating Water Sensitive Urban Design treatments.		High
4	Refurbish existing perimeter picket fence along Ligar Road in line with Heritage Overlay.		Low
5	Upgrade existing playground incorporating accessible and inclusive equipment as well as natural and built shade structures.		High
6	Provide additional picnic settings on concrete pads with the provision of continuous pathway surfaces from main paths to picnic seating and barbecues.		Medium
7	Provide additional seats with back and arm rests along the shared path.		Medium
8	Consider providing a small gravel open performance space. Investigate feasibility of providing power to the performance space to accommodate markets, small events and live music. Retain open grass space opposite.		Low
9	Refurbish the existing Queens Park Fountain and check for any damages, leaks or blockages. Provide feature paving around the fountain which is consistent with the post-contact heritage aesthetic.		Medium
10	Refurbish the existing timber arbour and consider incorporating a trellis and climbing plants along the sides.		Medium
11	Provide feature tree planting along the shared path to increase shade and contribute to the heritage and ornamental aesthetic of the northern end of Queens Park.		Medium

# IMPLEMENTATION PLAN – QUEENS PARK
















Master Plan ref no.	Description	Alignment to Master Plan Principles	Proposed for delivery
12	Provide a modern hedgerow along the existing picket fence to contribute to the heritage and ornamental aesthetic of the northern end of Queens Park. Consider planting ornamental shrubs, tufties/lillies and groundcovers.		Low
13	Retain existing storage shed. Consult with volunteer groups and replace at the end of its useful life.		Low
14	Investigate the feasibility of providing irrigation to the existing lawn to encourage growth under existing mature trees.		Low
15	Investigate the health of existing mature trees. Complete an arborist's assessment report and use this information to develop a strategy to progressively remove trees at the end of their life and replace with large canopy trees which reflect the post-contact heritage of the northern end of Queens Park. Avoid planting deciduous trees within 20m of Creswick Creek. Explore opportunities to recycle removed trees through storytelling and re purposing into play and art elements or mulch.		Medium
16	Complete a vegetation survey along a section of Creswick Creek and use this information to identify and prioritise areas for revegetation. Assess exotic and weed species and outline a succession strategy for their gradual removal and replacement with indigenous species. Plant dense patches of riparian and emergent species along creek edges to provide habitat for aquatic species, and plant the banks of creeks with shrubs and eucalypts to provide overhanging shade and habitat for birds and small mammals. Consult the relevant management authorities before commencing works along the Creek. Support the existing volunteer groups and continuation of volunteer-led revegetation works.		Medium
17	Investigate traffic calming and pedestrian crossing options at the intersection of Cameron Street and Ligar Street to allow for safe pedestrian crossing to Bull Milgate Reserve and continuation of the Clunes Creek Walk. Investigate wayfinding options. This will facilitate a safe connection to restroom facilities at Bull Milgate Reserve.		High
18	Consider provision of single unisex public toilet with baby change table.		Low
19	Upgrade the existing gravel track through Queens Park to a paved shared DDA compliant path and consider the provision of park infrastructure such as a drinking fountain. Consider installing solar powered lighting to the Creek Walk in a thoughtful manner to increase safety and usability.		Medium














# IMPLEMENTATION PLAN – QUEENS PARK

Master Plan ref no.	Description	Alignment to Master Plan Principles	Proposed for delivery
20	Provide Clunes Creek Walk wayfinding and directional signage to assist with navigation of the Walk.		Low
21	Provide 2m wide DDA compliant paths to increase access into the site and linkages to the Clunes Creek Walk. Coordinate proposed path locations with Explanatory Note 24 regarding assessment and removal of existing mature trees. Proposed paths to avoid existing trees and tree protection zones where possible.		Medium
22	Refurbish existing perimeter picket fence along Ligar Road and southern boundary fence of the Bowls Club in line with Heritage Overlay.		Low
23	Investigate the feasibility of altering the existing kerb alignment to allow for a path width of at least 1.5m along Ligar Street.		High
24	Investigate the health of existing mature trees. Complete an arborist's assessment report and use this information to develop a strategy to progressively remove trees nearing the end of their life and replace with large canopy indigenous trees. Avoid planting exotic trees to promote the establishment of a native landscape. Explore opportunities to recycle removed trees through storytelling and re purposing into play and art elements or mulch.		Medium
25	Complete a vegetation survey along a section of Creswick Creek and use this information to identify and prioritise areas for revegetation. Assess exotic and weed species and outline a succession strategy for their gradual removal and replacement with indigenous species. Plant dense patches of riparian and emergent species along creek edges to provide habitat for aquatic species, and plant the banks of creeks with shrubs and eucalypts to provide overhanging shade and habitat for birds and small mammals. Consult the relevant management authorities before commencing works along the Creek. Support the existing volunteer groups and continuation of volunteer-led revegetation works.		Medium
26	Provide additional large canopy tree planting in accordance with Hepburn Shire Tree Management Plan.		In line with HSC tree planning program











# IMPLEMENTATION PLAN – QUEENS PARK

Master Plan ref no.	Description	Alignment to Master Plan Principles	Proposed for delivery
27	Where opportunity allows and as existing trees are progressively removed, provide accessible picnic areas with the provision of continuous pathway surfaces from main paths to picnic seating and barbecues. Investigate the feasibility of supplying power to the barbecues and consider solar-powered options.	 	Low
28	Where opportunity allows and as existing trees are progressively removed, provide garden bed planting adjacent picnic areas, along fence lines and to batters. Consider a native/ indigenous planting palette.	 	Low
29	Utilise existing open space and provide open lawn area. As existing trees are progressively removed, provide additional lawn areas.	 	Low
30	Retain vehicle access to existing shed from Ligar Street.	 	Medium
31	Consider transforming the existing open drains and retaining bluestone into a vegetated water retention area to discourage pedestrian access to the drains resulting in increased safety, filter storm water run-off, increase biodiversity and increase visual amenity. Provide additional large canopy tree planting and vegetation in and around the retention area in accordance with Hepburn Shire Tree Management Plan.	 	Low
32	Extend the existing footpath along Northern side of Ligar Street from Cameron Street to Smeaton Road.	 	High
33	Investigate traffic calming and pedestrian crossing options at Ligar Street to allow for safe pedestrian crossing and pedestrian access along either Cameron Street or Ligar Street. Investigate wayfinding options.	  	High

# IMPLEMENTATION PLAN – PIONEER PARK

Master Plan ref no.	Description	Alignment to Master Plan Principles	Proposed for delivery
1	Investigate upgrades required to skate park in line with Hepburn Shire 2020 Play Space Strategy.		High
2	Remove the existing aluminium shelter and picnic setting.		Medium
3	Provide compliant concrete paths to increase access to site. Consider organic shapes that reflect Lunaris. Consider installing path lighting.		Medium
4	Provide off-street car parking to increase accessibility. Consider installation of lighting.		High
5	Establish a formal lookout point at the existing historical interpretive sign and historical marker as well as seating and signage.		Low
6	Provide new seats with backrest and armrests and new bench seats with arm rests along new paths.		Medium
7	Refurbish and relocate existing furniture within the park to be along proposed paths. Investigate relocating the existing drink fountain. Relocate the Lunaris Interpretive Sign to be closer to the sculpture.		Medium
8	Provide identity and wayfinding signage to the entrances of the park.		High
9	Investigate feasibility of trimming/maintaining height of vegetation to improve views across the township.		High
10	Utilise existing open space and provide open lawn area. Improve current lawn to allow for increased usage and investigate irrigation.		Low
11	Investigate the health and shape of existing trees and determine specimens to be retained, those to be relocated to another location on site and those to be replaced.		In line with HSC tree planning program

# IMPLEMENTATION PLAN – PIONEER PARK

Master Plan ref no.	Description	Alignment to Master Plan Principles	Proposed for delivery
12	Remove the existing large shrub which restricts views.		High
13	Develop a tree planting palette which takes into account existing trees and the history of Pioneers Park. Consider feature tree planting to the Lookout and Lunaris. Provide additional tree planting along proposed paths to create more shade and reduce the impacts of wind.		High
14	Provide additional trees around Lunaris to complete the circular formation and establish Lunaris as a focal point.		Low
15	Provide feature garden bed planting to the lookout, Lunaris and entrance points.		Medium
16	Consider developing and establishing a Clunes 'art walk' which includes cultural, historical and environmental points of interest and encourage Pioneers Park as a destination point.	 	Low
17	Consider enhancing Pioneer Park's identity as a location for art and encourage additional permanent sculptural installations.	 	High
18	Install safety treatment along roadside and carpark edge	 	High



The Queens Park and Pioneer Park Master Plans were prepared by *insideEDGE* Sport & Leisure Planning and ACLA Landscape Architects for Hepburn Shire Council



# Clunes Masterplan Public Exhibition Summary Report - Queens Park and Pioneer Park

December 2023

## Contents

<b>Introduction.....</b>	<b>2</b>
<b>Engagement Methodology.....</b>	<b>3</b>
<b>Key Issues Identified .....</b>	<b>4</b>
<b>Next Steps .....</b>	<b>11</b>

## Introduction

Council is developing a long-term vision for the future planning and enhancement of Queens Park and Pioneer Park.

Originally constructed from earth removed from the adjacent Creswick Creek to prevent flooding, Queens Park was created in the 1870s with European elms and silver trees. The park features a playground, BBQ, a picnic table, water fountain and is a short walk from the Clunes town centre and Bull Milgate Reserve (Clunes Recreation Reserve). The Clunes Bowling Club is also located within Queens Park.

Pioneer Park is located on Ballarat- Maryborough Road, Clunes and has a unique mix of key infrastructure, including a monument constructed of quartz stones which signifies the 150th anniversary of the naming of Clunes by Donald Cameron, as well as a skate park and the Lunaris – an interactive public art piece.

In 2020 Council engaged a consultant to develop the Queens Park and Pioneer Parks Masterplan and a working draft Masterplan was developed after undertaking the initial community engagement phase of the project.

Across September and October 2023, the draft Masterplans for Queens Park and Pioneer Park was open for Public Exhibition to gather further feedback on themes and to determine if the priorities had changed since the project had commenced.

Engagement activities undertaken in this phase of consultation included:

- Key stakeholder meetings
- Email correspondence with key stakeholders
- Community drop-in session
- Community survey
- Phone conversations
- Council staff workshop
- Posters
- Media Release

In addition to engagement with the broader community, the following stakeholders were given the opportunity to provide their feedback during this phase of engagement.

- Clunes Landcare and Waterway Group
- Clunes Museum
- Clunes Bowling Club
- Clunes Tourist and Development Association
- Lee Medlyn Home of Bottle Community Asset Committee
- Clunes Neighbourhood House
- Clunes District and Agricultural Society
- Clunes Primary School
- Wesley College



- Clunes Football and Netball Club
- Clunes Cricket Club
- Clunes Monday Night Netball
- Clunes Basketball Association
- Lily Mason Yoga (Clunes)
- Asking For Trouble (Clunes Indoor Circus)
- Clunes Golf Club
- Clunes Field and Game
- Clunes Angling Club
- Clunes Warehouse
- Heritage Victoria
- Hepburn Shire Disability Advisory Committee
- Hepburn Shire Gender Equity Committee

It is important to note that the Draft Queens Park and Pioneer Park Public Exhibition Summary Engagement Report is to be read in conjunction with the Clunes Master Plans Report Queens Park and Pioneer Park.

## Engagement Methodology

Engagement activities in this phase of community engagement included:

- 17** Community survey respondents
- 9** Council staff at one workshop
- 4** Key stakeholder meetings

## Key Issues Identified

Several key issues were raised during the public exhibition period. These have been categorised under infrastructure, connectivity, tree management and vegetation, other.

### Queens Park Masterplan

INFRASTRUCTURE			
KEY ISSUE	SUBMITTER	OFFICER RESPONSE	DRAFT MASTERPLAN IMPLICATIONS
There was strong support to upgrade the existing playground incorporating accessible and inclusive equipment.	Various	Agree	The Masterplan was updated to include the following:  Upgrade existing playground <b>incorporating accessible and inclusive equipment</b> and provide natural and built shade structures <b>in line with the Hepburn Shire Playspace Strategy.</b>
There was support for the provision of a drinking fountain to be located near the playground.	Key stakeholder feedback, drop-in session attendees	Agree	The Masterplan was updated to include the following:  Upgrade the existing gravel track through Queens Park to a paved, shared <b>2m</b> DDA compliant path <b>and consider the provision of park infrastructure such as a drinking fountain.</b> Consider installing solar powered lighting on the Creek Walk in a thoughtful manner to increase safety and usability

There was strong support for the inclusion of public toilet facilities within Queens Park to be located near the playground.	Various	This has been considered with a preliminary investigation undertaken following feedback from the Public Exhibition.	The Masterplan was updated to include the following:  <b>Consider provision of a single unisex public toilet with baby change table.</b>
Ensure picnic settings both tables and park benches are accessible and functional for All Abilities e.g. wheelchairs/ mobility scooters	Drop-In session attendees, Survey respondent and Hepburn Shire Disability Advisory Committee,	Agree with feedback. Feedback to be taken into consideration during implementation.	No modification made to the Masterplan.
Provision of EV Charging Station	Drop-in Session and Staff Workshop	Feedback to be taken into consideration as part of the Integrated Transport Strategy	No modification made to the Masterplan.
<b>CONNECTIVITY</b>			
<b>Provide additional picnic settings-</b> The Masterplan should ensure that a continuous pathway surface is provided from the pathway to the picnic settings and BBQ's to ensure ease of access.	Drop-In session attendees and Hepburn Shire Disability Advisory Committee	Agree	The Masterplan was updated to include the following:  Provide additional picnic settings <b>on concrete pads with the provision of continuous pathway surfaces from main paths to picnic seating and BBQs.</b>
<b>Pedestrian Safety</b> There was strong support for the traffic calming and pedestrian crossing options at Ligar Street to allow for safe pedestrian crossing and pedestrian access along either Cameron Street or Ligar Street.	Drop-in Session attendees and Staff Workshop, Hepburn Shire Disability Advisory Committee	Agree	The Masterplan was updated to include the following:  <b>Investigate traffic calming and pedestrian crossing options at Ligar Street to allow for safe pedestrian crossing and pedestrian access along</b>

			<b>either Cameron Street or Ligar Street. Investigate wayfinding options.</b>
<b>Path Surfaces</b> Upgrading of Gravel track was seen as a priority due to park users including mums with strollers, elderly walkers and those with mobility scooters.	Drop-In session Attendee, Hepburn Shire Disability Advisory Committee	Agree	The Masterplan was updated to include the following:  Upgrade the existing gravel track through Queens Park to a paved, shared <b>2m</b> DDA compliant path <b>and consider the provision of park infrastructure such as a drinking fountain.</b> Consider installing solar powered lighting on the Creek Walk in a thoughtful manner to increase safety and usability.
<b>Path Surfaces</b> Consideration of a looped walking track.	Clunes Waterway & Landcare Group	Feedback was considered. Queens Park is a lineal Park and provides an existing lineal pathway through the Park that links to other opportunities to undertake a walking loop.	No modification made to the Masterplan.
<b>Park User Safety-</b> Concerns raised in relation to Queens Park entrance corner of Ligar and Cameron Streets due to steepness.	Staff Workshop and Hepburn Disability Advisory Committee	Feedback to be taken into consideration as part of the Integrated Transport Strategy	No modification made to the Masterplan.

TREE MANAGEMENT & VEGETATION			
<b>Conservation:</b> The consideration of the incorporation of water sensitive urban design treatment within carpark to protect the platypus population and creek	Clunes Landcare and Waterway Group	Agree	The Masterplan was updated to include the following:  Upgrade existing gravel carpark, provide asphalt re-surfacing <b>and consider incorporating Water Sensitive Urban Design (WSUD) treatments.</b>
<b>Conservation</b> – Heritage Tree Protection and World Heritage Consideration.	Drop-in Session Attendees and Staff Workshop, Survey Respondents	Feedback to be taken into consideration as part of the Hepburn Shire Tree Management Plan.	No modification made to the Masterplan.
<b>Tree Planting</b> - Additional Shade around carpark	Drop-in Session Attendees and Staff Workshop, Survey Respondents	Feedback to be taken into consideration as part of the incorporation of Water Sensitive Urban Design (WSUD) treatments and Hepburn Shire Tree Management Plan.	No modification made to the Masterplan.
<b>Tree Planting-</b> There was strong feedback in relation to the consideration of planting of natives and some deciduous trees.	Drop-in Session Attendees and Staff Workshop, Survey Respondents	This was considered with the Masterplan wording modified with the below wording:  planting <b>in accordance with the Hepburn Shire Tree Management Plan.</b>	The Masterplan wording was modified.

<b>OTHER</b>			
<b>Incorporation of Traditional owners' acknowledgment:</b>	Drop-in Session Attendees and Staff Workshop and Survey respondents.	Agree with Council's adopted acknowledgement to country statement and artwork to be implemented on the Queens Park identity signage and further engagement with Djaara during implementation.	No modification made to the Masterplan.
<b>Signage</b> – Prior to signage being updated consultation is required with Clunes Museum to ensure the information is correct	Clunes Museum and Clunes Landcare Waterway Group	Agree. Further engagement with Clunes Museum will occur prior to implementation.	No modification made to the Masterplan.

## Pioneer Park Masterplan

Several key issues were raised during the public exhibition period. These have been categorised under infrastructure, connectivity, tree management and vegetation and other.

INFRASTRUCTURE			
KEY ISSUE	SUBMITTER	OFFICER RESPONSE	DRAFT MASTERPLAN IMPLICATIONS
The Masterplan should include the provision of a skatepark.	Various	Agree	The Masterplan was updated to include the following:  <b>Investigate upgrades required to skatepark in line with the Hepburn Shire 2020 Play Space Strategy.</b>
Provision of a Public Toilet	Drop-in Session, Survey Respondent and Staff Workshop	The township of Clunes is well serviced by Public Toilets. There are existing public toilets located nearby in Collins Place. Provision of an additional public toilet will be considered as part of the Queens Park Master Plan.	No modification made to the Masterplan.
EV Charging Station	Drop-in Session and Staff Workshop	Feedback to be taken into consideration as part of the Integrated Transport Strategy	No modification made to the Masterplan.

<b>CONNECTIVITY</b>			
<b>Park User Safety-</b> Increase visitation, safety and improve access for all.	Drop-in Session and Staff Workshop and Hepburn Disability Advisory Committee	Agree	Provide 2m wide DDA compliant concrete paths to increase access into and around the site. Consider organic shapes for the pathway alignment to reflect Lunaris and establish an aesthetic identity for Pioneer Park. <b>Consider installing lighting on the paths in a thoughtful manner to increase safety and usability.</b>
<b>Car Parking</b> - As an alternative parallel parking be provided in the side verge of Ballarat Maryborough Road, easier for vehicle with children and no reversing.	Drop-in Session and Staff Workshop	Car parking has been considered and will be provided as part of the Masterplan. Carparking on the verge can be considered at the time of detailed design.	No modification made to the Masterplan.
<b>Car Parking Safety-</b> consideration of fencing or similar at edge of park to stop children etc running onto road.	Drop-in Session and Staff Workshop	Agree	The Masterplan was updated to include the following:  <b>Install safety treatment along roadside and carpark edge.</b>
<b>TREE MANAGEMENT &amp; VEGETATION</b>			
<b>Tree Planting</b> – I would like to see planting of native trees.	Survey Respondent	Feedback to be taken into consideration with tree planting to be undertaken in accordance with the Hepburn Shire Tree Management Plan.	No modification made to the Masterplan.



OTHER			
<b>Incorporation of Traditional owners' acknowledgment:</b>	Drop-in Session Attendees and Staff Workshop and Survey respondents.	Agree with Council's adopted acknowledgement to country statement and artwork to be implemented on the Pioneer Park identity signage and further engagement with Djaara during implementation.	No modification made to the Masterplan.

## Next Steps

The information collected from the various engagement activities undertaken during the public exhibition period have been used to inform the final draft Queens Park and Pioneer Park Masterplans.

The final draft Queens Park and Pioneer Park Masterplans are to be presented at a Council Meeting for adoption. Should the draft Masterplans be endorsed by Council, further scoping work would need to be undertaken as part of the Masterplan implementation. This work would identify the associated detailed design and capital costs which would need to be further considered by Council at the appropriate time. As part of this process Council would actively seek funding opportunities from external partners. Should the draft Masterplans be endorsed, the works are to be implemented in a staged approach, subject to funding. Future works would need to be considered with other Council priorities and expenditure.

## **12 EMBRACING OUR PAST AND PLANNING FOR OUR FUTURE**

### **12.1 DAYLESFORD COMMUNITY FACILITIES – PROJECT ADVISORY GROUP DIRECTOR INFRASTRUCTURE AND DELIVERY**

*In providing this advice to Council as the Manager, Projects, I Ben Grounds have no interests to disclose in this report.*

#### **ATTACHMENTS**

1. Terms of Reference - Daylesford Community Facilities Project Advisory Group [12.1.1 - 3 pages]
2. Expression of Interest - Daylesford Community Facilities Project Advisory Group [12.1.2 - 6 pages]

#### **OFFICER'S RECOMMENDATION**

*That Council endorses:*

1. *the establishment of the Daylesford Community Facilities Project Advisory Group;*
2. *the Daylesford Community Facilities Project Advisory Group - Terms of Reference; and,*
3. *the Daylesford Community Facilities Project Advisory Group - Expression of Interest.*

#### **EXECUTIVE SUMMARY**

To assist in the delivery of the Daylesford Community Facilities project, Council seeks to appoint a Project Advisory Group (PAG). The PAG is a reference group consisting of community members and is not a decision-making body. The PAG will assist in successfully delivering the project by constructively informing the concept design process and the community engagement activities for the project.

#### **BACKGROUND**

The Daylesford Community Facilities project will see the design and development of a contemporary library and multi-function assembly hall at the Daylesford Town Hall site. The provision of a dedicated/exclusive cinema or gallery space is not within the scope of the project.

Project delivery is to be dependent on feasibility of delivering the project scope within the confines of the site. Project construction is subject to external funding availability.

To assist the project, Council seeks to appoint a PAG consisting of community members. The PAG is a reference group and not a decision-making body and is

intended to represent community need and help develop high quality community engagement for the project.

PAG membership will comprise of between four and eight community members (not including the chairs and Council officers) who are committed to working positively to see this project completed successfully.

The PAG will assist in successfully delivering the project by initially informing the concept design process for the project. Areas of responsibility are:

- Representing broad community interests and needs, to help the Daylesford Community Facilities project realise the vision and community needs.
- Engaging in the concept design process and providing input and ideas to the designers.
- Providing advice about how to effectively engage the broader Daylesford community on the project design.
- Sharing information about the project to the community through various community channels and groups.

If the project proceeds to the detailed design and construction phases, the PAG will continue to aid with project delivery until project completion.

## **KEY ISSUES**

The establishment of a PAG has been a successful model of community engagement in other projects (including the Mechanics at Trentham), and will be complemented by a broader community engagement process.

The membership of the PAG will be sought via a public Expression of Interest process, which will seek membership from a variety of people representing broad community interests.

The membership of the PAG will be appointed by a Council resolution.

## **COUNCIL POLICY AND LEGISLATIVE IMPLICATIONS**

### **Council Plan 2021-2025**

A healthy, supported, and empowered community

2.2 Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing.

Embracing our past and planning for the future

3.3 Build and maintain quality infrastructure that supports and promotes liveability and active living in the community.

## **FINANCIAL IMPLICATIONS**

The costs associated with this element of the project will be covered within the existing project budget.

## **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

The proposed PAG is intended to implement the principles set out in the Hepburn Shire Community Engagement Policy.

The PAG allows community members to be involved in the design, construction and occupation phases of the project. PAGs provide a forum where questions from the community can be raised and answered.

The PAG will complement the other planned community and stakeholder engagement activities for this project, as set out in the project Community Engagement Plan and Communications Plan.

## **RISK AND GOVERNANCE IMPLICATIONS**

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

## **ENVIRONMENTAL SUSTAINABILITY**

There are no environmental implications associated with this report.

## **GENDER IMPACT ASSESSMENT**

A gender impact assessment has been completed for this PAG. In order to address the diverse needs of women, men, and gender-diverse individuals, the membership of the PAG shall reflect the wide range of interests and requirements within the Shire.

This diversity encompasses various factors such as cultural background, age, gender, accessibility and inclusivity, employment status, life stage, and affiliation with community groups. Additionally, PAG membership will strive to encompass individuals possessing a diverse array of skills. These skills may pertain to community engagement, marketing and communication, tourism and economic development, community program design, as well as technology and innovation.

To ensure compliance with these criteria, they have been explicitly outlined in the PAG Terms of Reference.

The PAG will assist in developing a Gender Impact Assessment for the broader design stages and objectives of the project once appointed.

## ► TERMS OF REFERENCE

### 1. INTRODUCTION

The Daylesford Community Facilities project will see the design and development of a multi-function assembly hall and contemporary library.

Project delivery is to be dependent on feasibility of delivering the project scope within the confines of the site. Project construction is subject to external funding availability.

The Project Advisory Group is a reference group and not a decision-making body.

### 2. PROJECT OBJECTIVES

The project aims to:

- Undertake feasibility to develop a new Daylesford Library on the Daylesford Town Hall site.
- Upgrade the existing assembly hall to be a high quality, multi-purpose performance and events space.
- By executing the above, create a community hub in the historic site, in the centre of Daylesford.
- Maximise the activation of the Daylesford Town Hall site by community.

### 3. PROJECT ADVISORY GROUP

#### 3.1 Roles and Responsibilities

The Project Advisory Group (PAG) will assist in successfully delivering the project by constructively informing the concept design process and possible future stages of the project. Areas of responsibility are:

1. Representing broad community interests and needs, to help the Daylesford Community Facilities project realise the vision and community needs.
2. Engaging in the concept design process and providing input and ideas to the designers.
3. Providing advice about how to effectively engage the broader Daylesford community on the project design.
4. Sharing information about the project to the community through various community channels and groups.

#### 3.2 Membership

The membership of the Project Advisory Group aims to ensure there is representation of broad community needs relevant to this facility.

Membership will comprise of between four (4) and eight (8) community members (not including the chairs and Council officers) who are committed to working positively to see this project completed successfully.

Membership shall represent the range of interests and needs of people in Daylesford. Such diversity may include cultural, age, gender, access and inclusion, employment, life stage, and community groups.

## ► TERMS OF REFERENCE

Membership will also aim to include people who bring a range of skills to the group. Such skills may include community engagement, marketing and communication, tourism and economic development, community program development, and technology and innovation.

The Project Advisory Group will be co-chaired by the Birch Ward Councillors. A decision on chairing of the group post-2024 local government elections will be made by the new Council as part of the determination of committee membership.

Membership will be invited by way of an expression of interest and members will be appointed by Council resolution.

Members should notify Council in writing if they intend to rescind their membership. If membership numbers fall below four (4), Council may seek to increase membership through another Expression of Interest process. Council will otherwise not accept membership Expressions of Interest after the initial membership has been appointed.

### **4. HEPBURN SHIRE COUNCIL**

#### **4.1 Role and Responsibilities**

Council will have accountability for management of the contract with the architect and ensuring satisfactory achievement of key deliverables for each of the project stages. Council will be required to approve any significant or material changes to scope, budget, or timelines.

Council is committed to working co-operatively with community organisations and the community in the development of the Daylesford Community Facilities project.

### **5. ADMINISTRATION AND CONDUCT**

#### **5.1 Administration**

- The Project Advisory Group will be co-chaired by both Birch Ward Councillors, with each undertaking chairing duties at alternate meetings.
- The Project Advisory Group will be administered and supported by Hepburn Shire Council. Council will be responsible for calling meetings and circulating minutes and written material as required.
- Minutes will be utilised only for the purpose of the PAG managing the project and will not be routinely published.
- Meetings of the Project Advisory Group are planned to occur monthly.
- A review period will apply to the Project Advisory Group at the end of Stage 1 (concept design complete, approximately 6-12 months) and will be undertaken by Council.
- A quorum will be a majority of the group present at a Project Advisory Group meeting.

#### **5.2 Conduct**

All members of the Daylesford Community Facilities Project Advisory Group will work in a co-operative and positive manner. Members are expected to:

► TERMS OF REFERENCE

- Actively participate in Project Advisory Group meetings, offer opinions and views, and attend a minimum of 50% of meetings.
- Treat all persons with respect and have due regard to the opinions, rights, and responsibilities of others.
- Declare any conflicts of interest or perceived conflicts of interest.
- Act with integrity and not release confidential information.
- Adhere to the principle of clear and open communication.
- Where issues of conflict arise, parties will be encouraged to discuss issues openly and clearly in a respectful manner.
- Where there is difficulty in resolving issues of conflict, Council will make a final decision on any matter.

Breaches of the Terms of Reference may result in removal from the Project Advisory Group.



► EXPRESSION OF INTEREST

Please review the Daylesford Community Facilities – Project Advisory Group – Terms of Reference, prior to submitting an Expression of Interest.

Expressions of Interest close on (insert date) and members will be appointed at the Council Meeting on (insert date).

Complete your Expression of Interest by responding to the following questions online at (insert Participate Hepburn link) or via hard copy. Hard copy Expressions of Interest are to be submitted via email to [shire@hepburn.vic.gov.au](mailto:shire@hepburn.vic.gov.au) or dropped into a Council customer service centre.

1. Name

2. Phone Number

3. Email Address

4. Postal Address

► EXPRESSION OF INTEREST

5. Explain why you want to be a part of the Daylesford Community Facilities Project Advisory Group

▶ EXPRESSION OF INTEREST

6. Outline your connections to the Daylesford and Hepburn communities and any interests you would bring to the Project Advisory Group

▶ EXPRESSION OF INTEREST

7. Outline the skills or expertise you have that you believe will be beneficial to the Project Advisory Group

► EXPRESSION OF INTEREST

8. Outline how you will gather ideas from, and disseminate project information to, the Daylesford and Hepburn communities

► EXPRESSION OF INTEREST

9. Indicate how you represent the diversity of the Daylesford and Hepburn communities, as described in Terms of Reference Section 3.2

## **12.2 AWARD OF TENDER HEPBU.RFT2023.182 – SUPPLY OF QUARRY MATERIALS, GRAVEL & RECYCLED CONSTRUCTION MATERIALS DIRECTOR INFRASTRUCTURE AND DELIVERY**

*In providing this advice to Council as the Project Engineer – Infrastructure, I Paul O'Leary have no interests to disclose in this report.*

### **ATTACHMENTS**

1. CONFIDENTIAL REDACTED - HEPBU RFT2023 182 Tenders Evaluation Report [12.2.1 - 7 pages]

### **OFFICER'S RECOMMENDATION**

*That Council:*

1. *Awards Contract Number HEPBU.RFT2023.182 for the Supply of Quarry Materials, Gravel & Recycled Construction Materials to the six conforming tenderers, including:*
  - a. *AllStone Quarries Pty Ltd;*
  - b. *Butler Excavations Pty Ltd;*
  - c. *Fulton Hogan Quarries Pty Ltd;*
  - d. *Hanson Construction Materials Pty Ltd;*
  - e. *Log Hut Quarries Pty Ltd; and,*
  - f. *McClure Resources Pty Ltd.*
2. *Delegates authority for the Chief Executive Officer to sign the contract documents on behalf of Council; and*
3. *Resolves that the attached Tender Evaluation Report remains confidential.*

### **EXECUTIVE SUMMARY**

The purpose of this report is for Councillors to consider the award of a supplier panel contract HEPBU.RFT.2023.182 Supply of Quarry Material, Gravel and Recycled Construction Materials.

Council utilises a panel of suppliers for the procurement of quarry materials, gravel and recycled construction materials to be utilised in both the capital and operational programs.

These programs are varied and include crushed rock for road reconstruction, gravel for the gravel road resheet program plus a variety of quarry materials for both sealed

road and unsealed road maintenance and drainage programs. This contract also supplies rates for crushed concrete and recycled materials which Council encourage the use of.

This Tender is to meet the requirements of the procurement policy in relation to the procurement of these services and will supersede the previous quarry materials panel contract.

## **BACKGROUND**

Council use panel suppliers for the procurement of quarry materials, gravel and recycled construction materials. It is proposed that while the primary user of the panel will be the Infrastructure and Delivery Services department, the panel will be available for use to all departments of Council.

A probity officer was not required for this tender as the cumulative spend on the contract is not anticipated to meet the threshold of the procurement policy.

## **KEY ISSUES**

A total of six submissions were received, of which all were deemed conforming.

As there was no “natural break” in the scoring of tenderers, the panel recommended putting all six conforming tenderers on the panel.

Council set a procurement limit of within 50km of the Shire boundary to minimise the cost and environmental impact of transporting material from collection to site.

The panel acknowledged that one supplier, AllStone Quarries Pty Ltd, main collection point is outside this 50km radius but the specialist materials and services provided by the tendered made them a suitable addition to the panel.

## **COUNCIL POLICY AND LEGISLATIVE IMPLICATIONS**

### **Council Plan 2021-2025**

Embracing our past and planning for the future

3.3 Build and maintain quality infrastructure that supports and promotes liveability and active living in the community.

A dynamic and responsive Council

5.5 Strong asset management and renewal.

## **FINANCIAL IMPLICATIONS**

There are no negative financial implications associated with this report.

Risk is mitigated by using a schedule of rates contract for an initial period of 2 years plus two optional extensions of one year each by mutual agreement.



Appointment to the panel does not guarantee a package of work and any package will be funded from approved capital and operational budgets.

### **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

All relevant community and stakeholder engagement will take place as part of the scoping and award of packages of work under this contact.

### **RISK AND GOVERNANCE IMPLICATIONS**

There are no governance and risk implications associated with this report.

### **ENVIRONMENTAL SUSTAINABILITY**

All relevant specific environmental impact assessments will take place as part of the scoping and award of packages of work. Although, more broadly for this panel contract officers have:

- limited the reach of this contract to suppliers within 50km of the Shire boundary (with the one notable exception) to minimise cost and environmental impact of transport of material.
- Included recycled products in the tender with the aim of reducing the reliance on virgin material used through operations maintenance and construction practices.

### **GENDER IMPACT ASSESSMENT**

There are no gender equity implications associated with this report. A gender impact assessment was assessed as not required for this panel contract.

Gender Impact Assessments will be undertaken as required when awarding packages of work under this panel contract.

**13 A DYNAMIC AND RESPONSIVE COUNCIL**  
**13.1 QUARTERLY FINANCE REPORTS – QUARTER 2 2023/2024**  
**DIRECTOR COMMUNITY AND CORPORATE**

*In providing this advice to Council as the Acting Manager Financial Services, I Natalie Martin have no interests to disclose in this report.*

**ATTACHMENTS**

1. Financial Report for the Period Ending 31 December 2023 [**13.1.1** - 28 pages]
2. Capital Projects Portfolio December 2023 [**13.1.2** - 5 pages]
3. Operating Projects Portfolio December 2023 [**13.1.3** - 4 pages]

**OFFICER’S RECOMMENDATION**

*That Council notes the financial position and performance for six months ending 31 December 2023, including the special and capital projects.*

**EXECUTIVE SUMMARY**

The December 2023 Quarterly Finance Report outlines the financial results for the six months ended 31 December 2023, along with a comparison to the amended budget adopted by Council (inclusive of carry forwards from 2022/2023 and additional funding identified to complete projects).

It includes a summary of Council’s financial performance and position for the 2023/2024 financial year up until 31 December 2023, and an update on each special and capital project as at 31 December 2023.

The current financial position needs to be read in the context of Council’s financial plan contained within the 2023/2024 Budget.

**BACKGROUND**

This report provides information on Council’s financial performance for the period 1 July 2023 to 31 December 2023 and compares the Income Statement to the amended budget, the Balance Sheet and Statement of Cash Flows to the prior year.

The results in the first six months of the financial year have continued to be impacted by current cost inflations, high CPI and contractor availability, as well as natural disaster recovery. These impacts will continue to be felt and reflected in future reports during the 2023/2024 financial year.

The December 2023 Quarterly Finance Report along with the special and capital project reports have been prepared in comparison to the amended budget being the original adopted budget and carry-forward budget combined that was adopted at the Ordinary Meeting of Council on 19 September 2023.

## **KEY ISSUES**

The financial report and attachments provide a comprehensive overview of Council's financial performance and current financial state, for the first six months of the 2023/2024 financial year up until 31 December 2023, and an update on the status and progress of each special and capital project.

The main items to note at the end of Quarter 2, with further details and explanation provided in the attached report, are as follows:

- The operating surplus for the six months ended 31 December 2023 was \$9.4M, which is \$3.8M (or 67%) favourable to the amended budgeted surplus of \$5.6M. This is primarily driven by materials and services expenditure budget being favourable by \$3.4M. This is due to lower than expected expenditure on storm recovery projects during the six months ended 31 December 2023.
- Year-to-date Capital works expenditure for the six months ended 31 December 2023 was \$7.4M, which is 28% of the \$25.9M full year amended budget.
- Cash holdings as at 31 December 2023 are \$8.3M lower than the same time last year, this is due to increased expenditure on capital works, special projects and storm recovery in the previous financial year.
- Trade and other receivables as at 31 December 2023 are \$1.6M higher than the same time last year. This is due to a combination of the annual rate cap rise together with increased offerings of support packages relating to payment extensions on rates instalments.

Council officers will remain flexible and agile in the management of their forecasts while responding in the best interests of the community.

## **COUNCIL POLICY AND LEGISLATIVE IMPLICATIONS**

### **Council Plan 2021-2025**

A dynamic and responsive Council

5.3 A sustainable and agile organisation with strong corporate governance that supports excellent operations

## **FINANCIAL IMPLICATIONS**

This report and associated attachments provide the opportunity for review of Council's financial position and forecasts.

## **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

There are no community or stakeholder engagement implications associated with this report.

**RISK AND GOVERNANCE IMPLICATIONS**

There are no risk implications associated with this report, and it has been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

**ENVIRONMENTAL SUSTAINABILITY**

There are no sustainability implications associated with this report.

**GENDER IMPACT ASSESSMENT**

There are no gender equity implications associated with this report.



FINANCIAL REPORT  
For the six months ending  
31 December 2023



## Contents

Contents .....	1
1. Overview .....	1
2. Financial Statements.....	2
2.1. Income Statement for six months ending 31 December 2023 .....	3
Note 1 – Operating Grants.....	3
Note 2 – Capital Grants.....	3
Note 3 – Other Income .....	4
Note 4– Materials and Service.....	4
Storm Impact .....	5
Capital Works Expenditure .....	6
2.2. Balance Sheet as at 31 December 2023 .....	8
Note 5 – Cash and cash equivalents .....	9
Note 6 – Other financial assets.....	9
Note 7 – Trade and other payables .....	9
Note 8 – Trust funds and deposits.....	9
Note 9 – Interest-bearing liabilities .....	9
Note 10 – Other liabilities.....	9
Note 11 – Reserves .....	9
2.3. Statement of Cash Flows as at 31 December 2023 .....	10
Note 12 – User Fees.....	11
Note 13 – Grants Operating.....	11
Note 14 – Contributions - monetary.....	11
Note 15 – Interest received .....	11
Note 16 – Trust funds and deposits taken.....	11
Note 17 – Materials and services .....	11
Note 18 – Payments for property, infrastructure, plant and equipment.....	11
Note 19 – Proceeds from sale of property, infrastructure, plant and equipment .....	11
Note 20 – Payments for investments .....	11
Note 21 – Repayment of borrowings.....	12
3. Cash Holdings.....	13

3.1. Restrictions on Cash and Investments.....	14
3.2. Unrestricted cash (VAGO ratio) .....	15
4. Financial Reserves.....	16
5. Investment Mix.....	18
6. Financial Performance Indicators .....	19
6.1. Adjusted underlying result.....	19
6.2. Obligations.....	20
Borrowing Ratio .....	20
Debt Commitment .....	21
Indebtedness .....	22
6.3. Rates and charges.....	23
Rates concentration.....	23
7. Rates and Other Debtors .....	24
8. Councillor Expenses .....	25

## 1. Overview

The December Quarterly Finance Report outlines the financial results for the six months ended 31 December 2023, along with a comparison to the amended budget (as adopted by Council in August 2023). This report includes the following:

- Income Statement;
- Statement of Capital Works;
- Balance Sheet;
- Statement of Cash Flows;
- Cash, investments and financial reserve schedules;
- Key performance indicators;
- Rates and other debtors; and
- Councillor expenditure.

The current financial position needs to be read in the context of Council's financial plan contained within the 2023/2024 Budget.

The ongoing impacts of COVID-19 on operational costs and recovery support for the community will be monitored throughout the 2023/2024 financial year, as well as natural disaster recovery, current cost inflations, high CPI and contractor availability. The Australian Bureau of Statistics noted that the year-on-year CPI increase effective end of November fell to 4.3 per cent from 4.9 per cent in October.

This report represents six months of business in the 2023/2024 financial year.

The main items to note at the end of the second quarter are:

- The operating surplus for the six months ended 31 December 2023 was \$9.4 million, which is \$3.8 million (or 67%) favourable to the amended budgeted surplus of \$5.6 million. This is primarily driven by materials and services expenditure budget being favourable by \$3.4 million. This is due to lower-than-expected expenditure on storm recovery projects during the six months ended 31 December 2023. Excluding storm recovery projects from the report would see the \$3.8 million favourable surplus reduce to \$651k (or 7%).
- Year-to-date Capital works expenditure for the six months ended 31 December 2023 was \$7.35 million which is 28% of the \$25.85 million amended budget. This level of expenditure is \$1.7 million ahead of this time last year.
- Cash holdings as at 31 December 2023 are \$8.3 million lower than the same time last year, this is due to increased expenditure on capital works, special projects and storm recovery in the previous year.
- Trade and other receivables as at 31 December 2023 are \$1.6 million higher than the same time last year. This is due to a combination of the annual rate cap rate rise together with increased offerings of support packages relating to payment extensions on rates instalments.



## 2. Financial Statements

The adjusted underlying result calculated in the Income Statement is the net surplus/(deficit) for the year adjusted for non-recurrent capital grants, monetary contributions (open space contributions) and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by non-recurrent capital income items, which can often mask the operating result.

## 2.1. Income Statement for six months ending 31 December 2023

### Hepburn Shire Council Comprehensive Income Statement For the Period Ended 31 December 2023

	Note	YTD Budget 2023/24	YTD Actual 2023/24	YTD Variance		FY Budget 2023/24
		\$'000	\$'000	\$'000	%	\$'000
<b>Income</b>						
Rates and charges		25,936	25,849	(87)	0%	26,159
Statutory fees and fines		547	474	(73)	-13%	1,130
User fees		506	410	(96)	-19%	1,016
Grants - operating	1	1,686	2,957	1,271	75%	8,240
Grants - capital	2	1,454	732	(722)	-50%	7,934
Contributions - monetary		365	422	57	16%	570
Net gain/(loss) on disposal of assets		50	31	(19)	-38%	200
Other income	3	791	950	160	20%	1,572
<b>Total Income</b>		<b>31,335</b>	<b>31,825</b>	<b>490</b>	<b>2%</b>	<b>46,820</b>
<b>Expenses</b>						
Employee costs		8,874	9,068	(194)	-2%	18,084
Materials and services	4	11,892	8,490	3,402	29%	22,771
Bad and doubtful debts		-	8	(8)	100%	15
Depreciation and amortisation		4,404	4,359	45	1%	8,809
Borrowing costs		108	60	48	45%	211
Other expenses		434	450	(16)	-4%	921
<b>Total Expenses</b>		<b>25,712</b>	<b>22,435</b>	<b>3,277</b>	<b>13%</b>	<b>50,811</b>
<b>Surplus/(Deficit) for the year</b>		<b>5,623</b>	<b>9,390</b>	<b>3,767</b>		<b>(3,991)</b>
<b>Underlying result adjustment</b>						
Contributions Monetary		(365)	(422)	57	-16%	(570)
Grants - Capital		(1,454)	(732)	(722)	50%	(7,934)
<b>Total underlying adjustment</b>		<b>(1,819)</b>	<b>(1,154)</b>	<b>(665)</b>		<b>(8,504)</b>
<b>Adjusted underlying surplus/deficit</b>		<b>3,804</b>	<b>8,236</b>	<b>(4,432)</b>		<b>(12,495)</b>

Commentary is provided for variances greater than \$100,000 and 10%.

#### Note 1 – Operating Grants

Operating grants are favourable \$1,271k due in the main to the advanced funding of grants ahead of the budgeted period in relation to storm recovery and the digital planning project.

#### Note 2 – Capital Grants

Capital grants are unfavourable to budget due to the timing of the receipt of grants predominately for infrastructure projects (\$722k) with this funding to be received throughout the year. There are no concerns these grants will not be received.

### Note 3 – Other Income

Other income is favourable to budget with much of the movement due to additional interest being received on money invested \$196k due to higher-than-expected interest rates which is offset by a slight decrease in rental income received (\$36k) against the ytd budget.

### Note 4– Materials and Service

Materials and services expenditure is favourable to YTD budget by \$3.4M. This is primarily due to lower than anticipated expenditure on storm recovery projects during the first six months of the year. Excluding storm recovery projects from the report would see the current favourable movement reduce to a \$1.412k (or 16%).

Additional disclosure has been provided in relation to legal fees as per the table below:

#### *Legal Fees additional disclosure*

Legal Fees	Actuals 31-Dec-22 \$'000	Actuals 31-Dec-23 \$'000
General Advice	102,664	256,390
Freedom of Information	55,419	28,707
S173 Legal Fees	11,737	19,459
<b>Legal Fees</b>	<b>169,820</b>	<b>304,556</b>

### Storm Impact

Council has been impacted by three significant storm events during the previous financial years. The result of these storms was significant damage to property and infrastructure across the areas.

The table below outlines the total financial impact to Council including previous financial years to 31 December 2023. The impact of the three storm events on the current financial year for the period ending 31 December 2023 is shown separately.

#### **Total Financial Impact of Storm Events on Council to 31 December 2023 (across multiple financial years)**

	Storm Event Trentham June 2021	Storm Event Creswick January 2022	Storm Event October 2022	Total Costs
	\$'000's	\$'000's	\$'000's	\$'000's
Claims Received	4,380	423	5,532	10,335
<b>Costs</b>				
Employee Benefits	731	461	365	1,557
Contractors	5,035	1,791	6,274	13,100
Other	182	114	15	311
<b>Total Expenditure</b>	<b>5,948</b>	<b>2,366</b>	<b>6,654</b>	<b>14,968</b>
<b>Cost to Council</b>	<b>(1,568)</b>	<b>(1,943)</b>	<b>(1,122)</b>	<b>(4,633)</b>

#### **Impact of Storm Events 1 July 2023 to 31 December 2023**

Income YTD	YTD Actual	Annual Budget	Variance to Budget	Expenditure YTD	YTD Actual	Annual Budget	Variance to Budget
	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000
				Employee Benefits	107	-	(107)
				Materials	-	-	-
<b>June 2021 Storm</b>	<b>57</b>	<b>-</b>	<b>(57)</b>	<b>June 2021 Storm</b>	<b>107</b>	<b>-</b>	<b>(107)</b>
				Employee Benefits	-	-	-
				Materials	5	-	(5)
<b>January 2022 Storm</b>	<b>416</b>	<b>-</b>	<b>(416)</b>	<b>January 2022 Storm</b>	<b>5</b>	<b>-</b>	<b>(5)</b>
				Employee Benefits	111	474	363
				Materials	1,037	6,026	4,989
<b>October 2022 Storm</b>	<b>653</b>	<b>5,950</b>	<b>5,297</b>	<b>October 2022 Storm</b>	<b>1,148</b>	<b>6,500</b>	<b>5,352</b>
<b>Total</b>	<b>1,126</b>	<b>5,950</b>	<b>4,824</b>	<b>Total</b>	<b>1,260</b>	<b>6,500</b>	<b>5,240</b>

Some reimbursement for the January 2022 storm event is still outstanding as well as a percentage of the other storm events, however we have seen a number of payments made in the recent quarter.

Statement of Capital Works for the six months ending 31 December 2023

## Hepburn Shire Council Statement of Capital Works as at 31 December 2023

<i>Capital Works Category</i>	<i>Original Budget</i>	<i>Original inc C/F Budget</i>	<i>YTD Actual</i>	<i>% Spent YTD on C/F Budget</i>
<b>Property</b>				
Buildings	340,000	765,817	377,935	49%
Building Improvements	1,000,000	1,048,653	78,946	8%
<b>Total Property</b>	<b>1,340,000</b>	<b>1,814,470</b>	<b>456,881</b>	<b>25%</b>
<b>Plant and Equipment</b>				
Plant, machinery and equipment	600,000	600,000	370,485	62%
Computers and telecommunications	200,000	343,500	96,434	28%
Library books	60,000	60,000	11,774	20%
<b>Total Plant &amp; Equipment</b>	<b>860,000</b>	<b>1,003,500</b>	<b>478,693</b>	<b>48%</b>
<b>Infrastructure</b>				
Roads	2,993,683	3,630,076	885,529	24%
Bridges	3,000,000	3,223,129	620	0%
Footpaths and cycleways	275,000	539,897	193,598	36%
Drainage	0	219,780	238,389	108%
Recreational, leisure and community facilities	1,817,500	3,006,798	1,200,056	40%
Parks, open space and streetscapes	8,484,438	11,774,453	3,863,062	33%
Other infrastructure	600,000	634,642	36,731	6%
<b>Total Infrastructure</b>	<b>17,170,621</b>	<b>23,028,775</b>	<b>6,417,985</b>	<b>28%</b>
<b>Total Capital Works</b>	<b>19,370,621</b>	<b>25,846,745</b>	<b>7,353,559</b>	<b>28%</b>
<b>Represented by:</b>				
New asset expenditure	8,699,438	11,206,458	3,838,758	34%
Asset renewal expenditure	8,618,683	10,458,025	1,867,664	18%
Asset upgrade/expansion expenditure	2,052,500	4,182,262	1,647,136	39%
<b>Total Capital Works Expenditure</b>	<b>19,370,621</b>	<b>25,846,745</b>	<b>7,353,558</b>	<b>28%</b>
<b>% Spent YTD Original Budget</b>				<b>38%</b>

### Capital Works Expenditure

Capital works expenditure for the six months ended 31 December 2023 was \$7.35M or 38% of the \$19.37M original adopted budget. In addition to the original adopted budget, a carry forward of \$6.48M has been approved for the capital works program in 2023/24 with the percentage spend against the \$25.85M being 28%. Capital expenditure through the first half of 2023/24 has increased on the previous four years as a percentage of the original budget including carry forwards and in actual spend as can be seen in the table below.

Year	Original Budget (inc. Carry Forwards)	YTD Actual at 31 December	Percentage delivery in first quarter
2023/24	\$25,846,745	\$7,353,558	28.5%
2022/23	\$22,155,778	\$5,622,569	25.4%
2021/22	\$23,313,092	\$4,395,576	18.9%
2020/21	\$23,265,773	\$3,754,038	16.1%
2019/20	\$19,324,713	\$3,589,159	18.6%

In addition to the actual expenditure of \$7.35M, Council has committed capital expenditure of \$7.87M as at 31 December 2023.

Increased spending has been driven by Council's investment in infrastructure projects, including Mechanics at Trentham (\$1,707k), Creswick Trails (\$1,895k), Bullarto Station (\$329k), and Creswick Bowls Club (947k).

Despite positive results in the first six months, conditions in the building construction sector remain challenging. Council has major projects where tender submissions have not been received and projects where tender submissions that have been received have been significantly over budget and with long delivery timelines. High inflation has also placed additional pressure on project budgets.

Further details relating to individual capital and special project status can be found in the attachments.

## 2.2. Balance Sheet as at 31 December 2023

Commentary is provided for variances greater than \$100,000 and 10%.

<b>Hepburn Shire Council Balance Sheet As at 31 December 2023</b>						
	Note	Current Year Actual	Prior Year Actual	Variance Year on Year		FY Original Budget 2023/24
		\$'000	\$'000	\$'000	%	\$'000
<b>Assets</b>						
<b>Current Assets</b>						
Cash and cash equivalents	5	2,657	4,975	(2,318)	-87%	2,687
Trade and other receivables		20,304	18,715	1,589	8%	3,939
Other financial assets	6	6,186	12,202	(6,016)	-97%	5,202
Inventories		2	44	(42)	-2042%	17
Other assets		97	162	(64)	-66%	117
<b>Total Current Assets</b>		<b>29,246</b>	<b>36,098</b>	<b>(6,853)</b>	<b>-23%</b>	<b>11,961</b>
<b>Non-Current assets</b>						
Property, infrastructure, plant and equipment		366,751	344,751	21,999	6%	365,642
<b>Total Non-Current Assets</b>		<b>366,751</b>	<b>344,751</b>	<b>21,999</b>	<b>6%</b>	<b>365,642</b>
<b>TOTAL ASSETS</b>		<b>395,996</b>	<b>380,849</b>	<b>15,147</b>	<b>4%</b>	<b>377,603</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables	7	1,179	1,001	(179)	-15%	4,054
Trust funds and deposits	8	3,058	2,390	(668)	-22%	1,098
Provisions		2,919	2,772	(147)	-5%	2,423
Interest-bearing loans and borrowings	9	408	629	221	54%	964
Other Liabilities	10	18	1,580	1,562	8750%	18
<b>Total Current Liabilities</b>		<b>7,582</b>	<b>8,372</b>	<b>790</b>	<b>10%</b>	<b>8,556</b>
<b>Non-Current Liabilities</b>						
Provisions		540	492	(48)	-9%	815
Interest-bearing loans and borrowings	9	3,292	5,090	1,798	55%	7,861
Other Liabilities		42	60	18	42%	27
<b>Total Non-Current Liabilities</b>		<b>3,874</b>	<b>5,642</b>	<b>1,768</b>	<b>46%</b>	<b>8,703</b>
<b>TOTAL LIABILITIES</b>		<b>11,456</b>	<b>14,014</b>	<b>2,558</b>	<b>22%</b>	<b>17,259</b>
<b>NET ASSETS</b>		<b>384,540</b>	<b>366,835</b>	<b>17,705</b>	<b>5%</b>	<b>360,344</b>
<b>Equity</b>						
Accumulated surplus		159,024	168,151	(9,127)	-6%	159,317
Reserves	11	225,516	198,684	26,832	12%	201,027
<b>TOTAL EQUITY</b>		<b>384,540</b>	<b>366,835</b>	<b>17,705</b>	<b>5%</b>	<b>360,344</b>

#### Note 5 – Cash and cash equivalents

Cash and cash equivalents are lower than at the same time last year. This is primarily due to grant funding received in the prior year being utilised on capital projects being delivered in 2023/24. Section 3 of the report provides additional information in relation to the cash holding and position of Council.

#### Note 6 – Other financial assets

Other financial assets are lower than at the same time last year, this is due to investments maturing and resulting cash being utilised to fund council operations.

#### Note 7 – Trade and other payables

Trade payables are higher than the previous year due to a larger volume of accrued expenses outstanding that were processed at year end. All suppliers and commitments are being met on time (or earlier) by Council.

#### Note 8 – Trust funds and deposits

Trust funds and deposits are higher than the previous year due to an increased fire services levy balance (\$201k) together with increases in other retentions and deposits received being contractor retentions (\$331k) and deposits for subdivision works (\$151k).

#### Note 9 – Interest-bearing liabilities

Current and non-current interest-bearing loans have decreased in comparison to last year as a result of Council repaying a loan.

#### Note 10 – Other liabilities

Other liabilities are lower than prior year due to Income in advance (capital grants) being recognized during the year rather than at year end.

#### Note 11 – Reserves

Reserves are \$26.83M higher than at the same time last year. This movement is the result of a \$23.95M revaluation of assets last year, along with a transfer of \$2.88M from other reserves. The majority of reserve accounting occurs as part of the year-end processing.



### 2.3. Statement of Cash Flows as at 31 December 2023

Commentary is provided for variances greater than \$100,000 and 10%.

<b>Hepburn Shire Council Statement of Cash Flows For the Period Ended 31 December 2023</b>					
	Current Year Actual	Prior Year Actual	Variance Year on Year		FY Original Budget 2023/24
	Inflows/ (Outflows) \$'000	Inflows/ (Outflows) \$'000	\$'000	%	Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>					
Rates and charges	12,840	12,115	(725)	-6%	25,941
Statutory fees and fines	454	518	63	14%	1,173
User fees	12 233	867	634	272%	1,177
Grants - operating	13 1,743	2,633	890	51%	9,956
Grants - capital	(73)	26	(99)	136%	5,782
Contributions - monetary	14 422	647	224	53%	570
Interest received	15 346	234	(112)	-32%	340
Rent received	540	574	34	6%	1,199
Trust funds and deposits taken	16 400	115	(285)	-71%	-
Other receipts	144	241	97	68%	247
Net GST refund/payment	317	385	68	22%	70
Employee costs	(8,821)	(9,131)	(310)	4%	(17,991)
Materials and services	17 (10,144)	(11,155)	(1,011)	10%	(21,022)
Other payments	(450)	(359)	91	-20%	(938)
<b>Net cash provided by/(used in) operating activities</b>	<b>(2,049)</b>	<b>(2,291)</b>	<b>(441)</b>	<b>-12%</b>	<b>6,504</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	18 (7,353)	(5,639)	1,714	-23%	(19,371)
Proceeds from sale of property, infrastructure, plant and equipment	19 31	202	171	552%	200
Payments for investments	20 (1,984)	5,000	6,984	-352%	-
<b>Net cash provided by/(used in) investing activities</b>	<b>(9,306)</b>	<b>(437)</b>	<b>8,869</b>	<b>-95%</b>	<b>(19,171)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(60)	(69)	(9)	16%	(211)
Repayment of borrowings	21 (203)	1,193	1,396	-688%	4,933
<b>Net cash provided by/(used in) financing activities</b>	<b>(262)</b>	<b>1,124</b>	<b>1,386</b>	<b>-528%</b>	<b>4,722</b>
Net increase (decrease) in cash and cash equivalents	(11,617)	(1,604)	10,013	-86%	(7,944)
Cash and cash equivalents at the beginning of the financial year	14,274	6,579	(7,695)	-54%	10,631
<b>Cash and cash equivalents at the end of the period</b>	<b>2,657</b>	<b>4,975</b>	<b>2,318</b>	<b>87%</b>	<b>2,687</b>

#### Note 12 – User Fees

User fees are lower than the prior year due to the payment of larger historical balances in 2022/23 that were raised in 2021/22 financial year.

#### Note 13 – Grants Operating

Operating grants are lower than prior year as higher amounts for storm recovery were received in the prior year, as well as the majority of financial assistance grants being received in 2022/23 for the current financial year.

#### Note 14 – Contributions - monetary

Monetary contributions are lower due to additional community contributions received for capital projects being completed in the prior financial year.

#### Note 15 – Interest received

High cash balances during the first six months and an increase in interest rates has resulted in an increase in interest received on investments.

#### Note 16 – Trust funds and deposits taken

Trust funds and deposit receipts vary year-on-year, and items such as contractor retentions often vary in their timing throughout the year based on completion of capital works projects.

#### Note 17 – Materials and services

Outflows from materials and services have decreased compared to the same point last year due to a reduction in storm expenditure for the current financial year.

#### Note 18 – Payments for property, infrastructure, plant and equipment

Payments for property, infrastructure, plant and equipment relate to payments made to suppliers and contractors in relation to capital works. Section 2.1 above and its associated attachment provides detailed commentary on capital works projects.

#### Note 19 – Proceeds from sale of property, infrastructure, plant and equipment

Proceeds from the sale of property, infrastructure, plant and requirement relate to the sales of land, plant and fleet. This has decreased in comparison to last year by \$171k due to additional investment in new plant and fleet vehicles that was delayed from prior years given worldwide plant shortages.

#### Note 20 – Payments for investments

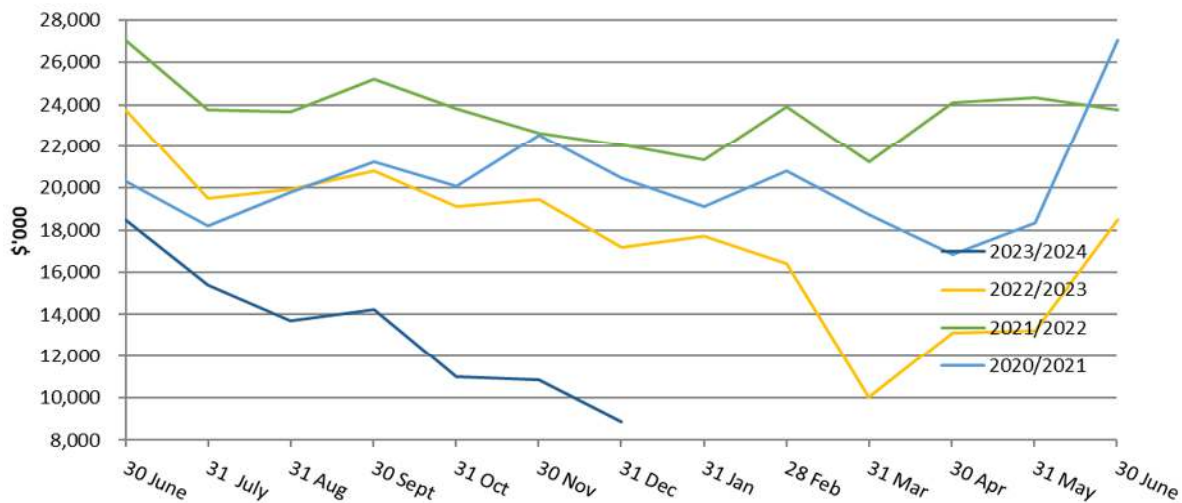
Council has redeemed \$1.98M of cash to short-term investment, during this current financial year. During the same period last year, Council had redeemed \$5.00M of short-term investment back to cash.

#### Note 21 – Repayment of borrowings

Repayment of borrowings is lower as Council repaid a loan in the prior year and any new borrowings during the current financial year are scheduled from quarter three onwards.

### 3. Cash Holdings

The following graph shows the monthly balances of cash and investments combined over time. Cash and term deposits held at 31 December 2023 were \$8.8m. Cash holdings in the 2021/2022 financial year were above normal levels due to COVID and challenges completing projects, cash holdings have decreased primarily due to increased capital project expenditure and additional costs from increased inflation.



The table below shows the balances of cash and investments as at 31 December 2023.

Cash and investments	Amount \$'000	%
<b>Cash and cash equivalents</b>		
Cash on hand	4	0.0%
Cash at Bank	575	6.5%
At call funds	2,064	23.3%
Community Asset Committee Cash at Bank <sup>1</sup>	14	0.2%
<b>Total Cash and cash equivalents</b>	<b>2,657</b>	<b>30.0%</b>
<b>Other financial assets</b>		
Investments	6,073	68.7%
Community Asset Committee Term Deposits <sup>1</sup>	113	1.3%
<b>Total Other financial assets</b>	<b>6,186</b>	<b>70.0%</b>
<b>Total Cash and investments</b>	<b>8,843</b>	<b>100.0%</b>

1. Council incorporates investments held on behalf of Community Asset Committees into our financial position.

### 3.1. Restrictions on Cash and Investments

Council's working capital (current assets / current liabilities) and unrestricted cash to current liabilities are measures of Council's liquidity. Restrictions on cash and investments does not account for cash liabilities.

The table below should be considered in the context of Council's 2022/2023 financial results and financial plan contained within the 2023/2024 Budget.

The unrestricted cash will be continually monitored and is expected to improve towards the end of the financial year.

The cash and investments balance as at December 2023 is impacted negatively due to outstanding reimbursements for storm recovery, funding not received for Roads to Recovery works and using working capital to fund Creswick Trails project which is identified in the budget as having borrowings drawn down to fund it.

We are budgeted to have \$962k unrestricted cash at 30 June 2024.

	Actuals 31-Dec-22 \$'000	Actuals 30-Jun-23 \$'000	Actuals 31-Dec-23 \$'000
<b>Cash and Investments</b>			
Cash and cash equivalents	4,975	14,274	2,657
Other financial assets	12,202	4,202	6,186
<b>Total Cash and Investments</b>	<b>17,177</b>	<b>18,476</b>	<b>8,843</b>
<b>Restrictions on Cash and Investments<sup>1</sup></b>			
Trust Funds and Deposits	2,390	1,496	1,276
Statutory Reserves	2,007	1,842	1,842
Other Restrictions <sup>2</sup>	12,007	11,715	6,299
<b>Total Restricted Cash and Investments</b>	<b>16,404</b>	<b>15,053</b>	<b>9,417</b>
<b>Total Unrestricted Cash and Investments</b>	<b>773</b>	<b>3,423</b>	<b>(574)</b>

1. A statutory requirement for Council to hold in trust. This includes bond payments, development contributions toward Public Open Space and grant income received in advance for future year projects.

2. Other restrictions.

Other Restrictions	\$'000	\$'000	\$'000
Cash held to fund carry forward projects	6,139	5,040	1,434
Grants and other income received in advance	4,389	2,151	341
Discretionary Reserves	1,479	4,524	4,524
<b>Total other restricted amounts</b>	<b>12,007</b>	<b>11,715</b>	<b>6,299</b>

### 3.2. Unrestricted cash (VAGO ratio)

**Measure:**

unrestricted cash / current liabilities

**2023/24 Budget Calculation:**

\$962K / \$8,556K = 11.2%

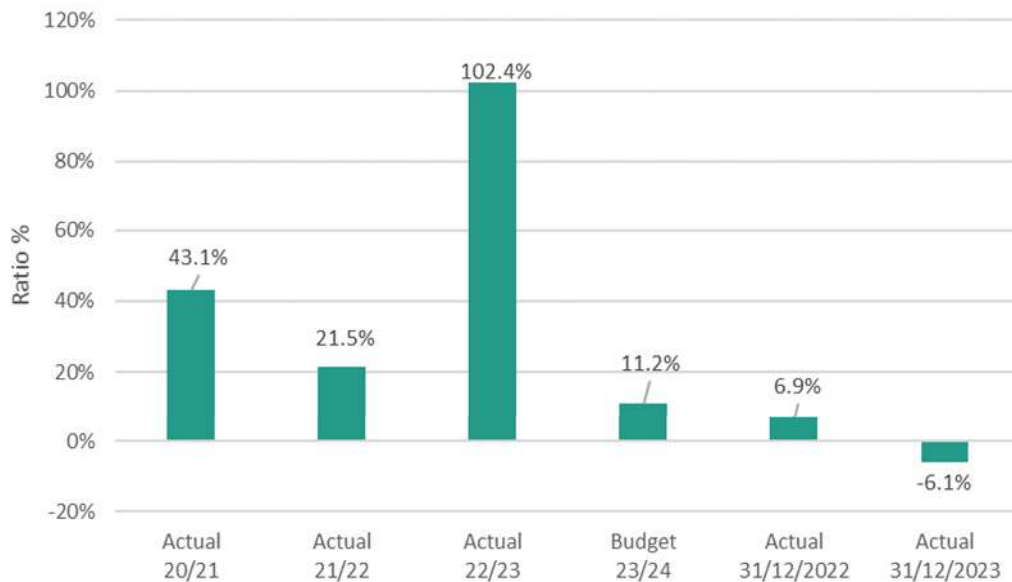
**31 December 2023 Actual Calculation:**

\$-461K / \$7,582K = -6.1%

**Purpose of ratio:**

To assess if Council has enough cash, that is not tied to a reserve or trust account, to meet its obligations for the financial year.

The current forecasted KPI of -6.1% sits below the target of between 50-100%. This will be a consideration in the setting of the 2024/25 budget and will also be a factor in the Long-Term Financial Plan (Financial Plan).



## 4. Financial Reserves

The below table shows reserve balances expected as at 30 June 2024.

Reserve Balances	Actual 30 June	Forecast 30 June
	2023 \$'000	2024 \$'000
<b>Statutory Reserves</b>		
Open Space Recreation Reserve *	1,842	2,111
<b>Discretionary Reserves</b>		
Mineral Springs Financial Reserve	1,485	961
Clunes Caravan Park	7	7
Heritage Advisory Fund Reserve	20	20
Mt Beckworth Pit Reserve	28	28
Smeaton Hill Pit Reserve	74	74
Waste Management Reserve	801	583
Staff Accommodation & Community Facilities	2,109	2,045
<b>Total Discretionary Reserves</b>	<b>4,524</b>	<b>3,718</b>
<b>Total Reserves</b>	<b>6,366</b>	<b>5,829</b>

### Public Open Space Reserve

The Public Open Space Reserve is used to hold developer contributions towards public open space infrastructure arising from property developers undertaking property subdivisions. These funds are then used to expand and upgrade Council's public open space facilities. Use of the funds in the Public Open Space Reserve are restricted by legislation.

### Clunes Caravan Park Reserve

The Clunes Caravan Park Reserve contains funds reserved for future capital works projects at the Clunes Caravan Park. The use of funds in this reserve is not restricted by legislation and is at the discretion of Council.

### Heritage Advisory Reserve

The purpose of this reserve is to provide low interest loans for heritage renovations. The use of funds in this reserve is not restricted by legislation and is at the discretion of Council.

### Mineral Springs Financial Reserve

The purpose of this reserve is to fund future works associated with mineral springs across the municipality and the refurbishment of the spa complex. The annual operating surplus of the Hepburn Mineral Springs Reserve is transferred to this reserve each year. Reserve funds are then used for capital projects at the Hepburn Mineral Springs Reserve. The use of funds in this reserve is not restricted by legislation and is at the discretion of Council.

#### **Smeaton Hill Pit Reserve**

The Smeaton Hill Pit Reserve contains funds reserved for future gravel pit restoration works at the Smeaton Hill gravel pit. The use of funds in this reserve is not restricted by legislation and is at the discretion of Council.

#### **Mt Beckworth Pit Reserve**

The Mt Beckworth Pit Reserve contains funds reserved for future gravel pit restoration works at the Mt Beckworth gravel pit. The use of funds in this reserve is not restricted by legislation and is at the discretion of Council.

#### **Waste Management Reserve**

The annual operating surplus of Council's waste management function is transferred to the Waste Management Reserve each year. Reserve funds are then used for waste management capital projects. Council is continuing with the Waste Strategy during 2023/2024 which will inform future waste management capital projects required by the shire. The use of funds in this reserve is not restricted by legislation and is at the discretion of Council.

#### **Staff Accommodation and Community Facilities Reserve**

This reserve is the surplus from the sale of The Rex and the repayment of the loan drawn down to purchase The Rex. This reserve is to be allocated to projects associated with accommodation for Hepburn Shire Staff and Community Facilities within the Birch Ward.



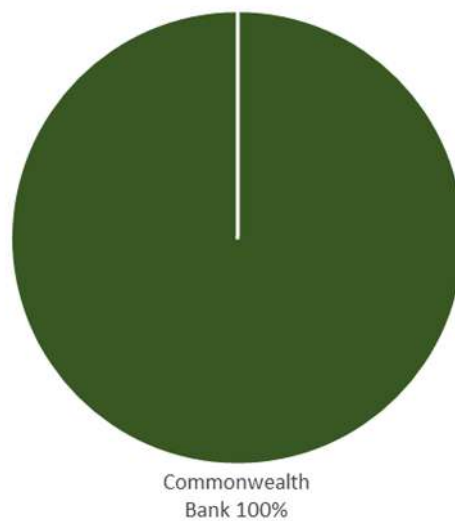
## 5. Investment Mix

Council invests funds held in Trust and Reserves in short to medium term investments such as term deposits. All investments are made in accordance with the *Local Government Act 2020* and are made with APRA (Australian Prudential Regulation Authority) approved financial institutions.

The table below shows a comparable interest rate per investment for the majority. Interest rates have historically been lower, however due to the higher rates being available these have been captured and utilised for the maximum allowable investments with financial institutions as per Council’s policy. It is expected that Council will continue to invest at higher interest rates as we move through the new calendar year.

As at 31 December 2023 investments consisted of the following term deposits and are non-compliant based on the short-term investments as over 80% are invested with one institute. This will be rectified as investments mature.

Institution	Maturity Date	Interest Rate	Term (months)	Amount \$'000
Commonwealth Bank	08-Jan-24	5.14%	5	1,000
Commonwealth Bank	23-Feb-24	5.31%	6	1,000
Commonwealth Bank	26-Feb-24	5.26%	6	1,000
Commonwealth Bank	26-Feb-24	5.30%	6	1,000
Commonwealth Bank	29-Feb-24	5.25%	6	1,000
<b>Total Investments</b>				<b>5,000</b>



## 6. Financial Performance Indicators

### 6.1. Adjusted underlying result

**Measure:**

adjusted underlying surplus (deficit) / adjusted underlying revenue

**2023/24 Budget Calculation:**

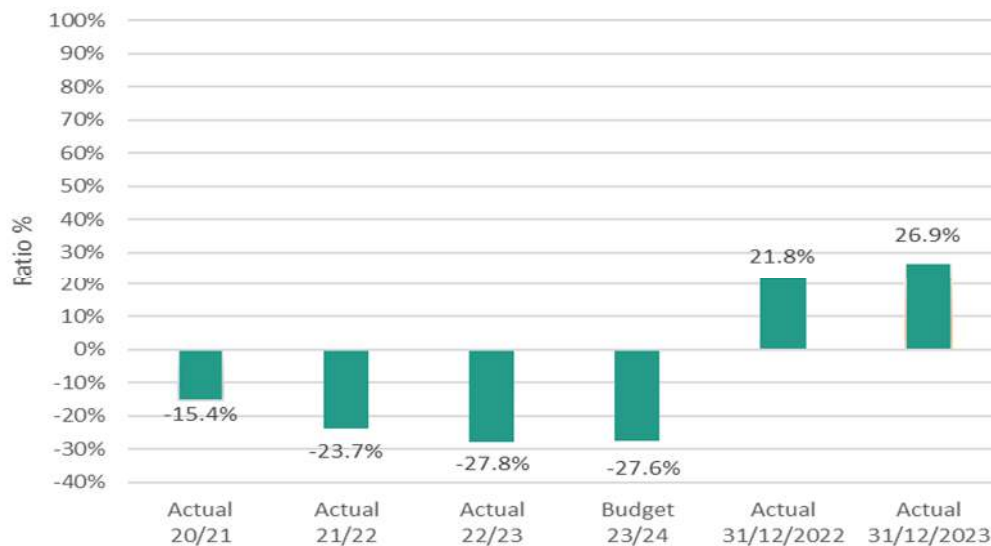
$\$-10,463\text{K} / \$37,892\text{K} = -27.6\%$

**31 December 2023 Actual Calculation:**

$\$8,236\text{K} / \$30,671\text{K} = 26.9\%$

**Purpose of ratio:**

This ratio measures Council’s ability to meet operating expenditure with operating revenue. The current budget of -27.6% sits below the State Government target of between 0-10%.



Actual calculation is outside the State Government target, and as expenditure increases throughout the year this percentage is expected to decrease.

## 6.2. Obligations

### Borrowing Ratio

**Measure:**

interest bearing loans and borrowings / rate revenue

**2023/2024 Budget Calculation:**

$\$8,825\text{K} / \$26,159\text{K} = 33.7\%$

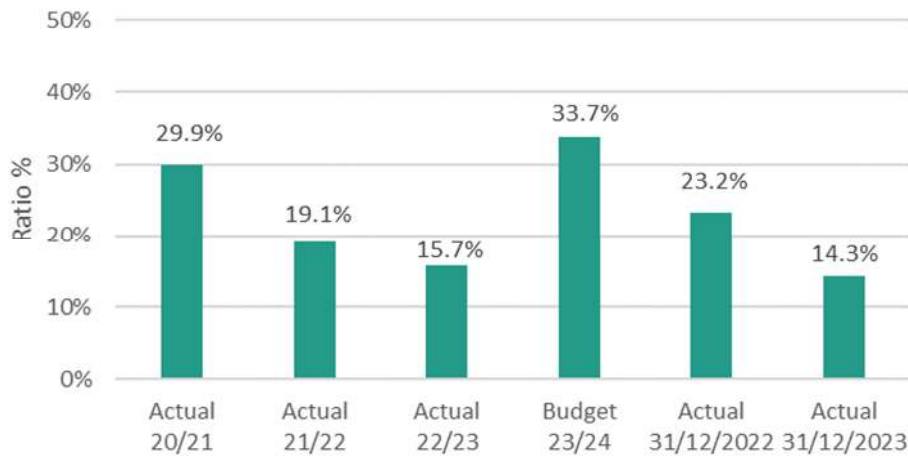
**31 December 2023 Actual Calculation:**

$\$3,700\text{K} / \$25,849\text{K} = 14.3\%$

**Purpose of ratio:**

To assess the utilisation of debt to fund Council’s intergenerational works projects, relative to rates and charges revenue.

The budget ratio of 33.7% and the actual ratio as at 31 December 2023 of 14.3% sits well within State Government target of between 0-60%.



### Debt Commitment

**Measure:**

interest and principal repayments on interest bearing loans and borrowings / rate revenue

**2023/2024 Budget Calculation:**

\$1,165K / \$26,159K = 4.5%

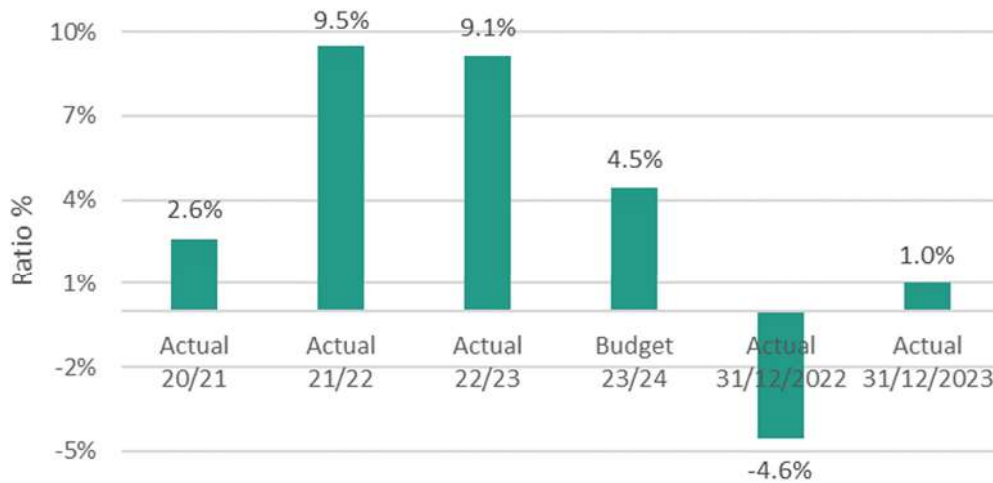
**31 December 2023 Actual Calculation:**

\$263K / \$25,849K = 1.0%

**Purpose of ratio:**

To assess how reliant Council is on rates and charges revenue to meet interest and principal loan repayments.

The budget ratio of 4.5% and the actual ratio as at 31 December 2023 of 1.0% sits within the State Government target of between 0-5%.



## Indebtedness

### Measure:

non-current liabilities / own source revenue

### 2023/2024 Budget Calculation:

$\$8,703\text{K} / \$29,876\text{K} = 29.1\%$

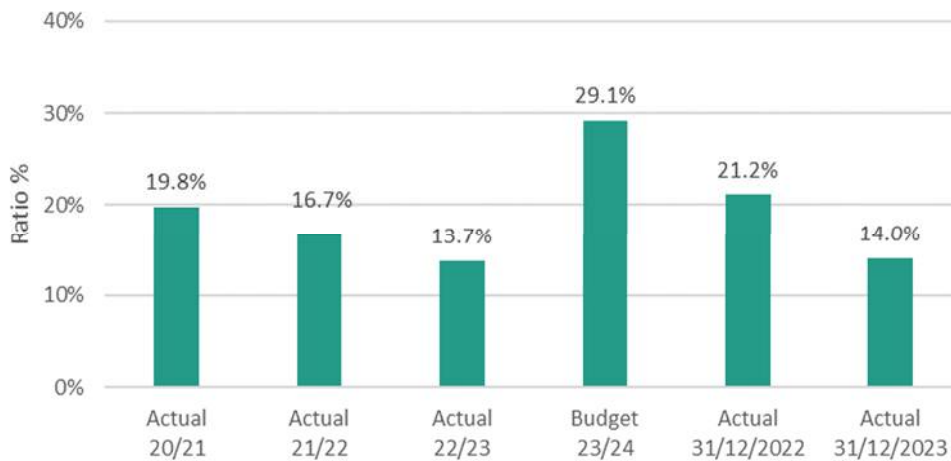
### 31 December 2023 Actual Calculation:

$\$3,874\text{K} / \$27,683\text{K} = 14.0\%$

### Purpose of ratio:

To assess Council's ability to cover its medium to long-term liabilities with revenue not sourced by grants, monetary contributions, or non-monetary contributions.

This measure is relatively static over time and remains in the lower half of the State Government target of between 0-40%.



### 6.3. Rates and charges

#### Rates concentration

**Measure:**

rates and charges / adjusted underlying revenue

**2023/2024 Budget Calculation:**

$\$26,159K / \$37,892K = 69.0\%$

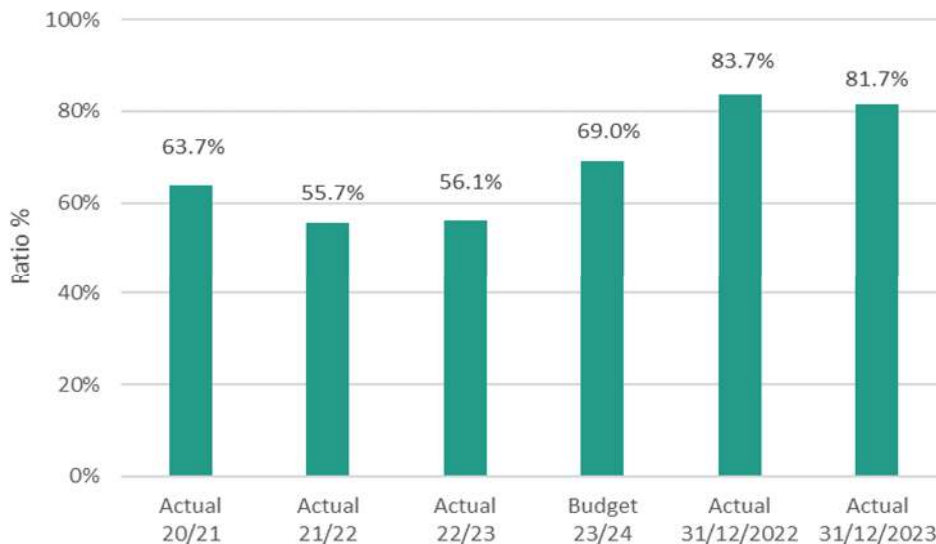
**31 December 2023 Actual Calculation:**

$\$25,849K / \$31,640K = 81.7\%$

**Purpose of ratio:**

This ratio measures Council’s reliance on rates and charges to fund operating services.

Sitting within the KPI range (30-80%) means that Council is less reliant on operating grants and user fees to fund operating expenditure. This measure is generally higher early in the financial year as rates revenue has already been recognised, as other user fees and charges are received during the year the actual result is expected to decrease and be within the State Government target by year end, which is consistent with prior years.



## 7. Rates and Other Debtors

As at 31 December 2023, Council's debtors are summarised below:

Debtor	December 2022 \$'000	December 2023 \$'000	Current \$'000	> 30 Days \$'000
Rates (including FSL debtors) <sup>1</sup>	16,492	17,699	14,785	2,914
Sundry	1,371	1,408	848	560
Other Debtors	287	867		
-GST	352	207		
-Pension Concession	317	208		
Less: provision for doubtful debts	(110)	(16)		
<b>TOTAL</b>	<b>18,710</b>	<b>20,372</b>	<b>15,633</b>	<b>3,474</b>

1. Any payments made on rates and charges are applied to prior year outstanding balances first. Rates are classified as overdue when payment is not received by instalment date.

Overdue rates debtors were \$2.91M (including Fire Services Levy collected on behalf of the State Government) at 31 December 2023. At the same time last year overdue rates were \$2.71M, and the increase of \$200K in overdue rates debtors is an increase of 7%. This is due to a combination of the annual rate cap rate rise, the impacts of increased inflationary pressures and offering a support package of payment extensions on instalments.

An engagement campaign has commenced this year to improve the collection rates for overdue rates with 980 records totalling \$2.9M being transferred to a third-party agency. From commencement of this campaign, early returns show arrears of \$966k having been receipted being the equivalent of 33% collected on the overdue amounts.

Outstanding sundry debtors of \$1,408k comprise the following:

Debtor Details	December 2022 \$'000	December 2023 \$'000
Government Grants	909	907
Leases	172	63
Planning	5	5
Environmental Health	37	40
Contract Services	1	-
Building	4	2
Fire Hazards	3	14
Local Laws	171	202
Other	70	175
<b>Total</b>	<b>1,371</b>	<b>1,408</b>

## 8. Councillor Expenses

Councillor Expenses for the six months ended 31 December 2023.

Councillor	Councillor Allowance	Mobile and Data	Conferences and Training	Travel and Accom	Mayoral Car Allowance	Childcare	Total
Cr Bray	12,839	504	-	-	-	-	13,343
Cr Drylie	12,839	504	-	546	-	-	13,889
Cr Halliday	12,839	504	-	5,253	-	1,884	20,480
Cr Henderson	12,839	504	200	218	-	-	13,761
Cr Hewitt	18,025	504	1,553	218	-	-	20,300
Cr Hood	39,757	504	1,795	391	6,482	-	48,929
Cr Simpson	14,092	504	-	-	-	-	14,596
<b>Total</b>	<b>123,230</b>	<b>3,528</b>	<b>3,548</b>	<b>6,627</b>	<b>6,482</b>	<b>1,884</b>	<b>145,299</b>

### Councillor Allowances and Expenditure

The Victorian Government sets upper and lower limits for all allowances paid to Councillors and Mayors. Hepburn Shire Council is classified as a category one Council and allowances are paid in accordance with section 39 of the *Local Government Act 2020*. These allowances increased on 1 July 2023 with a further increase from 18 December 2023.

### Mobile and Data

The provision of telecommunications services, including phones and laptop/tablet, are paid for by Council.

### Travel and Accommodation

This category covers expenses associated with attendance by Councillors at approved short-term training, conferences and/or functions. The travel costs associated with the Mayor are associated with the provision of a council vehicle.



**Hepburn Shire Council  
Capital Projects Portfolio as at 31 December 2023**

Project Number	Project Name	Current Approved Budget FY24	Actual Expenses FY24 YTD	FY24 Full Year Forecast	FY24 Variance to Approved Budget	FY24 Current Budget	YTD Actual Income	FY24 Full Year Forecast Income	Project Status	Current Expected Completion Date	Project Sponsor	Comments on Forecast and Completion Date
<b>PEOPLE AND TRANSFORMATION</b>												
000423	Library Collection and Technology Renewal Program	60,000	11,774	60,000	-	-	-	-	In Progress and On Track	30 June 2024	B Holmes	Increase in books and deliveries expected in the second half of the Financial Year will resolved the Year-To-Date underspend.
<b>Total Customer Experience &amp; Libraries</b>		<b>60,000</b>	<b>11,774</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>				
000557	IT Hardware / Technology Renewal Program	321,000	92,334	321,000	-	-	-	-	In Progress and On Track	30 June 2024	C Whyte	Project continuing with purchases due shortly for computer room move to Daylesford Depot and required labour, special removalists and materials (LAN switches and firewalls) Additional video equipment also being looked at for Council Meetings.
001077	Server Equipment Replacement	22,500	4,100	22,500	-	-	-	-	In Progress and On Track	30 June 2024	C Whyte	Rack renewal for site in progress and will be completed prior to end of financial year 23-24.
<b>Total Information Technology</b>		<b>343,500</b>	<b>96,434</b>	<b>343,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>				
<b>TOTAL PEOPLE AND TRANSFORMATION PROJECTS</b>		<b>403,500</b>	<b>108,208</b>	<b>403,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>				
<b>COMMUNITY AND CORPORATE</b>												
<b>Buildings</b>												
001072	Bullarto Station Project	363,466	328,626	348,466	15,000	27,451	91,086	91,086	Close Out tasks Completed	1 December 2023	K Sinclair	Construction complete. Funding acquittal documents complete. Opening event and internal painting (outside of main contract works) will be completed in the first quarter of 2024.
<b>Building Improvements</b>												
001185	Hepburn Kindergarten Refurbishment	-	981	10,981	(10,981)	-	61,599	61,599	In Progress and Delayed	1 December 2024	K Procter	Rescope under review by the Department of Education. After receiving variation approval, the project will move to the Design and Documentation stage.
<b>Other Infrastructure</b>												
000504	Public Art Appropriation	23,916	-	23,916	-	-	-	-	In Progress and Delayed	1 May 2023	K Sinclair	Remaining funds to be used to complete installation of fish trap artwork in Mechanics at Trentham.
<b>Recreational, Leisure and Community Facilities</b>												
001081	Pool Building Renewal Works Program	508,199	63,561	508,199	(0)	-	-	-	In Progress and On Track	30 June 2024	K Sinclair	Granular Chlorine Conversion project commissioned at Daylesford & Clunes pools. Tender the Leak Remediation Works to be undertaken in January 2023. Project is on track to be delivered within the available budget by 30 June 2024.
001088	Glenlyon Pavilion Redevelopment Project	198,100	4,364	49,364	148,737	150,000	-	49,364	In Progress and On Track	28/03/2025 (design complete and ready for tender)	K Sinclair	Flood modelling consultant engaged and commenced. Results of modelling to be finalised in February 2024 prior to engaging architectural services
001137	Creswick Bowls Club - Green Redevelopment	1,147,375	947,186	1,096,832	50,543	429,550	-	429,550	Hand Over Completed	30 January 2024	K Sinclair	Works complete and site handed over to Creswick Bowls Club. Awaiting formal announcement of Federal Government funding and execution of funding agreement before final communications are complete.
001159	Aquatics Strategy Implementation	56,020	20,875	56,020	-	-	-	-	In Progress and Delayed	30 June 2024	K Sinclair	Consultants to be engaged to undertake structural integrity audit of existing pool shells is in progress. Expect to be completed by 30 June 2024.
001192	Newlyn Sports Ground Lighting Upgrade	305,500	36,404	256,404	49,096	245,500	230,351	248,901	In Progress and On Track	1 May 2024	K Sinclair	Construction works commenced in November and anticipated to be completed in March 2024. Project is on track to be delivered with some savings.
001195	Smeaton Bowling Club - Bowling Green Upgrade	-	34,000	132,250	(132,250)	-	34,000	97,250	In Progress and On Track	30 June 2024	K Sinclair	Replacement of existing bowling green with new synthetic surface. Majority of cost to be offset by financial contribution from the club with \$35,000 shortfall.
001207	Tennis Courts Risk Mitigation Works - Trentham and Drummond	140,000	12,577	140,000	(0)	-	-	-	In Progress and On Track	30 June 2024	K Sinclair	Procurement in progress to engage contractor to undertake tennis courts remediation works. Project is on track to be completed by 30 June 2024.

Hepburn Shire Council  
Capital Projects Portfolio as at 31 December 2023

Project Number	Project Name	Current Approved Budget FY24	Actual Expenses FY24 YTD	FY24 Full Year Forecast	FY24 Variance to Approved Budget	FY24 Current Budget	YTD Actual Income	FY24 Full Year Forecast Income	Project Status	Current Expected Completion Date	Project Sponsor	Comments on Forecast and Completion Date
001208	Clunes Master Plan Project Implementation	100,000	9,367	100,000	0	-	-	-	In Progress and On Track	30 June 2024	K Sinclair	Reporting on the final Queens Park and Pioneer Park masterplans to consider adoption will be undertaken in March and April 2024. Procurement will commence in January 2024 to engage consultants to undertake site assessments and master planning to inform consideration of the future provision of sport and recreation in Clunes. Project is on track to be delivered by 30 June 2024.
<b>Total Recreation, Community and Economic Development</b>		<b>2,842,576</b>	<b>1,457,941</b>	<b>2,722,432</b>	<b>120,144</b>	<b>852,501</b>	<b>417,036</b>	<b>977,749</b>				
<b>TOTAL COMMUNITY AND CORPORATE PROJECTS</b>		<b>2,842,576</b>	<b>1,457,941</b>	<b>2,722,432</b>	<b>120,144</b>	<b>852,501</b>	<b>417,036</b>	<b>977,749</b>				
<b>INFRASTRUCTURE AND OPERATIONS</b>												
000497	Mechanics at Trentham	4,370,027	1,707,067	4,770,027	(400,000)	471,987	277,819	971,987	In Progress and On Track	31 May 2024	B Lucas	Delay due to implementing additional structural works. Potential overspend of \$400,000 being managed by seeking savings within remaining project scope.
001190	Creswick Trails - Construction	5,902,500	1,894,532	4,007,968	1,894,532	600,000	600,000	600,000	In Progress and On Track	30 December 2024	B Lucas	Construction of Creswick Trails continues to progress with delivery of trails, signage, road crossing and other related project tasks set for an on time and on budget delivery. This is a multi year project that will conclude with opening of the track scheduled for late 2024.
<b>Total Director Infrastructure and Delivery</b>		<b>10,272,527</b>	<b>3,601,599</b>	<b>8,777,995</b>	<b>1,494,532</b>	<b>1,071,987</b>	<b>877,819</b>	<b>1,571,987</b>				
<b>Not Applicable</b>												
001020	Local Roads and Community Infrastructure Grant	-	-	-	-	-	96,883	-			B Grounds	Final instalment (\$96,883) for Phase 1 funding received in September 2023
001200	LRCI Phase 4	-	-	-	-	1,190,000	-	1,190,000			B Grounds	Continued Manager discussions as part of the LTFP. All project funds need to be expended by June 2025.
<b>Total Manager Projects</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,190,000</b>	<b>96,883</b>	<b>1,190,000</b>				
<b>Buildings</b>												
000975	Creswick Mechanics Institute Building upgrades	37,351	2,772	37,351	(0)	-	-	-	In Progress and On Track	30 June 2025	S Ludeke	Stage 1 roof repair and external painting works completed with ongoing building structure monitoring required until June 2025. Expected to be completed on time and within budget.
001082	Creswick Town Hall	25,000	7,133	25,000	(0)	73,825	-	73,825	Close Out tasks Completed	21 July 2023	B Lucas	Painting of lights and UV treatment completed. Remaining funds are required if flagpole automation is to be actioned. Quotes are forthcoming.
001197	FY24 Forward Design for Building renewal works	40,000	6,294	40,000	(0)	-	-	-	In Progress and On Track	30 June 2024	S Ludeke	Newlyn kitchen design completed. Scoping FY2024 underway with assets and major projects teams with scope of to be completed January. Completed designs by June 2024.
001198	Building and Structures Renewal Program (2023-24)	300,000	33,110	300,000	0	-	-	-	In Progress and On Track	30 June 2024	S Ludeke	Drummond Hall, Hepburn kindergarten and Boathouse restaurant works completed. Contract for Wombat Hill glass house renewal expected to be awarded in January.
<b>Building Improvements</b>												
001158	Hammon Park Pavilion Repairs	48,653	3,023	48,653	(0)	-	-	-	Not yet Started and Delayed		S Ludeke	Project scope to be finalised.
001183	Daylesford Town Hall Renewal - Stage 1	1,000,000	74,941	499,941	500,059	-	-	-	In Progress and Delayed	1 November 2025	S Ludeke	Tender for architect to be released early January 2024 with construction tender and award slated for mid - 2024. Works to start in Spring 2024. Current year forecast of works completed adjusted accordingly with balance of expenditure expected in future years.
<b>Heritage Buildings</b>												
001162	Wombat Hill Pioneer Tower Strengthening	100,000	-	100,000	-	-	-	-	Not yet Started but On Track	30 June 2024	S Ludeke	Wombat Hill pioneer tower Request for Quotation to be released in February with construction works expected to be completed by June 2024.

**Hepburn Shire Council  
Capital Projects Portfolio as at 31 December 2023**

Project Number	Project Name	Current Approved Budget FY24	Actual Expenses FY24 YTD	FY24 Full Year Forecast	FY24 Variance to Approved Budget	FY24 Current Budget	YTD Actual Income	FY24 Full Year Forecast Income	Project Status	Current Expected Completion Date	Project Sponsor	Comments on Forecast and Completion Date
001182	Hepburn Bath House Drainage Upgrade	500,000	981	250,981	249,019	-	-	-	Not yet Started but On Track	30 June 2024	S Ludeke	Investigation works completed. Request for Quotation to be released in March 2024.
<b>Other Infrastructure</b>												
001214	Transfer Station Upgrade Fund 2023	-	26,220	166,220	(166,220)	-	124,540	166,220	In Progress and On Track	15 March 2024	S Ludeke	Contract awarded with construction to begin February 2024 with construction and acquittal to be completed mid March.
<b>Plant and Machinery</b>												
000131	Vehicle and Plant Replacement to FY23	-	-	-	-	-	-	-	In Progress and Delayed	30 June 2024	S Ludeke	
000599	Creswick Composting Facility & Clunes Kerbside Trial	-	18,960	-	-	-	-	-	Hand Over Completed	30 June 2023	S Ludeke	Old project to be closed off. Remaining costs to be journalled to GL 1010-8380-63638.
001196	Fleet and Plant Renewal Program FY24	600,000	351,524	607,754	(7,754)	200,000	31,207	131,207	In Progress and On Track	30 June 2024	S Ludeke	Some replacement vehicles and heavy truck due for delivery by March 2024. Balance of outstanding orders not expected to arrive until 2024-25 financial year.
<b>Recreational, Leisure and Community Facilities</b>												
001084	Lee Medlyn Bottle Museum	530,050	12,601	530,050	(0)	-	-	-	In Progress and Delayed	30 July 2024	S Ludeke	Tender will be readvertised in February 2024 with anticipated award slated for the March 2024 and completion of works expected July 2024. Community Asset Committee have been advised of reschedule.
<b>Total Waste, Facilities and Community Safety</b>		<b>3,181,054</b>	<b>537,561</b>	<b>2,605,952</b>	<b>575,102</b>	<b>273,825</b>	<b>155,747</b>	<b>371,252</b>				
<b>Bridges</b>												
000753	Bridge Renewal - Wheelers Bridge	3,223,129	620	250,620	2,972,509	2,560,000	-	1,111,680	In Progress and On Track	30 June 2025	T May	Detailed structural design works tender awarded. Aiming for completion of design works Q1 2024 to Tender in Q2. Construction anticipated to commence in Mid-2024
<b>Drainage</b>												
000410	Kerb & Channel Renewal - High Street Trentham	180,000	180,000	180,000	-	-	-	-	Hand Over Completed		T May	Project complete
001131	Drainage Upgrade and Renewal Program	39,780	58,389	58,389	(18,609)	-	-	-	Hand Over Completed	Completed	T May	Project complete. Budget over run primarily due to flow on of increased costs of materials.
<b>Footpaths and Cycleways</b>												
000112	Footpath Renewal Program	196,056	70,338	196,056	-	-	-	-	In Progress and On Track	30 June 2024	T May	The Creswick & Trentham footpath packages are now complete. Contractors are due to commence the Clunes package in January 24. The Daylesford/Hepburn package to be procured in early 2024 and anticipating construction completed by June 2024.
001096	Clunes Pedestrian Crossing Point	44,552	-	30,000	14,552	-	-	-	In Progress and Delayed	30 June 2024	T May	Engineering propose a fully removable pin down kerb trial with granitic sand infill that can be deliver within existing budget. The practical impact of this option is being investigated.
001132	Footpath Expansion Program	299,289	123,260	299,289	(0)	62,619	-	62,619	In Progress and On Track	30 June 2024	T May	Creswick and Trentham packages are tendered and construction works under way. Works in Clunes to commence in early 2024. Remaining works still be to be tendered but expected to be completed by June 2024.
<b>Other Infrastructure</b>												
001116	Central Springs Bore Investigation	10,726	9,530	9,530	1,196	10,726	10,726	10,726	Hand Over Completed	28 February 2024	T May	Physical works completed. Funding acquittal expected to be finalised by February 2024.
<b>Parks, Open Space and Streetscapes</b>												
001073	Wombat Hill Botanic Gardens	830,019	36,415	830,019	-	368,493	68,493	368,493	Not yet Started and Delayed		T May	Recent design changes are complete, and Heritage application has been submitted. Tender Award is expected March 2024, construction to commence May 2024 and completion late July 2024.

**Hepburn Shire Council**  
**Capital Projects Portfolio as at 31 December 2023**

Project Number	Project Name	Current Approved Budget FY24	Actual Expenses FY24 YTD	FY24 Full Year Forecast	FY24 Variance to Approved Budget	FY24 Current Budget	YTD Actual Income	FY24 Full Year Forecast Income	Project Status	Current Expected Completion Date	Project Sponsor	Comments on Forecast and Completion Date
001144	Dog Parks Master Planning	22,126	3,871	22,126	0	-	-	-	In Progress and Delayed	1 December 2024	S Ludeke	Draft discussion paper in development.
001171	Central Springs Reserves Renewal	627,200	197,395	1,312,068	(684,868)	350,000	-	350,000	In Progress and On Track	31 July 2024	T May	Landscape contractor appointed. Onsite works to commence in February. Shortfall in funding to be offset by additional funding from Mineral Springs Reserve Fund as per Council Resolution December 2023.
001184	Smiths Creek Pedestrian Bridge Renewal	22,581	23,781	23,781	(1,200)	22,581	22,581	22,581	Hand Over Completed	Completed	T May	DEECA funded project acquittal finalised, project completed.
001206	Central Springs Reserves - see PJ001171	-	-	-	-	-	-	-			T May	Project Completed
<b>Recreational, Leisure and Community Facilities</b>												
001085	Chatfield Reserve Lake Daylesford Landscape Works	21,554	59,120	59,120	(37,566)	-	-	-	Close Out tasks Completed	Completed	T May	Complete. Additional costs incurred to ensure quality of final outcome.
<b>Roads</b>												
000100	Road Reseals Program	860,169	147,688	860,169	0	-	-	-	In Progress and On Track	30 April 2024	T May	Road reseal works are scheduled to commence in January/February 2024 and take approximately three weeks to complete. Reseal is an annual program to extend the life of the existing sealed road network
000102	Road Reseal Preparation	200,000	80,755	200,000	0	-	-	-	In Progress and On Track	30 June 2024	T May	Patching works are ongoing as part of sealed road patching tender. Works are 70% complete and expected to be finalised in January.
000103	Gravel Road Resheet Program	500,000	393,281	500,000	0	-	-	-	Hand Over Completed	31 December 2023	T May	The construction works are complete. Final financial processing for internal plant still to be distributed against the project.
001139	Road Rehab - Ullina-Kooroocheang Rd	110,386	35,000	110,386	-	465,062	-	465,062	In Progress and On Track	30 April 2024	T May	Final seal of upgraded road to be carried out in conjunction with Council's general reseal program.
001178	Sealed Road Patching and Improvements - 2023	415,838	185,934	415,838	(0)	-	-	-	In Progress and On Track	30 June 2024	T May	Patching works underway, around 60% of scope complete to date.
001201	FY24 Forward Design for Road Rehab Projects	120,000	42,872	112,872	7,128	-	-	-	In Progress and On Track	30 June 2024	T May	Design works ongoing for Cambridge St, Creswick Kerb and Channel. Future works currently in various stages of procurement and design.
001202	Road Rehab - Chanters Lane and Pearson Road	739,143	-	739,143	-	646,290	-	646,290	In Progress and On Track	30 June 2024	T May	Project has revised and scaled to available budget. Contract has been awarded by Macedon Ranges Council, with a 50% co contribution from Hepburn Shire.
001203	Road Rehab - Smeaton Road Campbelltown	320,540	-	320,540	-	320,540	-	320,540	In Progress and On Track	30 June 2024	T May	Project awarded as December Ordinary Council meeting. Construction expected to commence in February 2024 and take four weeks to deliver
001204	Road Rehab - Road Safety Upgrade	100,000	-	100,000	-	-	-	-	In Progress and On Track	30 June 2024	T May	Glengower Road intersection awarded as part of Smeaton Road contract. Other work in the program under design and expected will be delivered by June 2024.
001205	Kerb and Channel Renewal - Cambridge St Creswick	264,000	-	264,000	-	-	-	-	In Progress and On Track	30 June 2024	T May	Design options are finalised with public consultation in early 2024. Construction planned to be completed June 2024.
001218	School Bus Stop - Ullina Kooroocheang Road	-	-	17,410	(17,410)	-	-	17,410	In Progress and On Track	31 March 2024	T May	Funding was awarded by Department of Transport in December 2023 to construct a bus shelter at the bus stop on Ullina Kooroocheang Road. These works are expected to be completed within funding envelope.
<b>Total Operations</b>		<b>9,147,088</b>	<b>1,648,249</b>	<b>6,911,355</b>	<b>2,235,733</b>	<b>4,806,311</b>	<b>101,801</b>	<b>3,375,401</b>				
<b>Total Emergency Management</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>				
<b>TOTAL INFRASTRUCTURE AND DELIVERY</b>		<b>22,600,669</b>	<b>5,787,409</b>	<b>18,295,303</b>	<b>4,305,366</b>	<b>7,342,123</b>	<b>1,232,250</b>	<b>6,508,641</b>				

**Hepburn Shire Council**  
**Capital Projects Portfolio as at 31 December 2023**

Project Number	Project Name	Current Approved Budget FY24	Actual Expenses FY24 YTD	FY24 Full Year Forecast	FY24 Variance to Approved Budget	FY24 Current Budget	YTD Actual Income	FY24 Full Year Forecast Income	Project Status	Current Expected Completion Date	Project Sponsor	Comments on Forecast and Completion Date
<b>TOTAL CAPITAL WORKS PORTOLIO</b>		<b>25,846,745</b>	<b>7,353,558</b>	<b>21,421,234</b>	<b>4,425,511</b>	<b>8,194,624</b>	<b>1,649,285</b>	<b>7,486,390</b>				
<b>Represented by:</b>												
	New asset expenditure	11,206,458	4,104,874	9,718,484	1,487,974	2,535,332	1,016,635	2,966,539				
	Asset renewal expenditure	10,458,025	1,601,548	6,915,359	3,542,666	4,238,298	84,180	2,768,350				
	Asset upgrade/expansion expenditure	4,182,262	1,647,136	4,787,391	(605,129)	1,420,994	548,470	1,751,501				
	<b>Total capital works expenditure</b>	<b>25,846,745</b>	<b>7,353,558</b>	<b>21,421,234</b>	<b>4,425,511</b>	<b>8,194,624</b>	<b>1,649,285</b>	<b>7,486,390</b>				

Hepburn Shire Council  
Operating Projects Portfolio Report as at 31 December 2023

Project Number	Project Name	FY24 Current Approved Budget FY	FY24 Actual Expenses YTD	FY24 Full Year Forecast	FY24 Variance to Approved Budget	FY24 Current Budget	FY24 Actual Income YTD	Full Year Expected Income	Project Status	Current Expected Completion Date	Project Sponsor	Comments on Forecast and Completion Date
<b>2023/24 Expenditure</b>						<b>2023/24 Income</b>						
<b>Special Operating Projects</b>												
<b>PEOPLE AND TRANSFORMATION</b>												
000570	Innovate RAP	27,000	-	27,000	-	-	-	-	In Progress and Delayed		B Holmes	Delays in commencing as a result of staff changes. Progress underway with project timeline set for delivery of draft to Councillors by August.
001150	Technology One Development	402,452	36,310	402,452	(0)	-	-	-	In Progress and Delayed		B Holmes	Delays in the project by TechOne in allocating PM and commencing work. Timelines confirmed and progress to commence in Quarter 3 of Financial Year. Project costs are annualised so full amount will be spent.
<b>Total Executive Manager People &amp; Transformation</b>		<b>429,452</b>	<b>36,310</b>	<b>429,452</b>	<b>(0)</b>	<b>-</b>	<b>-</b>	<b>-</b>				
001186	Digital Literacy for Seniors Program 2022-23	7,923	7,923	7,923	-	7,923	7,923	7,923	Hand Over Completed		B Holmes	Acquittal document completed, sent and accepted by department in December 2023.
001188	Council Rapid Antigen Test Program	-	-	150,000	(150,000)	-	150,000	150,000	In Progress and On Track		B Holmes	Additional staffing costs incurred to date to be transferred to report against this project. Further activity will be charged directly against project.
<b>Total Customer Experience &amp; Libraries</b>		<b>7,923</b>	<b>7,923</b>	<b>157,923</b>	<b>(150,000)</b>	<b>7,923</b>	<b>157,923</b>	<b>157,923</b>				
001211	Protective Data Security Plan (PDSP) Implementation	30,000	-	30,000	-	-	-	-	In Progress and On Track	30 June 2024	C Whyte	Vendor selected after going to market and reviewing multiple submissions. Initial project meetings held with VOTAR, ICT and Governance. Meeting with Department to identify information assets, as then plan for remaining work can be made once the information asset register (IAR) is completed.
001212	Cyber Security Augmentation	100,000	-	100,000	-	-	-	-	In Progress and On Track	30 June 2024	C Whyte	Review being completed after vendor selection completed. RFQ document now being completed to go to market for internal and external penetration testing. Once completed and vendor engaged work to close identified gaps will be conducted.
<b>Total Information Technology</b>		<b>130,000</b>	<b>-</b>	<b>130,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>				
<b>TOTAL PEOPLE &amp; TRANSFORMATION PROJECTS</b>		<b>567,375</b>	<b>44,233</b>	<b>717,375</b>	<b>(150,000)</b>	<b>7,923</b>	<b>157,923</b>	<b>157,923</b>				
<b>PLANNING AND DEVELOPMENT</b>												
001210	Short Term Rental Regulation	30,000	-	30,000	-	-	-	-	Not yet Started and Delayed		R Torres	Dependent on State Government proposed provisions. State Consultation early 2024
<b>Total Executive Manager Development</b>		<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>				
000676	Implement biodiversity strategy actions	46,694	-	46,694	-	-	-	-	In Progress and On Track	30 June 2024	B Southee	Preparation of detailed delivery plan in progress.
001054	Streamlining for Growth	61,700	-	61,700	-	41,700	41,700	41,700	Not yet Started but On Track	30 June 2024	B Southee	Initial Neighbourhood Character Statements and Urban Design Framework for the five townships has been completed. Negotiation with consultant for preparation of Preferred Character Statements currently in progress.
001147	Western Transmission Line Strategy	48,904	-	48,904	-	-	-	-	In Progress and Delayed	30 June 2025	R Torres	Timing of ongoing activities dependent on release Environmental Effects Statement expected to be released late 2024.
001160	Settlement Strategy and Township Structure Plans	333,774	357,497	828,331	(494,557)	-	-	-	In Progress and On Track	31 July 2024	B Southee	Additional costs incurred due to extensive engagement and additional contracts.

Hepburn Shire Council  
Operating Projects Portfolio Report as at 31 December 2023

ATTACHMENT 13.1.3

Project Number	Project Name	FY24 Current Approved Budget FY	FY24 Actual Expenses YTD	FY24 Full Year Forecast	FY24 Variance to Approved Budget	FY24 Current Budget	FY24 Actual Income YTD	Full Year Expected Income	Project Status	Current Expected Completion Date	Project Sponsor	Comments on Forecast and Completion Date
<b>2023/24 Expenditure</b>						<b>2023/24 Income</b>						
001166	Integrated Transport Strategy	105,000	47,045	105,000	-	-	-	-	In Progress and On Track	31 July 2024	B Southee	Planned that draft Strategy to be workshopped with Councillors in February and Community in March.
<b>Total Strategic Planning &amp; Environment</b>		<b>596,072</b>	<b>404,542</b>	<b>1,090,629</b>	<b>(494,557)</b>	<b>41,700</b>	<b>41,700</b>	<b>41,700</b>				
001187	Enhancing Hepburn's Digital Planning and Reporting	-	35,418	237,600	(237,600)	-	237,600	237,600	In Progress and On Track	30 June 2024	A Boyd	External funding to deliver this project was secured after adoption of annual budget. Work currently underway utilising internal staff resources in the first instance.
<b>Total Planning and Building</b>		<b>-</b>	<b>35,418</b>	<b>237,600</b>	<b>(237,600)</b>	<b>-</b>	<b>237,600</b>	<b>237,600</b>				
001191	Onsite Domestic Wastewater Management Plan	40,000	-	40,000	-	20,000	20,000	40,000	In Progress and On Track	30 June 2024	L Sparkes	Contractor secured and project has commenced. Currently forming an engagement strategy for external stakeholders.
<b>Total Health &amp; Community Safety</b>		<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>20,000</b>	<b>20,000</b>	<b>40,000</b>				
<b>TOTAL DEVELOPMENT AND REGULATION PROJECTS</b>		<b>666,072</b>	<b>439,960</b>	<b>1,398,229</b>	<b>(732,157)</b>	<b>61,700</b>	<b>299,300</b>	<b>319,300</b>				
<b>COMMUNITY AND CORPORATE</b>												
000680	Glenlyon Recreation Reserve - master plan	-	8,321	14,321	(14,321)	-	-	-	In Progress and Delayed	30 June 2024	K Sinclair	Flood modelling consultant engaged and commenced. Results of modelling to be finalised in February 2024. Once completed the Masterplan can be amended and progress through the Council reporting workflow to consider adoption.
000878	Hub For Premium Produce	34,635	34,634	34,634	1	-	-	-	Close Out tasks Completed	Completed	K Sinclair	Acquittal complete
001181	Best Start Best Life reform	82,000	-	82,000	-	82,000	72,000	72,000	In Progress and On Track	30 June 2024	K Sinclair	Workforce Development Plan and Kindergarten Infrastructure Service Plan. Requested quotes from contractors. Panel discussion 12/1/24 to allocate contractor.
001194	Mineral Springs Awareness	28,600	-	28,600	-	28,600	28,601	28,601	In Progress and On Track	30 June 2024	H. Fitzpatrick	Visitor Economy Officer has commenced work and has a project plan which will be implemented in the coming months.
001209	HSC Aquatics Strategy - Business Case Development	60,000	-	60,000	-	-	-	-	In Progress and On Track	30 June 2024	K Sinclair	Procurement process to engage consultants to undertake structural integrity audit of existing pool shells is in progress.
<b>Total Community &amp; Economic Development</b>		<b>205,235</b>	<b>42,955</b>	<b>219,555</b>	<b>(14,320)</b>	<b>110,600</b>	<b>100,601</b>	<b>100,601</b>				
<b>TOTAL COMMUNITY AND CORPORATE PROJECTS</b>		<b>205,235</b>	<b>42,955</b>	<b>219,555</b>	<b>(14,320)</b>	<b>110,600</b>	<b>100,601</b>	<b>100,601</b>				
<b>INFRASTRUCTURE AND DELIVERY</b>												
001129	New Office Accommodation Planning	200,000	50,512	180,000	20,000	-	-	-	In Progress and On Track	31 December 2024	B Lucas	Project planning underway, procurement for design in first half of 2024. Planned expenditure reduced to offset costs incurred in connection with "Council Land Assessment" project.
<b>Total Director Infrastructure and Delivery</b>		<b>200,000</b>	<b>50,512</b>	<b>180,000</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>				
001217	Council Land Assessment	-	947	20,000	(20,000)	-	-	-	In Progress and On Track	31 December 2024	B Grounds	Council's current property portfolio is being assessed against property assessment principals with findings and recommendation to be presented at Councillor Briefing early-2024.

Hepburn Shire Council  
Operating Projects Portfolio Report as at 31 December 2023

Project Number	Project Name	FY24 Current Approved Budget FY	FY24 Actual Expenses YTD	FY24 Full Year Forecast	FY24 Variance to Approved Budget	FY24 Current Budget	FY24 Actual Income YTD	Full Year Expected Income	Project Status	Current Expected Completion Date	Project Sponsor	Comments on Forecast and Completion Date
<b>2023/24 Expenditure</b>						<b>2023/24 Income</b>						
<b>Total Major Projects</b>		-	947	20,000	(20,000)	-	-	-				
000918	Streetlights Towards Zero	-	-	6,969	(6,969)	-	6,969	6,969	Hand Over Completed	31 January 2024	S Mennie	Works complete awaiting invoice to be processed. Closed out items to be completed mid January within budget.
001109	Sustainable Hepburn Implementation	168,041	1,910	168,041	(0)	-	-	-	In Progress and On Track	30 June 2024	S Ludeke	Project to cover costs associated with the FOGO rollout.
001126	Rex Sale Costs	-	6,344	6,344	(6,344)	-	-	-	Close Out tasks Completed	Completed	S Ludeke	Sale completed
001128	Office Improvements	-	7,160	7,160	(7,160)	-	-	-	Hand Over Completed	1 December 2023	S Ludeke	Project completed. Remaining commitments to be closed out.
001135	Regenerative Agriculture	10,000	-	10,000	-	-	-	-	In Progress and On Track	30 June 2024	S Ludeke	Funding committed to North Central Catchment Authority community carbon pilot project. To be completed June 2024 within budget.
001176	Grampians Climate Adaptation Regional Workshops 2023	3,225	-	-	3,225	-	-	-	Hand Over Completed	30 June 2024	S Ludeke	Videographer to complete February.
001216	Circular Economy Household Education Fund	-	-	30,400	(30,400)	-	30,400	30,400	In Progress and On Track	30 June 2024	S Ludeke	Funding for education associated with the FOGO rollout to be completed June 2024 within budget.
<b>Total Waste, Facilities and Community Safety</b>		<b>181,266</b>	<b>15,414</b>	<b>228,914</b>	<b>(47,648)</b>	<b>-</b>	<b>37,369</b>	<b>37,369</b>				
000370	Tree Risk Mitigation	100,000	76,706	100,000	(0)	-	-	-	In Progress and On Track	30 June 2024	T May	Tree audit inspections are currently underway and expected to be finalised early 2024
001118	WHBG Collections Policy and Plant Labels	-	-	-	-	-	6,119	0	Hand Over Completed	30 June 2024	T May	Project finished last financial year. Unspent funding not able to be expended with Council awaiting an invoice from Heritage Victoria to return unspent funding.
001189	Creswick Flood Mitigation Study	200,000	56,723	200,000	-	120,000	96,000	120,000	In Progress and On Track	30 June 2024	T May	Contractor has been engaged to do preliminary modelling work and ground survey work. Community engagement and detailed modelling work expected to commence over the coming months.
<b>Total Operations (not PJ000250, 000251, 000591)</b>		<b>300,000</b>	<b>133,429</b>	<b>300,000</b>	<b>(0)</b>	<b>120,000</b>	<b>102,119</b>	<b>120,000</b>				
001111	Storm clean up - Trentham June 2021 NDFA	-	10,027	10,027	(10,027)	-	57,110	57,110			B Lucas	Grants for Landcare groups. In process.
001113	Storm Recovery 2021 BRV	-	96,812	96,812	(96,812)	-	-	-		1 June 2024	B Lucas	Further review required.
001115	Storm Recovery - January 2022 - NDFA	-	5,333	5,333	(5,333)	-	416,136	416,136		Completed	B Lucas	Final claims submitted on December 22. Waiting outcome on all previous claims. Expected assessments to occur over the next 12 months.
001168	Storm Recovery - Disaster Relief Australia	30,618	30,590	30,590	28	30,618	30,618	30,618		Completed	B Lucas	Project completed in December and acquittal provided to host Council.
001169	Storm Recovery - Community Led Recovery Projects	125,057	61,132	61,132	63,925	125,057	125,057	125,057		1 June 2025	B Lucas	Project inline with current forecast. Consultant has completed contracted work. Remaining funding to be used in delivery 23-24/24-25.
001170	Storm Recovery - October 22 Storm Cleanup - NDFA	6,500,000	1,148,339	1,278,339	5,221,661	5,950,000	653,120	653,120		1 June 2024	B Lucas	Forecasted reimbursement rate is 70-80% per claim.



Hepburn Shire Council  
Operating Projects Portfolio Report as at 31 December 2023

Project Number	Project Name	FY24 Current Approved Budget FY	FY24 Actual Expenses YTD	FY24 Full Year Forecast	FY24 Variance to Approved Budget	FY24 Current Budget	FY24 Actual Income YTD	Full Year Expected Income	Project Status	Current Expected Completion Date	Project Sponsor	Comments on Forecast and Completion Date
<b>2023/24 Expenditure</b>						<b>2023/24 Income</b>						
001177	Community Recovery Officer AGRN 1037	298,019	25,073	37,073	260,946	298,019	(4,400)	(4,400)		1 June 2025	B Lucas	Current agreement is to July 30 2024, expected variance due to underspend in FY 22-23.
001180	Council Flood Support Fund	444,689	25,315	25,315	419,374	444,689	444,689	444,689		1 June 2025	B Lucas	\$235,000 recovered and acquitted against \$500,000. Recovered and acquitted amounts were from works costed to operational projects in the previous financial year. 1 FTE B6 costed to this funding.
001193	Storm 7 June 2023	-	1,275	1,275	(1,275)	-	-	-		1 June 2024	A Wright	Storm in June 2023 impacted roads that were partially reinstated or yet to be completed, causing further damage. Additional works approved under REPA requiring Council contribution up front for reimbursement on completion and acquittal.
<b>Total Emergency Management</b>		<u>7,398,383</u>	<u>1,403,896</u>	<u>1,545,896</u>	<u>5,852,487</u>	<u>6,848,383</u>	<u>1,722,330</u>	<u>1,722,330</u>				
<b>TOTAL INFRASTRUCTURE AND DELIVERY</b>		<u>8,079,649</u>	<u>1,604,198</u>	<u>2,274,810</u>	<u>5,804,839</u>	<u>6,968,383</u>	<u>1,861,818</u>	<u>1,879,699</u>				
<b>TOTAL NON-RECURRENT PROJECTS</b>		<u>9,518,331</u>	<u>2,131,346</u>	<u>4,609,969</u>	<u>4,908,362</u>	<u>7,148,606</u>	<u>2,419,642</u>	<u>2,457,523</u>				

## **13.2 MID-YEAR BUDGET REVIEW DIRECTOR COMMUNITY AND CORPORATE**

*In providing this advice to Council as the Acting Manager Financial Services, I Natalie Martin have no interests to disclose in this report.*

### **ATTACHMENTS**

- Nil

### **OFFICER'S RECOMMENDATION**

*That Council approves the Mid-Year budget adjustments as detailed in the table below.*

### **EXECUTIVE SUMMARY**

In conjunction with half-yearly reporting, a review is completed for all capital and operating projects as well as the operating budgets to identify any changes that need to be adopted by Council.

These changes will become a revised forecast for 30 June 2024.

A range of forecast variations to budget have been managed to ensure an overall forecast position favourable to budget.

### **BACKGROUND**

Each year an analysis of the adopted budget occurs at mid-year to quantify changes to income and expenditure forecasts. These changes may be as a result of additional grants received, formal advice of budgeted grant allocations, or project activities reflecting priorities that Council has responded to as a result of events or information obtained after the budget was adopted.

The review provided for changes for operating budgets as well as Capital and Operating Project budgets.

A review has not been completed to determine if any of the Capital and Operating projects can be deferred to the 2024/2025 financial year or cancelled.

### **KEY ISSUES**

Council reported an unrestricted cash balance of negative \$574K at 31 December 2023. The unrestricted cash balance at 30 June 2024 is budgeted to be positive \$962K.

The unrestricted cash balance is at a point in time and has a number of factors that can impact it. The cash balance is still being impacted by the outstanding reimbursements for storm recovery works and Council have not drawn down any loans this year for Creswick Trails or Town Hall projects (approx. \$2.5M) – these have been funded from working capital at this stage.

### Summary of proposed budget changes

Operational Budget	\$135,400	Additional Costs
Non-Recurrent Project	\$449,000	Additional Costs
Capital Work Projects	\$717,200	Savings
<b>Total Savings</b>	<b>\$132,800</b>	

It is important that the unrestricted cash position is carefully managed and maintained at a surplus. This requirement can be managed through the mid-year budget, the setting of the 2024/2025 budget and further planning within Councils Long Term Financial Plan (ten-year plan).

### **COUNCIL POLICY AND LEGISLATIVE IMPLICATIONS**

#### **Council Plan 2021-2025**

A dynamic and responsive Council

5.3 A sustainable and agile organisation with strong corporate governance that supports excellent operations

5.5 Strong asset management and renewal.

### **FINANCIAL IMPLICATIONS**

Financial implications associated with this report will be discussed during the meeting.

### **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

There are no community or stakeholder engagement implications associated with this report.

### **RISK AND GOVERNANCE IMPLICATIONS**

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

### **ENVIRONMENTAL SUSTAINABILITY**

There are no sustainability implications associated with this report.

### **GENDER IMPACT ASSESSMENT**

There are no gender equity implications associated with this report.

### 13.3 COUNCIL PRIORITIES UPDATE

#### CHIEF EXECUTIVE OFFICER

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

#### ATTACHMENTS

- Nil

#### OFFICER'S RECOMMENDATION

*That Council notes the progress update provided in relation to Council Priorities as adopted at the Council Meeting on 20 December 2022.*

#### EXECUTIVE SUMMARY

The purpose of this report is for Council to receive an update on the progress and action in relation to the adopted Councillor priorities as required by the Council resolution from previous Council Meetings.

Significant progress has been made against all identified priorities.

#### BACKGROUND

At the Council Meeting on 20 December 2022, the following motion was passed by Councillors:

*While noting its obligations and community commitments as articulated in the Council Plan 2021-2025, Council resolves to request the Chief Executive Officer to prepare a report, for tabling no later than the March 2023 Council Meeting, that outlines current progress and an action plan to respond to a number of emerging priority items as identified by Councillors and Executive. The priorities include:*

- *Financial sustainability;*
- *Staff accommodation, community facilities and existing land and building assets;*
- *Governance, compliance and workplace health and safety;*
- *Customer service;*
- *ICT capability;*
- *Statutory and Strategic Planning;*
- *Emergency Management and Storm Recovery including road maintenance;*
- *Sustainable Hepburn Strategy implementation; and*
- *Commonwealth Games*

Updates were provided in March and August 2023.

## KEY ISSUES

A whole range of actions have been undertaken in response to the identified priorities, these include but are not limited to:

- 2023/2024 financial statements completed, with a clean audit opinion issued. Annual Report adopted by Council in October.
- Review of Financial Plan (ten-year long term plan) and Service Review Project remains on track for completion in this term of Council, with multiple workshops already undertaken and others planned with Councillors.
- Various briefings held with Councillors, Executive and project lead in regard to staff accommodation needs and Daylesford (Birch Ward) community facilities – Council decisions communicated in February [Options considered while Town Hall temporarily closes from September Hepburn Shire Council](#).
- An amended, full day staff induction program is now in place and occurring each fortnight – inducting new and returning staff.
- The Planning Systems Improvement Project (\$260,000 state government grant) has kicked off and is designed to increase the digital maturity of the Hepburn Shire Council planning process by implementing automation, improving online services uptake, and upgrading the IT landscape, data, and reporting capabilities.
- Various community engagement activities to date in relation to Future Hepburn (Strategic Planning) have been undertaken. Multiple workshops with Councillors have been undertaken and the draft five Township Structure plans are expected to be released for community comment in April 2024.
- Hepburn Shire Council was recognised for significant progress in building a positive health and safety culture, taking out the OHS Leadership/Achievement award at the Victorian WorkSafe Awards.
- Overall improvements in the results of the Community Satisfaction Survey, especially when compared to statewide trends.
- A Customer Service Strategy has been adopted, and currently rolling out customer service training to all staff, and Councillors.
- Created a dedicated Emergency Management team, with increased resources. Multiple briefings for bushfire readiness occurred with Councillors, and the organisation responded extremely well to emergency situations include the tragic traffic incident in Daylesford and late summer fires.
- ICT improvements are being made across the organisation including moving our major software system (TechnologyOne) to the cloud to ensure improved security and the implementation of a new GIS software systems.
- Multiple actions of the Sustainable Hepburn Strategy implemented, including the creation of The Sustainable Hepburn Advisory Committee (SHAC), including community members.
- FOGO roll out has been actioned and goes live on 8 April 2024.

- Continue to work with and advocate to State Government about ensuring Council receives a fair share of allocated funding post-the Commonwealth Games cancellation. A number of government grant opportunities are now available, and submissions have been made.
- Since the storms of June 2021 Council has incurred \$14.97 million in storm recovery activity (as at 31 December 2023), through the three major storm events of June 2021, January 2022 and October 2022. \$10.4 million in State and Federal Government reimbursement has been received in the same time period. It is expected all storm recovery works will be completed by June 2024, and the majority of reimbursements received.
- \$14.97 million of storm recovery expenditure is the equivalent of 74% of one year's rates – showing the size and significant work undertaken across the organisation to respond to the various storm events.

## **COUNCIL POLICY AND LEGISLATIVE IMPLICATIONS**

### **Council Plan 2021-2025**

A dynamic and responsive Council

5.3 A sustainable and agile organisation with strong corporate governance that supports excellent operations

### **FINANCIAL IMPLICATIONS**

There are no specific financial implications from this report – the individual programs and projects incur financial costs.

### **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

There are no specific financial implications from this report – the individual programs and projects incur financial costs. Addressing the priorities will improve the financial capacity and position of Council to provide services.

### **RISK AND GOVERNANCE IMPLICATIONS**

Addressing the priorities will enable Council to adequately remedy existing weaknesses in governance, mitigate risks and improve its financial capacity to provide community services.

### **ENVIRONMENTAL SUSTAINABILITY**

There are no direct sustainability implications associated with this report. However, note that the implementation of the Sustainable Hepburn strategy is a key priority as adopted by Council.

## **GENDER IMPACT ASSESSMENT**

There are no gender equity implications associated with this report – any gender implications will be considered as part of the implementation and response to each priority.

### **13.4 CEO ANNUAL REPORT TO COUNCIL ON THE ACTIVITIES AND PERFORMANCE OF COMMUNITY ASSET COMMITTEES 2023/2024 CHIEF EXECUTIVE OFFICER**

*In providing this advice to Council as the Coordinator Governance, I Dannielle Kraak have no interests to disclose in this report.*

#### **ATTACHMENTS**

1. CONFIDENTIAL REDACTED - Annual report to Council - Creswick Museum Community Asset Committee - September 2022 to January 2024 [**13.4.1** - 1 page]
2. CONFIDENTIAL REDACTED - Annual report to Council - Dean Recreation Reserve and Tennis Courts Community Asset Committee - September 2022 to January 2024 [**13.4.2** - 1 page]
3. CONFIDENTIAL REDACTED - Annual report to Council - Drummond Hall Community Asset Committee - September 2022 to January 2024 [**13.4.3** - 1 page]
4. CONFIDENTIAL REDACTED - Annual report to Council - Glenlyon Recreation Reserve Community Asset Committee - 2023 [**13.4.4** - 1 page]
5. CONFIDENTIAL REDACTED - Annual report to Council - Lyonville Hall Community Asset Committee - September 2022 to January 2024 [**13.4.5** - 2 pages]
6. CONFIDENTIAL REDACTED - Annual report to Council - Lee Medlyn Home of Bottles Community Asset Committee - September 2022 to [**13.4.6** - 1 page]

#### **OFFICER'S RECOMMENDATION**

*That Council:*

1. *receives and notes the report on the operations of Council's Community Asset Committees (CACs) as required in line with obligations set out in Local Government Act 2020; and*
2. *Thanks Committee members for their efforts and achievements throughout the year.*

#### **EXECUTIVE SUMMARY**

This report provides an update to Council on the operations, successes and challenges of Council's Community Asset Committees over the past 12 months, as required by the *Local Government Act 2020*.

#### **BACKGROUND**

A community asset committee is a committee established by Council, with members appointed by the CEO, for the purposes of managing a community asset in a municipal district (s65(2)).



Council has six Community Asset Committees:

- Creswick Museum Community Asset Committee
- Dean Recreation Reserve and Tennis Courts Community Asset Committee
- Drummond Hall and Tennis Courts Community Asset Committee
- Glenlyon Recreation Reserve Community Asset Committee
- Lee Medlyn Home of Bottle Community Asset Committee
- Lyonville Recreation Reserve Community Asset Committee

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.

## **KEY ISSUES**

This report covers the September 2022 – January 2024 period.

### **Creswick Museum Community Asset Committee**

#### *Purpose of the Committee*

The Committee has operational oversight of the Creswick Museum, the former Infant Welfare Centre, Cambridge Street, Creswick and the Museum Collection including, but not limited to, the following:

- Dr. E.J. Semmens Collection;
- Lindsay Family Collection;
- T.G. Moyle Collection;
- W. Tibbits Collection;
- Victor Litherland Collection;
- Creswick Council Chamber Collection;
- H.H. Pearce Collection;
- Sir Alexander and Lady Peacock Collection;
- H. Burkitt Collection;
- The New Australasian No. 2 Mine Disaster Collection;
- Alexander T Evans Collection;
- Jean Baker Collection; and
- Heather Lay Collection
- (being collections held in trust for Creswick & District residents)

The Committee also manages opening the museum to the public, undertakes research on request, manages inventory of the collection and acquisition of the new items for the collection, and arranging loan of items from other collections to make them available to the community. The Committee also manages a group of volunteers who staff the Museum and support the work of the Committee.

### *Governance*

The Committee was first established in 1997 as a Special Committee of Council under the *Local Government Act 1989*. The current Instrument of Delegation was authorised by the CEO on 28 February 2021 after the Committee was established under the *Local Government Act 2020*.

The Committee is required to have at least 7 voting members under their Instrument of Delegation, with a current membership of 6. Overall, the Committee is diligent in operating in line with the terms of their Instrument and regularly files minutes and financial returns as required.

The Committee has approximately \$55,000 in cash reserves, including term deposits.

### *Relevant Plans and Strategies*

Future development of the Arts and Culture Strategy.

### *Maintenance and Improvements*

The committee has provided essential support to Council in guiding the restoration of the Creswick Town Hall.

Council officers are also working in co-operation with the Museum Group in restoration of a piece known as Berry No. 1 model. This is being undertaken by an independent conservator.

### *Community Engagement*

Council's Creative Communities Officer commenced in November 2023 and is engaging with the Committee on how to best support them and the management of the collection.

## **Dean Recreation Reserve and Tennis Courts Community Asset Committee**

### *Purpose of Committee*

The Committee has operational oversight of the Dean Recreation Reserve and Tennis Courts including the soccer pitches, pavilion, toilet block and storage shed, Tennis Courts, shelter and fencing.

### *Governance*

The Committee was first established in 1997 as a Special Committee of Council under the *Local Government Act 1989*. The current Instrument of Delegation was authorised by the CEO on 21 September 2020 after the Committee was established under the *Local Government Act 2020*.

The Committee is required to have at least five voting members under their Instrument of Delegation, with a current membership of seven. There are a number of members listed in the Committee minutes who have not been appointed by

Council. Officers have reminded the Committee of the requirement to have all members formally appointed, and continue to work with the Committee to rectify this.

The Committee is currently meeting quarterly and have filed minutes for their meetings over the last 12 months. The Committee's annual financial audit for the 2022/2023 financial year has not yet been provided to Council, and the Committee have been reminded of their obligation to obtain this audit at the conclusion of each financial year.

The Committee has approximately \$17,000 in cash reserves.

#### *Relevant Plans and Strategies*

- Nil

#### *Maintenance and Improvements*

Council assisted with repairing the public toilet cisterns in time for the kite festival after they were damaged in an act of vandalism.

#### *Community Engagement*

Sport and Recreation officers have met with the Committee in relation to potential renewal works to the existing aged and disused tennis courts. Officers commissioned a hard-court specialist audit for further discussion with the Committee. The Committee has been made aware that any works to these courts are unfunded and would be required to be considered with other Council priorities and long-term financial planning.

### **Drummond Hall and Tennis Courts Community Asset Committee**

#### *Purpose of Committee*

The Committee has operational oversight of the Drummond Hall consisting of Drummond Hall, including timber building, brick toilet block and tennis courts.

#### *Governance*

The Committee was first established in 1997 as a Special Committee of Council when it was established under the *Local Government Act 1989*. The current Instrument of Delegation was authorised by the CEO on 21 September 2020 after the Committee was established under the *Local Government Act 2020*.

The Committee is required to have at least five voting members under their Instrument of Delegation, with a current membership of six. After struggling in the past to attract and retain members, the Committee now has relatively stable membership.

The Committee is diligent in operating in line with the terms of their Instrument and regularly files minutes and financial returns as required.

The Committee has approximately \$3000 in cash reserves.

#### *Relevant Plans and Strategies*

- Nil

#### *Maintenance and Improvements*

Council is undertaking 2023/2024 funded renewal works to the hard courts surfacing of the tennis courts. Project is on track to be completed by 30 June 2024.

Facilities Department completed capping works to the internal chimney in the Hall. Council's works team provided assistance to ensure the hall met the requirements to continue to be used as a Voting Centre in state and federal elections.

Lighting fixtures replaced and plumbing fixture renewal are planned to be undertaken within the Public Toilet amenities program.

Various requests raised by the Committee are to be considered in future building renewal programs.

#### *Community Engagement*

Projects and Sport and Recreation officers are liaising with the Committee in relation to Council's 2023/2024 funded tennis court resurfacing works currently being undertaken.

### **Glenlyon Recreation Reserve Community Asset Committee**

#### *Purpose of Committee*

The Committee has operational oversight of the Glenlyon Recreation Reserve.

#### *Governance*

The Committee was first established in 1997 as a Special Committee of Council when established under the *Local Government Act 1989*. The current Instrument of Delegation was authorised by the CEO on 21 September 2020 after the Committee was established under the *Local Government Act 2020*.

The Committee is required to have at least five voting members under their Instrument of Delegation, with a current membership of ten, and due to the Committee's high membership, new appointments to the Committee have been paused until a vacancy arises.

The Committee regularly files minutes and financial returns as required.

The Committee has approximately \$22,000 in cash reserves.

#### *Relevant Plans and Strategies*

- Glenlyon Recreation Reserve Masterplan (in progress)

### *Maintenance and Improvements*

The Committee is managing several maintenance issues, including:

- Fencing repair
- Replacement of the horse yards
- Control of blackberry, thistles and gorse

Council completed soil contamination investigation at the reserve working with Environmental Protection Agency and Department of Environment, Land Water and Planning (DELWP). Septic pump works in relation to the public conveniences were completed by Council over the 2023 Christmas holiday period.

Council's Facilities Department replaced the oven in November and painting of the Public Reserve toilets was completed in April 2023.

Assistance with cleaning and making sure the septic system was ready for the Glenlyon Sports Day, 1 January 2024 was also undertaken in both 2023 and 2024.

### *Community Engagement*

Throughout the reporting period, Sport and Recreation officers have liaised with the Glenlyon Recreation Reserve Community Asset Committee on the progress of the development of the Glenlyon Recreation Reserve Masterplan, development, potential external funding opportunities for reserve enhancement works, recommencement of the Daylesford Field and Game Club's activities at the reserve, potential reserve signage renewal works. Council's Events Officer provides support to the committee regarding major events, such as the NYD Sport Day event, Antiques Swap Meet and Regional Equestrian Event annually.

### **Lee Medlyn Home of Bottles Community Asset Committee**

#### *Purpose of Committee*

The Committee has operational oversight of the Lee Medlyn Home of Bottles consisting of the Former School Building, Factory and Public Toilet Block at 70 Bailey Street, Clunes and the Lee Medlyn Home of Bottles Collection including, but not limited to, the following:

- Lee Medlyn Bottle Collection
- Eberhard Factory (soft drink display), and
- other collectables and displays currently at the Home of Bottles, and as the committee obtains.

The Committee also manages opening the museum to the public, acquisition of the new items for the collection, and arranging loan of items from other collections to make them available to the Hepburn Shire community.

### *Governance*

The Committee was first established in 1997 as a Special Committee of Council when established under the *Local Government Act 1989*. The current Instrument of Delegation was authorised by the CEO on 21 September 2020 after the Committee was established under the *Local Government Act 2020*.

The Committee is required to have at least seven voting members under their Instrument of Delegation, with a current membership of seven.

The Committee meets monthly and is diligent in operating in line with the terms of their Instrument and regularly files minutes and financial returns as required.

The Committee has approximately \$14,000 in cash reserves.

### *Relevant Plans and Strategies*

Future development of the Arts and Culture Strategy.

### *Maintenance and Improvements*

The committee has approved plans for window and roof remediation as well as an accessibility entry upgrade, to be completed by Council. Assistance with pothole maintenance has been completed with Council.

### *Community Engagement*

Council's Creative Communities Officer commenced in November 2023 and is working with the Committee to support management of the collection.

## **Lyonville Hall Community Asset Committee**

### *Purpose of Committee*

The Committee has operational oversight of the Lyonville Hall consisting of a timber hall, outside toilets and reserve land.

### *Governance*

The Committee was first established in 1997 as a Special Committee of Council when it was established under the *Local Government Act 1989*. The current Instrument of Delegation was authorised by the CEO on 21 September 2020 after the Committee was established under the *Local Government Act 2020*.

The Committee is required to have at least five voting members under their Instrument of Delegation, with a current membership of eight.

The Committee is currently meeting monthly and has regularly filed minutes and financial statements as required.

The Committee has approximately \$87,000 in cash reserves. The Committee has done considerable work in recent years to establish the Hall as a hub for the

community, including the operation of a weekly cafe. Proceeds are directed towards the use and maintenance of the Hall. Officers will work with the Committee to update governance arrangements as required to minimise risk associated with the operation of the food premise, and support the cafe in continuing.

#### *Relevant Plans and Strategies*

Nil.

#### *Maintenance and Improvements*

The Committee has managed or commenced planning for several maintenance issues over the year, including:

- Purchased a good quality piano.
- Upgraded the external lighting and improved lighting near the stage.
- Installed a mobile phone booster to improve phone coverage.
- Received a donated cake display case from Daylesford Bowls Club.
- With funding from Council, painted the exterior of the Hall and installed two picnic tables in the grounds.
- Applied for and were successful in getting a grant of \$7,057 for a generator for the Hall.
- Built a woodshed to store the free wood provided by Council following the June 2021 storm.
- Progressed planning and approvals for construction of a covered area near the pizza oven.

Council is prioritising fixture renewal within the public toilet amenities before 30 June 2024.

#### *Community Engagement*

Officers from the Parks, and Open Spaces and Sport and Recreation teams have met the Lyonville Hall Community Asset Committee to discuss renewal of the Hall playspace. The Committee has been requested to forward a proposal of playspace renewal scope for officers to consider further.

Most recently Council's Grants Specialist has collaborated with the Lyonville Hall Community Asset Committee to support the preparation of their community led Tiny Towns Fund submission. Council has also agreed to auspice the funding application and will undertake financial management of the project if funding is successful.

## **COUNCIL POLICY AND LEGISLATIVE IMPLICATIONS**

### **Council Plan 2021-2025**

A healthy, supported, and empowered community

2.2 Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing.

A dynamic and responsive Council

5.3 A sustainable and agile organisation with strong corporate governance that supports excellent operations.

### **FINANCIAL IMPLICATIONS**

Most Committees continue to struggle with financial sustainability, and Council is working with Committees to explore options for improving financial sustainability.

### **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

Engagement has been undertaken with the Council staff regularly working with and supporting Community Asset Committees throughout their functions. As support to these Committees stretches across many functions within Council, a collaborative approach in the preparation of the report was taken.

The Committees are invited to provide a report to Council.

### **RISK AND GOVERNANCE IMPLICATIONS**

During the preparation of this Annual Report, a number of governance issues were identified, such as:

- Some committees not advertising their meetings publicly,
- Some committees not providing copies of their minutes to Council, and
- Some committee members who have not been appointed by Council.

Officers have contacted the relevant Committees to remind them of their requirements under their Instrument of Delegation and provide guidance on rectifying these issues.

### **ENVIRONMENTAL SUSTAINABILITY**

There are no sustainability implications associated with this report.

### **GENDER IMPACT ASSESSMENT**

There are no gender equity implications associated with this report.



## **13.5 RECORDS OF COUNCILLOR ATTENDANCE DIRECTOR COMMUNITY AND CORPORATE**

*In providing this advice to Council as the Coordinator Governance, I Danielle Kraak have no interests to disclose in this report.*

### **ATTACHMENTS**

1. Record of Councillor Attendance - Councillor Briefing - 5 December 2023 [13.5.1 - 5 pages]
2. Record of Councillor Attendance - Councillor Briefing - 12 December 2023 [13.5.2 - 4 pages]
3. Record of Councillor Attendance - Pre- Council Meeting Briefing - 19 December 2023 [13.5.3 - 1 page]
4. Record of Councillor Attendance - Councillor Briefing - 30 January 2024 [13.5.4 - 4 pages]
5. Record of Councillor Attendance - Councillor Briefing - 13 February 2024 [13.5.5 - 4 pages]
6. Record of Councillor Attendance - Pre- Council Meeting Briefing - 20 February 2024 [13.5.6 - 1 page]
7. Record of Councillor Attendance - Councillor Briefing - 27 February 2024 [13.5.7 - 4 pages]

### **OFFICER'S RECOMMENDATION**

*That Council receives and notes the Records of Councillor Attendance as detailed in the report.*

### **EXECUTIVE SUMMARY**

The purpose of this report is for Council to receive and note Records of Councillor Attendance.

### **BACKGROUND**

Council's Governance Rules, chapter 6 section 102.1, require that:

*If there is a meeting of Councillors that:*

1. *is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors;*
2. *is attended by at least one member of Council staff; and*
3. *is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting*

*the Chief Executive Officer must ensure that a summary of the matters discussed at the meeting are:*

- a. *tabled at the next convenient Council meeting; and*
- b. *recorded in the minutes of that Council meeting.*

To fulfill this requirement and promote transparency, Records of Councillor Attendance are kept where the above definition is met and brought to Council for noting, as attached.

### **KEY ISSUES**

The following Records of Councillor Attendance are reported:

<b>Date</b>	<b>Meeting/Committee Name</b>	<b>Location</b>
<b>5 December 2023</b>	Councillor Briefing	Council Chamber
<b>12 December 2023</b>	Councillor Briefing	Council Chamber
<b>19 December 2023</b>	Pre-Council Meeting Briefing	Council Chamber
<b>30 January 2024</b>	Councillor Briefing	Council Chamber
<b>13 February 2024</b>	Councillor Briefing	Council Chamber
<b>20 February 2024</b>	Pre-Council Meeting Briefing	Council Chamber
<b>27 February 2024</b>	Councillor Briefing	Council Chamber

### **COUNCIL POLICY AND LEGISLATIVE IMPLICATIONS**

The report fulfills Council's requirements under the Governance Rules.

### **FINANCIAL IMPLICATIONS**

There are no financial implications associated with this report.

### **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

Using Council's adopted Community Engagement Framework, International Public Participation Consultation, this report presents information via the Council Agenda.

### **RISK AND GOVERNANCE IMPLICATIONS**

If Records of Councillor Attendance are not included in the Public Agenda at a Council Meeting, Council would be in breach of its Governance Rules as adopted on 16 August 2022.

### **ENVIRONMENTAL SUSTAINABILITY**

The inclusion of the attached Records of Councillor Attendance in the Council Agenda and their availability to the public will increase awareness of the activities of Council and promote community involvement in decision making at Council level.

### **GENDER IMPACT ASSESSMENT**

There are no gender equity implications associated with this report.

▶ RECORD OF COUNCILLOR ATTENDANCE

<b>MEETING</b>	Councillor Briefing	<b>DATE</b>	Tuesday, December 05, 2023
<b>LOCATION</b>	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	<b>TIME</b>	9am – 3:55pm
<b>COUNCILLORS PRESENT</b>	<input checked="" type="checkbox"/> Cr Jen Bray <input type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
<b>OFFICERS PRESENT</b>	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Executive Manager Development – Ron Torres Others (Position Title and Name): Manager Governance and Risk – Rebecca Smith Coordinator Governance – Dannielle Kraak Manager Emergency Management – Adam Wright Municipal Fire Prevention Officer – Ben Burgess Coordinator Inclusive Communities – Kate Procter Manager Community and Economy – Kendall Sinclair Youth Engagement Officer – Jono Van Der Ploeg Manager Planning and Building – Amy Boyd Manager Facilities and Circular Economy – Sean Ludeke Manager Projects – Ben Grounds Project Manager – Lizzy Atkin		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/23/67037

OR

List matters considered:

*As per agenda.*

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

▶ RECORD OF COUNCILLOR ATTENDANCE

NOTES:

Cr Bray arrived late at 10:44am

Cr Drylie in apologies

RECORD COMPLETED BY

- CEO – Bradley Thomas
- Director Infrastructure and Delivery – Bruce Lucas
- Director Community and Corporate – Karina Lamb
- Executive Manager People and Transformation – Brooke Holmes
- Executive Manager Development – Ron Torres

Other:

Governance Administration Officer – Brigitte Longmore

Signed:



Tuesday 5 December 2023  
Council Chamber, 76 Vincent Street Daylesford VIC 3460  
9:00am – 4:30pm

*Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.*

*The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).*

**BRADLEY THOMAS**

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Bruce Lucas – Director Infrastructure and Delivery Karina Lamb – Director Community and Corporate Ron Torres – Executive Manager Development Brooke Holmes – Executive Manager People and Transformation
CHAIR:		Councillor Brian Hood - Mayor Bradley Thomas – Chief Executive Officer
APOLOGIES:		

No	Time	Type	Agenda Item	Presenter	Page No
1.1	9:00am	Discussion	Councillor "Burning Issues" Discussion and Executive Issues Update	Chief Executive Officer	6
1.2	9:30am	Discussion	External Committees Update	Director Community and Corporate	7
1.3	9:45am	Discussion	Nominations for the Community Awards 2024	Manager Governance and Risk Coordinator Governance	23
	10:15am		Break		
1.4	10:30am	Presentation	Fire Danger Period (FDP) Commencement Update	Manager Emergency Management Municipal Fire Prevention Officer (MFPO)	120
1.5	11:15am	Presentation	Early Years Update	Coordinator Inclusive Communities Manager Community and Economy	129
1.6	11:45am	Discussion Presentation	Live4Life – Youth Mental Health Program	Coordinator Early Years and Healthy Communities Health and Wellbeing Officer, Daylesford College Youth Team Leader	142

1.7	12:15pm	Report	Corporate Performance Report 2023/2024 - Quarter 1	Executive Manager People and Transformation Grants and Projects Officer	151
	12:30pm	Lunch			
1.8	1:00pm	Briefing Only	Long Term Financial Plan	Director Community and Corporate Manager Financial services	203
1.9	2:00pm	Briefing Only	Pool and spa compliance - Planning laws	Manager Planning and Building	209
1.10	2:30pm	Report	Extension of Contract No. HEPBU.RFT2021.33- Kerbside and Public Bin Collection and Landfill Waste Disposal	Manager Facilities and Circular Economy	213
	3:00pm	Break			
1.11	3:15pm	Report	Office Accommodation	Manager Projects	214
1.12	4:15pm	Report	Award of HEPBU.RFT2023.234 Central Springs Reserve – Stage 1 Construction (Picnic and Pumps Area) – Selective RFT	Manager Projects Project Manager	215
2	4:30pm	Close of Meeting			

▶ RECORD OF COUNCILLOR ATTENDANCE

<b>MEETING</b>	Councillor Briefing	<b>DATE</b>	Tuesday, December 12, 2023
<b>LOCATION</b>	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	<b>TIME</b>	10:15am – 4:48pm
<b>COUNCILLORS PRESENT</b>	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
<b>OFFICERS PRESENT</b>	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Executive Manager Development – Ron Torres Others (Position Title and Name): Acting Director Infrastructure and Delivery – Amy Boyd Manager Community and Economy – Kendall Sinclair Coordinator Sport and Active Recreation – Kathie Schnur Engagement Specialist – Michelle Whyte Manager Strategic Planning – Bronwyn Southee Manager Projects – Ben Grounds		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/23/68480

OR

List matters considered:

*As per agenda.*

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

Cr Drylie left the Briefing at 1.20pm and returned at 2.07pm.



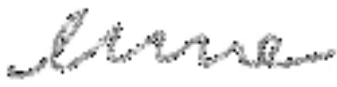
▶ RECORD OF COUNCILLOR ATTENDANCE

Cr Hewitt left the Briefing at 3.18pm.

RECORD COMPLETED BY

Governance Advisor – Catherine Nurse

Signed:



Tuesday 12 December 2023  
Council Chamber, 76 Vincent Street Daylesford VIC 3460  
10:15am – 5:00pm

*Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.*

*The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).*

**BRADLEY THOMAS**

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Amy Boyd – Acting Director Infrastructure and Delivery Karina Lamb – Director Community and Corporate Ron Torres – Executive Manager Development Brooke Holmes – Executive Manager People and Transformation
CHAIR:		Councillor Brian Hood - Mayor Bradley Thomas – Chief Executive Officer
APOLOGIES:		Bruce Lucas – Director Infrastructure and Delivery

No	Time	Type	Agenda Item	Presenter	Page No
1.1	10:15am	Report	Indoor Aquatics Provision Feasibility Study and Business Case, Final Options Feasibility Report	Manager Community and Economy Coordinator Sport and Active Recreation Principal Consultant, Solucio Consultant, the Office for Collective Design	5
1.2	11:15am	Briefing Only	Strategic Planning - Co-Design Findings	Engagement Specialist	53
	12:30pm		Lunch		
	1:00pm		Strategic Planning - Co-Design Findings - <i>continued</i>		
1.3	2:15pm	Briefing Only	Findings of the Integrated transport Strategy engagement and next steps	Manager Strategic Planning	151
	3:00pm		Break		
1.4	3:15pm	Presentation	Affordable Housing Strategy Update	Executive Manager Development	347
1.5	3:45pm	Presentation	Council Property Assessment Project: Review of Surplus Land and Buildings	Manager Projects	348
1.6	4:15pm	Discussion	Birch Ward Community Facilities	Manager, Projects	379
	5:00pm		Close of Meeting		

▶ RECORD OF COUNCILLOR ATTENDANCE

<b>MEETING</b>	Pre-Council Meeting Briefing	<b>DATE</b>	Tuesday, December 19, 2023
<b>LOCATION</b>	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: <a href="#">Click or tap here to enter text.:</a>	<b>TIME</b>	3:00pm – 4:30pm
<b>COUNCILLORS PRESENT</b>	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
<b>OFFICERS PRESENT</b>	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Acting Director Infrastructure and Delivery – Amy Boyd <input checked="" type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Executive Manager Development – Ron Torres Others (Position Title and Name): Manager Governance and Risk – Rebecca Smith Manager Facilities and Circular Economy – Sean Ludeke Manager Operations – Tristan May Manager Projects – Ben Grounds Acting Manager Planning and Building – Nicola McGowan		

MATTERS CONSIDERED

As per Council Meeting Agenda.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Cr Tessa Halliday	Community Awards – Event of the year	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>
Cr Tim Drylie	Community Awards – Event and Citizen	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>

NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

Manager Governance and Risk – Rebecca Smith



Signed:

▶ RECORD OF COUNCILLOR ATTENDANCE

<b>MEETING</b>	Councillor Planning Briefing	<b>DATE</b>	Tuesday, January 30, 2024
<b>LOCATION</b>	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	<b>TIME</b>	9:00am – 12:11pm
<b>COUNCILLORS PRESENT</b>	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
<b>OFFICERS PRESENT</b>	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Executive Manager Development – Ron Torres Others (Position Title and Name): Statutory Planner – Julie Lancashire Statutory Planner – Shannon Hill Statutory Planner – Chris Hu Manager Planning and Building – Amy Boyd Statutory Planning – Mish Watt		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/24/3875

OR

List matters considered:

*As per agenda.*

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
<b>Cr Don Henderson</b>	1.2 PLN22/0401 - 19A Camp Street, Daylesford	9:30am	10:30am
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

Cr Bray was in apologies for the first half of the Briefing, and arrived at 10:19am.

RECORD COMPLETED BY

▶ RECORD OF COUNCILLOR ATTENDANCE

- CEO – Bradley Thomas
- Director Infrastructure and Delivery – Bruce Lucas
- Director Community and Corporate – Karina Lamb
- Executive Manager People and Transformation – Brooke Holmes
- Executive Manager Development – Ron Torres

Other:

Governance Administration Officer – Brigitte Longmore

Signed:



Tuesday 30 January 2024  
Daylesford Town Hall, 76 Vincent Street Daylesford  
9:00am – 12:30pm

*Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.*

*The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).*

**BRADLEY THOMAS**

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Bruce Lucas – Director Infrastructure and Delivery Karina Lamb – Director Community and Corporate Ron Torres – Executive Manager Development Brooke Holmes – Executive Manager People and Transformation
CHAIR:		Councillor Brian Hood - Mayor Bradley Thomas – Chief Executive Officer
APOLOGIES:		Councillor Jen Bray, Birch Ward

No	Time	Type	Agenda Item	Presenter	Page No
1.1	9:00am	Discussion	Councillor and CEO-Only Time	Chief Executive Officer	4
1.2	9:30am	Planning Report	PLN22/0401 - 19A Camp Street, Daylesford	Statutory Planner	6
1.3	10:30am	Planning Report	PLN23/0120 - 121 Raglan Street Daylesford	Executive Manager Development Manager Planning and Building Statutory Planner	741
1.4	11:30am	Planning Report	PLN23/0182 - 1A Elsbeth Court Daylesford	Statutory Planning Coordinator	874
2	12:30pm		Close of Meeting		904



▶ RECORD OF COUNCILLOR ATTENDANCE

<b>MEETING</b>	Councillor Briefing	<b>DATE</b>	Tuesday, February 13, 2024
<b>LOCATION</b>	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	<b>TIME</b>	10:15am – 1:26pm
<b>COUNCILLORS PRESENT</b>	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
<b>OFFICERS PRESENT</b>	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Executive Manager Development – Ron Torres Others (Position Title and Name): Coordinator Governance – Dannielle Kraak Manager Projects – Ben Grounds Project Manager – Sam Hattam Manager Strategic Planning – Bronwyn Southee		

**MATTERS CONSIDERED**

Agenda attached – CM Reference: DOC/24/6251

OR

List matters considered:

*As per agenda.*

**CONFLICT OF INTEREST DISCLOSURES**

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

**NOTES:**

The Briefing ended at 1.26pm.

**RECORD COMPLETED BY**

▶ RECORD OF COUNCILLOR ATTENDANCE

Governance Advisor – Catherine Nurse

Signed:



Tuesday 13 February 2024  
Daylesford Town Hall, 76 Vincent Street Daylesford  
10:15am – 1:15pm

*Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.*

*The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).*

**BRADLEY THOMAS**

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Bruce Lucas – Director Infrastructure and Delivery Karina Lamb – Director Community and Corporate Ron Torres – Executive Manager Development Brooke Holmes – Executive Manager People and Transformation
CHAIR:		Councillor Brian Hood - Mayor Bradley Thomas – Chief Executive Officer
APOLOGIES:		

No	Time	Type	Agenda Item	Presenter	Page No
1.1	10:15am	Presentation/Discussion	Local Government Reforms 2024 - Consultation Paper	Manager Governance and Risk	4
1.2	10:45am	Presentation/Discussion	Office Accommodation Update	Manager Projects Project Manager	23
1.3	11:15am	Presentation/Discussion	Township Structure Plans: Progress Update	Manager Strategic Planning Executive Manager, Development	32
	1:15pm		Close of Meeting		36

▶ RECORD OF COUNCILLOR ATTENDANCE

<b>MEETING</b>	Pre-Council Meeting Briefing	<b>DATE</b>	Tuesday, February 20, 2024
<b>LOCATION</b>	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: <a href="#">Click or tap here to enter text.:</a>	<b>TIME</b>	3:00pm – 4:30pm
<b>COUNCILLORS PRESENT</b>	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
<b>OFFICERS PRESENT</b>	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Executive Manager Development – Ron Torres Others (Position Title and Name): Manager Governance and Risk – Rebecca Smith Coordinator Major Projects and Policy – Nicola McGowan		

MATTERS CONSIDERED

*As per Council Meeting agenda 20 February 2024.*

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Cr Henderson	Camp Street Planning Application	3:14pm	3:39pm
Cr Leslie Hewitt	General Business	Not discussed	<a href="#">Click or tap here to enter text.</a>

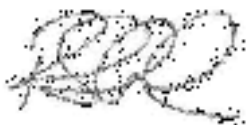
NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

Manager Governance and Risk – Rebecca Smith

Signed:



▶ RECORD OF COUNCILLOR ATTENDANCE

<b>MEETING</b>	Councillor Planning Briefing	<b>DATE</b>	Tuesday, February 27, 2024
<b>LOCATION</b>	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	<b>TIME</b>	9:00am – 3:00pm
<b>COUNCILLORS PRESENT</b>	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Juliet Simpson		
<b>OFFICERS PRESENT</b>	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Executive Manager Development – Ron Torres Others (Position Title and Name): Manager Planning and Building – Amy Boyd Manager Strategic Planning – Bronwyn Southee		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/24/9045

OR

List matters considered:

*As per agenda.*

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

- CEO – Bradley Thomas
- Director Infrastructure and Delivery – Bruce Lucas

▶ RECORD OF COUNCILLOR ATTENDANCE

- Director Community and Corporate – Karina Lamb
- Executive Manager People and Transformation – Brooke Holmes
- Executive Manager Development – Ron Torres

Other:

Governance Administration Officer – Brigitte Longmore

Signed:



Tuesday 27 February 2024  
Daylesford Town Hall, 76 Vincent Street Daylesford  
9:00am – 4:30pm

*Councillors, I advise that I have assessed the following information in the briefing papers and associated attachments as being confidential information.*

*The information is considered to be confidential information under section 3(1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (Section 3(1)(a)).*

**BRADLEY THOMAS**

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Jen Bray, Birch Ward Councillor Tim Drylie, Creswick Ward Councillor Tessa Halliday, Cameron Ward Councillor Don Henderson, Creswick Ward Councillor Lesley Hewitt, Birch Ward Councillor Brian Hood, Coliban Ward Councillor Juliet Simpson, Holcombe Ward
	Officers	Bradley Thomas – Chief Executive Officer Bruce Lucas – Director Infrastructure and Delivery Karina Lamb – Director Community and Corporate Ron Torres – Executive Manager Development Brooke Holmes – Executive Manager People and Transformation
CHAIR:		Councillor Brian Hood - Mayor Bradley Thomas – Chief Executive Officer

APOLOGIES:



No	Time	Type	Agenda Item	Presenter	Page No
1.1	9:00am	Discussion	Councillor and CEO- Only Time	Chief Executive Officer	4
1.2	9:30am	Planning Report	PLN22/0117 – Dwelling – 4-4935 Midland Highway, Daylesford	Statutory Planner	5
1.3	10:30am	Planning Report	PLN23/0101 – Five lot subdivision – 12 White Hills Road, Creswick	Statutory Planner	127
	11:30am		ICT Support – Multifactor Authentication	IT Helpdesk and Support Officer	
	12pm		Lunch		
1.4	12:30pm	Presentation/Discussion	Structure Plans Workshop - 27 February 2024 - Clunes	Manager, Strategic Planning Executive Manager, Development	246
2	3pm		Close of Meeting		

## 14 CONFIDENTIAL ITEMS

### 14.1 CLOSURE OF MEETING TO MEMBERS OF THE PUBLIC

Pursuant to section 66(1) of the *Local Government Act 2020* (the Act) Council or delegated committee must keep a meeting open to the public unless the Council or delegated committee considers it necessary to close the meeting to the public because a circumstance specified in subsection (2) applies.

The circumstances detailed in section 66(2) of the Act are:

- a) the meeting is to consider confidential information; or
- b) security reasons; or
- c) it is necessary to do so to enable the meeting to proceed in an orderly manner.

#### RECOMMENDATION

*That in accordance with sections 66(1) and 66(2)(a) of the Local Government Act 2020, the meeting to be closed to members of the public for the consideration of the following confidential items:*

#### 1.1 LAKE DAYLESFORD PROPERTY BOUNDARY ENCROACHMENT AND LEASE AGREEMENT

- *Because it is Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released (section 3(1)(a)); and,*
- *Because it is private commercial information, being information provided by a business, commercial or financial undertaking that— (i) relates to trade secrets; or (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage (section 3(1)(g)).*
- *These grounds apply because the agenda item concerns the progress of ongoing contractual negotiations that would, if prematurely released, diminish the strength of Council's position in those negotiations.*

**15 CLOSE OF MEETING**