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12 September 2025

Dear Mayor Henderson, Deputy Mayor Hewitt, Councillors Clark, Cornish, Drylie, Hockey, Hood, & CEO Thomas

**Re: Submission in Response to Hepburn Shire Council motion
“investigation whether this site [Rea Lands Public Park] could be
considered for sale or other use by council”**

We, the undersigned, respectfully respond to the following motion passed at the 29 July 2025 Council meeting:

“Request the Chief Executive Officer prepare a briefing report for councillors with the history of the Rea Lands Reserve being bequeathed to council and for further investigation whether this site could be considered for sale or other use by council.”

We ask that Council affirm Rea Lands as a community reserve held in perpetuity, and take steps to ensure its long-term protection as a site of public, ecological, and historical significance.

In support of this request we have drafted the following motion for Councillors to consider putting before Council at its next meeting:

“That Council recognises that the land at 42 Raglan Street Daylesford, known as ‘Rea Lands Public Park’, was bequeathed in 1982 to the citizens of Daylesford for their use and benefit by a former local Shire Councillor and Shire President, Constance Bessie Rea (Betty Rea). Accordingly, in honour of this generous bequest, Council formally resolves that:

- (i) the land be held in perpetuity as a council asset on behalf of the community for their use and benefit**
- (ii) the land will remain known as ‘Rea Lands Public Park’ in perpetuity**
- (iii) the land be re-zoned as a Public Park and Recreation Reserve or PPRZ”**

We observe that passing this motion would be consistent with the HSC [‘Council Plan 2025-2029’](#). According to Appendix A on page 48, following a community survey, Council responded by declaring that ‘Maintaining our public spaces, gardens and recreational areas is a priority area under both Hepburn Life and Future Hepburn and is also aligned with the Asset Plan 2025-2034.’

It would also be consistent with the HSC [‘Daylesford and Hepburn Springs Structure Plan’](#). According to the guideline A1 on p.30 which states ‘Implement Minimal Housing Change Areas in Daylesford and Hepburn Springs where heritage, environmental and physical constraints and special neighbourhood character result in reduced capacity for housing changes and growth’, we note that on the map on p.31, Rea Lands Public Park is located within a part of Daylesford where large blocks and garden landscapes are recognised as valuable features of the township’s identity and are thus described as a ‘minimal change’ heritage area.

In addition, on p.37 Rea Lands Public Park is included in a streetscape defined as being a ‘special character area’.

Further, it would be consistent with the [‘Hepburn Planning Scheme, Schedule to Clause 43.01 Heritage Overlay 1.0 & 2.0, HO 698’](#), which includes Rea Lands Public Park in the Heritage Overlay HO 698 covering the Daylesford Railway Heritage Precinct, making it subject to heritage and tree controls.

BACKGROUND AND LEGACY

Rea Lands Public Park was gifted to the people of Daylesford by the late Betty Rea, a former Shire President and Councillor of the former Daylesford & Glenlyon Shire. Sitting at the base of Wombat Hill on Raglan Street, with pedestrian access only through the wrought iron gate in the heritage brick wall and a laneway (to the Convent Gallery) at the rear, Rea Lands was the garden that formed the lower half of Betty Rea's private property, leaving two privately owned historic houses built in 1861, Llewellyn Cottage and Llewellyn House, at 25 and 27 Hill Street at the top of the property.

We understand that Betty's intention was that Rea Lands remain in community hands as a public asset, since following her death in 1982, the Daylesford and Glenlyon Shire Council established the land as a public park with a picnic table, a resting seat, and the sign 'Rea Lands Public Park' in the centre of the garden. Her son Stefan Rea affirms that it was the land itself, in the form of a park, that Betty intended as a gift to the public, and nowhere in her will does it state that she wished Council to sell it to raise revenue for any other purpose. Alternatively, to our knowledge, there have been no suggestions of how Rea Lands might be repurposed to retain its fully public character if it were no longer a public park.

In 2011 the Hepburn Shire Council expressed interest in selling Rea Lands, and the community protest at the time led to the Council deciding not to pursue possible sale.

Subsequently, following negotiations with representatives of the Daylesford Community Food Gardeners, Council made the following decision, as recorded in the Minutes of the Ordinary Meeting on 28 June 2011:

'10.2.1 That Council resolve to allow the Daylesford Gardeners to develop a community food garden at Rea Lands Community Park; 42 Raglan Street, Daylesford, subject to a signed occupancy agreement.

Moved: Councillor Jon Barrell
Seconded: Councillor Sebastian Klein
Carried'

Shortly after this decision, more than 40 local residents came together to establish a community orchard.

[See a short (6 minute) documentary of the 2011 original planting at the site: ['Our hands in the soil'.](#)]

Since then, this site has grown into a flourishing public park, community food garden and gathering space, sustained by ongoing voluntary care and stewardship, with a concern for preserving its fundamental nature as a public park.

Rea Lands provides:

- * A relaxed, attractive and safe shared public space for recreation, rest, and quiet reflection;
- * A safe and interesting place for young children to play;
- * The opportunity to grow food and forage an accessible source of seasonal fruit, berries, nuts, herbs and vegetables for local residents;
- * A thriving biodiversity corridor and informal learning site for nature and gardening;

- * A living example of successful grassroots land care and place-making;
- * A practical and symbolic legacy of civic generosity and community commitment.

Appendix A below describes the **design and development** of Rea Lands, **Council contributions**, and the **voluntary community input** of labour and resources, since 2011.

Appendix C below describes the history and future possibilities of **volunteer management** of Rea Lands. However, **the issue of management is separate to our priority request, as expressed in the draft motion above.**

CONCERNS REGARDING THE CURRENT MOTION

Betty Rea was not only the donor of this land but a respected civic leader and woman of note. She deserves to be publicly remembered via her gift. Consideration of its sale is out of step with both the spirit of her gift and the values that have shaped its care over the past decade and a half.

We also note that Betty's husband, Henry John 'Jack' Rea, who predeceased her, was a fourth generation Daylesfordian born on the Astley property opposite Wombat Park on the Castlemaine Road. Jack's grandfather was Joseph Trumble Rea (3 Jul 1838-10 Sep 1912) who was the gardener at Wombat Park while living in a cottage on that property. Joseph Rea was involved in assisting with the selection of some of the trees and shrubs planted in the Wombat Hill Botanical Gardens. In this way, Rea Lands public park is an appropriate legacy of both Betty and the entire intergenerational Rea family which has been so involved in establishing parks and gardens in Daylesford.

As noted above, Rea Lands sits within a part of Daylesford described under the new Structure Plan as a 'minimal change' heritage area, where large blocks and garden landscapes are recognised as valuable features of the township's identity. This should guide council's consideration of its long-term use.

The original Rea property was one of these 'large blocks and garden landscapes' until divided to separate the (now public) garden from the privately owned houses on Hill Street.

To sell or repurpose Rea Lands would betray the trust of the many community volunteers who have put their time, labour and resources into developing the park over 14 years, on the understanding that they were contributing to a freely accessible and long term public asset. 10 to 14 years of tree, shrub and hedge growth, the significant work establishing the swale and the development of the park overall, cannot be replaced, or moved to another site.

OUR REQUESTS

We ask Council to:

- * Withdraw Rea Lands from any further consideration for sale or repurposing.
- * Formally recognise Rea Lands as a permanent public park [as per the draft motion above].
- * Honour the contribution of Betty Rea, and acknowledge the voluntary stewardship efforts that have continued in her spirit, by supporting the creation of an information board that acknowledges traditional custodianship by the Dja Dja Wurrung people, gives the history of the park as a gift to the community

from Betty Rea including aspects of her life and service to the Daylesford community, and by (belatedly) conducting an ‘opening’ ceremony to mark the declaration of Rea Lands as a permanent public park.

* Request that the Chief Executive Officer include our submission in any report that documents both the land’s legal history and its ongoing social, ecological, and cultural significance.

CLOSING

Rea Lands is a successful and much-loved public park and community food garden. Many people visit the park at different times, in different seasons, and for a variety of personal reasons. Rea Lands’ relatively enclosed nature makes it unique as a public garden space. It contributes meaningfully to local health and wellbeing, food resilience, heritage protection, and public/civic life.

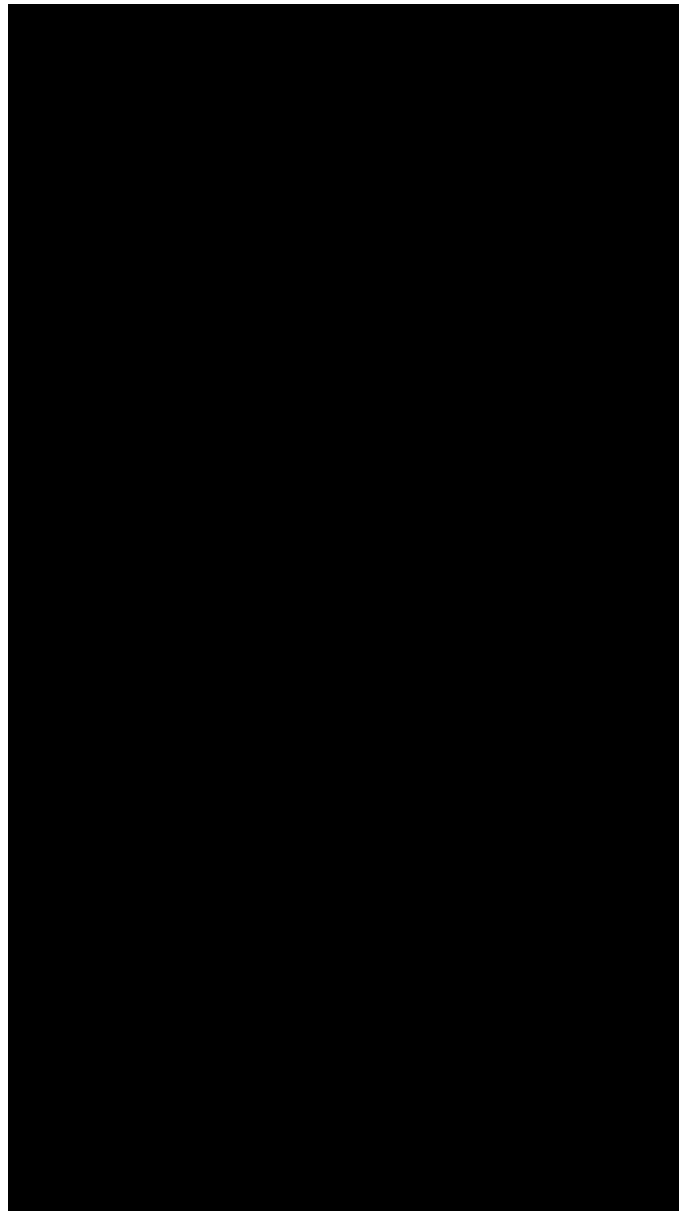
We ask our Council to protect it for the current and future generations.

Sincerely,
Anita McKone
Robert Burrowes
Patrick Jones
Debora Semple
Heather Mutimer

Stefan Rea
Joanne Rea
Jessica Rea
Kaylah Rea

Scott Rea
Melisa Rea
Cameron Rea
Ken Rea
Merle Rea

Charles Anderson
Tim Anderson
Noel Beare
Dora Berenyi
John Binnion
Naomi Botheras
Roger Brailsford
Jen Bray
Malcolm Bray
Ruth Bray
Adam Bremner
Liz Burns
Dale Callahan
Ivan Carter
Teresa Castley
Gordon Chapman
Jeanette Chilton-Clarke
Ann Clendinnen



Michelle Clifford
Samantha Coolican
Helen Cox
Vanessa Craven
Lynne Cullen
Jo Curry
Linda Devlin (Orr)
Samantha Doidge
Neisa Drogriski
Zara Drogriski
Zoran Drogriski
Matthew Ducie
Tara Duffy
Jean-Marc Dupré
Basil Eliades
Jodie Fergusson-Batte
John Fergusson-Batte
Clara Gartland
Emily Gartland
Peter Gartland
Roberta Gartland
Lorne Gerlach
Maya Green
Mark Hallett
Natalie Hallett
Robin Hallett
Judith Harris
Jodie Hawkins
Melissa Hider
Dr David Holmgren
Franziska Ielo
John Ielo
Maia Irell
Brenda Johns
Jo Kidd
Dallas Kinnear
Danielle-France
Laplace-Spence
Alyson Lau
John Learmonth
Suzanne Learmonth
Rosemary Leonard
Dr Darren Lockie
Margret Lockwood
Tracey MacDonald
Clare Mackie
Jon Mackie
Helen Mackley
David Martinelli
Pauline Matheson
Lena Mazza
Gayle McCarthy

Bill McClenaghan
Henry Mitchell
Savo Masic
Margaret Murphy
Marcela Navarro
Graeme Orr

Joyce Orr
Tania Petrini
Benny Pettersson
Luke Pither
Edward Powell
Charlene Pryke
Xanthe Pryke
Debra Rauber
Gerry Rauber
Lorraine Ryan
Paul Ryan
Donald Sampson
Misty de van der Schueren
Melanie Scott
Adam Seidler
Val Shea
Bronwyn Shea
Richard Spence
Jeff Stewart
Robyn Stewart
Stefan Szonyi
Rebecca Tolhurst
Diana Martinez Valadez
Kerry Van Workum
Doreen Vonier
Cathy Walker
Ken Warren
Ian Young

Friends of Rea Lands Public Park and Community Food Garden

CONTACT: Robert Burrowes & Anita McKone

Appendices following:

APPENDIX A. *'Rea Lands Public Park and Community Food Garden – The Design and Development of a successful Community-run, Council-supported project over 14 years'* by Anita McKone

APPENDIX B. *'Bunya pine, cultural significance to indigenous peoples'* by Debora Semple

APPENDIX C. *'History and Future of Rea Lands Voluntary Management'* by Anita McKone and Robert Burrowes.

APPENDIX A

Rea Lands Public Park and Community Food Garden

The Design and Development of a successful Community-run, Council-supported project over 14 years.
 Perspective from Anita McKone, core caretaker and developer with Robert Burrowes, from December 2013 to the present.

As the Daylesford Community Food Gardener's video – [‘Our hands in the soil’](#) – shows, the public park as gifted by former Shire President Betty Rea following her death in 1982, was still in its original form of a very large grassed area with a small number of large trees, including the two impressive pines, and the picnic table and seat, before the DCFG took over development and management in 2011.

Since then, the Council has contributed mushroom compost for the original fruit tree plantings, approximately five loads of chip mulch, five mowings per year of about 20 mins, 4 silverberry hedge plants for planting in areas where the grass was no longer growing due to drought, and two kangaroo apples (to replace the 10-year-old orange tree accidentally knocked down by the mower), and ongoing payment of water costs, which the DCFG voluntary developers have kept to a minimum.

Most significantly and with our great appreciation, the Council paid (what we believe was) \$70,000 to have the heritage brick wall restored which required major earth works in 2015.

These earth works led us to take advantage of the opportunity to add the large swale with its attractive sandstone features (foundation stones taken from the base of the original brick wall). The swale has the permaculture-inspired environmental engineering purpose of minimizing water run-off so it can be better used for growing plants, while also contributing to protection of the restored heritage wall, since water damage was the key reason for the original wall falling down.

...

The Creation of the Swale

In 2015, the Council employed contractors to carefully dismantle the heritage brick wall, clean the bricks offsite, remove much excess soil, and place scoria and other drainage features next to the wall, and then rebuild the wall on a new concrete foundation. In preparation for this, we temporarily relocated all berry and currant plants elsewhere in the garden. Once the wall was taken down, we ensured that the original sandstone foundation stones were kept aside (rather than removed by the contractors).

We asked Robbie Torrance – a whiz with his earthmoving machinery – to pile all of the excess soil (littered as it was with broken bricks, rocks, mortar chips and other debris as the wall came down) in the centre of the lower garden to become the swale. This soil was then painstakingly cleaned and shaped with hand tools over several months and then the original sandstone foundation stones reused when Patrick Jones organized a team to create the beautiful dry stone wall that creates a terrace in the swale. We also later used more sandstone blocks to define the western end of the swale. These old stones are a real feature and were first used over a hundred years ago.

It took ten years, progressively and intermittently digging out one square metre at a time to a depth of 45 cms, before the vast bulk of debris was removed from the topsoil at all three levels of the swale. I am glad that job is done!

Robert Burrowes

...

Patrick Jones has organized a number of working bees at Rea Lands involving members of the Dayesford Community Food Gardeners.

Since Dec 2013, Robert and myself have contributed between 200 and 400 hours of voluntary labour every year until now, 2025, as well as over a thousand dollars of plants, tools, trellising and organic inputs.

Some hundreds of dollars and many practical inputs, such as rail sleepers for edging garden beds, mulch, compost and plants, have been donated by others in the community. Permaculture founder David Holmgren gave expert advice in the early years, biodynamic orchardist Ian Clarke pruned the fruit trees for three years, carefully teaching Robert how to prune, before his sad death in February 2019. We have also consulted regularly with Patrick Jones throughout our time as core caretakers.

All voluntary contributions have been undertaken in good faith, based on the original Council/DCFG agreement, with the understanding we were contributing to a long term public asset.

The garden now boasts over 50 more trees, three hedges, a large variety of bushes, ground covers and flowers, as well as a small vegetable plot. Many of the fruit trees are just coming into their capacity for fruiting well, including the two avocados we planted in 2015 (and nursed over the winter for the first couple of years).

There is also a lovely native Bunya pine that is now several metres tall and will eventually grow to match the fir tree and Norfolk Island pine nearby, creating a small(!) forest ecosystem. As well as (eventually) providing Bunya nuts as part of the food forest, the Bunya pine holds deep cultural, spiritual, and ecological significance for many First Nations peoples. [See **Appendix B.**]

Designing and developing the garden has been a process of integrated and ongoing problem-solving, with valuable self-education and experimentation along the way.

One of the valued features of the garden is that it is eclectic, because we have been achieving a number of different goals – it is not only a community organic food source, but a public park where visitors come to wander and enjoy – so adequate shade, colour and overall shape of the garden beds have been of concern.

As an example, we have planted an ornamental purple-flowered Virgilia tree that will grow to about 10 metres, as well as many fast growing native and indigenous plants to provide shade, provide wind protection for the fruit trees, and habitat and food for native insects and birds.

The swale was formed to fit the curve of the currants as laid out in the original planting, and encourages visitors to follow the less steep curve up to the higher parts of the garden.

We have also had to deal with years of drought and more recently humid summers, which have affected our planting and management choices. The rosemary hedge protects vegetables from the hot NW winds in summer, for example. Most recently we have changed the fruit tree understory to allow grasses, rather than weeding them out, to increase the stability of the soil microbiome and improve fruit production. We also maximise the onsite resources, for example, letting sticky weed (Cleavers) grow extensively under the fruit trees in spring to gain the maximum straw mulch for summer, and transferring pine needles to currants and berries as these plants appreciate the relative acidity of the pine mulch.

Because it is a voluntary working organic food garden, as well as a public park, Rea Lands has a somewhat 'wild' look about it at times, due to deliberate choices such as those mentioned above, as well

as unavoidable variations in labour availability. Many people who visit the garden say that this is what they like about it – it is a relaxed and interesting space where people often share their own experiences of gardening and ask questions about particular plants they see.

Depending on season and weather, people from all over the world (Michigan the other day, a couple from Kazakhstan and Russia late last year!) as well as locals and tourists from Melbourne, interstate and elsewhere walk around it, happy to talk about it, pick flowers, ask about the history... and/or have a picnic, sunbake, sit in the shade, walk their dog, have their kids birthday party or easter egg hunt in the park....

Kids love the park, treat and use it as a ‘secret garden’ full of hiding places and places to explore. Locals and tourists who visit the garden while we are working there are very forward with their praise for what the community gardeners have achieved.

Each of the neighbours immediately adjacent to the park has been very appreciative of its gradual transformation over the time and have been grateful for us addressing their concerns, such as mulch left against wooden fences, in a few instances. All five adjacent neighbours and the owner of the property directly opposite Rea Lands have contributed in a variety of ways including: mulch and occasional chainsaw assistance; donation of various useful items and the eucalypt ‘facings’ for the swale after a massive storm destroyed the large gumtree in the neighbours’ yard; lending us a wheelbarrow when necessary; offering vegetable seedlings; brush cutting the laneway edges at times (given the garden and laneway are a popular ‘walkthrough’ between Raglan St and the Convent Gallery); donating small pine logs from the trimming of heritage pine trees in the neighbour’s lawn; and one neighbour allowed us into her property to remove weed Chinese Elm roots that were spreading into Rea Lands (and another neighbouring property).

We have had good relationships with Council staff responsible for mowing (especially James Lowe, who has been employed by the Council the entire time) and other facets of garden management when necessary.

A key reason I love Daylesford is because of all the private and public gardens and treed roads, as well as the heritage buildings and interesting topography of Wombat Hill.

I see Rea Lands as a significant and successful addition to the mosaic of Daylesford gardens, that also has key environmental, food sustainability and health aspects as well as heritage and legacy value. It deserves to be retained in public hands for the ongoing benefit of the community as a whole.

15 August 2025

APPENDIX B

The Bunya Tree

Debora Semple

The bunya tree (*Araucaria bidwillii*), native to southeastern Queensland and parts of northern New South Wales, holds deep cultural, spiritual, and ecological significance for many Aboriginal groups, particularly those of the Bunya Mountains region and surrounding areas.

Key Aspects of Indigenous Significance:

1. Ceremonial & Gathering Importance

- The Bunya nut harvest (from large cones) was the centre of major intertribal gatherings, often held every 3 or so years when bunya trees produced abundant fruit.
- Groups such as the Wakka Wakka, Gubbi Gubbi, Jinibara, Kabi Kabi, and others travelled long distances to the Bunya Mountains and surrounding areas.
- These gatherings were occasions for ceremony, law-making, marriage arrangements, dispute resolution, trade, and celebration.
- These were peaceful events, considered sacred, where conflict and war were suspended.

2. Spiritual Significance

- The bunya tree is considered a sacred entity, often associated with ancestral beings and the Dreaming.
- Elders describe the Bunya Mountains as a place of spiritual power – a living cultural landscape.

3. Sovereign Rights and Protection

- In the 1800s, Aboriginal groups requested protection of the bunya trees from colonial exploitation
- In response, Governor Gipps declared a Bunya Proclamation in 1842, banning settlers from occupying or cutting bunya areas in parts of Queensland. However, this was later repealed, and land was taken.

4. Food and Sustainability

- The bunya nut is highly nutritious – rich in protein and carbohydrates.
- Nuts were roasted, eaten raw, ground into flour, or stored for future use. This sustainable food source supported large gatherings

5. Ecological Stewardship

- Aboriginal peoples actively managed bunya forests through fire-stick farming, pruning, and land care practices, ensuring sustained nut production.

Sources:

[‘Bone Bu’ru Booburrgan Ngmmunge: Bunya Mountains Aboriginal Aspirations and Caring for Country Plan’](#) 2010.

Gardening Australia [‘Bunya Dreaming’](#) 29 May 2020.

APPENDIX C

History and Future of Rea Lands Voluntary Management

Anita McKone and Robert Burrowes

We wish to be clear at the outset that we believe that Rea Lands should be declared a public park in perpetuity as a priority, based on the wishes of Betty Rea, as communicated by her son Stefan Rea, and by the fact that the land was made a public park by the Council after Betty's death in 1982, and has remained a public park for over 40 years. We believe that Betty's son, and the original Councillors who knew Betty well as Shire President and fellow Councillor, are the people to trust on an accurate interpretation of her wishes as expressed in her will.

Secondary to our wish for Rea Lands to be declared a public park in perpetuity, we understand that Councillors have an interest in the history and potential future of Rea Lands as a joint community volunteer/Council managed project.

"Council made the following decision, as recorded in the Minutes of the Ordinary Meeting on 28 June 2011:

'10.2.1 That Council resolve to allow the Daylesford Gardeners to develop a community food garden at Rea Lands Community Park; 42 Raglan Street, Daylesford, subject to a signed occupancy agreement.

Moved: Councillor Jon Barrell

Seconded: Councillor Sebastian Klein

Carried'"

As we understand it, in 2011 Council made an agreement with the Daylesford Community Food Gardeners that the Council would waive the fee for the lease, and pay water bills and organise the mowing of Rea Lands.

The DCFG was auspiced firstly by the Daylesford Neighbourhood Centre, and then by SHARE until this organisation folded in 2021 or 2022.

Apparently, despite the original agreement, the Council on two occasions sent the DCFG a bill for the lease and water. The DCFG did not pay.

From 2017 or 2018 there has been no Memorandum of Understanding between Council and community gardening volunteers working in Rea Lands.

We, Anita McKone and Robert Burrowes, the core voluntary caretakers of Rea Lands from Dec 2013 to the present, were unaware of these bureaucratic difficulties. We continued working in, maintaining and developing Rea Lands during this time. Regardless of the lack of MoU after 2017/18, the Council continued to pay the water bills and organise the mowing, and we developed a good relationship with James Lowe and other council parks staff.

There were no accidents, and certainly none requiring insurance. For a variety of reasons, it suited us to work mostly by ourselves during this time.

At the present time, we are working on a transition of Rea Lands voluntary management, to involve more voluntary community gardeners. We are aware that there is considerable interest by members of the community in contributing to Rea Lands' general upkeep and development as a food garden. This process is just beginning, but following are some of the ideas we are considering:

* We are looking at a new informal structure involving the establishment of 'Rea Lands Facilitators' who will keep track of Rea Lands' needs and ensure volunteers are contacted to do necessary work.

* We are working with Robin Hallett, who has previous experience setting up a successful community food garden in Ringwood, Melbourne (with his sister Jess Ness). See ['Jess Ness and the Bedford Park Sustainability Hub'](#).

* We are investigating setting up a new volunteer group, using the simplest formal structure possible, dedicated to Rea Lands, since Rea Lands has specific needs that are different from other DCFG run spaces. The new manager of the DNC Kate Moran has expressed interest in auspicing Rea Lands volunteers.

We believe the specifics of volunteer management are separate to the issue of the recognition of Rea Lands as a permanent public park.

Volunteers will continue to work in Rea Lands, taking responsibility for it, regardless of which organisational structures are eventually developed. We will also continue to defend Rea Lands from sale or repurposing, if either of these options should be pursued by the Council, although we are confident of gaining Council support for the continuation of Rea Lands as a public park and community food garden.

In terms of **Council contribution to management**, we request that the Council continue to waive any leasing fee, pay the water bill and organise the mowing, three services we have always deeply appreciated.

Following are some possibilities of how the Council could contribute beyond this, but these issues can be discussed further following the recognition of Rea Lands as a permanent public park. Council could, if they so wish:

1. pay for a small tool shed to be built on site, to keep easily accessible tools for gardening and maintenance safe, neat and in good condition;
2. Support the creation of a new sign on Raglan Street to invite people into 'Rea Lands: Daylesford's Secret Garden'.

Volunteers may wish to fund and organise these things themselves, if Council is not inclined to do so.

4 September 2025

Traffic Management Plan (TMP)

PROJECT: Hepburn Shire Council

LOCATION: Djuwang Baring (Creswick) Mountain Bike Trails



Document Information

Prepared for: Hepburn Shire Council	Project Reference: MOD24705VIC
Project: Djuwang Baring Mountain Bike Trials - TMP	Doc Reference: MOD24705VIC-R01-F04-HSC-TMP

Document Control

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F-04	15/09/2025	Final Issue 04	ND	NP

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1 Introduction

1.1 Background

Modus Transport and Traffic Engineering has been engaged by Hepburn Shire Council to prepare a Traffic Management Plan (TMP) for the Djuwang Baring (Creswick) Mountain Bike Trails precinct (subject site).

This TMP has been developed to address the traffic safety risks and operational inefficiencies emerging from increased visitor use, shuttle activity, and informal parking across the precinct. It provides a strategic framework for managing the safe movement of vehicles, shuttle services, cyclists, pedestrians, and service vehicles.

The TMP has been prepared in accordance with relevant legislative and industry guidance, including the Workplace Health and Safety Act, the Manual of Uniform Traffic Control Devices (MUTCD), and the Austroads Guides. It offers a structured approach to managing traffic-related risks while supporting improved community amenity and operational performance.

It is important to note that under Victorian road legislation, all public roads may be legally accessed by vehicles carrying bicycles, including those involved in private recreational use. As such, Council does not have the authority to prohibit or restrict private vehicles from using local roads for the purpose of transporting bicycles, provided all road rules are observed.

This TMP recognises this legal context and distinguishes between:

- ▶ Private bicycle-carrying vehicles (e.g. families or individuals transporting bikes to and from trailheads), and
- ▶ Commercial or professional shuttle services, which may operate under permit and be subject to specific access controls, such as coded gates or designated staging areas.

The recommendations in this report aim to manage traffic flow, safety, and amenity without infringing on legal access rights.

1.2 Objective of TMP

The objectives of this TMP are to formally establish traffic and pedestrian management practices whilst improving the functionality across the subject site. The key objectives are to ensure the following:

- ▶ **Enhance Safety:** Minimise risks to trail users, residents, shuttle operators, and other road users by implementing clearly defined traffic control measures and mitigating high-risk conflict points.
- ▶ **Comply with Regulations:** Ensure traffic management practices are aligned with local, state, and national regulations, standards, and codes of practice.
- ▶ **Manage Shuttle and Vehicle Movement:** Streamline traffic circulation by identifying preferred shuttle routes, introducing speed management measures, and discouraging informal vehicle movement.
- ▶ **Reduce Incident Likelihood:** Provide physical and visual separation between users (e.g. cyclists, pedestrians, vehicles) and promote safe operational behaviours such as reduced speeds and improved signage.

- ▶ **Support Emergency Access:** Ensure emergency vehicles can access all critical areas without obstruction and that clear signage and evacuation routes are maintained throughout the precinct.
- ▶ **Improve Local Amenity:** Reduce dust, noise, and congestion impacts on nearby residential areas through targeted mitigation strategies and improved circulation design.
- ▶ **Promote Communication and Awareness:** Ensure all users—including visitors, shuttle operators, and local residents—are aware of traffic controls through signage, community updates, and Council engagement.
- ▶ **Enable Monitoring and Adaptation:** Establish a review process to assess traffic conditions and refine management strategies over time as trail use patterns evolve.

In an effort to meet these objectives, the TMP will incorporate the following strategies:

- ▶ **Precinct-Wide Risk Assessment:** Identifies high-risk areas such as unsealed roads, informal parking hotspots, and high-speed shuttle corridors.
- ▶ **Traffic Control Measures:** Applies context-specific signage, speed controls, parking restrictions, and shuttle management strategies.
- ▶ **Optimised Access Design:** Recommends efficient, well-defined access and egress routes for shuttle vehicles and general traffic.
- ▶ **Ongoing Review:** Supports performance-based updates through audit mechanisms and engagement with stakeholders.

1.3 Key Personnel and Contact Details

The following in **Table 1** are key TMP personnel with contact details:

Contact Name/Role	Company
Lace Daniel (Manager Operations and Delivery)	Hepburn Shire Council
Alison Breach (Project Manager)	Hepburn Shire Council
Tim Powell (Coordinator Engineering)	Hepburn Shire Council
Neill Phillips (Team Leader – Traffic Safety)	Modus Traffic Engineering
Navantha Dassanayake (Traffic and Transport Engineer)	Modus Traffic Engineering

Table 1: Key personnel and contact details

1.4 Audit Team Clarification

We, the undersigned, declare that this SSA has been conducted in accordance with the procedures set out in the Austroads Guide to Traffic Management (AGTM) Parts 6, 10, 11, and 13.

This audit report contains findings and recommendations based on an examination of the site and/or relevant documentation. The report is based on the conditions viewed on the day/time of the site inspection and plans reviewed relevant at the time of production of the report. Recommendations have been provided, representing options to improve/resolve the identified safety issues in line with Safe Systems principles.

Whilst every effort has been made to identify potential safety issues, no guarantee can be made that every deficiency has been identified. We recommend that points of concern be investigated, and necessary corrective actions are undertaken.

Neill Phillips

Neill Phillips, Team Leader – Traffic Safety.....29/05/2025

Navantha Dassanayake

Navantha Dassanayake, Traffic and Transport Engineer.....29/05/2025

2 References and Supporting Documents

This TMP and associated traffic engineering drawings have been developed in accordance with the requirements of the following documents in **Table 2** below.

References and Supporting Documents
<u>Australian Standards</u>
AS 1742.1:2021 – Manual of Uniform Traffic Control Devices, Part 1: General Introduction & Index of Signs
AS 1742.2:2009 – Manual of Uniform Traffic Control Devices, Part 2: Traffic Control Devices for General Use
AS 1742.11:2016 – Manual of Uniform Traffic Control Devices, Part 11: Parking Controls
AS 1428.1:2021 – Design for Access and Mobility, Part 1: General Requirements for Access – New Building Work
AS 2890.1-2004: Parking Facilities, Part 1: Off-Street car Parking
AS 2890.2:2018 – Parking Facilities, Part 2: Off-Street Commercial Vehicle Facilities
AS 2890.6-2022: Parking Facilities, Part 6: Off-Street Parking for People with Disabilities
AS/NZS ISO 31000:2018: Risk Management – Guidelines
<u>Other Guidelines and Standards</u>
Australian Guide to Road Design (AGRD)
Austroroads Guide to Traffic Management – Part 8: Local Area Traffic Management – 2020
SafeWork Australia, General Guide for Workplace Traffic Management – July 2014
Queensland Manual of Uniform Traffic Control Devices, Part 1: General Introduction & Index of Signs
Queensland Manual of Uniform Traffic Control Devices, Part 2: Traffic Control Devices for General Use
<u>Acts, Regulations and Legislation</u>
Occupational Health and Safety Act 2004
Local Government Act 2020
Road Management Act 2004
Road Safety Road Rules 2019

Table 2: Supporting documents and references

3 Project Overview

3.1 Introduction

This TMP report has been prepared following a physical site inspection conducted on 6 May 2025 at the subject site by Modus personnel, Navantha Dassanayake (Traffic and Transport Engineer) and Wayne Asher (Strategic Business Development Manager), along with Hepburn Shire Council representatives Alison Breach (Project Manager) and Tim Powell (Coordinator Engineering).

The inspection focused on key operational and access areas impacted by increased trail usage, including vehicle circulation points, unsealed road corridors, parking zones, and trailhead interfaces. Video footage and photographs were captured to document observed conditions and inform the development of traffic management strategies.

3.2 Site Location

The subject site is shown below in **Figure 1**, is located in Creswick, Victoria, within the Hepburn Shire Council Local Government Area (LGA). The site forms part of the broader Djuwang Baring trail network, which includes over 60 km of purpose-built mountain bike trails opened to the public in 2024.

Creswick is situated approximately 130 km northwest of Melbourne CBD, equating to a travel time of 1 hour and 45 minutes by road under typical traffic conditions.



Figure 1: Site location

This TMP focuses on the broader traffic and safety impacts caused by increased trail activity across public roads. Key areas of concern include:

- ▶ St Georges Lake Road and other local unsealed roads used by shuttle vehicles
- ▶ Informal parking areas near trail access points
- ▶ Dust-affected residential interfaces
- ▶ Conflicts between shuttle vehicles, pedestrians, and cyclists
- ▶ Limited signage and traffic calming infrastructure

The plan aims to address safety risks and circulation inefficiencies while supporting continued access to the trail network for recreational users.

3.3 Road Characteristics

The following roads within the precinct, Moore Street, Rogers Street, Hutchinson Street, Lees Street, Arboretum Road (fire access track) and St Georges Lake Road are under the care, control, and management of Hepburn Shire Council, and are classified as local roads.

In general, these roads are undivided with two-way traffic flow and serve both residential access and recreational trail users.

- ▶ Moore Street, Lees Street, and Hutchinson Street are sealed roads, surfaced with bitumen over a composite pavement structure. These roads are situated within an urban residential environment and are primarily used for local access. Both Moore Street and Lees Street have an approximate carriageway width of 8 m and are in fair visual condition, with no significant surface deterioration observed during the site inspection.
- ▶ Rogers Street, Arboretum Road and St Georges Lake Road are unsealed roads. These roads are experiencing elevated volumes of traffic due to informal shuttle operations and increased trail usage, contributing to dust generation, surface wear, and reduced amenity for adjacent residential areas.

3.3.1 Horizontal Alignment

The horizontal alignment of the local roads within the subject area, Moore Street, Rogers Street, Hutchinson Street, Lees Street, Arboretum Road and St Georges Lake Road is generally simple and functional, reflecting their designation as local access roads within a low-speed residential precinct.

- ▶ Moore Street exhibits a gentle horizontal curve as it extends between Lees Street and Water Street, particularly evident in its southwestern segment. This curvature appears to follow the natural topography and maintains adequate sight distance due to minimal obstructions along verges and front setbacks.
- ▶ Rogers Street runs in a straight north–south alignment between Water Street and Lees Street. The road’s linear geometry supports basic local access but, being unsealed, dust dispersal and narrow shoulder conditions reduce lateral clearance for two-way flow.

- ▶ Hutchinson Street also follows a north–south straight alignment, parallel to Rogers Street. It is sealed and slightly wider, providing better delineation and sight distance. The alignment supports consistent two-way operation with minimal horizontal deflection.
- ▶ Lees Street runs east–west and provides a straight connection across the base of all three north–south roads. Its geometry is well-suited to local traffic function and provides smooth transitions at each intersection.
- ▶ Arboretum Road (Fire Access Track) presents a predominantly straight horizontal alignment within the reviewed section, extending along the eastern boundary of the residential properties and adjacent plantation. The road alignment allows for clear line-of-sight in most areas; however, vegetation growth limits safe visibility and informal access points.
- ▶ St Georges Lake Road features a curvilinear alignment as it winds southeast toward the lake. This alignment introduces limited forward visibility in sections, particularly near blind curves and undulating terrain. The lack of shoulder width and verge constraints further compound sight distance limitations, especially under mixed-use conditions involving recreational cyclists, pedestrians, and vehicles.

3.3.2 Vertical Alignment

The vertical alignment of the local roads within the project area is generally consistent with the undulating topography typical of Creswick’s township edges. Most roads operate within a local residential context, with moderate gradients and gradual level transitions that do not pose significant operational or safety issues under normal conditions.

- ▶ Moore Street features a notable vertical gradient, particularly in its southern section near the intersection with Lees Street. The road descends steadily towards Creswick Creek, with a combination of short vertical curves and level platforms at driveway and side street intersections. While the vertical alignment remains navigable for light vehicles, the gradient could contribute to increased braking demands, particularly for larger shuttle vehicles.
- ▶ Lees Street is predominantly level, with minimal grade variation; however, it features a slight ascent towards the west. Its vertical profile maintains good sight distance and provides unobstructed visibility in both directions. This contributes positively to pedestrian and vehicle safety, particularly at its intersections with Moore Street and Rogers Street.
- ▶ Hutchinson Street and Rogers Street follow a mildly undulating vertical profile, gently rising and falling between intersections with Water Street and Lees Street. These vertical transitions are relatively smooth, with no observed crests or sags creating visibility limitations. However, dust accumulation on the unsealed portions of Rogers Street can obscure surface changes and affect traction, especially during or following dry conditions.
- ▶ Arboretum Road presents a challenging vertical profile characterised by rolling gradients and isolated steep sections. The alignment includes a series of dips and rises that, in combination with poor surface conditions and minimal formation width, can create traction and clearance issues for standard vehicles.
- ▶ St Georges Lake Road (further east) traverses more variable terrain as it transitions into natural bushland. This road has steeper sections with reduced visibility and limited shoulder widths, particularly as it curves southeast. This presents vertical and horizontal alignment challenges, particularly for vehicles operating at higher speeds or in low-light conditions.

3.3.3 Cross Section

The cross-sectional profiles of the road network within the subject site vary between sealed and unsealed road types.

- ▶ Moore Street features a sealed two-lane carriageway, approximately 8 m wide, with kerb-and-channel on both sides. The crossfall is mild, supporting adequate surface drainage. No dedicated pedestrian footpaths are provided.
- ▶ Lees Street has a uniform sealed cross section, also approximately 8 m wide, with kerb-and-channel on both sides. A grass verge separates the carriageway from property boundaries. Like Moore Street, it lacks formal pedestrian footpaths, requiring pedestrians to walk along the verge. The carriageway accommodates two-way traffic.
- ▶ Hutchinson Street presents a narrower sealed profile, approximately 3.5 m wide, with no kerb or formal edge treatment. Grass verges slope into shallow open drains for surface runoff. There are no footpaths or designated pedestrian areas along the alignment.
- ▶ Rogers Street is an unsealed road with a variable cross section, typically around 5 m wide. It has informal shoulders and inconsistent verge widths. There is no kerbing, and the road edges transition directly into adjacent residential lots or vegetated areas.
- ▶ Arboretum Road is an unsealed fire access track with a narrow, informal cross section averaging approximately 3 to 5 m in width. The road lacks shoulders, kerb, or drainage infrastructure, and the surface is formed gravel with evident rutting and erosion in sections. The alignment is flanked by native vegetation on one side and plantation on the other.
- ▶ St Georges Lake Road presents an unsealed, cross section, generally 6 m wide, with minimal formation and surface treatment. Verge and shoulder conditions are inconsistent, with no kerb, channel, or defined edge treatments.

3.3.4 Road Lighting

There is limited road lighting provided throughout the subject site. The majority of the local streets, including Moore Street, Lees Street, Hutchinson Street, Rogers Street, and St Georges Lake Road, are serviced by a small number of streetlights typically mounted on existing power poles at selected residential frontages or intersections.

4 Existing Road Environment Review

The road hierarchy and characteristics of the adjacent roads in the vicinity of the subject site are shown below in **Table 3**.

Road	Speed Limit	Carriageway		Classification	Authority
		Width	Lanes		
Moore Street	50 km/h	8 m	Undivided, sealed, two-way carriageway with one (1) lane in each direction. On-street parking permitted and unregulated. No bus service routes or bus stops. No bike lanes.	Local Roads	Hepburn Shire Council
Lees Street	50 km/h	8 m	Undivided, sealed, two-way carriageway with one (1) lane in each direction. On-street parking permitted and unregulated. No bus service routes or bus stops. No bike lanes.	Local Roads	Hepburn Shire Council
Hutchinson Street	50 km/h	~ 3.5 m	Undivided, sealed, two-way carriageway with one (1) lane in each direction. No kerbs or formal shoulder treatments. No bus service routes or bus stops. No bike lanes.	Local Roads	Hepburn Shire Council
Rogers Street	50 km/h	~ 5 m	Undivided, unsealed, two-way carriageway with one (1) lane in each direction. On-street parking is permitted and unregulated. No bus service routes or bus stops. No bike lanes.	Local Roads	Hepburn Shire Council
Arboretum Road	50 km/h	~ 5 m	Undivided, unsealed fire access road. Two-way informal carriageway with a single lane in each direction. No formal shoulder treatments, no bus services, no bike lanes. Used primarily for fire/emergency vehicles.	Local Roads	Department of Energy, Environment and Climate Action (DEECA)
St Georges Lake Road	50 km/h	~ 6 m	Undivided, unsealed, two-way carriageway with one (1) lane in each direction. On-street parking is not permitted. No bus service routes or bus stops. No bike lanes.	Local Roads	Hepburn Shire Council

Albert Street	50 km/h	~ 8 m	Undivided, sealed, two-way carriageway with one (1) lane in each direction. On-street parking is permitted. Bus service routes and bus stops are available. Includes bike lanes.	Primary Arterial Road	Department of Transport and Planning
Melbourne Road	60 km/h	~ 6 m	Undivided, sealed, two-way carriageway with one (1) lane in each direction. On-road parking is permitted and unregulated. No bike lanes. Limited public transport routes and bus stops.	Secondary Arterial Roads	Department of Transport and Planning

Table 3: Local Road hierarchy

4.1 Road Users

While there are no formally designated bus routes or heavy vehicle corridors within the subject road network, the area experiences variable traffic conditions, particularly during peak recreational periods such as weekends, public holidays, and school breaks.

During these peak periods, traffic volumes increase significantly due to the influx of mountain bike riders, support vehicles, shuttle operators, tourists, and local visitors. Occasional charter buses may also be observed, particularly when schools or recreational groups utilise the Mountain Bike Trails for events or excursions.

Outside of these peak times, heavy vehicle presence is typically limited to municipal service vehicles, including waste collection trucks, council maintenance crews, and emergency services.

4.1.1 Public Transport Facilities

There are no formal public transport services operating along the subject roads within the scope of this TMP. None of the reviewed roads, including Moore Street, Lees Street, Hutchinson Street, Rogers Street, or St Georges Lake Road, are serviced by scheduled bus routes or contain dedicated bus stops.

4.1.2 Pedestrians

There is a lack of formal pedestrian infrastructure throughout the subject site. None of the local roads assessed are equipped with dedicated footpaths, pedestrian crossings, or kerb ramps. Pedestrian activity is largely informal and confined to verges, shoulders, or unsealed edges of the carriageways.

While general pedestrian movement is low outside of peak seasons, the recreational function of the trail network suggests increased pedestrian volumes during weekends, events, or when shuttle drop-offs occur. This includes pedestrians accessing trailheads from informal parking locations or moving between adjacent parklands.

4.1.3 Cyclists

The subject roads do not include dedicated cycling facilities such as on-road bike lanes, sealed shoulders, or shared user paths. Cyclist movements are likely to consist of trail users riding between shuttle points or connecting back to Creswick township via local streets or through shuttles.

4.2 Crash History

A review of available crash data was undertaken using the Department of Transport and Planning's (DTP) Victorian Road Crash Data Map. This data set includes crashes that were reported to Victoria Police and involved either personal injury or property damage exceeding \$2,000.

The data review covered the most recent five-year period (2020–2025) and confirmed that no recorded crashes occurred within the boundaries of the subject site during this time. Five (5) crash incidents were identified in the broader area, but all were located outside the defined TMP scope boundary, as illustrated in **Figure 2**.

It is important to note that the DTP crash database does not include minor incidents that were not formally reported to police or did not meet the reporting threshold. However, based on comments received from local residents and stakeholders during the consultation process, it is understood that other minor crashes may have occurred in the area, particularly during peak recreational periods, but were not captured in the official records.

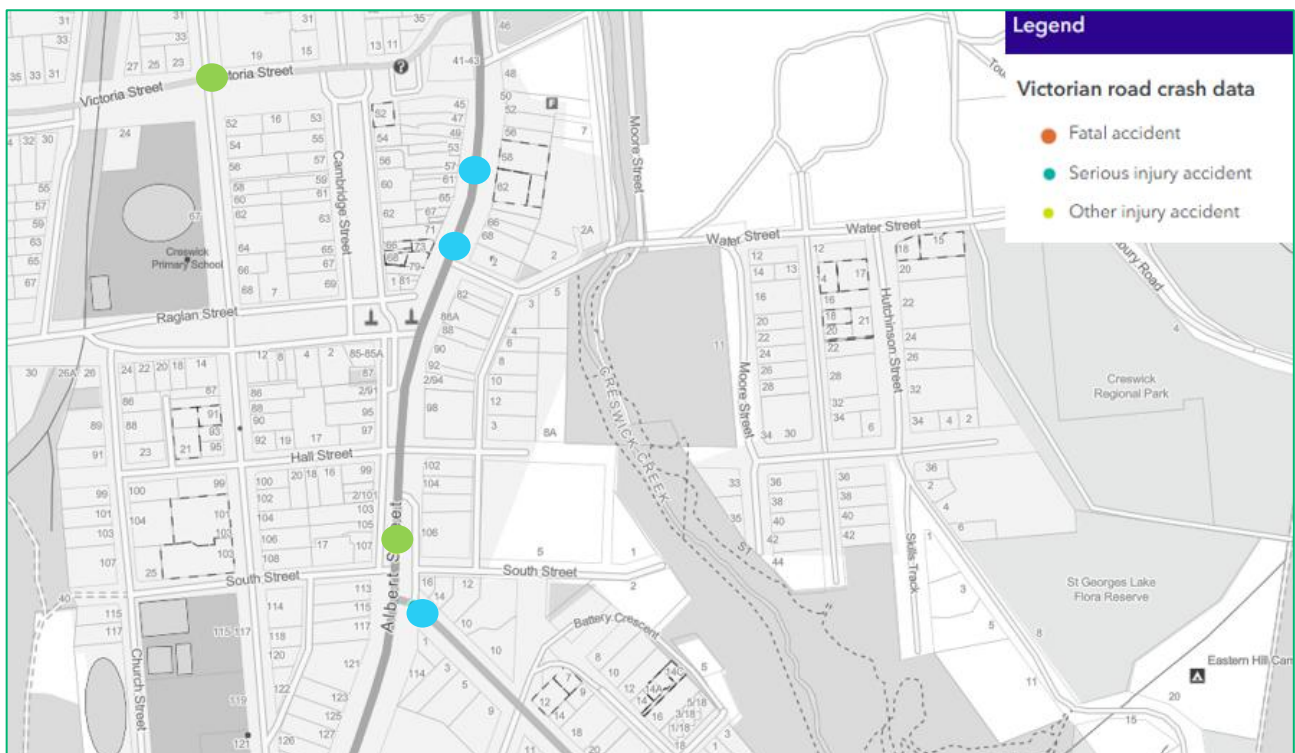


Figure 2: Crash data

5 Existing Road Environment Review

A comprehensive review of the site, road environment, and operational conditions has identified a number of key traffic issues and safety risks associated with the Djuwang Baring (Creswick) Mountain Bike Trails precinct. These challenges are predominantly linked to the significant increase in recreational usage, the informal nature of current traffic circulation, and the lack of supporting infrastructure. The key issues are summarised below.

Key issues include:

- ▶ **Unsealed Road Conditions:** Roads such as Rogers Street and St Georges Lake Road are unsealed and subject to surface degradation, dust generation, and loose material accumulation, which can reduce traction and visibility for cyclists, pedestrians, and shuttle vehicles.
- ▶ **Dust and Residential Amenity:** Informal shuttle activity along unsealed roads has contributed to excessive dust, impacting air quality and visual amenity for nearby residents. This is particularly evident along St Georges Lake Road, where dwellings are located close to the roadside.
- ▶ **Inadequate Parking Facilities:** The absence of formalised parking at key trail entry points has resulted in widespread informal parking along road shoulders and verges. This practice reduces the effective carriageway width, impairs driver sight distance, and heightens conflict risks between vehicles, pedestrians, and adjacent property access. The existing unsealed car park at Hammon Park lacks delineation or line marking, with overflow parking frequently obstructing the entrance and contributing to circulation inefficiencies.
- ▶ **Lack of Parking Restrictions:** No formal parking restrictions are currently in place along Moore Street, Rogers Street, and Hutchinson Street. As a result, ad hoc verge and roadside parking occurs frequently, particularly during high-use periods. This uncontrolled parking presents a safety hazard by reducing available trafficable width and obstructing visibility at intersections and access points.
- ▶ **Inadequate Signage and Wayfinding:** There is a lack of directional and regulatory signage across the precinct, resulting in confusion among shuttle drivers and visitors unfamiliar with local routes, particularly when accessing remote trailheads.
- ▶ **Limited Pedestrian Infrastructure:** The lack of footpaths, formal crossing points, or shared user paths poses increased risk to pedestrians walking between shuttle drop-off points, parking zones, and trailheads.
- ▶ **Poor Visibility and Limited Shoulder Widths:** Narrow and curved sections of St Georges Lake Road and Rogers Street present visibility limitations, particularly during low-light periods or poor weather conditions.
- ▶ **Limited Speed Management Measures:** While a small number of temporary water-filled barrier chicanes are currently deployed along Rogers Street, Hutchinson Street, and St Georges Lake Road, these treatments are informal and do not provide consistent or engineered traffic calming.
- ▶ **Informal Shuttle Operations:** Unregulated shuttle vehicle movements are contributing to congestion, dust emissions, and conflicts with other road users, particularly on unsealed roads such as St Georges Lake Road and Rogers Street.
- ▶ **Restricted Emergency Access:** Inadequate road widths and poor shoulder conditions in certain sections may hinder access for emergency services, particularly during peak visitation periods or in adverse weather conditions.

6 Recommended Traffic Management Treatments

As part of the preparation of this TMP and further to the desktop review, visual site inspection and information provided by Hepburn Shire Council and residents, the following improvements are recommended.

Refer to Drawing Number MOD24750VIC-DG-100_Proposed Traffic Management Treatments in **Appendix A**:

6.1 Moore Street

► **Establish a Pick-Up zone**

A formalised pick-up zone is to be constructed near the intersection of Water Street and Moore Street. This facility will be sealed and line-marked with parallel parking bays to support efficient and safe passenger pick-ups. A temporary kerb barrier is proposed on the bend to restrict vehicles from over-running into the pedestrian area and to reinforce the safety of pick-up users. A new pedestrian pathway is proposed connecting the pick-up zone to Hammon Park.

► **Option 1 – Kerbside Parking along Western Side of Moore Street (Preferred Option)**

On-street kerbside parking (approximately 18 parking spaces) is to be provided along the western kerbline of Moore Street. This option is identified as the preferred treatment given its cost-effectiveness, limited construction impacts, and reduced need for earthworks.

Key considerations include:

- Kerbside parking would utilise the existing sealed carriageway width and avoid the need for extensive earthworks or drainage upgrades.
- Signage should clearly distinguish between resident access points and parking areas to avoid obstruction of driveways.

This option provides a more cost-effective and less construction-intensive alternative while still addressing parking demand near Hammon Park.

► **Option 2 – Construct New Verge Parking Area with Angled Bays (Subject to Geotechnical and Flood Investigation)**

A new sealed parking area (approximately 20 parking spaces) is proposed along the western side of Moore Street, adjacent to Hammon Park. The verge currently consists of grassed terrain with a moderate crossfall sloping towards the park. Site inspection confirms that the area is not level and exhibits a noticeable gradient. To establish a functional and safe parking area:

- Grading works, including cut and fill where required, are to be undertaken to provide a stable and level surface suitable for vehicle parking.
- The layout is to incorporate angled parking bays, designed larger than standard dimensions in accordance with AS/NZS 2890.1:2004, to accommodate vehicles fitted with rear-mounted bicycle racks.
- Drainage infrastructure must be integrated to effectively manage surface runoff, prevent erosion, and ensure no water ingress into the adjoining recreational reserve.
- The edges of the parking bays are to be stabilised using kerbing or equivalent treatment to prevent scouring and maintain verge integrity.

- Install signage at the entry to Moore Street indicating “Vehicles with Trailers Must Use Hammon Park Car Park” to prevent long vehicles from using the new verge parking bays.
- Appropriate signage, line marking, and wheel stops are to be implemented to delineate bays and promote orderly parking behaviour.

Note: This option requires further investigation and is subject to detailed geotechnical and flood assessment to confirm feasibility.

► **Construct New Roundabout – Moore Street and Lees Street Intersection**

A new single-lane roundabout is to be constructed at the intersection of Moore Street and Lees Street. The proposed roundabout is strategically located to facilitate safe and convenient U-turn movements for vehicles accessing the new verge parking area along Moore Street. This treatment will minimise the need for through traffic to circulate via adjacent residential streets, thereby reducing unnecessary vehicle movements, enhancing local traffic circulation, and mitigating congestion within the surrounding network.

The roundabout design is to be compliant with relevant Austroads Guidelines and local authority standards, with appropriate deflection geometry, central island treatments, and splitter islands to support low-speed entry and departure. Adequate lighting and signage are also to be provided to reinforce driver awareness and ensure operational safety for all road users.

Note: This option will require further investigation, detailed design, and confirmation of funding allocations before implementation.

► **Install Speed Management Devices**

To moderate vehicular speeds along Moore Street, especially in proximity to pedestrian areas and the pick-up zone, the installation of speed humps is recommended at strategic intervals with street lights.

6.2 Rogers Street

► **Seal the Carriageway**

Rogers Street currently comprises an unsealed surface that contributes to excessive dust, surface wear, and reduced amenity for nearby residents. It is recommended that the road be sealed to:

- Improve safety and comfort for all users, including local residents and recreational traffic.
- Minimise ongoing maintenance requirements and verge degradation.
- Reduce dust emissions, particularly during dry weather and periods of high vehicle activity.

► **Install Speed Calming Measures**

To address speed-related risks along this residential and recreational corridor:

- Introduce speed humps at strategic locations, with street lights.
- Speed devices are to be designed in accordance with Austroads guidelines for low-speed urban environments (50 km/h).

6.3 Hutchinson Street

► Install Speed Calming Measures

To address speed-related risks along this residential and recreational corridor:

- Introduce speed humps at strategic locations, such as near intersecting streets with street lights.
- Speed devices are to be designed in accordance with Austroads guidelines for low-speed urban environments (50 km/h).

6.4 St Georges Lake Road

► Upgrade to Sealed Surface

St Georges Lake Road currently features an unsealed gravel surface which contributes to dust generation, loose debris, and poor ride quality, particularly under increased shuttle operations and recreational traffic. Concerns have also been raised by local residents about ongoing dust inhalation and property access impacts during dry conditions. To improve long-term serviceability, environmental conditions, and residential amenity:

- The entire length of St Georges Lake Road within the subject area is to be sealed, depending on ground conditions and Council specifications.
- Sealing the surface will significantly reduce airborne dust and improve air quality for nearby residents, especially during low wind periods.
- Kerbing and channelling are also to be incorporated along key segments of the corridor, particularly near driveways and natural drainage paths, to manage overland flow and mitigate stormwater impacts on adjoining properties.

Strategic kerb and drainage structures will be designed to:

- Reduce road surface erosion.
- Direct stormwater into formalised channels and culverts.
- Protect private driveways and yards from sediment deposition and localised flooding.
- Sealing the surface will also reduce routine maintenance costs associated with grading, dust suppression, and sediment management in downstream drainage systems.

► Realign St George Lake Road/ Lees Street Intersection

The current skewed intersection layout between St Georges Lake Road and Lees Street facilitates wide, high-speed turning manoeuvres and encourages corner cutting. This compromises intersection safety by reducing driver visibility and increasing the risk of head-on or side-impact collisions, particularly at peak periods. To address these operational and safety concerns:

- A geometric realignment is proposed to reconfigure the intersection into a more conventional T-intersection or right-angle layout, improving turning radii, delineation, and vehicle deflection. This alignment supports safer entry and exit movements while enhancing sight lines for all road users.

- Raised kerbs are to be implemented to reinforce lane discipline, channel vehicle movements, and reduce cut-through behaviour. These physical controls also act as passive speed control devices at the intersection.
- Design of the kerbs and drainage features will be subject to stormwater and runoff assessment, ensuring appropriate hydraulic performance is maintained without introducing surface ponding or runoff hazards.

► **Consider Footpath Construction – Eastern Side of St Georges Lake Road**

To address the current lack of formal pedestrian infrastructure and improve pedestrian safety along a high-use recreational corridor, it is recommended that Council investigate the feasibility of constructing a new footpath along the eastern side of St Georges Lake Road.

Key considerations include:

- Providing a defined and separated walking route between residential properties, trail access points, and informal parking areas.
- Reducing pedestrian–vehicle conflicts, particularly during peak periods when verge walking is common.
- Minimising vegetation disturbance and managing drainage within the corridor during path construction.
- A detailed alignment assessment and community consultation are to be undertaken to determine the optimal path configuration, width, and surface treatment (sealed vs gravel) in line with Council’s footpath strategy.

► **Speed Limit Review**

St Georges Lake Road currently represents a transitional environment between semi-rural and rural land uses, with increased recreational traffic and recent infrastructure upgrades. With the planned sealing of the road and changes to roadside conditions, it is recommended that the existing 50 km/h speed limit be formally reassessed.

- A speed limit review is to be undertaken post-implementation to determine if the current posted speed remains contextually appropriate based on prevailing land use, road geometry, and user activity.
- It is not recommended to commit to a change in speed limit prior to data collection, as premature adjustment could result in driver non-compliance.
- Council should monitor actual vehicle speeds, crash history, and gather community feedback after works are completed to support a data-led decision on whether a revised speed zone is necessary.

► **Install Speed Management Devices**

To enhance safety, especially near areas of high pedestrian activity and potential vehicle–cyclist conflict, speed calming devices are recommended:

- Install speed humps at strategic locations with street lights, including trail access points, and the approach to intersections. Devices should be spaced approximately 80–120 m apart, subject to topography and driveway locations.

► **Resident Permit Parking – Future Consideration**

The introduction of residential permit parking along St Georges Lake Road is noted as a potential future strategy. This would aim to:

- Preserve clear roadsides for operational and emergency access.
- Allow residents and short-term visitors to park legally while discouraging long-term parking by trail users or unauthorised vehicles.
- Deter long-term or non-local verge parking during high-demand periods.
- Council may consider this measure in conjunction with the performance of other implemented treatments, community feedback, and ongoing enforcement needs

6.5 Arboretum Road

► **Install Access Control Gates**

To mitigate unauthorised use of Arboretum Road by off-road vehicles and prevent further environmental degradation, it is recommended that access control gates be installed at both ends of Arboretum Road.

Key implementation measures include:

- Heavy-duty lockable vehicle access gates are to be installed at the northern and southern ends of Arboretum Road.
- The gate design is to provide full-span coverage, ensuring that no informal bypass tracks can be formed along the verges or through adjacent bushland.
- Emergency services access must be maintained at all times. Gates are to be fitted with standard emergency services lock systems, removable bollards, or coded entry mechanisms consistent with CFA access protocols.
- The gates must be highly visible, clearly signed, and regularly inspected to ensure operational integrity.

This measure aims to:

- Prevent ongoing creation of unauthorised off-road tracks by recreational or four-wheel-drive vehicles.
- Protect environmentally sensitive vegetation and maintain the fire track's structural integrity.
- Ensure that the road remains fit for purpose as an emergency access route, without allowing general vehicle use.

Council should consult with emergency services and relevant authorities during detailed design to confirm compatibility with local response requirements.

6.6 Other Improvements

► **Install Coded Access Gate – Water Street (Professional Shuttling Access Control)**

To better manage professional versus private shuttle access and reduce traffic on St Georges Lake Road:

- It is proposed to install a coded access gate at the top of Water Street.
- This gate would allow controlled access for permitted commercial shuttle operators only, while private vehicles would be excluded from using this route.
- If private vehicles are restricted from accessing the trail drop-off at the top of Water Street, there would be no operational need for them to travel through to St Georges Lake Road, thereby reducing pick-up congestion.

► **Establish 10 km/h Shared Zone within Hammon Park Car Park for Vehicles and Pedestrians**

Given the frequent pedestrian activity within the car park and adjacent trailhead areas:

- It is proposed to designate the Hammon Park car park as a 10 km/h Shared Zone.

► **Overflow Parking and Wayfinding to Northcott Park**

During peak trail usage periods, the primary car park may experience demand beyond capacity. To provide relief without compromising surrounding road verges:

- A “More Parking at Northcott Park” wayfinding sign is to be installed near the entrance of Hammon Park.
- Directional signage should guide motorists to Northcott Park with consistent iconography and colours aligned with Council’s signage standards.
- Consider including an advance warning sign further upstream (e.g. Moore Street or Water Street) during weekends or major events.

► **Install Street Lighting with Speed Humps in Rural Context**

Given the semi-rural character of the area and limited ambient lighting, street lighting should be provided in conjunction with proposed speed humps to improve safety during low-light conditions:

- Lighting poles should be installed at or near each speed hump location to improve visibility for both motorists and pedestrians.
- This treatment will enhance the effectiveness of traffic calming devices at night and reduce the risk of accidents due to sudden braking or unawareness of road features.
- Lighting design should comply with Australian Standards and be sensitive to environmental and amenity considerations, especially near residential dwellings.

► **Ongoing Monitoring and Enforcement of No Stopping Zones**

To support long-term behavioural change and maintain the integrity of designated no stopping areas:

- Council officers or local law enforcement should routinely monitor Moore Street, Rogers Street, Hutchinson Street, and other signed areas for illegal verge parking.
- Where persistent non-compliance is observed, enforcement through warnings or fines should be issued under local law to deter unsafe or inappropriate parking behaviour.

- Enforcement operations should be supported by community communication, such as temporary variable message signs (VMS) during weekends or holiday periods.

Below **Figure 3** shows the proposed traffic management treatments. For detailed drawings, refer to **Appendix A**.

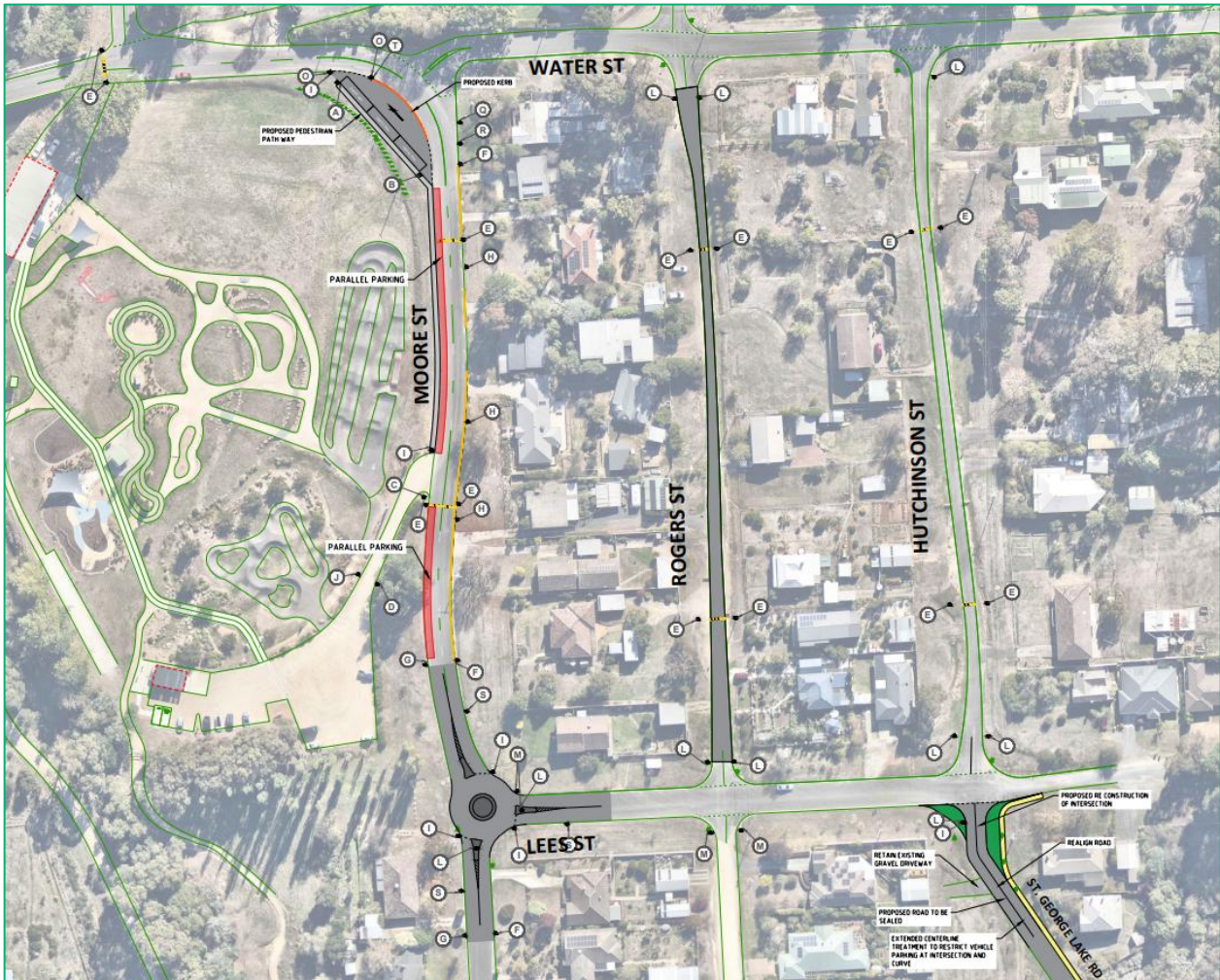


Figure 3: Proposed traffic management treatments

6.7 Rationale for Speed Humps over Chicanes

Chicanes were considered as part of the traffic calming options for Moore Street, Rogers Street, Hutchinson Street, and St Georges Lake Road. However, speed humps were selected as the preferred treatment for the following reasons:

- ▶ **Road Width Constraints:** Many of the subject roads, particularly Rogers and Hutchinson Streets, have limited pavement widths and unsealed shoulders. Chicanes would require additional width to support safe lateral deflection, which is not feasible without significant civil upgrades or verge reconfiguration.
- ▶ **Emergency and Service Vehicle Access:** Speed humps are less disruptive to emergency services, waste collection, and maintenance vehicles compared to physical chicanes, which may reduce manoeuvrability and increase turning complexity.
- ▶ **Cost and Constructability:** Speed humps are more cost-effective and simpler to install and maintain, particularly in rural and semi-rural environments. Chicanes would require kerbing, drainage modifications, and landscaping treatments, significantly increasing capital costs.
- ▶ **Predictability and User Behaviour:** Speed humps provide consistent and predictable vertical deflection, which is effective for reducing vehicle speeds while maintaining lane discipline. Chicanes rely on behavioural compliance and may not be as effective in low-volume environments with minimal enforcement.

Given these considerations, speed humps are deemed more appropriate for the site context, particularly where budget constraints, space limitations, and operational simplicity are priorities.

7 Conclusion

This Traffic Management Plan (TMP) provides a structured and adaptive framework to address the growing traffic, safety, and amenity challenges associated with the Djuwang Baring (Creswick) Mountain Bike Trails precinct. Developed through detailed site inspections, engineering assessments, and consultation with Hepburn Shire Council, residents, and stakeholders, the plan balances technical solutions with community priorities.

The recommended treatments respond to both observed conditions and local feedback, particularly around dust impacts, informal parking, verge degradation, and safety concerns for pedestrians, cyclists, and shuttle operations. This collaborative approach has shaped a suite of context-sensitive and practical solutions.

Key priorities addressed in this TMP include:

- ▶ Sealing and upgrading unsealed corridors such as St Georges Lake Road to mitigate dust emissions, improve safety, and enhance residential amenity.
- ▶ Implementing a staged parking strategy on Moore Street, with Option 1 (kerbside parking along the western side) identified as the preferred treatment due to its lower cost, reduced construction impact, and feasibility; and Option 2 (verge parking with oversized angled bays) retained as an alternative subject to geotechnical and flood investigations.
- ▶ Proposing a new roundabout at Moore and Lees Street to improve local circulation and support safe U-turns, while noting this treatment requires further investigation, detailed design, and dedicated funding allocations prior to implementation.
- ▶ Introducing speed management measures, including strategically placed speed humps with associated lighting, to reinforce a consistent low-speed environment across Moore Street, Rogers Street, Hutchinson Street, and St Georges Lake Road.
- ▶ Enhancing pedestrian safety by recommending a new footpath along the eastern side of St Georges Lake Road, subject to detailed alignment assessment and consultation.
- ▶ Installing access control gates on Arboretum Road to restrict unauthorised off-road vehicle use while maintaining emergency access capability.
- ▶ Managing shuttle operations and parking through coded access gates, overflow parking signage, and enforcement measures to relieve local road and car park pressures.

Collectively, these treatments provide an integrated response that improves traffic safety, enhances amenity for residents, and sustains the recreational value of the precinct. In terms of delivery sequencing, the sealing of St Georges Lake Road remains the highest priority due to its direct interface with shuttle activity and residential properties. By contrast, Rogers Street is identified as a lower priority, with short- to medium-term improvements achievable through targeted calming and signage measures.

Overall, this TMP establishes a practical roadmap for Council to address immediate risks while enabling staged investment in longer-term improvements. Its success will rely on continued monitoring, community engagement, and the securing of funding to deliver priority works. By implementing the recommendations of this plan, Hepburn Shire Council will strengthen safety, operational efficiency, and amenity across the Djuwang Baring precinct, ensuring it remains a high-quality recreational asset for the community and visitors alike.

8 Swept Path Analysis

Swept Path Analysis (SPA) has been undertaken as per Australian Standards. Drawings have been prepared for the vehicle types described below to demonstrate accessibility and ingress/egress to/from the subject site via Water Street and Moore Street.

8.1 Vehicle Types

Based on the information provided, it is understood that the largest vehicles accessing the areas of the subject site to be assessed are as follows:

- ▶ 5.3 m Passenger Vehicles
- ▶ 5.3 m Passenger Vehicles with Trailers

Swept path drawings showing all of the above vehicle types undertaking ingress/egress movements at the subject site are shown in **Appendix A**.

The operator must take all reasonable care to ensure that any larger vehicles do not access the site unless an alternative safe access arrangement is made for such vehicles.

9 Site-Specific Documents

The drawings listed below have been prepared as part of this TMP based on the proposed traffic management treatments and operational layouts of the subject site.

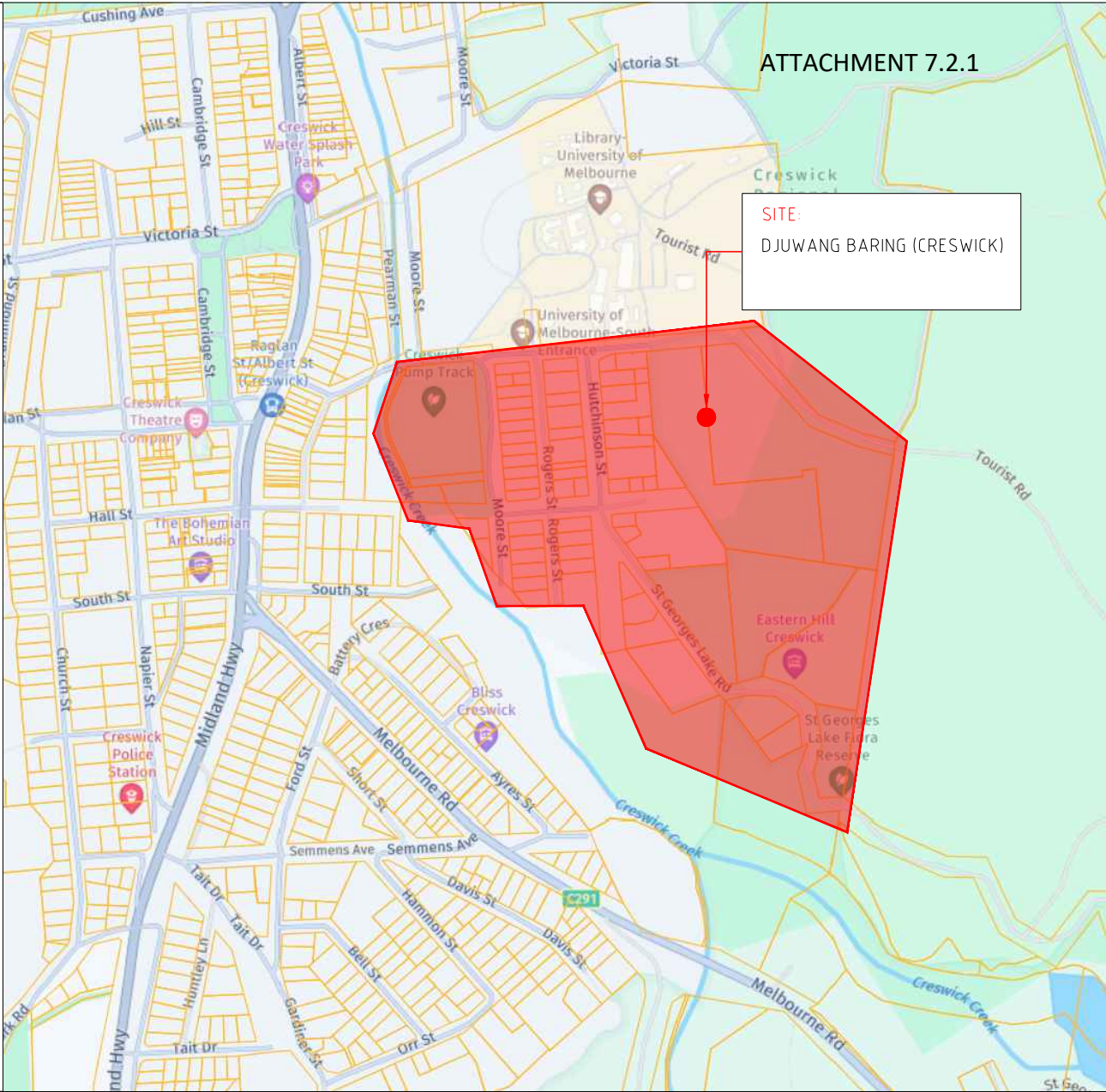
These treatments aim to improve traffic and pedestrian management safety during ongoing operations at the subject site in Serpentine.

- ▶ MOD24705VIC-DG-100_Cover Sheet & Locality Plan
- ▶ MOD24705VIC-DG-100_Existing Layout & Structures
- ▶ MOD24705VIC-DG-100_Proposed Traffic Management Treatment Overview
- ▶ MOD24705VIC-DG-100_Pick Up Zone Option 1
- ▶ MOD24705VIC-DG-100_Parking Area
- ▶ MOD24705VIC-DG-100_Roundabout
- ▶ MOD24705VIC-DG-100_Pick Up Zone Option 2
- ▶ MOD24705VIC-DG-100_Roger Street & Hutchinson Street
- ▶ MOD24705VIC-DG-100_Roger Street South
- ▶ MOD24705VIC-DG-100_St George Lake Road
- ▶ MOD24705VIC-DG-100_Overflow Parking Area
- ▶ MOD24705VIC-DG-100_Swept Path Analysis_5.3 m Shuttle vehicle
- ▶ MOD24705VIC-DG-100_Swept Path Analysis_5.3 m Passenger vehicle with Trailer
- ▶ MOD24705VIC-DG-100_Swept Path Analysis_5.3 m Passenger vehicle (Verge parking)

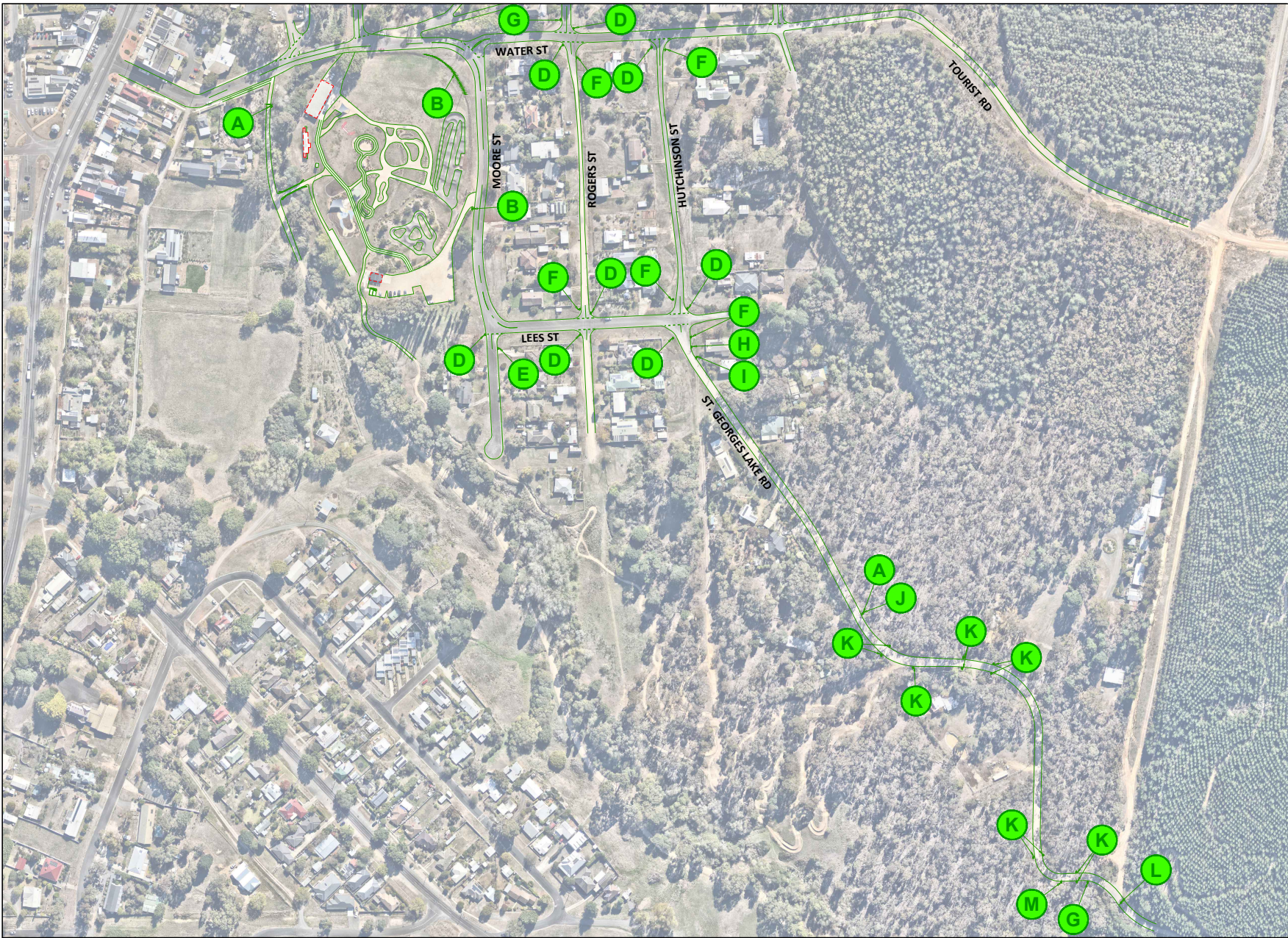
APPENDIX A

Traffic Drawings & Swept Path Analysis

DRAWING NUMBER	TITLE	SHEET NUMBER
MOD24.705VIC-DG-100	COVER SHEET & LOCALITY PLAN	1
MOD24.705VIC-DG-100	EXISTING LAYOUT & STRUCTURES	2
MOD24.705VIC-DG-100	PROPOSED TRAFFIC MANAGEMENT TREATMENT OVERVIEW	3
MOD24.705VIC-DG-100	PICK-UP ZONE OPTION 1	4
MOD24.705VIC-DG-100	PARKING AREA	5
MOD24.705VIC-DG-100	ROUNDBABOUT	6
MOD24.705VIC-DG-100	PICK-UP ZONE OPTION 2	7
MOD24.705VIC-DG-100	ROGERS ST & HUTCHINSON ST	8
MOD24.705VIC-DG-100	ROGERS ST (SOUTH)	9
MOD24.705VIC-DG-100	ST. GEORGE LAKE ROAD	10
MOD24.705VIC-DG-100	OVER FLOW PARKING AREA	11
MOD24.705VIC-DG-100	SWEPT PATH ANALYSIS - 5.53M SHUTTLE VEHICLE	12
MOD24.705VIC-DG-100	SWEPT PATH ANALYSIS - 5.3M CAR WITH TRAILER	13
MOD24.705VIC-DG-100	SWEPT PATH ANALYSIS - 5.53M SHUTTLE VEHICLE (VERGE PARKING)	14



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						2. LOCAL ROAD: MOORE ST (SPEED ZONE 50 KM/H) ROGERS ST (SPEED ZONE 50 KM/H) HUTCHINSON ST (SPEED ZONE 50 KM/H) ST. GEORGE LAKE ROAD (SPEED ZONE 50 KM/H)	DESIGNED: N. DASSANAYAKE DATE: SEP-2025	MODUS TRANSPORT & TRAFFIC ALL RIGHTS RESERVED THIS DOCUMENT IS PRODUCED BY MODUS TRAFFIC SOLELY FOR THE BENEFIT OF AND USE BY THE CLIENT IN ACCORDANCE WITH THE TERMS OF THE RETAINER. MODUS TRAFFIC DOES NOT AND SHALL NOT ASSUME ANY RESPONSIBILITY OR LIABILITY WHATSOEVER TO ANY THIRD PARTY ARISING OUT OF ANY USE OR RELIANCE BY A THIRD PARTY ON THE CONTENT OF THIS DOCUMENT.	 Transport and Traffic Engineering ABN 49 668 863 269 310 Edward Street, Brisbane City, QLD 4000 T: 131 3 806 408 E: info@moduseng.com.au W: modusengineering.com.au	
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EXISTING STRUCTURES

ATTACHMENT 7.2.1

TRAFFIC SIGNATURES

EXISTING SIGNS

A



CUSTOM SIGN (1)
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R1-2 (8)
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G



R4-1-50 (1)
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N. PHILLIPS

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PROJECT:

HEPBURN SHIRE COUNCIL
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EXISTING LAYOUT & STRUCTURES

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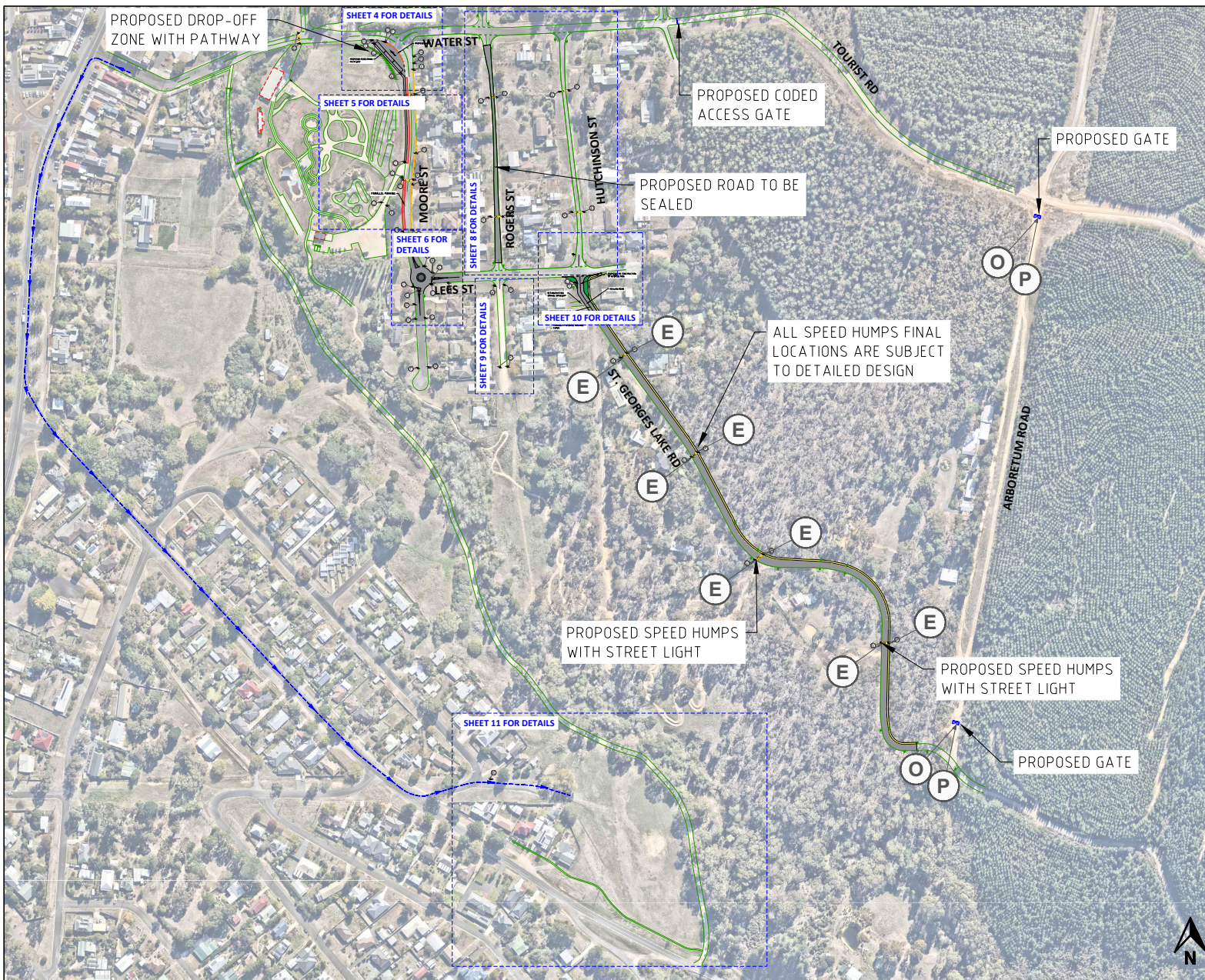
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	PROPOSED SIGN
	PROPOSED LINE MARKINGS
	PROPOSED SPEED HUMPS
	PROPOSED TO BE SEALED
	PROPOSED PATH WAY
	PROPOSED KERB
	PROPOSED YELLOW LINE MARKING
	OVER FLOW PARKING ROUTE
	PROPOSED PEDESTRIAN PATH

PROPOSED SIGNS

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MANAGEMENT TREATMENT
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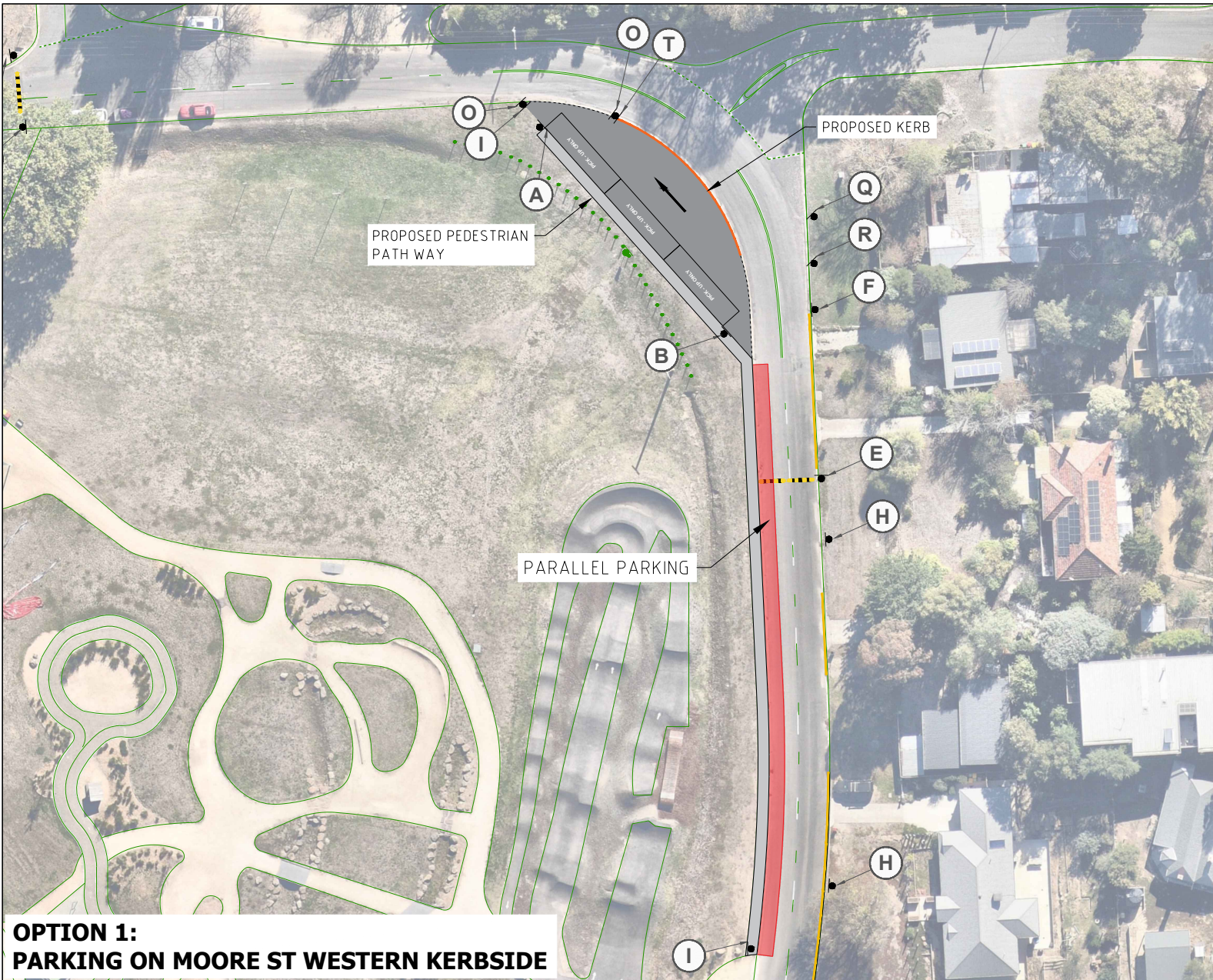
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HUTCHINSON ST (SPEED ZONE 50 KM/H)
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DJUWANG BARING (CRESWICK)
PROPOSED TRAFFIC MANAGEMENT
PICK-UP ZONE**

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LEGEND

- EXISTING SIGN
- EXISTING FEATURES
- EXISTING STRUCTURES
- PROPOSED SIGN
- PROPOSED LINE MARKINGS
- PROPOSED SPEED HUMPS
- PROPOSED TO BE SEALED
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- PROPOSED YELLOW LINE MARKING

PROPOSED SIGNS

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P EMERGENCY VEHICLES EXCEPTED CUSTOM SIGN (2) MOUNTED ON POST	Q PARKING PERMITTED IN DESIGNATED AREAS ONLY PENALTIES APPLY CUSTOM SIGN (1) MOUNTED ON POST	R VEHICLES WITH TRAILERS MUST USE HAMMON PARK CAR PARK CUSTOM SIGN (1) MOUNTED ON POST	S R1-3 (3) MOUNTED ON POST	T R2-5 (1) MOUNTED ON POST

ATTACHMENT 7.2.1



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	PROPOSED KERB
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	PROPOSED SIGN
	PROPOSED LINE MARKINGS
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	PROPOSED TO BE SEALED
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CUSTOM SIGN (1) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST	W5-10 (21) MOUNTED ON POST					
CUSTOM SIGN (4) MOUNTED ON POST	CUSTOM SIGN (3) MOUNTED ON POST	CUSTOM SIGN (4) MOUNTED ON POST	R1-2 (4) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST					
CUSTOM SIGN (2) MOUNTED ON POST	G9-18A (1) MOUNTED ON POST	CUSTOM SIGN (4) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST	R2-4 (4) MOUNTED ON POST					
CUSTOM SIGN (2) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST	R1-3 (3) MOUNTED ON POST	R2-5 (1) MOUNTED ON POST					

ISSUE	DESIGN	APP'D	DATE	AMENDMENT DESCRIPTION
E	ND	NP	SEP 2025	AS PER CLIENT COMMENTS
D	ND	NP	AUG 2025	AS PER CLIENT COMMENTS
C	ND	NP	JUL 2025	AS PER CLIENT COMMENTS
B	ND	NP	JUN 2025	AS PER CLIENT COMMENTS
A	ND	NP	MAY 2025	ISSUED FOR INFORMATION

CLIENT:

HEPBURN SHIRE COUNCIL



NOTES:

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MOORE ST (SPEED ZONE 50 KM/H)
ROGERS ST (SPEED ZONE 50 KM/H)
HUTCHINSON ST (SPEED ZONE 50 KM/H)
ST. GEORGE LAKE ROAD (SPEED ZONE 50 KM/H)

WARNING
BEWARE OF UNDERGROUND SERVICES. THE LOCATIONS OF UNDERGROUND SERVICES ARE APPROXIMATE ONLY AND THEIR EXACT POSITION SHOULD BE PROVEN ON SITE. NO GUARANTEE IS GIVEN THAT ALL EXISTING SERVICES ARE SHOWN.

DESIGNED: N. DASSANAYAKE SEP-2025

DATE:

APPROVED: N. PHILLIPS

DRAWING NUMBER: MOD24705VIC-DG-100

SHEET NO: 5 OF 14

ISSUE: E

PROJECT: HEPBURN SHIRE COUNCIL
DJUWANG BARING (CRESWICK)
PROPOSED TRAFFIC MANAGEMENT
PARKING AREA

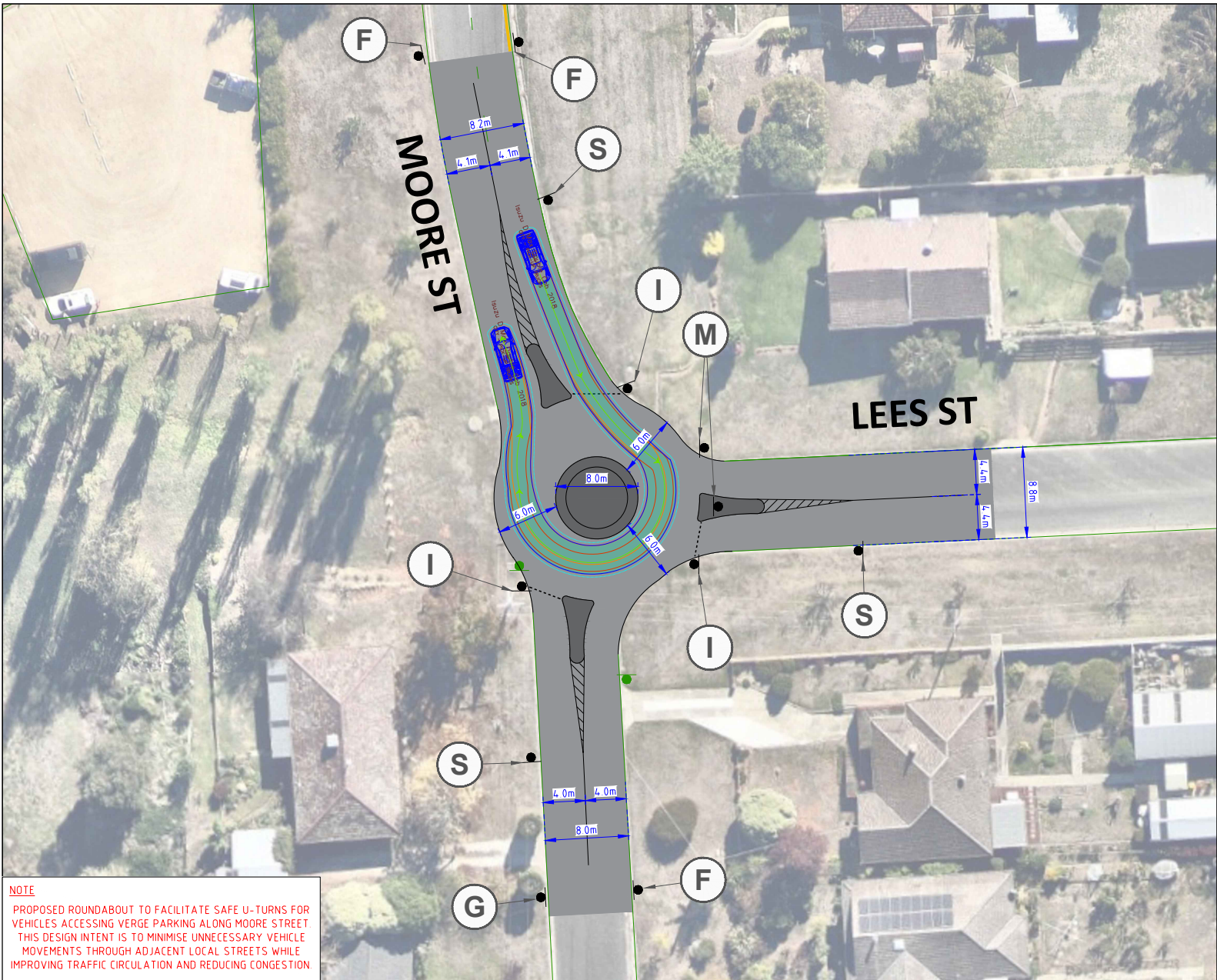
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STATUS: PRELIMINARY CONCEPT

REVIEW DATE: MAY 2026

MODUS
Transport and Traffic Engineering
ABN 49 668 863 269
310 Edward Street, Brisbane City, QLD 4000
T: 1300 606 408
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W: modusengineering.com.au



NOTE
PROPOSED ROUNDABOUT TO FACILITATE SAFE U-TURNS FOR VEHICLES ACCESSING VERGE PARKING ALONG MOORE STREET. THIS DESIGN INTENT IS TO MINIMISE UNNECESSARY VEHICLE MOVEMENTS THROUGH ADJACENT LOCAL STREETS WHILE IMPROVING TRAFFIC CIRCULATION AND REDUCING CONGESTION.

ISSUE	DESIGN	APP'D	DATE	AMENDMENT DESCRIPTION
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CLIENT:
HEPBURN SHIRE COUNCIL



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DESIGNED: N. DASSANAYAKE SEP-2025

DATE: SEP-2025

APPROVED: N. PHILLIPS

DRAWING NUMBER: MOD24705VIC-DG-100

SHEET NO: 6 OF 14

PROJECT:
**HEPBURN SHIRE COUNCIL
DJUWANG BARING (CRESWICK)
PROPOSED TRAFFIC MANAGEMENT
ROUNDABOUT**

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STATUS: **PRELIMINARY CONCEPT**

REVIEW DATE: **MAY 2026**

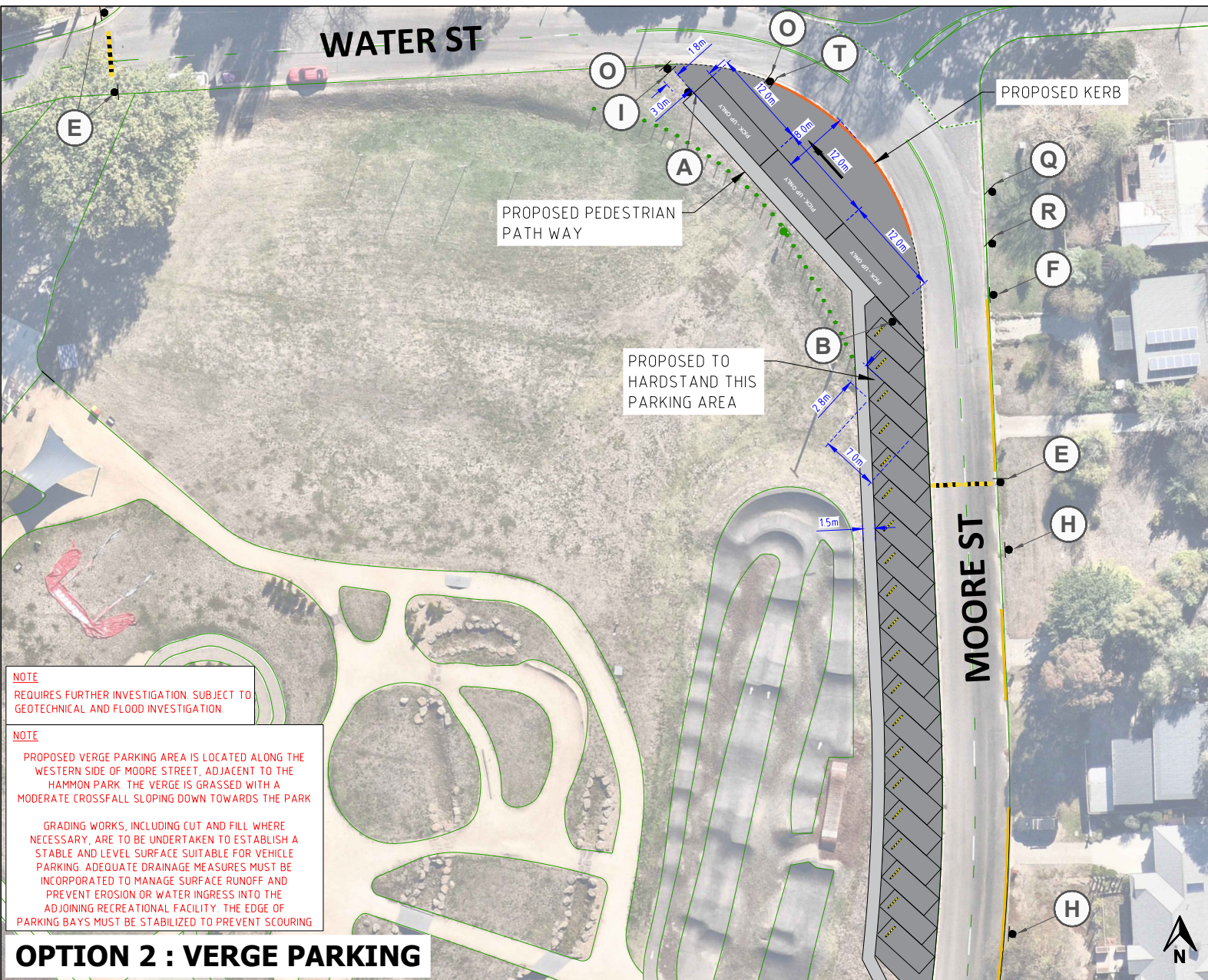
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LEGEND

- EXISTING SIGN
- EXISTING FEATURES
- EXISTING STRUCTURES
- PROPOSED SIGN
- PROPOSED LINE MARKINGS
- PROPOSED SPEED HUMPS
- PROPOSED TO BE SEALED
- PROPOSED PATH WAY
- PROPOSED KERB
- PROPOSED YELLOW LINE MARKING

PROPOSED SIGNS

A PICK-UP ZONE CUSTOM SIGN (1) MOUNTED ON POST	B PICK-UP ZONE CUSTOM SIGN (1) MOUNTED ON POST	C MORE PARKING AT NORTHCOTT PARK CUSTOM SIGN (1) MOUNTED ON POST	D 10 SHARED ZONE CUSTOM SIGN (1) MOUNTED ON POST	E W5-10 (21) MOUNTED ON POST
F CUSTOM SIGN (4) MOUNTED ON POST	G CUSTOM SIGN (3) MOUNTED ON POST	H CUSTOM SIGN (4) MOUNTED ON POST	I R1-2 (4) MOUNTED ON POST	J END SHARED ZONE CUSTOM SIGN (1) MOUNTED ON POST
K NO SHUTTLE PARKING IN THIS AREA CUSTOM SIGN (2) MOUNTED ON POST	L NO THROUGH ROAD G9-18A (1) MOUNTED ON POST	M LOCAL TRAFFIC ONLY CUSTOM SIGN (4) MOUNTED ON POST	N NORTHCOTT PARK OVER FLOW PARKING CUSTOM SIGN (1) MOUNTED ON POST	O NO ENTRY R2-4 (4) MOUNTED ON POST
P EMERGENCY VEHICLES EXCEPTED CUSTOM SIGN (2) MOUNTED ON POST	Q PARKING PERMITTED IN DESIGNATED AREAS ONLY PENALTIES APPLY CUSTOM SIGN (1) MOUNTED ON POST	R VEHICLES WITH TRAILERS MUST USE HAMMON PARK CAR PARK CUSTOM SIGN (1) MOUNTED ON POST	S R1-3 (3) MOUNTED ON POST	T R2-5 (1) MOUNTED ON POST



NOTE
REQUIRES FURTHER INVESTIGATION. SUBJECT TO GEOTECHNICAL AND FLOOD INVESTIGATION

NOTE
PROPOSED VERGE PARKING AREA IS LOCATED ALONG THE WESTERN SIDE OF MOORE STREET, ADJACENT TO THE HAMMON PARK. THE VERGE IS GRASSED WITH A MODERATE CROSSFALL SLOPING DOWN TOWARDS THE PARK

GRADING WORKS, INCLUDING CUT AND FILL WHERE NECESSARY, ARE TO BE UNDERTAKEN TO ESTABLISH A STABLE AND LEVEL SURFACE SUITABLE FOR VEHICLE PARKING. ADEQUATE DRAINAGE MEASURES MUST BE INCORPORATED TO MANAGE SURFACE RUNOFF AND PREVENT EROSION OR WATER INGRESS INTO THE ADJOINING RECREATIONAL FACILITY. THE EDGE OF PARKING BAYS MUST BE STABILIZED TO PREVENT SCOURING

OPTION 2 : VERGE PARKING

ISSUE	DESIG	APP'D	DATE	AMENDMENT DESCRIPTION
E	ND	NP	SEP 2025	AS PER CLIENT COMMENTS
D	ND	NP	AUG 2025	AS PER CLIENT COMMENTS
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B	ND	NP	JUN 2025	AS PER CLIENT COMMENTS
A	ND	NP	MAY 2025	ISSUED FOR INFORMATION

CLIENT:
HEPBURN SHIRE COUNCIL



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ROGERS ST (SPEED ZONE 50 KM/H)
HUTCHINSON ST (SPEED ZONE 50 KM/H)
ST. GEORGE LAKE ROAD (SPEED ZONE 50 KM/H)

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DESIGNED: N. DASSANAYAKE
DATE: SEP-2025
APPROVED: N. PHILLIPS
DRAWING NUMBER: MOD24705VIC-DG-100
SHEET NO: 7 OF 14

LEGEND

- EXISTING SIGN
- EXISTING FEATURES
- EXISTING STRUCTURES
- PROPOSED SIGN
- PROPOSED LINE MARKINGS
- PROPOSED SPEED HUMPS
- PROPOSED TO BE SEALED
- PROPOSED PATH WAY
- PROPOSED KERB
- PROPOSED YELLOW LINE MARKING

PROPOSED SIGNS

A PICK-UP ZONE CUSTOM SIGN (1) MOUNTED ON POST	B PICK-UP ZONE CUSTOM SIGN (1) MOUNTED ON POST	C MORE PARKING AT NORTHCOTT PARK CUSTOM SIGN (1) MOUNTED ON POST	D 10 SHARED ZONE CUSTOM SIGN (1) MOUNTED ON POST	E W5-10 (21) MOUNTED ON POST
F CUSTOM SIGN (4) MOUNTED ON POST	G CUSTOM SIGN (3) MOUNTED ON POST	H CUSTOM SIGN (4) MOUNTED ON POST	I R1-2 (4) MOUNTED ON POST	J END SHARED ZONE CUSTOM SIGN (1) MOUNTED ON POST
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P EMERGENCY VEHICLES EXCPTED CUSTOM SIGN (2) MOUNTED ON POST	Q PARKING PERMITTED IN DESIGNATED AREAS ONLY PENALTIES APPLY CUSTOM SIGN (1) MOUNTED ON POST	R VEHICLES WITH TRAILERS MUST USE HAMMON PARK CAR PARK CUSTOM SIGN (1) MOUNTED ON POST	S R1-3 (3) MOUNTED ON POST	T R2-5 (1) MOUNTED ON POST

PROJECT:
**HEPBURN SHIRE COUNCIL
DJUWANG BARING (CRESWICK)
PROPOSED TRAFFIC MANAGEMENT
PICK-UP ZONE**

STATUS:
PRELIMINARY CONCEPT

REVIEW DATE:
MAY 2026

MODUS
Transport and Traffic Engineering
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W: modusengineering.com.au



LEGEND

EXISTING SIGN

EXISTING FEATURES

EXISTING STRUCTURES

PROPOSED SIGN

PROPOSED LINE MARKINGS

PROPOSED SPEED HUMPS

PROPOSED TO BE SEALED

PROPOSED PATH WAY

PROPOSED KERB

PROPOSED YELLOW LINE MARKING

PROPOSED SIGNS

A

PICK-UP ZONE

CUSTOM SIGN (1)
MOUNTED ON POST

B

PICK-UP ZONE

CUSTOM SIGN (1)
MOUNTED ON POST

C

MORE PARKING AT NORTHCOTT PARK

CUSTOM SIGN (1)
MOUNTED ON POST

D

10 SHARED ZONE

CUSTOM SIGN (1)
MOUNTED ON POST

E

W5-10 (21)

MOUNTED ON POST

F

NO LEFT TURN

CUSTOM SIGN (4)
MOUNTED ON POST

G

NO LEFT TURN

CUSTOM SIGN (3)
MOUNTED ON POST

H

NO LEFT TURN

CUSTOM SIGN (1)
MOUNTED ON POST

I

GIVE WAY

R1-2 (4)
MOUNTED ON POST

J

END SHARED ZONE

CUSTOM SIGN (1)
MOUNTED ON POST

K

NO SHUTTLE PARKING IN THIS AREA

CUSTOM SIGN (2)
MOUNTED ON POST

L

NO THROUGH ROAD

G9-18A (1)
MOUNTED ON POST

M

LOCAL TRAFFIC ONLY

CUSTOM SIGN (4)
MOUNTED ON POST

N

NORTHCOTT PARK OVER FLOW PARKING

CUSTOM SIGN (1)
MOUNTED ON POST

O

NO ENTRY

R2-4 (4)
MOUNTED ON POST

P

EMERGENCY VEHICLES EXCEPTED

CUSTOM SIGN (2)
MOUNTED ON POST

Q

PARKING PERMITTED IN DESIGNATED AREAS ONLY

CUSTOM SIGN (1)
MOUNTED ON POST

R

VEHICLES WITH TRAILERS MUST USE HAMMON PARK CAR PARK

CUSTOM SIGN (1)
MOUNTED ON POST

S

YIELD

R1-3 (3)
MOUNTED ON POST

T

NO U-TURN

R2-5 (1)
MOUNTED ON POST

ISSUE	DESIGN	APP'D	DATE	AMENDMENT DESCRIPTION
E	ND	NP	SEP 2025	AS PER CLIENT COMMENTS
D	ND	NP	AUG 2025	AS PER CLIENT COMMENTS
C	ND	NP	JUL 2025	AS PER CLIENT COMMENTS
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A	ND	NP	MAY 2025	ISSUED FOR INFORMATION

CLIENT:

HEPBURN SHIRE COUNCIL

NOTES:

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WARNING

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0 10 20 30 40 50m

SCALE 1:1000

DESIGNED: N. DASSANAYAKE

DATE: SEP-2025

APPROVED: N. PHILLIPS

DRAWING NUMBER: MOD24705VIC-DG-100

SHEET NO: 8 OF 14

ISSUE: E

PROJECT:

HEPBURN SHIRE COUNCIL

DJUWANG BARING (CRESWICK)

PROPOSED TRAFFIC MANAGEMENT

ROGERS ST & HUTCHINSON ST

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STATUS: PRELIMINARY CONCEPT

REVIEW DATE: MAY 2026

MODUS

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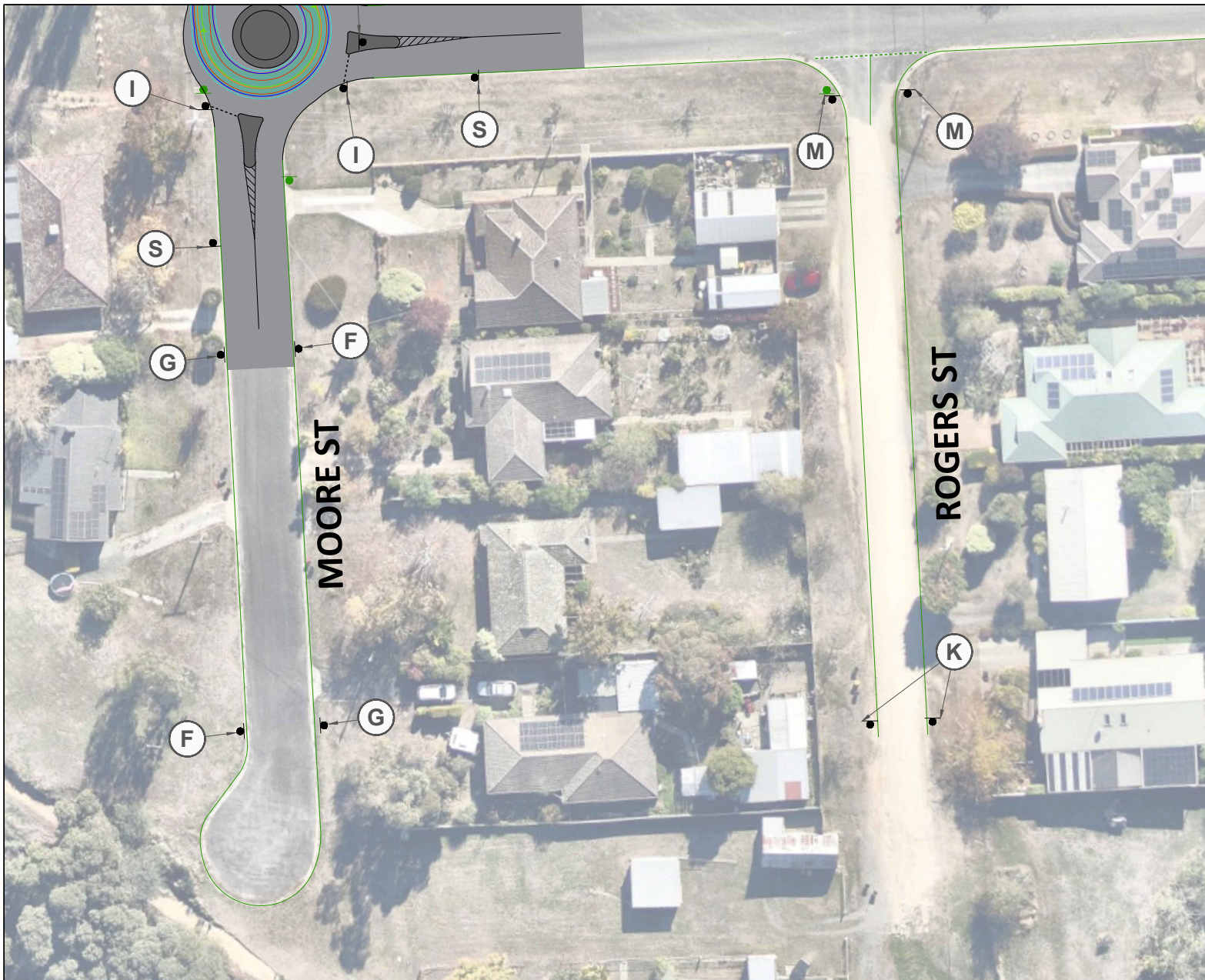
ABN 49 668 863 269

310 Edward Street, Brisbane City, QLD 4000

T: +61 7 306 408

E: info@moduseng.com.au

W: modusengineering.com.au



LEGEND	
	EXISTING SIGN
	PROPOSED KERB
	EXISTING FEATURES
	EXISTING STRUCTURES
	PROPOSED SIGN
	PROPOSED LINE MARKINGS
	PROPOSED SPEED HUMPS
	PROPOSED TO BE SEALED
	PROPOSED PATH WAY

PROPOSED SIGNS									
CUSTOM SIGN (1) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST	W5-10 (21) MOUNTED ON POST					
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CLIENT:

HEPBURN SHIRE COUNCIL



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DESIGNED: N. DASSANAYAKE SEP-2025

DATE: SEP-2025

APPROVED: N. PHILLIPS

DRAWING NUMBER: MOD24705VIC-DG-100

SHEET NO: 9 OF 14

ISSUE: E

PROJECT: HEPBURN SHIRE COUNCIL
DJUWANG BARING (CRESWICK)
PROPOSED TRAFFIC MANAGEMENT
ROGERS ST (SOUTH)

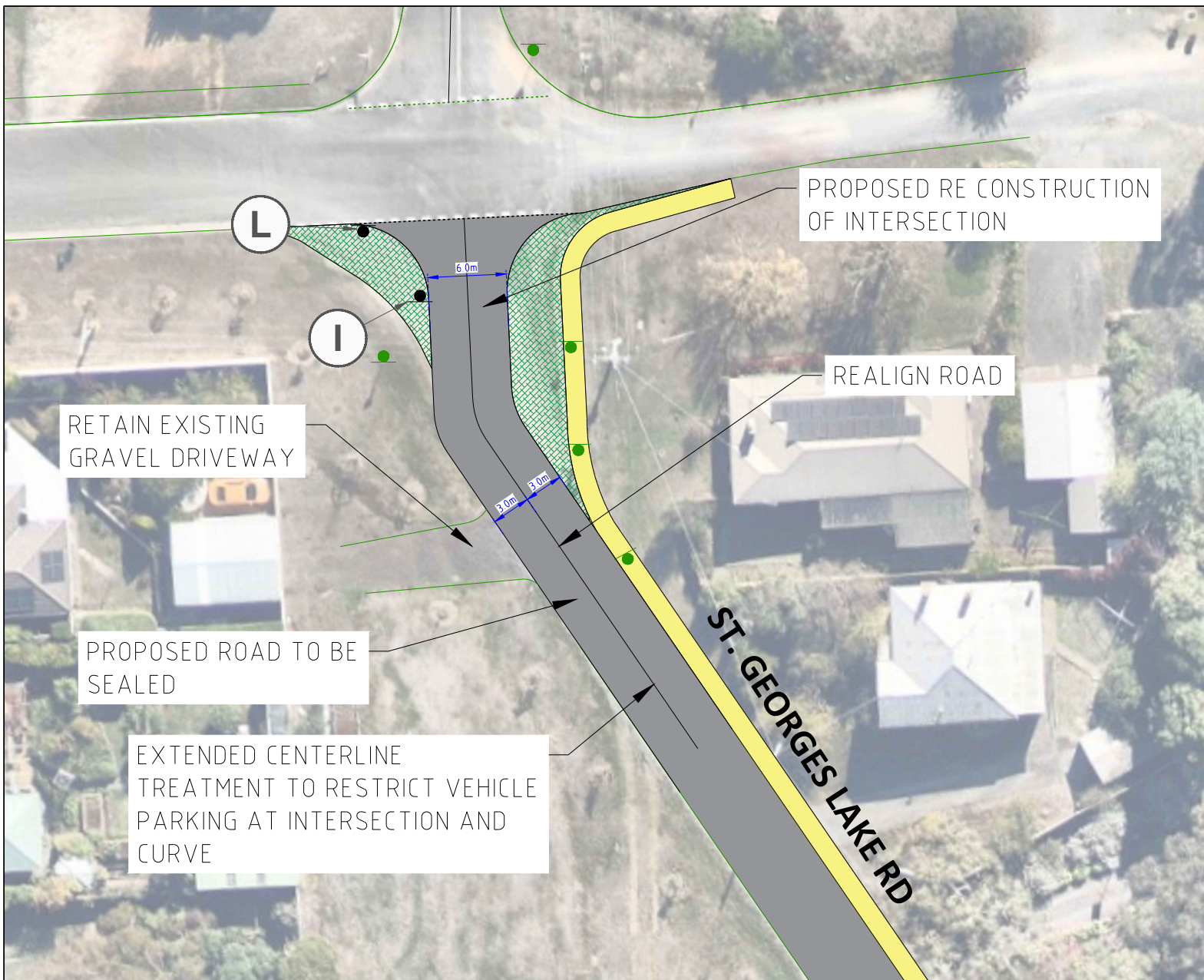
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LEGEND	
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	PROPOSED LINE MARKINGS
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	PROPOSED TO BE SEALED
	PROPOSED PATH WAY
	PROPOSED KERB
	PROPOSED YELLOW LINE MARKING
	PROPOSED PEDESTRIAN FOOTPATH

PROPOSED SIGNS									
CUSTOM SIGN (1) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST	CUSTOM SIGN (1) MOUNTED ON POST	W5-10 (21) MOUNTED ON POST					
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CLIENT:

HEPBURN SHIRE COUNCIL



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DESIGNED: N. DASSANAYAKE SEP-2025

DATE: SEP-2025

APPROVED: N. PHILLIPS

DRAWING NUMBER: MOD24705VIC-DG-100

SHEET NO: 10 OF 14

ISSUE: E

PROJECT: HEPBURN SHIRE COUNCIL
DJUWANG BARING (CRESWICK)
PROPOSED TRAFFIC MANAGEMENT
ST. GEORGE LAKE ROAD

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LEGEND	
	EXISTING SIGN
	EXISTING FEATURES
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	PROPOSED SIGN
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	PROPOSED SPEED HUMPS
	PROPOSED TO BE SEALED
	PROPOSED PATH WAY
	PROPOSED KERB
	PROPOSED YELLOW LINE MARKING
	OVER FLOW PARKING ROUTE

PROPOSED SIGNS									

ISSUE	DESIGN	APP'D	DATE	AMENDMENT DESCRIPTION
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CLIENT:

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DESIGNED: N. DASSANAYAKE SEP-2025

DATE: SEP-2025

APPROVED: N. PHILLIPS

DRAWING NUMBER: MOD24705VIC-DG-100

SHEET NO: 11 OF 14

ISSUE: E

PROJECT: HEPBURN SHIRE COUNCIL
DJUWANG BARING (CRESWICK)
PROPOSED TRAFFIC MANAGEMENT
OVERFLOW PARKING AREA

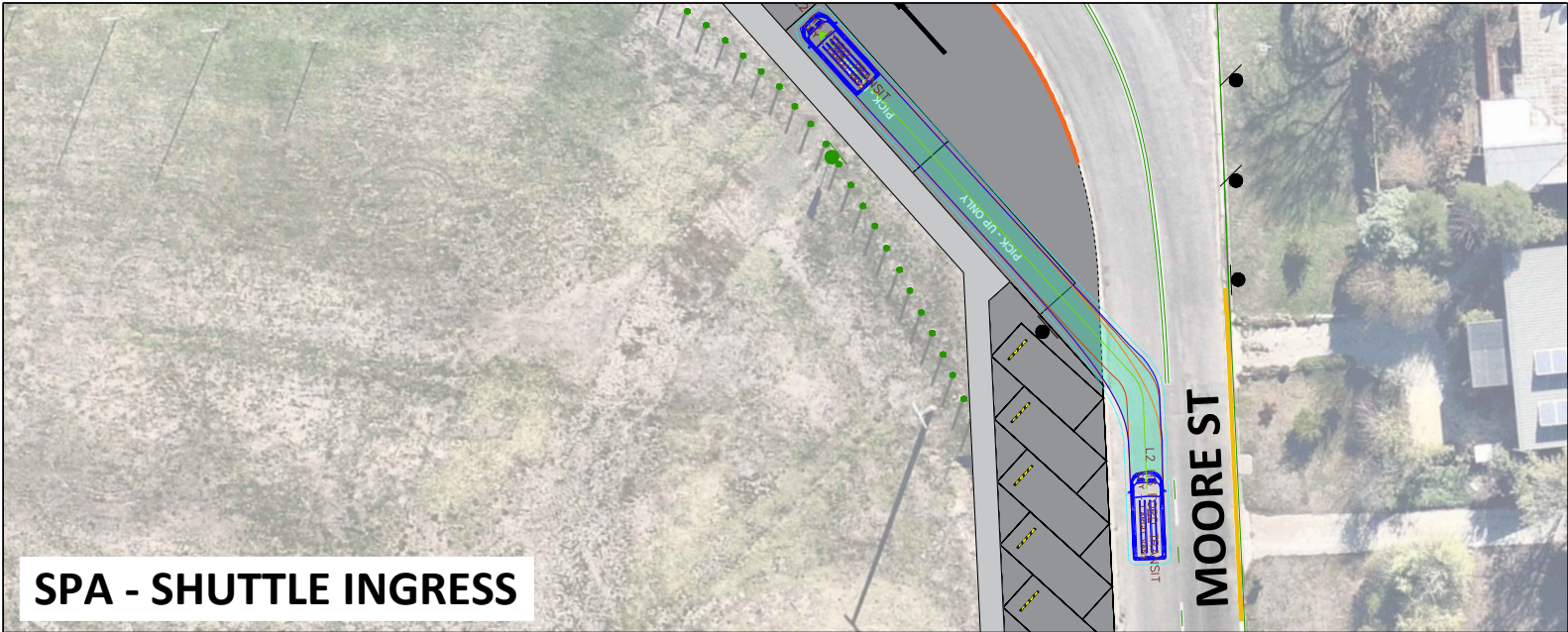
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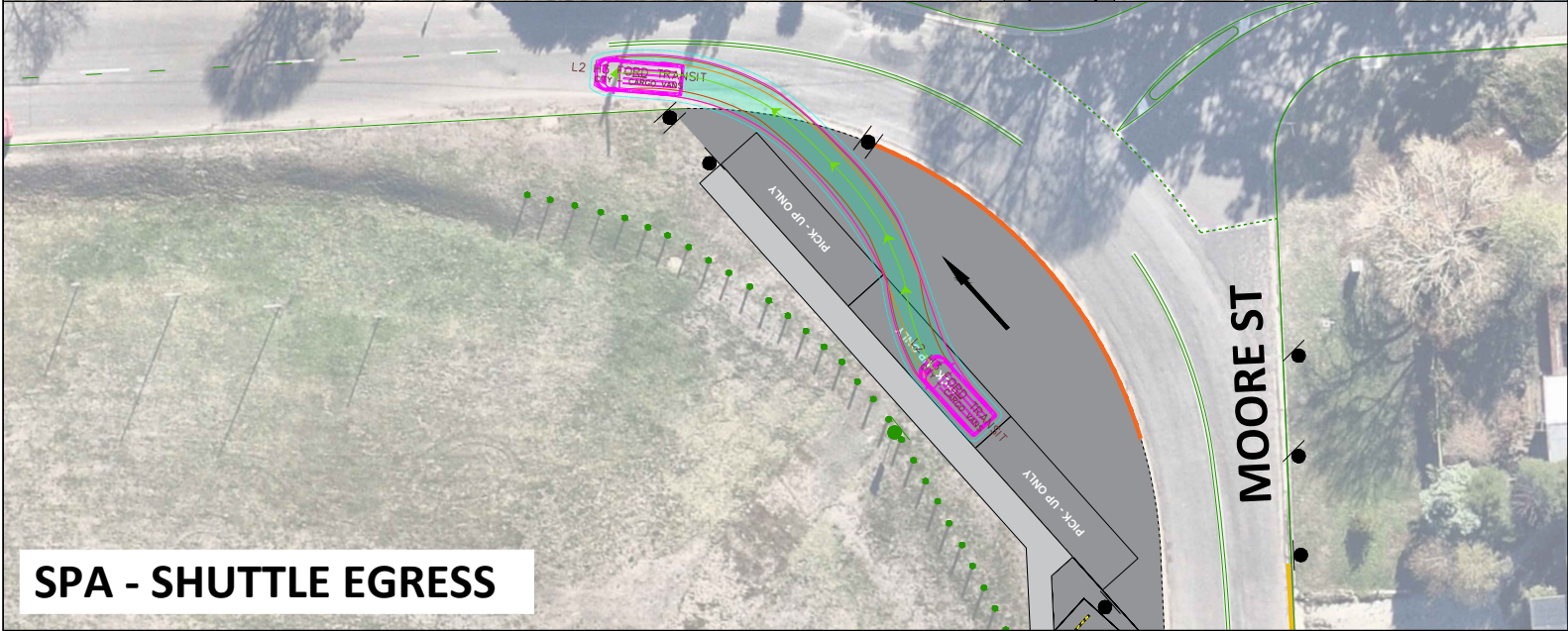
STATUS: PRELIMINARY CONCEPT

REVIEW DATE: MAY 2026

MODUS
Transport and Traffic Engineering
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310 Edward Street, Brisbane City, QLD 4000
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E: info@moduseng.com.au
W: modusengineering.com.au



SPA - SHUTTLE INGRESS



SPA - SHUTTLE EGRESS

ATTACHMENT 7.2.1

SWEPT PATH LEGEND

- FRONT TYRES
- REAR TYRES
- VEHICLE PATH
- INGRESS VEHICLE BODY
- EGRESS VEHICLE BODY
- VEHICLE CLEARANCE (300MM)
- FORWARD MANEUVER
- REVERSE MANEUVER

DESIGN VEHICLE USED IN SIMULATION

L2 H2 Ford Transit

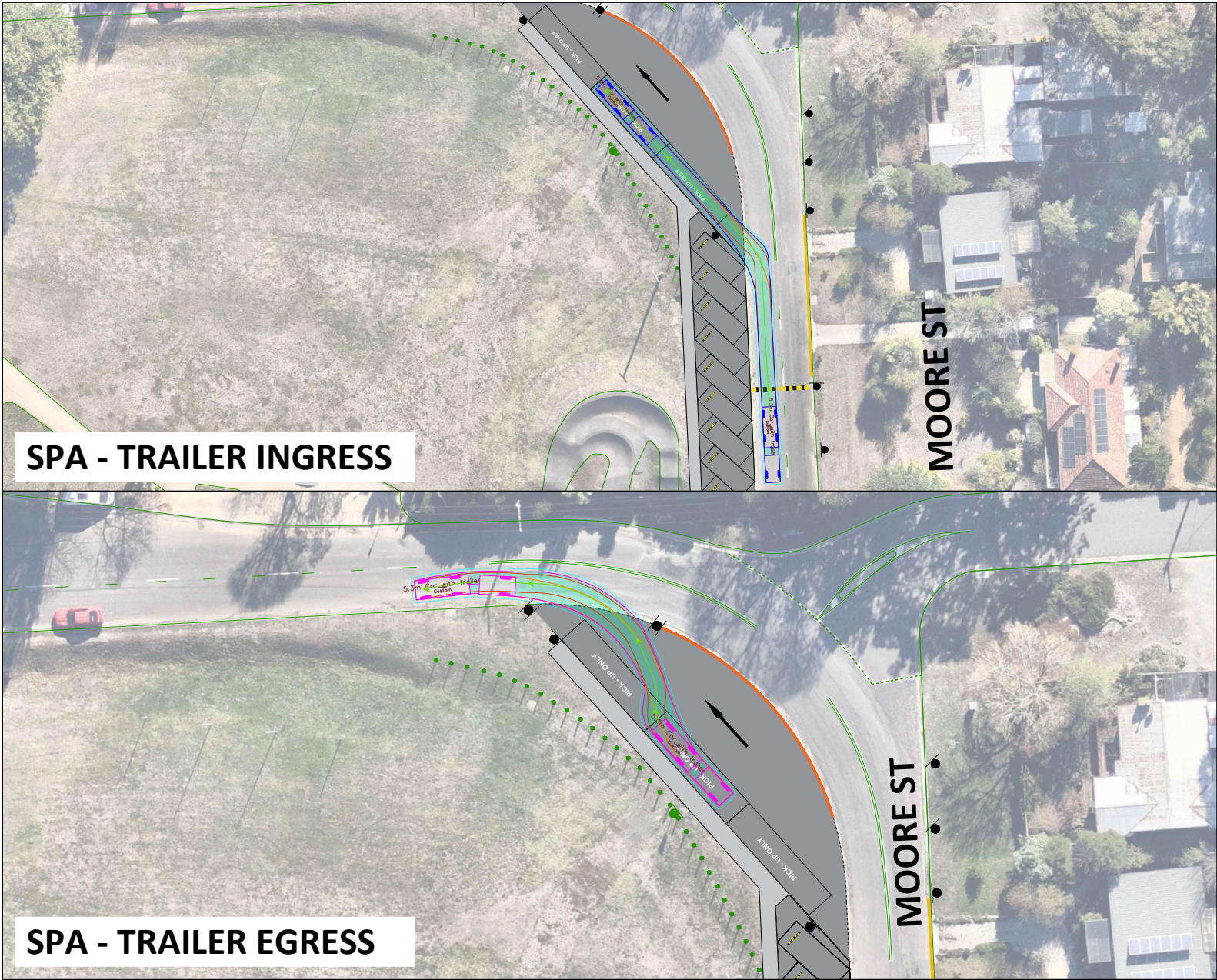
Width	2.06
Track	2.06
Lock to Lock Time	6.0
Steering Angle	40.0

meters

					CLIENT:		NOTES:		PROJECT:	HEPBURN SHIRE COUNCIL DJUWANG BARING (CRESWICK) SWEPT PATH ANALYSIS 5.53M VAN MODUS TRANSPORT & TRAFFIC ALL RIGHTS RESERVED THIS DOCUMENT IS PRODUCED BY MODUS TRAFFIC SOLELY FOR THE BENEFIT OF AND USE BY THE CLIENT IN ACCORDANCE WITH THE TERMS OF THE RETAINER. MODUS TRAFFIC DOES NOT AND SHALL NOT ASSUME ANY RESPONSIBILITY OR LIABILITY WHATSOEVER TO ANY THIRD PARTY ARISING OUT OF ANY USE OR RELIANCE BY A THIRD PARTY ON THE CONTENT OF THIS DOCUMENT.	STATUS:	REVIEW DATE:
					HEPBURN SHIRE COUNCIL		1. THIS DRAWING SHOULD BE READ IN CONJUNCTION WITH AUSTRALIAN STANDARD 1742 SET, AGTMM SET, GUIDE TO ROAD DESIGN SET, GUIDE TO ROAD SAFETY SET AND SAFE WORK AUSTRALIA CODE OF PRACTICE TO ENSURE CORRECT INSTALLATION OF PROPOSED DESIGN.	DESIGNED:	DATE:		PRELIMINARY CONCEPT	MAY 2026
E	ND	NP	SEP 2025	AS PER CLIENT COMMENTS			2. LOCAL ROAD: MOORE ST (SPEED ZONE 50 KM/H) ROGERS ST (SPEED ZONE 50 KM/H) HUTCHINSON ST (SPEED ZONE 50 KM/H) ST. GEORGE LAKE ROAD (SPEED ZONE 50 KM/H)	N. DASSANAYAKE SEP-2025				
D	ND	NP	AUG 2025	AS PER CLIENT COMMENTS				APPROVED:				
C	ND	NP	JUL 2025	AS PER CLIENT COMMENTS				N. PHILLIPS				
B	ND	NP	JUN 2025	AS PER CLIENT COMMENTS				DRAWING NUMBER:				
A	ND	NP	MAY 2025	ISSUED FOR INFORMATION				MOD24705VIC-DG-100				
ISSUE	DESG	APP'D	DATE	AMENDMENT DESCRIPTION			WARNING BEWARE OF UNDERGROUND SERVICES. THE LOCATIONS OF UNDERGROUND SERVICES ARE APPROXIMATE ONLY AND THEIR EXACT POSITION SHOULD BE PROVEN ON SITE. NO GUARANTEE IS GIVEN THAT ALL EXISTING SERVICES ARE SHOWN.		SHEET NO:	ISSUE:		
							12 OF 14	E				



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ATTACHMENT 7.2.1

FRONT TYRES

REAR TYRES

VEHICLE PATH

INGRESS VEHICLE BODY

EGRESS VEHICLE BODY

VEHICLE CLEARANCE (300MM)

FORWARD MANEUVER

REVERSE MANEUVER

DESIGN VEHICLE USED IN SIMULATION

5.291.003.50

0.913.101.283.50

5.3m Car with trailer

meters

Car Width: 1.86

Trailer Width: 1.86

Car Track: 1.84

Trailer Track: 1.84

Lock to Lock Time: 6.0

Steering Angle: 36.9

Articulating Angle: 70.0

					CLIENT:	HEPBURN SHIRE COUNCIL				NOTES: 1. THIS DRAWING SHOULD BE READ IN CONJUNCTION WITH AUSTRALIAN STANDARD 1742 SET, AGT1M SET, GUIDE TO ROAD DESIGN SET, GUIDE TO ROAD SAFETY SET AND SAFE WORK AUSTRALIA CODE OF PRACTICE TO ENSURE CORRECT INSTALLATION OF PROPOSED DESIGN. 2. LOCAL ROAD: MOORE ST (SPEED ZONE 50 KM/H) ROGERS ST (SPEED ZONE 50 KM/H) HUTCHINSON ST (SPEED ZONE 50 KM/H) ST. GEORGE LAKE ROAD (SPEED ZONE 50 KM/H)				PROJECT: HEPBURN SHIRE COUNCIL DJUWANG BARING (CRESWICK)		STATUS: PRELIMINARY CONCEPT		REVIEW DATE: MAY 2026	
E	ND	NP	SEP 2025	AS PER CLIENT COMMENTS						DESIGNED: N. DASSANAYAKE		DATE: SEP-2025		SWEPT PATH ANALYSIS 5.3M CAR WITH TRAILER				T: 07 3006 408 E: info@moduseng.com.au W: modusengineering.com.au	
D	ND	NP	AUG 2025	AS PER CLIENT COMMENTS						APPROVED: N. PHILLIPS				MODUS TRANSPORT & TRAFFIC ALL RIGHTS RESERVED					
C	ND	NP	JUL 2025	AS PER CLIENT COMMENTS						DRAWING NUMBER: MOD24705VIC-DG-100				THIS DOCUMENT IS PRODUCED BY MODUS TRAFFIC SOLELY FOR THE BENEFIT OF AND USE BY THE CLIENT IN ACCORDANCE WITH THE TERMS OF THE RETAINER. MODUS TRAFFIC DOES NOT AND SHALL NOT ASSUME ANY RESPONSIBILITY OR LIABILITY WHATSOEVER TO ANY THIRD PARTY ARISING OUT OF ANY USE OR RELIANCE BY A THIRD PARTY ON THE CONTENT OF THIS DOCUMENT.					
B	ND	NP	JUN 2025	AS PER CLIENT COMMENTS						SHEET NO: 13 OF 14		ISSUE: E							
A	ND	NP	MAY 2025	ISSUED FOR INFORMATION															
ISSUE	DESIG	APP'D	DATE	AMENDMENT DESCRIPTION															

SPA - SHUTTLE INGRESS

SPA - SHUTTLE EGRESS

SWEPT PATH LEGEND

FRONT TYRES

REAR TYRES

VEHICLE PATH

INGRESS VEHICLE BODY

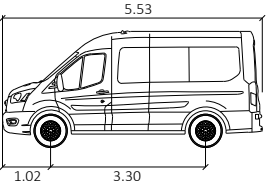
EGRESS VEHICLE BODY

VEHICLE CLEARANCE (300MM)

FORWARD MANEUVER

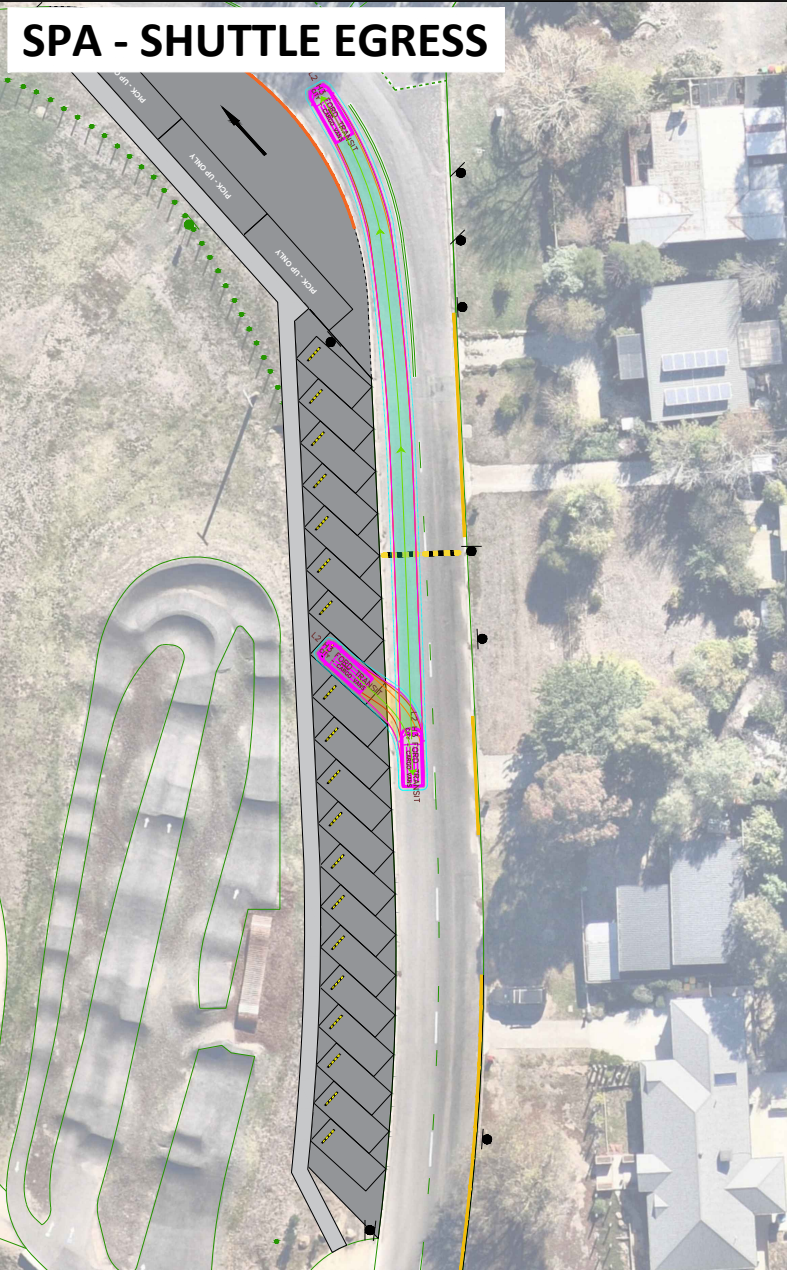
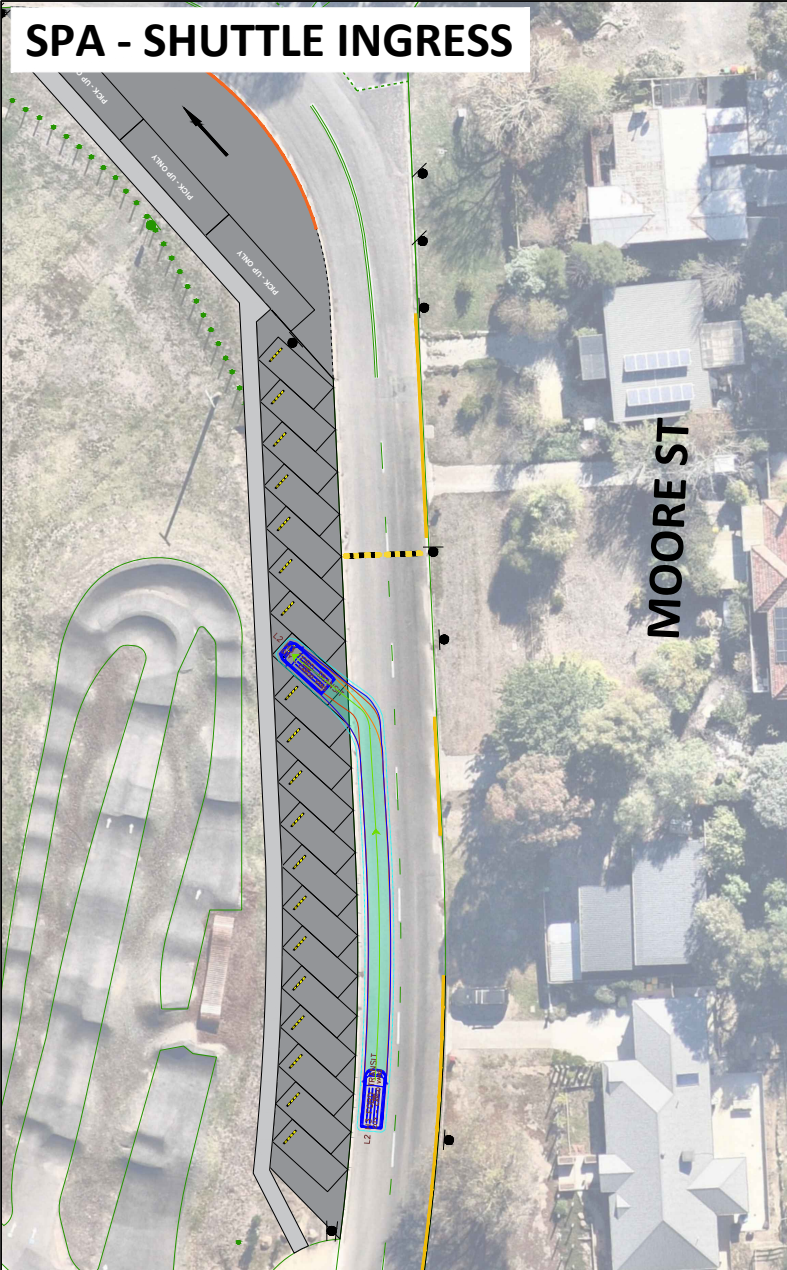
REVERSE MANEUVER

DESIGN VEHICLE USED IN SIMULATION



L2 H2 Ford Transit

	meters
Width	: 2.06
Track	: 2.06
Lock to Lock Time	: 6.0
Steering Angle	: 40.0



ISSUE	DESIGN	APP'D	DATE	AMENDMENT DESCRIPTION
E	ND	NP	SEP 2025	AS PER CLIENT COMMENTS
D	ND	NP	AUG 2025	AS PER CLIENT COMMENTS
C	ND	NP	JUL 2025	AS PER CLIENT COMMENTS
B	ND	NP	JUN 2025	AS PER CLIENT COMMENTS
A	ND	NP	MAY 2025	ISSUED FOR INFORMATION

CLIENT:

HEPBURN SHIRE COUNCIL

NOTES:

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2. LOCAL ROAD:
MOORE ST (SPEED ZONE 50 KM/H)
ROGERS ST (SPEED ZONE 50 KM/H)
HUTCHINSON ST (SPEED ZONE 50 KM/H)
ST. GEORGE LAKE ROAD (SPEED ZONE 50 KM/H)

WARNING

BEWARE OF UNDERGROUND SERVICES. THE LOCATIONS OF UNDERGROUND SERVICES ARE APPROXIMATE ONLY AND THEIR EXACT POSITION SHOULD BE PROVEN ON SITE. NO GUARANTEE IS GIVEN THAT ALL EXISTING SERVICES ARE SHOWN.

DESIGNED: N. DASSANAYAKE

DATE: SEP-2025

APPROVED: N. PHILLIPS

DRAWING NUMBER: MOD24705VIC-DG-100

SHEET NO: 14 OF 14

PROJECT:

HEPBURN SHIRE COUNCIL

DJUWANG BARING (CRESWICK)

SWEPT PATH ANALYSIS

5.3M PASSENGER VEHICLE

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APPENDIX B

Prioritised Traffic Management Recommendations

Prioritised Traffic Management Recommendations

To assist Hepburn Shire Council in staging and implementing the proposed traffic management treatments over time, each recommendation has been evaluated using a prioritisation framework. This provides a structured approach for decision-making that considers safety, amenity, cost, and deliverability.

Priority Classification

Each treatment has been assigned a priority level on a scale from 1 to 5, where:

Item	Priority Ranking	Description
1	Low	Non-essential treatments or measures with limited immediate impact
2	Low-Medium	Secondary enhancements, typically supportive in nature
3	Medium	Desirable improvements with moderate safety or amenity value
4	Medium-High	Strongly beneficial actions that address key risks or constraints
5	High	Critical or high-impact measures with urgent need or broad community support

Safety Impact

Assesses the degree to which the treatment improves road safety for all users:

Item	Priority Ranking	Description
1	Low	Minor or limited contribution to safety objectives
2	Medium	Moderate influence on safety outcomes or indirect improvements
3	High	Direct mitigation of crash risk, conflict points, or speed management

Amenity Impact

Reflects how the treatment improves the general usability, accessibility, or community experience of the precinct:

Item	Priority Ranking	Description
1	Low	Limited or cosmetic improvement to amenity
2	Medium	Noticeable improvements to user comfort or operational efficiency
3	High	Significantly enhances parking, wayfinding, visual character, or pedestrian accessibility

This matrix approach helps prioritise treatments not only on their technical or safety merit, but also on community and operational outcomes. It provides a transparent and scalable framework for Council to implement upgrades progressively, monitor effectiveness, and adjust strategies based on evolving needs or feedback.

Prioritised Traffic Management Recommendations Table

Item	Recommendation	Location	Priority Classification	Safety Impact	Justification	Amenity Impact	Justification	Cost Estimate
1	Upgrade to Sealed Surface	St Georges Lake Road	5 - High	Medium	Sealing improves traction and visibility but doesn't directly separate users or reduce speed	High	Improves dust, ride quality, lowers maintenance	TBA
2	Formalise On-Street Parking – Western Kerbside	Moore Street	5 - High	Medium	Improves clarity and reduces random verge encroachment	High	Improves frontage definition and pedestrian conditions.	\$10,000
3	Construct new single-lane roundabout at Moore St / Lees St intersection	Moore St / Lees St intersection	5 - High	Medium	Facilitates safe U-turns and reduces circulation on residential streets	High	Improves turning efficiency and flow	TBA
4	Implement No Stopping Restrictions – Moore Street Eastern side	Moore Street	5 - High	Medium	Passive control that may be ignored without enforcement.	Medium	Reduces encroachment but visual impact minor	\$5,000
5	Construct New Verge Parking Area with Oversized Angled Bays – Requires further investigation	Moore Street	5 - High	Medium	Encourages safe parking, accommodates bicycle racks	High	Formalises parking demand	TBA

Item	Recommendation	Location	Priority Classification	Safety Impact	Justification	Amenity Impact	Justification	Cost Estimate
6	Ongoing Monitoring and Enforcement of No Stopping Zones	Various	5 - High	High	Enforces compliance, especially in safety-critical areas like no stopping zones	Medium	Improves order, but minimal direct visual or physical amenity gains	Ongoing
7	Establish 10 km/h Shared Zone for Vehicles and Pedestrians	Hammon Park	5 - High	Medium	Controls low-speed conflict in pedestrian zone	Medium	Supports safe pedestrian movement	\$2,000
8	Arboretum Road Access Gates at both ends	Arboretum Road	5 - High	High	Prevents off-road activity and illegal access	Medium	Preserves track integrity and vegetation	\$15,000
9	Install Coded Access Gate for Shuttle Permit	Top of Water Street	5 - High	High	Restricts access to professional shuttle vehicles only, reducing unnecessary traffic volume and limiting conflict at sensitive drop-off locations	Medium	Supports operational control and visual order but may limit flexibility for some users	\$15,000
10	Establish a Pick-Up zone	Moore Street	4 – Medium-High	High	Introduces safe stopping, pedestrian access, and clear circulation	Medium	Improves traffic flow and reduces congestion	\$200,000
11	Realign St Georges Lake Road Intersection	St Georges Lake Road	4 – Medium-High	High	Improves sight distance and turning control	High	Improves clarity and legibility of junction	\$100,000
12	Overflow Parking and Wayfinding to Northcott Park	Hammon Park	4 – Medium-High	Medium	Reduces traffic conflicts caused by overflow and verge parking.	High	Reduces traffic conflicts caused by overflow and verge parking.	\$10,000

Item	Recommendation	Location	Priority Classification	Safety Impact	Justification	Amenity Impact	Justification	Cost Estimate
13	Install Street Lighting with Speed Humps in Rural Context	Various	4 – Medium-High	High	Improves visibility of speed humps at night	Medium	Improves visibility and perception of safety at night	TBA
14	Speed Limit Review	St Georges Lake Road	3 – Medium	Medium	Opportunity to reassess posted speeds after works.	Medium	Aligns driver behaviour with local context.	\$5,000
15	Seal the Carriageway	Roger Street	2 – Low-Medium	Medium	Surface upgrade improves conditions, doesn't directly calm traffic.	High	Reduces dust and long-term deterioration.	\$100,000

Financial Overview – 2024/2025

Fast facts

- Operating result – deficit \$189,000
- Total income - \$45.27 million
 - Increase of \$6.09 million (15.5 per cent) from 2023/2024
- Total operating expenditure - \$45.46 million
 - Decrease of \$3.6 million (7.3 per cent) from 2023/2024
- Delivery of \$10.61 million in capital works
 - Significant investments Djuwang Baring and Daylesford Town Hall renewal
- Cash Balances - \$13.56 million
- Unrestricted cash of positive \$1.29 million
- Improved financial position (and outlook) than previous financial year

In summary

The operating result for Council was a deficit of \$189,000 in 2024/2025.

This deficit has significantly improved from the previous year's deficit of \$9.88 million. This improvement is due to a combination of reducing employee costs by \$925,000, and material and service costs by \$2.64 million. These savings resulted from targeted operational efficiencies of \$1.5 million identified by Council per the Financial Vision 2024–2027 report, a reduction in one-off special projects and consultants by \$800,000, and prior year storm recovery works \$1 million from the previous year.

In addition, the reduced deficit for 2024/2025 is bolstered by operating grants totaling \$11.67 million. This amount includes an advance payment of \$3.33 million for the 2025/2026 financial assistance grants, as well as capital grants of \$2.43 million for specific projects.

This operating result marks the initial step in the recovery process. Over the past year, Council has focused on financial stabilisation while developing the Financial Vision, Council Plan 2025–2029, and making difficult decisions for the 2025/2026 Budget.

As of June 2025, short-term cash and other current financial assets amounted to \$13.56 million, up from \$7.83 million the previous year. This increase was influenced by the advance payment of the financial assistance grants, the profile of the Capital Works Program and improved collection of receivables.

This led to an improvement in the working capital ratio, which reached 173 per cent, surpassing our target of 118 per cent and indicating a strong financial position. This reflects Council's effective management of financial reserves, including \$2.1 million for public open space statutory requirements, \$3.9 million in discretionary reserves, \$1.8 million in grants received in advance, cash-backed liabilities such as trusts and deposits of \$1.7 million, trade payables of \$4.1 million, and employee provisions of \$2.7 million.

At the end of 2024/2025, Council's debt ratio, which compares interest-bearing loans and borrowings to rate revenue, stood at 50.7 per cent. This figure falls within the target range of up to 60 per cent and reflects the drawdown of a new loan amounting to \$5.528 million at the end of the year.

Overall, the financial statements and performance are satisfactory. Ongoing close monitoring of Council's financial performance will continue to be required. The year 2024/2025 was intended to be a period of financial stabilisation, during which Council made challenging decisions to address its financial sustainability and rebalance its financial position amid rising economic costs. These statements reflect the outcomes of those efforts.



ANNUAL FINANCIAL REPORT

For the Year Ended 30 June 2025



Hepburn Shire Council

Financial Report

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Hepburn Shire Council

Financial Report

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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Natalie Martin
Principal Accounting Officer

Dated : <Date>
Daylesford

In our opinion, the accompanying financial statements present fairly the financial transactions of the Hepburn Shire Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.

Mayor Don Henderson
Councillor
Dated : <Date>
Daylesford

Cr Tony Clark
Councillor
Dated : <Date>
Daylesford

Bradley Thomas
Chief Executive Officer
Dated : <Date>
Daylesford

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<INSERT VAGO REPORT - PAGE 2>

Comprehensive Income Statement For the Year Ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Income / Revenue			
Rates and charges	3.1	27,183	26,038
Statutory fees and fines	3.2	986	915
User fees	3.3	785	788
Grants - operating	3.4	11,673	4,168
Grants - capital	3.4	2,427	3,710
Contributions - monetary	3.5	430	753
Contributions - non monetary	3.5	280	1,135
Other income	3.7	1,503	1,673
Total income / revenue		45,268	39,180
Expenses			
Employee costs	4.1	17,126	18,051
Materials and services	4.2	14,716	17,354
Depreciation	4.3	11,960	10,380
Depreciation - right of use assets	4.4	138	-
Allowance for impairment losses	4.5	29	144
Borrowing costs	4.6	413	141
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	141	1,910
Finance costs - leases	4.7	33	-
Other expenses	4.8	900	1,081
Total expenses		45,456	49,061
Surplus/(deficit) for the year		(189)	(9,881)
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	6.1	25,982	114,891
Total other comprehensive income		25,982	114,891
Total comprehensive result		25,793	105,009

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet As at 30 June 2025

	Note	2025 \$'000	2024 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	13,368	1,645
Trade and other receivables	5.1	7,315	7,703
Other financial assets	5.1	190	6,187
Inventories	5.2	12	5
Prepayments	5.2	161	44
Other assets	5.2	-	36
Total current assets		21,046	15,620
Non-current assets			
Property, infrastructure, plant and equipment	6.1	509,204	484,726
Right-of-use assets	5.8	853	-
Total non-current assets		510,057	484,726
Total assets		531,103	500,346
Liabilities			
Current liabilities			
Trade and other payables	5.3	4,086	4,147
Trust funds and deposits	5.3	1,666	1,736
Contract and other liabilities	5.3	1,848	1,629
Provisions	5.5	2,515	2,680
Interest-bearing liabilities	5.4	1,896	883
Lease liabilities	5.8	135	-
Total current liabilities		12,145	11,075
Non-current liabilities			
Provisions	5.5	412	526
Interest-bearing liabilities	5.4	11,892	8,498
Other liabilities		10	10
Lease liabilities	5.8	613	-
Total non-current liabilities		12,927	9,034
Total liabilities		25,073	20,109
Net assets		506,031	480,237
Equity			
Accumulated surplus		139,980	140,193
Reserves	9.1	366,050	340,043
Total Equity		506,031	480,237

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity For the Year Ended 30 June 2025

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2025					
Balance at beginning of the financial year		480,237	140,193	334,040	6,004
Surplus/(deficit) for the year		(189)	(189)	-	-
Net asset revaluation gain/(loss)	6.1	25,982	-	25,982	-
Transfers to other reserves	9.1	-	7,546	-	(7,546)
Transfers from other reserves	9.1	-	(7,571)	-	7,571
		<u>506,031</u>	<u>139,980</u>	<u>360,022</u>	<u>6,029</u>
Balance at end of the financial year		506,031	139,980	360,022	6,029

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2024					
Balance at beginning of the financial year		375,228	149,713	219,149	6,366
Surplus/(deficit) for the year		(9,881)	(9,881)	-	-
Net asset revaluation gain/(loss)	6.2	114,891	-	114,891	-
Transfers to other reserves	9.1	-	8,227	-	(8,227)
Transfers from other reserves	9.1	-	(7,865)	-	7,865
		<u>480,237</u>	<u>140,193</u>	<u>334,040</u>	<u>6,004</u>
Balance at end of the financial year		480,237	140,193	334,040	6,004

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows For the Year Ended 30 June 2025

		2025 Inflows/ (Outflows) \$'000	2024 Inflows/ (Outflows) \$'000
	Note		
Cash flows from operating activities			
Rates and charges		27,464	25,411
Statutory fees and fines		957	932
User fees		806	502
Grants - operating		12,453	4,526
Grants - capital		2,673	2,799
Contributions - monetary		430	753
Interest received		330	435
Rent received		855	1,234
Trust funds and deposits taken		(94)	36
Other receipts		144	60
Net GST refund		1,966	3,300
Employee costs		(17,422)	(18,065)
Materials and services		(17,246)	(20,116)
Other payments		(990)	(1,189)
Net cash provided by/(used in) operating activities	9.2	12,324	620
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(10,609)	(16,744)
Proceeds from sale of property, infrastructure, plant and equipment	3.6	292	143
Redemption of investments		5,997	(1,985)
Net cash provided by/(used in) investing activities		(4,320)	(18,586)
Cash flows from financing activities			
Finance costs		(413)	(141)
Proceeds from borrowings		5,528	5,887
Repayment of borrowings		(1,121)	(408)
Repayment of lease liabilities		(275)	-
Net cash provided by/(used in) financing activities		3,719	5,338
Net increase (decrease) in cash and cash equivalents		11,723	(12,629)
Cash and cash equivalents at the beginning of the financial year		1,645	14,274
Cash and cash equivalents at the end of the financial year	5.1	13,368	1,645
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works For the Year Ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Property			
Land improvements		-	16
Buildings		2,445	5,549
Total property		2,445	5,565
Plant and equipment			
Plant, machinery and equipment		1,440	303
Computers and telecommunications		213	162
Library books		77	75
Total plant and equipment		1,730	540
Infrastructure			
Roads		2,681	2,402
Bridges		269	106
Footpaths and cycleways		150	507
Drainage		661	240
Recreational, leisure and community facilities		717	5,725
Parks, open space and streetscapes		1,956	1,424
Other infrastructure		-	259
Total infrastructure		6,434	10,664
Total capital works expenditure		10,609	16,768
Represented by:			
New asset expenditure		1,178	8,948
Asset renewal expenditure		7,487	4,150
Asset upgrade expenditure		1,943	3,670
Total capital works expenditure		10,609	16,768

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 1 OVERVIEW

Introduction

The Hepburn Shire Council was established by an Order of the Governor in Council on 19 January 1995 and is a body corporate. The Council's main office is located at 24 Vincent St, Daylesford 3460.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

1.2 Carried Forward Works

The carried forward works value disclosed in Note 5.1(b) is stated at 30 June 2025 budget value. This amount may fluctuate due to cost inflation in the construction industry and the changing economic climate.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 2 ANALYSIS OF OUR RESULTS

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of 10 percent and \$100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 25 June 2024. The budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / Revenue and expenditure

	Budget 2025 \$'000	Actual 2025 \$'000	Variance \$'000	Variance %	Ref
Income / Revenue					
Rates and charges	26,936	27,183	247	0.92%	
Statutory fees and fines	894	986	92	10.34%	
User fees	741	785	44	5.98%	
Grants - operating	7,785	11,673	3,888	49.95%	1
Grants - capital	2,312	2,427	115	4.98%	
Contributions - monetary	520	430	(90)	-17.40%	
Contributions - non monetary	-	280	280	100.00%	2
Other income	1,492	1,503	11	0.76%	
Total income / revenue	40,679	45,268	4,588	11.28%	
Expenses					
Employee costs	17,269	17,126	143	0.83%	
Materials and services	14,889	14,716	173	1.16%	
Depreciation	9,092	11,960	(2,868)	-31.55%	3
Depreciation - right of use assets	-	138	(138)	100.00%	4
Allowance for impairment losses	15	29	(14)	-92.39%	
Borrowing costs	401	413	(12)	-3.01%	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(24)	141	165	-686.64%	5
Finance costs - leases	-	33	(33)	100.00%	
Other expenses	1,099	900	199	18.07%	6
Total expenses	42,741	45,456	(2,385)	-5.58%	
Surplus/(deficit) for the year	(2,062)	(189)	2,203	-106.82%	

(i) Explanation of material variations

- 1 **Grants Operating** - The increase in operating grants is a result of 50% of the 2025/2026 financial assistance grants allocation (\$3.3m) being received in 2024/2025 per Federal Government decision. This is a change in the receipt from 2024/2025 whereby the grant had been realigned for receipt in the year applicable. Further favourable returns from storm recovery grants of \$0.4m has been received with expenditure recorded in prior financial years.
- 2 **Contributions - non monetary** - New subdivisions occurred across the Shire resulting in non-monetary contributions, land under roads of \$19k and infrastructure assets of \$261k were brought to account for the first time. Given the inconsistent nature and non-cash impact, no budget is adopted.
- 3 **Depreciation** - The budgeted depreciation has not taken into account the increase due to the large capital program and impact of revaluations. It is noted that depreciation is a non-cash item.
- 4 **Depreciation - Right of Use Asset** - Unbudgeted right of use asset required to be disclosed from 2024/2025 onwards resulting in an unfavourable movement of \$138k. It is noted that depreciation of right of use asset is a non-cash item.
- 5 **Net gain / (loss) on disposal of asset** - The increase compared to budget relates to the written down value of disposed infrastructure as a result of capital works undertaken. Given the value of infrastructure disposed is difficult to assume, and it being a non-cash item, it is therefore not budgeted for.
- 6 **Other Expenses** - Other expenses are favourable \$199k to budget predominately due to operational efficiencies being implemented across Council resulting in an underspend against the budget. Operational efficiencies will continue into 2025/2025 per the adopted budget and financial plan for Council.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 2 ANALYSIS OF OUR RESULTS (continued)

2.1.2 Capital works

	Budget 2025 \$'000	Actual 2025 \$'000	Variance \$'000	Variance %	Ref
Property					
Buildings and improvements	1,983	2,445	462	23%	1
Total property	1,983	2,445	462	23%	
Plant and equipment					
Plant, machinery and equipment	1,287	1,440	153	12%	2
Computers and telecommunications	230	213	(17)	-8%	
Library books	50	77	27	54%	
Total plant and equipment	1,567	1,730	163	10%	
Infrastructure					
Roads	2,578	2,681	103	4%	
Bridges	125	269	144	115%	3
Footpaths and cycleways	445	150	(295)	-66%	4
Drainage	198	661	463	234%	5
Recreational, leisure and community facilities	1,260	717	(543)	-43%	6
Parks, open space and streetscapes	182	1,956	1,774	975%	7
Other infrastructure	50	-	(50)	-100%	
Total infrastructure	4,838	6,434	1,596	33%	
Total capital works expenditure	8,388	10,609	2,221	26%	
Represented by:					
New asset expenditure	175	1,178	1,003	573%	
Asset renewal expenditure	7,373	7,487	114	2%	
Asset upgrade expenditure	840	1,943	1,103	131%	
Total capital works expenditure	8,388	10,609	2,221	26%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings and Improvements	The final expenditure for 2024/2025 has been influenced by major renewal and upgrade works for Daylesford Town Hall - Stage 1; Office Upgrades and Daylesford Community Facilities along with unbudgeted remediation works at Hepburn Bathhouse. This expenditure has been balanced by adjusting the original budget allocation by \$1.8million per the approved carry forward from 2023/2024.
2	Plant, machinery & equipment	The adopted budget for large plant items shows an unfavourable variance of \$153k, which has been offset by \$292k proceeds from sale of the replacement plant.
3	Bridges	A carry forward budget of \$3.1 million for a major bridge renewal project was identified as an amendment to the adopted budget. This renewal project has been delayed in 2024/2025 and will require an additional budget carry forward. As a result of these carry forward budgets, the program is fully expended in 2024/25 against the amended budget.
4	Footpaths and cycleways	The renewal works project, valued at \$250k, has been deferred to 2025/2026 to take advantage of grant funding from the Transport Accident Commission (TAC). Consequently, the remaining works have been fully expended in 2024/2025, resulting in a marginal variance to the budget.
5	Drainage	Due to delays in the 2023/2024 program, a budget of \$499k was carried forward to the current financial year to complete the projects. As a result of this prior year carry forward, the program is fully expended in 2024/2025 with a marginal variance to the amended budget.
6	Recreational, leisure and community facilities	Due to delays in securing external grant funding for the Victoria Park lighting project \$294k, and the Hepburn Kindergarten refurbishment \$384k will be carried forward to 2025/2026 to ensure their completion. The marginal variance has been offset by prior year carry forward budgets.
7	Parks, open space and streetscapes	Major projects of Djuwang Baring \$1.1 million and Wombat Hill Botanic Gardens \$757k were completed in 2024/2025. These projects were financed by carrying forward the budget from the previous year, resulting in a marginal variance to the amended budget.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 2 ANALYSIS OF OUR RESULTS (continued)

2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Executive Services

The Chief Executive Office (CEO) provides the strategic direction across council to enable the efficient, effective delivery of policy commitments, council vision and mission.

Infrastructure, Assets and Operations

Infrastructure and Delivery Services is responsible for constructing new infrastructure and maintaining existing infrastructure across a very diverse range of assets that underpin the wellbeing of the community. These assets include capital works engineering services, environment and waste, parks and gardens, facilities maintenance, and the delivery of major projects.

Development and Community

Development Services incorporates planning services and includes the assessment of shire development, planning strategy and urban growth. Health and community safety services, emergency management and municipal resources are also included as part of this program.

Community Services provides high quality community focused programs, service delivery and communication to residents. Community Services is comprised of community care, connected communities, family services, health communities, leisure and recreational services and social planning and investment.

Community Services is underpinned by both customer commitments and customer service strategies. Community and economic development advocate on behalf of the community for major events, arts, culture, economic development and cultural opportunities including the delivery of a reconciliation action plan with the traditional owners of the land of the Dja Dja Wurrung.

Performance and Transformation

People and Transformation provides efficient, effective and proactive support services across council to enable the delivery of all council services. The provision of these services includes finance services, governance, risk, digital information and technology and culture and performance.

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2025					
Executive Services	-	946	(946)	-	
Infrastructure, Assets and Operations	13,664	19,189	(5,525)	5,773	501,933
Development and Community	2,472	6,313	(3,841)	1,446	6,962
Performance and Transformation	29,132	19,009	10,123	6,882	22,208
	45,268	45,456	(189)	14,101	531,103
	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2024					
CEO Office	-	1,026	(1,026)	-	-
Infrastructure and Delivery Services	13,998	18,736	(4,739)	6,374	375,922
Community and Corporate Services	23,455	19,886	3,569	861	75,375
People and Transformation	350	4,627	(4,276)	334	29,739
Development and Regulation	1,377	4,786	(3,408)	310	19,310
	39,180	49,061	(9,881)	7,878	500,346

*Directorates were restructured during the 2024/25 financial year.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES

3.1 Rates and charges

	2025	2024
	\$'000	\$'000

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is an approximation of its market value.

The valuation base used to calculate general rates for 2024/25 was \$9,780.658 million (2023/24 \$9,947.301 million).

General rates	20,836	20,117
Garbage and Recycling Rates	3,214	2,864
Waste management charge	2,637	2,626
Special rates and charges	-	66
Supplementary rates and rate adjustments	90	92
Interest on rates and charges	399	268
Revenue in lieu of rates	6	5
Total rates and charges	27,183	26,038

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Infringements and costs	93	42
Permits	11	12
Local Law Permits	36	26
Environmental Health Permits	56	69
Registration fees	303	273
Town planning fees	380	430
Other fees and fines	107	63
Total statutory fees and fines	986	915

Statutory fees and fines (including parking fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Building services	134	196
Aquatic Centre Fees	10	13
Waste management services	578	492
Other fees and charges	63	87
Total user fees	785	788

User fees by timing of revenue recognition

User fees recognised over time	-	-
User fees recognised at a point in time	785	788
Total user fees	785	788

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (continued)

	2025 \$'000	2024 \$'000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	11,262	1,732
State funded grants	2,839	6,146
Total grants received	14,101	7,878
(a) Operating Grants		
<i>Recurrent - Commonwealth Government</i>		
Financial Assistance Grants - VLGGC	6,659	187
Local Road funding - VLGGC	3,078	87
Community health	-	2
<i>Recurrent - State Government</i>		
Aged care	24	4
Libraries	190	177
School crossing supervisors	47	45
Maternal and child health	253	329
Emergency Management	120	120
Youth	38	35
Other	62	56
Total recurrent operating grants	10,471	1,042
<i>Non-recurrent - State Government</i>		
Community health	-	150
Family and children	20	20
Emergency Management	592	495
Recreation	50	-
Other	540	2,461
Total non-recurrent operating grants	1,202	3,126
Total operating grants	11,673	4,168
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	720	1,116
Total recurrent capital grants	720	1,116
<i>Non-recurrent - Commonwealth Government</i>		
Buildings	525	74
Roads	280	266
<i>Non-recurrent - State Government</i>		
Buildings	6	959
Roads	5	489
Recreation, leisure and community facilities	892	805
Total non-recurrent capital grants	1,707	2,594
Total capital grants	2,427	3,710

Notes to the Financial Report For the Year Ended 30 June 2025

Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (continued)

3.4 Funding from other levels of government (continued)

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income of Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

	2025	2024
	\$'000	\$'000
Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	9,737	-
Specific purpose grants to acquire non-financial assets	2,427	3,710
Other specific purpose grants	662	995
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	1,274	3,173
	14,101	7,878

(d) Unspent grants received on condition that they be spent in a specific manner

Operating

Balance at start of year	908	1,225
Received during the financial year and remained unspent at balance date	519	328
Received in prior years and spent during the financial year	(359)	(645)
Balance at year end	1,068	908

Capital

Balance at start of year	329	925
Received during the financial year and remained unspent at balance date	321	214
Received in prior years and spent during the financial year	(288)	(810)
Balance at year end	362	329

Unspent grants are determined and disclosed on a cash basis.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (continued)

3.5 Contributions

	2025 \$'000	2024 \$'000
Monetary	430	753
Non-monetary	280	1,135
Total contributions	710	1,888

Contributions of non monetary assets were received in relation to the following asset classes.

Land	19	181
Roads	261	954
Total non-monetary contributions	280	1,135

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	292	143
Written down value of assets disposed	(95)	(52)
Written down value of infrastructure assets renewed	(338)	(2,001)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(141)	(1,910)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Interest	330	435
Reimbursements	65	31
Facilities rental income	1,029	1,178
Sales of materials	72	98
Other	7	(69)
Total other income	1,503	1,673

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Notes to the Financial Report For the Year Ended 30 June 2025

	2025 \$'000	2024 \$'000
Note 4 THE COST OF DELIVERING SERVICES		
4.1 (a) Employee costs		
Wages and salaries	14,241	14,439
WorkCover	460	398
Superannuation	1,667	1,651
Fringe benefits tax	123	117
Agency staff	635	1,446
Total employee costs	17,126	18,051

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	46	53
	46	53
Employer contributions payable at reporting date.	-	-

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	673	649
Employer contributions - other funds	948	948
	1,621	1,598
Employer contributions payable at reporting date.	-	-

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Building maintenance	60	52
Contract Payments		
Waste services	4,307	4,105
Infrastructure Maintenance	1,318	1,825
General Contracts	703	1,651
Materials and services	2,938	3,783
Utilities	648	707
Office administration	547	387
Information technology	1,251	1,214
Insurance	768	628
Consultants	2,175	3,002
Total materials and services	14,716	17,354

Expenses are recognised as they are incurred and reported in the financial year to which they relate.
\$1.2M was incurred in 2024 in relation to storm recovery.

4.3 Depreciation

Property	3,044	2,865
Plant and equipment	1,007	1,192
Infrastructure	7,909	6,322
Total depreciation	11,960	10,380

Refer to note 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 4 THE COST OF DELIVERING SERVICES (continued)

	2025	2024
	\$'000	\$'000

4.4 Depreciation - Right of use assets

Property	138	-
Total Depreciation - Right of use assets	138	-

4.5 Allowance for impairment losses

Other debtors	29	144
Total allowance for impairment losses	29	144

Movement in allowance for impairment losses in respect of debtors

Balance at the beginning of the year	(124)	(16)
New allowances recognised during the year	(20)	(116)
Amounts already allowed for and written off as uncollectible	-	2
Amounts allowed for but recovered during the year	18	6
Balance at end of year	(126)	(124)

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.6 Borrowing costs

Interest - Borrowings	413	141
Total borrowing costs	413	141

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.7 Finance Costs - Leases

Interest - Lease Liabilities	33	-
Total finance costs	33	-

4.8 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	50	52
Auditors' remuneration - Internal Audit	39	33
Councillors' allowances	249	259
Community grants	273	438
Operating pension rebate	37	36
Tourism board membership	100	100
Work in Progress Write Off	-	1
Others	154	163
Total other expenses	900	1,081

Notes to the Financial Report For the Year Ended 30 June 2025

Note 5 INVESTING IN AND FINANCING OUR OPERATIONS

	2025	2024
	\$'000	\$'000
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	3	3
Cash at bank	13,351	628
Term deposits	14	1,014
Total cash and cash equivalents	13,368	1,645
(b) Other financial assets		
Current		
Term deposits	190	6,187
Total current other financial assets	190	6,187
Total other financial assets	190	6,187
Total cash and cash equivalents and other financial assets	13,558	7,832

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust Funds and Deposits (note 5.3)	1,666	1,736
- Statutory Reserves (note 9.1(b))	2,118	1,967
Total restricted funds	3,784	3,703
Total unrestricted cash, cash equivalents and financial assets	9,775	4,129

Intended Allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council.

- Carried forward capital works	(1,243)	(4,930)
- Discretionary reserves (Note 9.1(b))	(3,911)	(4,037)
- Financial Assistance Grants for 2025/2026 received in current year ^	(3,332)	-
Total intended funding allocations	(8,486)	(8,967)
Unrestricted cash, cash equivalents and financial assets	9,775	4,129
	1,289 *	(4,838)

* The positive \$1.29 million in unrestricted cash marks a significant improvement from the previous year, showing a favourable movement of \$6.13 million. This improvement has been driven by a year of stabilising finances while Council developed the Financial Vision and Council Plan in preparation for tough budget decisions in 2025/2026.

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

^ Funds received from Commonwealth Government prior to 30 June 2025 for operational expenditure in 2025/2026.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 5 INVESTING IN AND FINANCING OUR OPERATIONS (continued)	2025	2024
5.1 Financial assets (continued)	\$'000	\$'000
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	5,048	5,329
Special rate assessment	575	550
Infringement debtors	201	172
Net GST receivable	573	408
<i>Non statutory receivables</i>		
Other debtors - rental	233	60
Other debtors - government grants	135	660
Other debtors - miscellaneous	676	648
Allowance for expected credit loss - other debtors	(126)	(124)
Total current trade and other receivables	7,315	7,703
Total trade and other receivables	7,315	7,703

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	282	1,275
Past due by up to 30 days	18	1
Past due between 31 and 180 days	168	2
Past due between 181 and 365 days	119	84
Past due by more than 1 year	457	8
Total trade and other receivables	1,045	1,369

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$126K (2024: \$124K) were impaired. The amount of the allowance raised against these debtors was \$126K (2024: \$124K). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	-	-
Past due between 181 and 365 days	-	-
Past due by more than 1 year	126	124
Total trade & other receivables	126	124

Notes to the Financial Report For the Year Ended 30 June 2025

Note 5 INVESTING IN AND FINANCING OUR OPERATIONS (continued)

5.2 Non-financial assets

	2025	2024
	\$'000	\$'000
(a) Inventories		
Inventories held for distribution	12	5
Total inventories	12	5

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments	161	44
Other	-	36
Total other assets	161	80

5.3 Payables, trust funds and deposits and contract and other liabilities

(a) Trade and other payables

Current

Non-statutory payables

Trade payables	2,890	2,694
Accrued expenses	1,196	1,453
Total current trade and other payables	4,086	4,147

(b) Trust funds and deposits

Current

Refundable deposits	364	263
Fire services levy	571	550
Retention amounts	156	350
Other refundable deposits	575	573
Total current trust funds and deposits	1,666	1,736

(c) Contract and other liabilities

Contract liabilities

Current

Income in advance	418	391
Grants received in advance - operating	1,068	908
Grants received in advance - capital	362	330
Total contract liabilities	1,848	1,629
Total contract and other liabilities	1,848	1,629

Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Contract liabilities

Contract liabilities reflect consideration received in advance from customers in respect of capital and other grants. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 5 INVESTING IN AND FINANCING OUR OPERATIONS (continued)

5.4 Interest-bearing liabilities

	2025 \$'000	2024 \$'000
Current		
Borrowings - secured	1,896	883
Total current interest-bearing liabilities	1,896	883
Non-current		
Borrowings - secured	11,892	8,498
Total non-current interest-bearing liabilities	11,892	8,498
Total	13,788	9,381

Borrowings are secured by a deed of charge over council rates

(a) The maturity profile for Council's borrowings is:

Not later than one year	1,896	883
Later than one year and not later than five years	8,399	3,920
Later than five years	3,493	4,578
	13,788	9,381

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

5.5 Provisions

	Employee \$ '000	Landfill restoration \$ '000	Total \$ '000
2025			
Balance at beginning of the financial year	2,944	262	3,206
Additional provisions	891	-	891
Amounts used	(1,141)	(29)	(1,170)
Balance at the end of the financial year	2,694	233	2,927
<i>Provisions - current</i>	2,494	20	2,515
<i>Provisions - non-current</i>	199	213	412
2024			
Balance at beginning of the financial year	2,918	293	3,211
Additional provisions	1,041	-	1,041
Amounts used	(1,015)	(31)	(1,046)
Balance at the end of the financial year	2,944	262	3,206
<i>Provisions - current</i>	2,654	26	2,680
<i>Provisions - non-current</i>	290	236	526

Notes to the Financial Report For the Year Ended 30 June 2025

Note 5 INVESTING IN AND FINANCING OUR OPERATIONS (continued)

5.5 Provisions (continued)	2025	2024
(a) Employee provisions	\$'000	\$'000
Current provisions expected to be wholly settled within 12 months		
Annual leave	823	840
Long service leave	313	336
Other	104	122
	1,240	1,298
Current provisions expected to be wholly settled after 12 months		
Annual leave	43	69
Long service leave	1,211	1,287
	1,254	1,356
Total current employee provisions	2,494	2,654
Non-current		
Long service leave	199	290
Annual leave	-	-
Total non-current employee provisions	199	290
Aggregate carrying amount of employee provisions:		
Current	2,494	2,654
Non-current	199	290
Total aggregate carrying amount of employee provisions	2,694	2,944

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:	2025	2024
- discount rate	4.20%	4.45%
- index rate	2.50%	2.50%
- settlement rate	7 years	7 years

Notes to the Financial Report For the Year Ended 30 June 2025

Note 5 INVESTING IN AND FINANCING OUR OPERATIONS (continued)

5.5 Provisions (continued)

(b) Landfill restoration

	2025	2024
	\$'000	\$'000
Current	20	26
Non-current	213	236
	233	262

Council is obligated to restore both Creswick and Daylesford site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

Key assumptions:

	2025	2024
- aftercare period	30 years	30 years
- discount rate	4.20%	4.45%
- index rate	2.50%	2.50%

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June.

	2025	2024
	\$'000	\$'000
Credit card facilities	150	150
Other facilities	13,788	9,381
Total facilities	13,938	9,531
Used facilities	13,877	9,486
Unused facilities	61	45

Notes to the Financial Report For the Year Ended 30 June 2025

Note 5 INVESTING IN AND FINANCING OUR OPERATIONS (continued)

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

2025	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Maternal and child health	315	315	315	-	944
Library services	177	177	177	-	532
Kerbside collection	3,872	-	-	-	3,872
Transfer stations	1,057	617	-	-	1,674
ICT	788	770	806	-	2,364
Other	567	452	395	-	1,414
Total	6,777	2,330	1,693	-	10,801
Capital					
Buildings	124	-	-	-	124
Infrastructure	408	-	-	-	408
Total	533	-	-	-	533

2024	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Maternal and child health	315	315	629	-	1,259
Library services	143	-	-	-	143
Kerbside collection	3,901	3,872	-	-	7,773
Transfer stations	1,057	1,057	617	-	2,731
ICT	781	788	1,576	-	3,145
Other	285	154	39	-	478
Total	6,482	6,186	2,861	-	15,529
Capital					
Buildings	162	-	-	-	162
Infrastructure	5,015	142	-	-	5,157
Total	5,177	142	-	-	5,319

(b) Operating lease receivables

Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 25 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2,025	2,024
	\$'000	\$'000
Not later than one year	1,130	1,046
Later than one year and not later than five years	5,576	5,272
Later than five years	10,597	10,409
	17,302	16,727

Notes to the Financial Report For the Year Ended 30 June 2025

Note 5 INVESTING IN AND FINANCING OUR OPERATIONS (continued)

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 5 INVESTING IN AND FINANCING OUR OPERATIONS (continued)

5.8 Leases (continued)

Right-of-Use Assets

Balance at 1 July 2024

Depreciation charge

Balance at 30 June 2025

Property	Total
\$'000	\$'000
990	990
(138)	(138)
853	853

Lease Liabilities

Maturity analysis - contractual undiscounted cash flows

Less than one year

One to five years

More than five years

Total undiscounted lease liabilities as at 30 June:

2025	2024
\$'000	\$'000
165	-
688	-
-	-
853	-

Lease liabilities included in the Balance Sheet at 30 June:

Current

Non-current

Total lease liabilities

135	-
613	-
748	-

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:

Within one year

Later than one year but not later than five years

Total lease commitments

3	4
8	15
11	18

Notes to the Financial Report For the Year Ended 30 June 2025

Note 6 ASSETS WE MANAGE

6.1 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2024 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers from WIP \$'000	Carrying amount 30 June 2025 \$'000
Property	192,231	-	19	7,027	(3,044)	-	-	917	197,150
Plant and equipment	4,326	-	-	-	(1,007)	(95)	-	1,497	4,721
Infrastructure	279,566	-	261	18,956	(7,909)	(338)	-	10,888	301,423
Work in progress	8,603	10,609	-	-	-	-	-	(13,302)	5,909
	484,726	10,609	280	25,982	(11,960)	(433)	-	(0)	509,204

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Property	1,184	2,445	-	(411)	3,218
Plant and equipment	48	1,730	-	(1,497)	280
Infrastructure	7,371	6,434	-	(11,394)	2,411
Total	8,603	10,609	-	(13,302)	5,909

Notes to the Financial Report For the Year Ended 30 June 2025

Note 6 ASSETS WE MANAGE (continued)

(a) Property

	Land - specialised	Land - non specialised	Land improvements	Total Land & Land Improvements	Buildings - specialised	Buildings - non specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2024	45,093	31,590	15,094	91,777	157,224	11,722	168,945	1,184	261,906
Accumulated depreciation at 1 July 2024	-	-	(6,372)	(6,372)	(57,229)	(4,889)	(62,119)	-	(68,491)
	45,093	31,590	8,722	85,405	99,994	6,832	106,827	1,184	193,415
Movements in fair value									
Additions	-	-	-	-	-	-	-	2,445	2,444.99
Contributions	19	-	-	19	-	-	-	-	19
Revaluation	2	-	-	2	11,568	(226)	11,342	-	11,344
Transfers from WIP	-	-	-	-	-	917	917	(411)	507
	21	-	-	21	11,568	691	12,259	2,034	14,315
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	(288)	(288)	(2,551)	(205)	(2,756)	-	(3,044)
Revaluation	-	-	-	-	(3,995)	(322)	(4,317)	-	(4,317)
	-	-	(288)	(288)	(6,546)	(527)	(7,074)	-	(7,361)
At fair value 30 June 2025	45,114	31,590	15,094	91,798	168,792	12,413	181,205	3,218	276,221
Accumulated depreciation at 30 June 2025	-	-	(6,660)	(6,660)	(63,776)	(5,417)	(69,192)	-	(75,852)
Carrying amount	45,114	31,590	8,434	85,138	105,016	6,996	112,012	3,218	200,368

Notes to the Financial Report For the Year Ended 30 June 2025

Note 6 ASSETS WE MANAGE (continued)

(b) Plant and Equipment

	Plant machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Computers and telecomms \$'000	Library books \$'000	Work In Progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2024	8,686	994	2,223	1,054	48	13,005
Accumulated depreciation at 1 July 2024	(5,212)	(867)	(1,805)	(747)	-	(8,631)
	3,474	127	418	307	48	4,374
Movements in fair value						
Additions	-	-	-	-	1,730	1,730
Disposal	(961)	-	(628)	-	-	(1,589)
Transfers from WIP	1,214	-	207	77	(1,497)	0
	253	-	(422)	77	232	141
Movements in accumulated depreciation						
Depreciation and amortisation	(729)	(22)	(211)	(44)	-	(1,007)
Accumulated depreciation of disposals	866	-	628	-	-	1,494
	137	(22)	417	(44)	-	488
 At fair value 30 June 2025	 8,940	 994	 1,801	 1,131	 280	 13,146
Accumulated depreciation at 30 June 2025	(5,075)	(889)	(1,388)	(791)	-	(8,143)
Carrying amount	3,864	105	413	340	280	5,002

Notes to the Financial Report For the Year Ended 30 June 2025

Note 6 ASSETS WE MANAGE (continued)

(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community facilities	Parks open space and streetscapes	Off street car parks	Other Infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2024	305,831	31,220	12,566	21,996	9,813	8,442	433	8,263	7,371	405,936
Accumulated depreciation at 1 July 2024	(77,902)	(15,523)	(4,626)	(10,060)	(6,079)	(1,871)	(62)	(2,877)	-	(118,999)
	227,929	15,697	7,940	11,936	3,734	6,571	371	5,386	7,371	286,936
Movements in fair value										
Additions	-	-	-	-	-	-	-	-	6,434	6,434
Contributions	82	-	42	137	-	-	-	-	-	261
Revaluation	6,446	793	285	20,188	149	-	12	186	-	28,059
Disposal	(440)	-	(56)	-	-	-	-	-	-	(496)
Transfers from WIP	2,691	208	167	133	365	7,323	-	-	(11,394)	(507)
	8,778	1,002	439	20,458	514	7,323	12	186	(4,961)	33,752
Movements in accumulated depreciation										
Depreciation and amortisation	(6,006)	(244)	(246)	(663)	(363)	(197)	(22)	(169)	-	(7,909)
Accumulated depreciation of disposals	130	-	28	-	-	-	-	-	-	158
Revaluation	811	(218)	(6)	(9,678)	(5)	-	(1)	(6)	-	(9,104)
	(5,065)	(463)	(223)	(10,341)	(369)	(197)	(22)	(175)	-	(16,855)
At fair value 30 June 2025	314,609	32,222	13,005	42,454	10,326	15,765	445	8,449	2,411	439,687
Accumulated depreciation at 30 June 2025	(82,968)	(15,986)	(4,849)	(20,400)	(6,447)	(2,068)	(84)	(3,052)	-	(135,855)
Carrying amount	231,641	16,236	8,157	22,054	3,879	13,697	361	5,398	2,411	303,833

Notes to the Financial Report For the Year Ended 30 June 2025

Note 6 ASSETS WE MANAGE (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit \$'000
<i>Asset recognition thresholds and depreciation periods</i>		
Land & land improvements		
land	-	10,000
land improvements	20 - 100 years	10,000
Buildings		
buildings	20 - 150 years	10,000
building and leasehold improvements	10 - 150 years	10,000
Plant and Equipment		
plant, machinery and equipment	3 - 10 years	3,000
others	3 - 10 years	3,000
Infrastructure		
roads - pavements, substructure and formation	10 - 80 years	10,000
roads - kerb, channel and minor culverts and other	10 - 65 years	10,000
roads - drainage	25 - 100 years	10,000
bridges - deck and substructure	40 - 200 years	10,000
footpaths and cycleways	75 years	10,000
others	5 - 80 years	10,000
Intangible assets	3 - 10 years	10,000

Land under roads

Council recognises land under roads acquired after 30 June 2008 at fair value. Council does not recognise land under roads that it controlled prior to that period in this financial report.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 6 ASSETS WE MANAGE (continued)

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer [Jake Musgrave, Certified Practising Valuer: 113610]. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year, this valuation was based on fair value, a full revaluation of these assets will be conducted in 2025/26. The indexation percentage applied to buildings has been derived with reference to industry-standard construction guides, Rawlinson's Australian Construction Handbook and construction data published by the Australian Bureau of Statistics (ABS). Specifically, the ABS data has been sourced from the Producer Price Indexes, Table 17: "Output of the Construction Industries". Land indices are conducted through market research and general market movement. Research shows a flat market position with 0% indexation applied.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Land	-	31,590	-	Jun-25	Index
Specialised land	-	-	45,114	Jun-25	Index
Land Improvements	-	-	8,434	Jun-25	Index
Buildings	-	6,996	105,016	Jun-25	Index
Total	-	38,586	158,564		

Valuation of infrastructure

Valuation of infrastructure assets being drainage has been determined in accordance with a condition survey and an in-house valuation undertaken by Council officers.

The date and type of the current valuation is detailed in the following table. An index based revaluation was conducted in the current year, this valuation was based on the changes in indexation indicators from the Producer Price Indexes, Australia. A full revaluation of these assets will be conducted from 2025/26 onward per the below:

- Roads 2027/28
- Bridges 2025/26
- Footpaths & Cycleways 2027/28
- Drainage 2024/25
- Recreational, leisure and community facilities 2025/26
- Parks, open space and streetscapes 2025/26
- Off street car parks 2027/28
- Other infrastructure 2025/26

The Australian Bureau of Statistics for Producer Price Indexes relating to Road & Bridge construction: Victoria was applied to the asset class of roads, footpaths & cycleways, bridges and off street car parks; CPI Melbourne to recreational, leisure and community facilities; and non-residential building construction Victoria for other infrastructure.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Roads	-	-	231,641	Jun-25	Index
Bridges	-	-	16,236	Jun-25	Index
Footpaths and cycleways	-	-	8,157	Jun-25	Index
Drainage	-	-	22,054	Jun-25	Full
Recreational, leisure and community facilities	-	-	3,879	Jun-25	Index
Parks, open space and streetscapes*	-	-	13,697	Jun-25	N/A
Off street car parks	-	-	361	Jun-25	Index
Other infrastructure	-	-	5,398	Jun-25	Index
Total	-	-	301,422		

*Full revaluation will take place in 2025/2026.

Notes to the Financial Report
For the Year Ended 30 June 2025

Note 6 ASSETS WE MANAGE (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$1,600 per square metre.

Land values for parcels with restrictions have been based on market evidence at level 2, using a cost approach as the market approach would be inappropriate due to the lack of an open and active market of sales of restricted land assets. No discount for this zoning has been applied.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$240 to \$12,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 5 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 200 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2025	2024
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	333	312
Parks and reserves	44,781	44,781
Total specialised land	45,114	45,093

Notes to the Financial Report For the Year Ended 30 June 2025

Note 7 PEOPLE AND RELATIONSHIPS

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Hepburn Shire Council is the parent entity.

Subsidiaries and Associates

Council has no interests in subsidiaries and associates.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Hepburn Shire Council. The Councillors, Chief Executive Officer and Directors are deemed KMP.

Details of KMP at any time during the year are:

	2025 No.	2024 No.
Councillors		
Councillor Don Henderson (Mayor from 24.11.2024, re-elected 14.11.2024))	1	1
Councillor Lesley Hewitt (Deputy Mayor from 24.11.2024, re-elected from 14.11.2024)	1	1
Councillor Tony Clark (from 14.11.2024)	1	-
Councillor Shirley Cornish (from 14.11.2024)	1	-
Councillor Tim Drylie (re-elected from 14.11.2024)	1	1
Councillor Pat Hockey (from 14.11.2024)	1	-
Councillor Brian Hood (former Mayor to 26.10.2024, re-elected from 14.11.2024))	1	1
Councillor Jen Bray (ceased 26.10.2024)	1	1
Councillor Tessa Halliday (ceased 26.10.2024)	1	1
Councillor Juliet Simpson (ceased 22.07.2024)	1	1
Officers		
Chief Executive Officer - Bradley Thomas	1	1
Director Infrastructure & Delivery - Bruce Lucas	1	1
Director Performance & Transformation - Brooke Holmes	1	1
Director Development & Community - Ron Torres	1	1
Director Community & Corporate - Dr Karina Lamb (ceased 11.10.2024)	1	1
Total Number of Councillors	10	7
Total of Chief Executive Officer and other Key Management Personnel	5	5
Total Number of Key Management Personnel	15	12

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2025 \$	2024 \$
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,105	1,163
Other long-term employee benefits	18	49
Post-employment benefits	122	120
Termination benefits	-	-
Total	1,246	1,332

Notes to the Financial Report For the Year Ended 30 June 2025

Note 7 PEOPLE AND RELATIONSHIPS (continued)

7.1 Council and key management remuneration (continued)

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2025 No.	2024 No.
\$10,000 - \$19,999	6	-
\$20,000 - \$29,999	1	4
\$30,000 - \$39,999	1	2
\$40,000 - \$49,999	1	-
\$60,000 - \$69,999	2	
\$80,000 - \$89,999	-	1
\$150,000 - \$159,999	-	1
\$190,000 - \$199,999	-	1
\$200,000 - \$209,999	-	1
\$210,000 - \$219,999	3	1
\$300,000 - \$309,999	1	1
	<u>15</u>	<u>12</u>

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP.

	2025 \$	2024 \$
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	322	-
Other long-term employee benefits	3	-
Post-employment benefits	35	-
Termination benefits	-	-
Total	<u>360</u>	<u>-</u>

The number of other senior staff are shown below in their relevant income bands:

	2025 No.	2024 No.
Income Range:		
\$170,000 - \$179,999	1	-
\$180,000 - \$189,999	1	-
	<u>2</u>	<u>-</u>

Total remuneration for the reporting year for other senior staff included above, amounted to: 360 -

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council had no reportable transactions with related parties. 2024: Nil

(b) Outstanding balances with related parties

There are no outstanding balances at the end of the reporting period in relation to transactions with related parties. 2024: Nil

(c) Loans to/from related parties

Council does not make loans to or receive loans from related parties, no guarantees have been provided. 2024: Nil

(d) Commitments to/from related parties

Council has no outstanding commitments to or from related parties. 2024: Nil

Notes to the Financial Report For the Year Ended 30 June 2025

Note 8 MANAGING UNCERTAINTIES

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. There are no contingent assets to disclose.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 (2023/24 \$0). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2025. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 are \$70,000.

Legal matters

From time to time Council is involved in legal matters which are conducted through Council's solicitors. As these matters may yet be finalised, or the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

There are three ongoing issues that may, or may not, affect future financial year:

- Continued compliance testing at former landfill sites
- The ongoing court proceedings regarding the tragic Royal Hotel incident
- Structural repairs at the Hepburn Bathhouse

The level of risk and potential financial impact to Council arising from these matters is currently unknown. As a result, these have been included as disclosure items in the financial statements. Updates will be communicated as each matter is finalised.

Council remains fully compliant with the Environment Protection Authority (EPA) requirements relating to former landfill sites and is conducting additional testing to ensure there are no health or safety risks. The results of this testing are expected to be completed during the 2025/26 financial year.

A coronial inquest is currently underway by the Victorian Coroners Court concerning the Royal Hotel incident. Council is represented by its insurance partner, MAV Insurance, and will fully comply with any findings issued by the court, which are anticipated in the 2025/26 financial year.

Repair works have been completed following structural damage to part of the Bathhouse ceiling, and the facility has reopened. Council, in its capacity as the appointed Committee of Management, denies any responsibility for this incident and is engaged in legal discussions with both the building owner (State Government) and the commercial tenant to determine who is liable for the completed repairs and whether Council has a right to be reimbursed for any costs it funded.

Liability Mutual Insurance

Council is (was) a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six-year liability period following the cessation of the Scheme (to 30 June 2027). During the liability period, adjustment payments may be required (or received). The determination of any adjustment payment is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria. If required, adjustments will occur at the 3-year and 6-year points during the liability period, and will affect participating members.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 8 MANAGING UNCERTAINTIES (continued)

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 8 MANAGING UNCERTAINTIES (continued)

8.3 Financial Instruments (continued)

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1, and is deemed acceptable based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1% and -1% in market interest rates (AUD) from year-end rates of 4.20%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 8 MANAGING UNCERTAINTIES (continued)

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation. The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have not resulted in any material impacts to Council's financial statements.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from two to five years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	Biennial
Buildings	Biennial
Roads	4 years
Bridges	5 years
Footpaths and cycleways	4 years
Drainage	10 years
Recreational, leisure and community facilities	5 years
Parks, open space and streetscapes	5 years
Other infrastructure	5 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 9 OTHER MATTERS

9.1 Reserves

(a) Asset revaluation reserves

2025

Property

Land and land improvements

Buildings

Infrastructure

Roads

Other infrastructure

Total asset revaluation reserves

	Balance at beginning of reporting period \$'000	Increase (decrease) \$'000	Balance at end of reporting period \$'000
Land and land improvements	73,103	2	73,105
Buildings	75,734	7,025	82,758
	148,837	7,027	155,863
Infrastructure			
Roads	171,103	18,621	189,724
Other infrastructure	14,099	335	14,434
	185,202	18,956	204,158
Total asset revaluation reserves	334,039	25,982	360,021

2024

Property

Land and land improvements

Buildings

Infrastructure

Roads

Other infrastructure

Total asset revaluation reserves

Land and land improvements	51,912	21,191	73,103
Buildings	45,971	29,763	75,734
	97,883	50,954	148,837
Infrastructure			
Roads	109,798	61,305	171,103
Other infrastructure	11,467	2,632	14,099
	121,265	63,937	185,202
Total asset revaluation reserves	219,148	114,891	334,039

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 9 OTHER MATTERS (continued)

9.1 Reserves (continued)

(b) Other reserves

2025

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
Clunes caravan park reserve	7	-	-	7
Heritage advisory fund	20	-	-	20
Mineral springs financial reserve	983	814	(1,483)	314
Mt Beckworth pit reserve	28	-	-	28
Public open space reserve*	1,967	249	(98)	2,118
Smeaton Hill pit reserve	74	-	-	74
Waste management reserve	816	6,508	(5,789)	1,535
Staff accommodation and Birch ward facilities	2,109	-	(176)	1,933
Total Other reserves	6,004	7,571	(7,546)	6,029

2024

Clunes caravan park reserve	7	-	-	7
Heritage advisory fund	20	-	-	20
Mineral springs financial reserve	1,485	1,142	(1,644)	983
Mt Beckworth pit reserve	28	-	-	28
Public open space reserve*	1,842	360	(235)	1,967
Smeaton Hill pit reserve	74	-	-	74
Waste management reserve	801	6,363	(6,348)	816
Staff accommodation and Birch ward facilities	2,109	-	-	2,109
Total Other reserves	6,366	7,865	(8,227)	6,004

* Indicates statutory reserve

Public Open Space Reserve is used to hold developer contributions towards public open infrastructure arising from property developers undertaking property subdivisions.

Mineral Springs Financial Reserve is to fund future works associated with mineral springs across the municipality and the refurbishment of the spa complex.

Staff Accommodation and Daylesford facilities reserve was created following the sale of The Rex and is to be used towards solutions for staffing accommodation and community facilities.

Waste management reserve is to fund future works associated with the waste function of Council and is generated from the waste service charges.

Other reserves are minor in nature and are funds that Council has separately identified to be set aside to meet a specific purpose in the future and to which there is no existing liability.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 9 OTHER MATTERS (continued)

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2025	2024
	\$'000	\$'000
Surplus/(deficit) for the year	(189)	(9,881)
<i>Non-cash adjustments:</i>		
Depreciation	11,960	10,380
Depreciation - right of use asset	138	-
Profit/(loss) on disposal of property, infrastructure, plant and equipment	141	1,910
Contributions - Non-monetary assets	(280)	(1,135)
Interest Expense	413	141
Interest Expense - right of use asset	33	-
Write off Work in progress	-	1
Other	-	80
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	387	(811)
(Increase)/decrease in prepayments	(81)	(25)
Increase/(decrease) in trade and other payables	(61)	660
(Decrease)/increase in contract and other liabilities	219	(911)
(Decrease)/increase in other liabilities	0	(32)
(Increase)/decrease in inventories	(7)	8
(Decrease)/increase in provisions	(279)	(5)
Increase/(decrease) in trust funds/deposits	(70)	240
Net cash provided by/(used in) operating activities	12,324	620

9.3 Superannuation

Hepburn Shire Council makes many of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 (of which Council is a contributing employer) was 105.4%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6% pa

Salary information 3.5% pa

Price inflation (CPI) 2.7% pa

Notes to the Financial Report For the Year Ended 30 June 2025

Note 9 OTHER MATTERS (continued)

9.3 Superannuation (continued)

As at 30 June 2025, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were:

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.6% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2024 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2024 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2024 (Interim) \$m	2023 (Triennial) \$m
- A VBI Surplus	108.4	85.7
- A total service liability surplus	141.4	123.6
- A discounted accrued benefits surplus	156.7	141.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 9 OTHER MATTERS (continued)

9.3 Superannuation (continued)

The 2024 interim actuarial investigation surplus amounts (continued)

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category. Vision Super has advised that the VBI at 30 June 2025 was 110.5% Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were:

Net investment returns 5.7% pa

Salary information 3.5% pa

Price inflation (CPI) 2.6% pa

It is anticipated that this actuarial investigation will be completed by 31 October 2025.

The 2023 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2020 Triennial investigation	2023 Triennial investigation
Net investment return	5.6% pa	5.7% pa
Salary inflation	2.5% pa for two years and 2.75% pa thereafter	3.50% pa
Price inflation	2.0% pa	2.8% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of Scheme	Rate	2025 \$'000	2024 \$'000
Vision super	Defined benefits	11.5% (2024:11.0%)	46	53
Vision super	Accumulation	11.5% (2024:11.0%)	673	649
Other funds	Accumulation	11.5% (2024:11.0%)	948	948

Council has not paid any unfunded liability payments to Vision Super during the 2024/25 and 2023/24 years.

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2025.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is \$46,000.

Notes to the Financial Report
For the Year Ended 30 June 2025

Note 10 CHANGE IN ACCOUNTING POLICY

There have been no changes to accounting policies in the 2024-2025 year.



ANNUAL PERFORMANCE STATEMENT

For the Year Ended 30 June 2025

Performance Statement
For the Year Ended 30 June 2025

Description of Municipality

Hepburn Shire is a small rural Shire, with a population of 16,800. The population is projected to reach 17,700 by 2036. The Shire covers an area of 1,473 square kilometres which includes Clunes, Creswick, Daylesford, Hepburn Springs and Trentham, and the villages of Glenlyon, Allendale, Kingston, Leonard's Hill, Lyonville, Newlyn, Denver and Smeaton, and other smaller settlements, each with their own unique identity and character. Located in central Victoria, the Shire is ideally situated within easy access to Melbourne, Ballarat and Bendigo. It is a great place to live, work, invest and visit.

Hepburn Shire has a rich cultural history which began with the Dja Dja Wurrung People, the Traditional Owner and custodian's of the area. Mass migration during Victoria's goldrush era saw many cultures settle in the region, which created a distinctive architecture and culture, still present throughout the Shire today. The Shire is renowned for its native forests, mineral springs reserves and waterways, botanical gardens, volcanic plains with rich soils, gold, and many spectacular heritage buildings. It is a popular tourist destination that has a reputation for indulgence and relaxation, festivals and outdoor recreational activities.

The Shire has a vibrant and diverse welcoming community that is well serviced by schools and childcare, recreation facilities, libraries, hospitals and shopping precincts. There is a large range of events throughout the year including markets, community run festivals, book fairs, LGBTIQA+ festivals and artisan masterclasses. With a strong arts community there are opportunities to visit artist studios, exhibitions and workshops.

Performance Statement
For the Year Ended 30 June 2025

Sustainable Capacity Indicators					
Indicator / measure [formula]	Results 2022	Results 2023	Results 2024	Results 2025	Comments
Population					
C1 Expenses per head of municipal population [Total expenses / Municipal population]	\$3,237.76	\$3,420.72	\$2,943.07	\$2,701.88	Total expenses have reduced this year due to operational efficiencies implemented for 2024/2025 and were higher in previous years due to storm related expenditure. The operational efficiencies will continue into 2025/2026 as Council addresses it's long term financial sustainability.
C2 Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$21,088.82	\$18,196.86	\$23,954.47	\$25,206.04	The construction and renewal of assets combined with revaluation of assets has increased the value of assets controlled by Council.
C3 Population density per length of road [Municipal population / Kilometres of local roads]	11.37	11.56	11.46	11.55	Remained constant
Own-source revenue					
C4 Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,647.32	\$1,757.17	\$1,764.49	\$1,810.36	Remained consistent and trending in a positive direction.
Recurrent grants					
C5 Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$594.99	\$536.51	\$129.45	\$665.16	Advanced payment of the financial assistance grants for 2025/2026 have been received in 2024/2025. This is in comparison to the previous year where no advanced payment was received.
Disadvantage					
C6 Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	6.00	6.00	6.00	6.00	The socio-economic index summarises a range of information about the economic and social conditions of people and households within the shire. The decile has remained constant throughout the past four years.

Performance Statement
For the Year Ended 30 June 2025

Sustainable Capacity Indicators					
Indicator / measure [formula]	Results 2022	Results 2023	Results 2024	Results 2025	Comments
Workforce turnover C7 Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	35.3%	23.7%	23.4%	22.4%	Unplanned Employee turnover rate (reflected as resignations where the employees transitioned to a new workplace) was 15.73%. When the overall turnover is adjusted to include Planned Turnover (redundancies, terminations and retirements) the total annual turnover was 22.4%, a reduction of 1.0% on 2023-2024. The overall employee turnover rate is higher than would be preferred. Council's turnover rate remains consistent with the industry average for a small rural shire and reflects the challenges of small rural councils in recruiting and retaining suitably qualified individuals.

Definitions

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Performance Statement
For the Year Ended 30 June 2025

Service Performance Indicators						
Service/indicator /measure	Results 2022	Results 2023	Results 2024	Target 2025	Results 2025	Comments
Aquatic Facilities Utilisation AF6 <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	1.64	1.47	1.10	N/A	0.94	Mechanism to collect data was not always available throughout the season, has resulted in lower than anticipated visitation figures for the 2024/2025 Aquatics Season.
Animal Management Health and safety AM7 <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	0%	100%	0%	N/A	100.00%	Council prosecutes as needed and on the legal advice from Council's lawyers. There was 1 successful animal management prosecution in 2024/2025.
Food Safety Health and safety FS4 <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	100.00%	N/A	90.91%	All critical compliance notifications were followed up. Change in non-major compliance notifications were due to notices being issued in December and then followed up in January of the next year.
Governance Consultation and engagement G5 <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	44.00	46.00	52.00	50.00	47.00	Community satisfaction with Council decisions has decreased in 2024/2025. Engagement campaigns and improved communications with the community are being undertaken to improve the satisfaction levels.

Performance Statement
For the Year Ended 30 June 2025

Service Performance Indicators						
Service/indicator /measure	Results 2022	Results 2023	Results 2024	Target 2025	Results 2025	Comments
Libraries						
Participation						
LB7 Library Membership [Number of registered library members / Population] x100	N/A	N/A	28.42%	N/A	27.91%	Library membership remains high in Hepburn Shire. We are leading a campaign in 2025/26 to further boost membership along with the introduction of Open Libraries in 2025/2026.
Maternal and Child Health (MCH)						
Participation						
MC4 Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	86.01%	85.37%	81.60%	N/A	75.44%	The percentage of infants enrolled in the MCH service who attend MCH has remained fairly constant. There is a drop off in 3-year-old key age and stage attendance as families will often attend GPs instead of MCH services.
MC5 Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	80.95%	88.89%	73.33%	N/A	73.33%	Remains consistent with previous year and showing slight decrease in Aboriginal children attending over the four years as families choose to attend BADAC services in Ballarat for its dedicated cultural support service. Council has provided free cultural competency training to service providers and has seen a high uptake from Central Highland Rural health staff who are dedicated to maintaining a culturally safe service.
Roads						
Condition						
R5 Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	97.73%	98.19%	98.36%	98.00%	98.36%	Council continues to maintain road assets to a targeted condition.

Performance Statement
For the Year Ended 30 June 2025

Service Performance Indicators						
Service/indicator /measure	Results 2022	Results 2023	Results 2024	Target 2025	Results 2025	Comments
Statutory Planning Service standard						
SP2 <i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	19.70%	33.79%	17.86%	70.00%	26.47%	A turnover of staff in key roles over the last 18 months, coupled with a number of ongoing, complex planning enforcement and VCAT matters, has resulted in a challenging backlog of planning applications. However, the percentage of applications decided within 60 statutory days is steadily improving, in response to vacancies being filled and the continuing implementation of targeted process improvements.
Waste Collection Waste diversion						
WC5 <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	40.22%	34.23%	37.72%	50.00%	51.99%	Diversion increased with introduction of organics service in 2023/2024, as well as a change in general rubbish collection frequency from weekly to fortnightly.

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the Food Act 1984

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian Workcover Authority under Part 5 of the Occupational Health and Safety Act 2004.

Target - as per budget

Performance Statement

For the Year Ended 30 June 2025

Financial Performance Indicators										
Dimension/indicator /measure	Results 2022	Results 2023	Results 2024	Target 2025	Results 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Material Variations and Comments
Efficiency Expenditure level										
E2 Expenses per property assessment [Total expenses / Number of property assessments]	\$4,497.40	\$4,817.52	\$4,128.67	\$3,556.00	\$3,799.11	\$3,408.98	\$3,444.44	\$3,523.18	\$3,620.50	The average expenditure per property has reduced due to operational efficiencies implemented for 2024/2025 and has been higher in previous years due to storm related expenditure. These operational efficiencies will continue into 2025/2026 as Council addresses its long term financial sustainability.
Revenue level										
E4 Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	1,612.58	1,651.04	\$1,700.66	\$1,764.00	\$1,747.63	\$1,938.71	\$1,996.54	\$2,046.96	\$2,095.32	This measure shows the continuing upward trend in average rates and reflects Council's commitment to maintain rate increases within the State Government imposed restrictions on rate revenue. Future years reflect the approved higher rate cap (7%) implemented for 2025/2026 that is in addition to the standard rate cap award. Hepburn Council remains a lower rating Council compared to most other Councils.
Liquidity Working capital										
L1 Current assets compared to current liabilities [Current assets / Current liabilities] x100	194.62%	238.19%	141.04%	118.00%	173.28%	104.26%	107.99%	112.05%	111.09%	This measure is one reflection of Council's current financial position. The higher assets reflects the advanced receipt of the 2025/2026 Financial Assistance Grants in addition to the annual allocation of the 2024/2025 grants. No advanced payment was received in 2023/2024. Further aided by new borrowings in 2024/2025 to support the capital works program.
Unrestricted cash										
L2 Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	16.16%	3.80%	-63.10%	43.00%	41.24%	22.01%	24.14%	30.44%	30.08%	This measure is one reflection of Council's financial position. The increase from the prior year is due to the advance receipt of the 2025/2026 financial assistance grants in the current financial year with no advanced payment received in 2023/2024. The improvement is aided by Council's strategies that have been put in place to improve Council's financial sustainability which included operational efficiencies, and new borrowings in 2024/2025 to support the capital works program.

ATTACHMENT 7.4.3

Financial Performance Indicators										
Dimension/indicator /measure	Results 2022	Results 2023	Results 2024	Target 2025	Results 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Material Variations and Comments
Obligations										
Loans and borrowings										
O2 Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	19.17%	15.75%	36.12%	52.10%	50.72%	41.54%	33.57%	25.71%	18.04%	Interest bearing loans as a percentage of rate revenue increased this year as a new loan of \$5.528m was drawn down.
O3 Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	9.54%	9.16%	2.11%	4.80%	5.64%	8.66%	8.41%	8.16%	7.92%	New loan commitments drawn down in late 2024/2025 with commencement of repayments in 2025/2026. This indicator is low compared to industry targets.
Indebtedness										
O4 Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	16.67%	13.75%	30.71%	41.90%	42.44%	32.64%	25.24%	18.13%	11.21%	Non current liabilities as a percentage of Council's revenue from rates and finance has increased due to a previous commitment to draw down a new loan in the current year. Council is well within its capacity to meet its loan repayment obligations.
Asset renewal and upgrade										
O5 Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	103.42%	96.55%	75.34%	91.40%	78.85%	102.73%	104.36%	104.64%	91.41%	The result reflects the large capital program and the investment in renewal and upgrade projects and an increase in depreciation charge.
Operating position										
Adjusted underlying result										
OP1 Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	-22.18%	-24.81%	-41.39%	-12.80%	-6.08%	1.22%	3.89%	4.20%	3.65%	Council is showing an improving and positive trend through the implementation of operational efficiencies in 2024/2025 to address the long term financial sustainability of Council that will continue into 2025/2026. Further complimented by the advance partial receipt of the financial assistance grants for 2025/2026.

Financial Performance Indicators										
Dimension/indicator /measure	Results 2022	Results 2023	Results 2024	Target 2025	Results 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Material Variations and Comments
Stability										
Rates concentration										
S1 Rates compared to adjusted underlying revenue	54.71%	54.62%	74.85%	71.90%	63.44%	70.11%	69.28%	69.10%	69.12%	Advanced payment of the financial assistance grants for 2025/2026 have been received in 2024/2025. This is in comparison to the previous year where no advanced payment was received.
[Rate revenue / Adjusted underlying revenue] x100										
Rates effort										
S2 Rates compared to property values	0.35%	0.27%	0.26%	0.30%	0.28%	0.29%	0.29%	0.29%	0.28%	Remains constant and reflects future commitment to maintain the financial sustainability of Council within the scope of State Government imposed restrictions on rate revenue.
[Rate revenue / Capital improved value of rateable properties in the municipality] x100										

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

"population "means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant "means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Target - as per budget

| | |

Performance Statement
For the Year Ended 30 June 2025

Other Information

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the Local Government (Planning and Reporting) Regulations 2020. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2025-26 to 2028-29 by the council's financial plan.

The forecast figures included in the performance statement are those adopted by council in its Annual Budget on 24 June 2025 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements.

The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

Performance Statement
For the Year Ended 30 June 2025

Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.

Natalie Martin

Principal Accounting Officer

Date :

In our opinion, the accompanying performance statement of Hepburn Shire Council for the year ended 30 June 2024 presents fairly the results of council's performance in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by Council and by the Local Government (Planning and Reporting) Regulations 2020 to certify this performance statement in its final form.

Mayor Cr Don Henderson

Councillor

Date :

Cr Tony Clark

Councillor

Date :

Bradley Thomas

Chief Executive Officer

Date :

2024/25
**Annual
Report**

Hepburn
SHIRE COUNCIL



ACKNOWLEDGEMENT OF COUNTRY

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

We also acknowledge the neighbouring Traditional Owners, the Wurundjeri to our South East and the Wadawurrung to our South West and pay our respect to all Aboriginal peoples, their culture, and lore. We acknowledge their living culture and the unique role they play in the life of this region.

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ONE Introduction

Council Plan
Community Vision
Municipal Public Health and Wellbeing Plan
Message from the Mayor and CEO

Introduction

The 2024/25 Annual Report (the Report) is based on and reports against Hepburn Shire Council's (Council) Council Plan 2021–2025 (the Plan).

The new Council Plan 2025–2029 (which includes the Municipal Public Health and Wellbeing Plan (MPHWP)) was adopted at the Ordinary Meeting of Council (OCM) in June 2025 along with four other key strategic documents; the 2025/26 Budget, Financial Plan 2025–2035, Revenue and Rating Plan 2025–2029, and the Asset Plan 2025–2035 and will be reported on in future financial years.

Community Vision

The Community Vision, developed in partnership with the community, is an aspirational statement and includes elements important to the community. Given its importance to our community, the Community Vision remains unchanged.

'Hepburn Shire – an inclusive rural community located in Dja Dja Wurrung country where all people are valued, partnerships are fostered, environment is protected, diversity supported, and innovation embraced.'

Council Plan 2021–2025

The Plan is Council's key strategic document, which describes the community's long-term vision for the Hepburn Shire.

The Plan is shaped by the community and incorporates the:

- **Community Vision:** the long-term aspirations that the community has for our Shire.
- **MPHWP:** what Council will do to protect, improve and promote public health and wellbeing in the Hepburn Shire.

The Plan and vision were developed through the Hepburn Together Project, where we heard from 10 per cent of the community. Council held community drop-in sessions, hosted surveys, and carried out a deliberative engagement process made up of citizens reflective of our community.

The Plan identifies five key focus areas:

Focus area one: A resilient, sustainable and protected environment

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

Focus area two: A healthy, supported and empowered community.

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

Focus area three: Embracing our past and planning for the future.

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

Focus area four: Diverse economy and opportunities

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

Focus area five: A dynamic and responsive Council

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

Municipal Public Health and Wellbeing Plan

For the first time Council's MPHWP was integrated into the Plan. Council and community identified health and wellbeing priority areas that supported the Community Vision.

Tackling climate change and its impact on health

Resilient and safe communities that are adapting to the public health impacts of climate change.

Increasing healthy eating

Access to nutritious food and water for everyone, especially the most vulnerable. People are supported to make healthy lifestyle choices through collaborative people and place-based approaches.

Improving mental wellbeing

Hepburn Shire's diverse communities are celebrated, included and respected. Social connections are strengthened through participation in community groups, clubs, arts, culture, nature and physical activity. Everyone can access mental health services, housing, learning and employment.

Preventing all forms of violence

Everyone is able to live free from all forms of violence. Prevention efforts focus on gender equity, while responding to the needs of our diverse population.



Council Plan 2025–2029

The Council Plan 2025–2029 sets the strategic direction of Council for the current Council term. It details the outcomes, strategies and measures Council will focus its efforts and resources on for the four-year term to achieve the Community Vision in a financially sustainable way. It was developed with community input through surveys and our deliberative engagement panel, along with Councillor and Officer workshops.

Domain 1: Hepburn Life

Hepburn Life is about building a vibrant, resilient, and inclusive community where every person feels connected, informed, and supported to thrive. Through strong partnerships, education, and advocacy, we will enhance community resilience to changing environmental conditions, emergencies, and evolving community needs. By ensuring access to essential resources before, during, and after crisis, we are committed to safeguarding the wellbeing of all residents.

Domain 2: Future Hepburn

Council is committed to shaping a future that honours the distinctive character of its towns and rural landscapes while fostering sustainable growth, infrastructure, and economic vitality. This strategic framework outlines three key outcomes designed to guide the region's development, while preserving the uniqueness of our communities and natural environment, ensuring responsible infrastructure and environmental management, and cultivating a resilient and vibrant local economy.

Domain 3: Hepburn Working Together

Council is committed to building an inclusive and sustainable community. Our strategic focus is guided by a commitment to delivering high-quality services, ensuring strong governance, and fostering a positive and skilled workforce. This domain outlines key outcomes and strategies desired to meet the evolving needs of our community while maintaining financial sustainability and enhancing community wellbeing.

Municipal Public Health and Wellbeing Plan

Council's MPHWP for 2025–2029 was integrated into the Council Plan 2025–2029. Council and community identified health and wellbeing priority areas for working towards the Community Vision. They are:

- Increased active living.
- Increasing mental wellbeing.

Message from the Mayor and Chief Executive Officer



It is with great pride that we present our Annual Report for 2024/25. This report outlines our key achievements, tracks our performance against the objectives set out in the Plan, and provides a detailed account of our progress within the Local Government Performance Reporting Framework (LGPRF).



The year brought with it both change and continuity, marked most notably by the Council elections in October 2024. Four sitting Councillors were re-elected, and three new Councillors joined our team under an undivided ward structure. We ensured a smooth transition by facilitating a comprehensive induction program for all Councillors, equipping them with the knowledge and tools necessary to serve our community effectively.

Throughout the year, we continued to make steady progress toward the strategic goals set out in the Plan. This included the completion of major projects such as the official opening of Djuwang Baring, Creswick's mountain bike trails, the adoption of Future Hepburn (five township structure plans and our rural strategy), and the endorsement of a long-term Financial Vision. These initiatives will have lasting positive impacts on our Shire's liveability and sustainability. Our Plan was ambitious, especially for a small rural council, but it is pleasing to note that Council has completed 105 actions, representing over 90 per cent of our commitments.

Our advocacy efforts were once again critical in securing essential funding from both state and federal governments. Their ongoing support remains vital to the successful delivery of infrastructure and community programs.

While celebrating our progress, we also acknowledge the persistent challenge of long-term financial sustainability. Inflationary pressures, cost shifting from other tiers of government, and the continuing financial burden of recovering from multiple storm and flood events have created a complex financial environment. Council successfully secured a 7 per cent rate cap variation from the Essential Services Commission (in excess of the 3 per cent set by the Victorian Government), allowing us to better manage service delivery and invest in infrastructure. This also supported the development of a council plan focused on outcomes rather than individual projects, along with a budget shaped by difficult

decisions that position us for long-term financial sustainability.

Despite these challenges, we have remained committed to delivering core services that our community relies on every day, including maintaining roads and footpaths, collecting waste and recycling, caring for our parks and open spaces, planning and development and supporting our residents through library services, youth programs, and positive ageing initiatives. We know our community expects us to do better on core services and customer service, something this Councillor group and organisation is committed to achieving.

We extend our sincere thanks to our dedicated staff, Councillors, community members, and external partners for their commitment and support over the past year. Together, we have achieved a great deal, and we look forward to continuing this momentum into 2025/26 and beyond.

We encourage you to explore the pages of this report for a comprehensive overview of our performance, projects, and services.



Cr Don Henderson
Mayor



Bradley Thomas
Chief Executive Officer



TWO

The year in review

Highlights

The year in review

Awards and recognition

Highlights

Council elections

In October 2024, eligible Victorians participated in the local council elections.

This Council's election was conducted under an unsubdivided structure for the first time, meaning that eligible enrolled voters voted for elected representatives from across the municipality, not from five wards as done previously.

On 14 November 2024, after a competitive election cycle and 12 nominations, Don Henderson, Brian Hood, Lesley Hewitt, Tony Clark, Tim Drylie, Pat Hockey and Shirley Cornish were sworn in as Councillors. Councillors then commenced a comprehensive induction program as required by the *Local Government Act 2020*. On 26 November 2024, Cr Don Henderson was elected Mayor and Cr Lesley Hewitt as Deputy Mayor for the first year of the new four-year Council term.

Council Plan 2025–2029

A significant task for the new Council was the Integrated Strategic Planning project, in particular the development of a council plan, to guide its strategic direction. The Council Plan 2025–2029 was adopted in June 2025 and outlines the strategic agenda for Council during its term, including the steps it will take to implement the Community Vision. It does this by providing a strategic direction for the organisation, including objectives, strategies, indicators and key initiatives or priorities.

The Council Plan 2025–2029 is centred around three key domains: Hepburn Life, Future Hepburn, and Hepburn Working Together, each addressing vital aspects of community wellbeing, sustainability, and local collaboration.

Council received nearly 200 community submissions during this final consultation period, with most community members focused on shaping the Council Plan and Budget. A range of engagement factors were considered in the drafting of the strategic documents, including:

- previous engagement activities, especially associated with Future Hepburn, the previous council plan input and the Financial Vision.
- Councillor and Officer insights.
- a community-based deliberative engagement panel.
- a Shire-wide community survey.
- seeking community feedback on the draft document.

At its June 2025 meeting, Council also adopted its 2025/26 Budget, Asset Plan 2025–2035, Financial Plan 2025–2035, and Revenue and Rating Plan 2025–2029, which set out the key objectives Council wishes to achieve during its term and into the future.

Djuwang Baring's official opening

Council was incredibly proud to open the full 60-kilometre Djuwang Baring, mountain bike trail network on Saturday 30 November at the Hammon Park trailhead in Creswick.

Despite some bad weather, the official opening attracted an impressive turn out, many of whom were mountain bike enthusiasts having made the journey from Melbourne and beyond. The event was a festive culmination of years of hard work from many stakeholders, and years of advocacy by the community and Council.

The 60-kilometre trail network, weaving its way through some of Creswick's most iconic landscapes, is designed for a wide range of abilities and skill levels and works to build a healthy, connected community.

Djuwang Baring celebrates a partnership with DJAARA (the Dja Dja Wurrung Clans Aboriginal Corporation) and acknowledges that the trails are located on Dja Dja Wurrung Country. This project has been instrumental in strengthening the relationship between Council and DJAARA. The branding and signage suite has been designed by Dja Dja Wurrung enterprise DJANDAK and features art by Nukara Nicholls-Moore, a Dja Dja Wurrung artist.

Djuwang Baring is a unique asset for our local community and visitors. It is generating positive tourism outcomes, including increased visitation, providing a strong return to local and regional businesses and tourism destinations.

The trails are extremely popular, and well-used by local and visiting mountain bikers and biking groups. Council is committing resources to the ongoing auditing and maintenance of the trails.

Djuwang Baring won at the LGPro Awards in two categories – Outstanding Small Rural Council and Community Assets and Infrastructure (Projects \$5 million – \$20 million) for populations under 50,000.

The \$9.4 million project included funding from the Victorian Government's Regional Tourism Infrastructure Fund (\$2.56 million), with additional funding coming from Victorian Government (\$2.1 million) and the Creswick Community Bank (\$250,000) to supplement Council's contribution to the Hammon Park redevelopments.

Financial Vision

Council continues to face significant financial challenges driven by rising service delivery and construction costs, a small and widely dispersed population, limited revenue opportunities, ongoing recovery from multiple costly natural disasters, and a historically low-rate base since amalgamation.



To address these issues and ensure long-term financial sustainability, Council developed a Financial Vision (adopted September 2024). This document sets clear parameters to guide the next group of Councillors in shaping the Council Plan 2025–2029 and its accompanying Financial Plan.

Councillors and Officers participated in a number of workshops over a 12-month period to review available options to improve the financial sustainability of Council.

In the 2024/25 Budget, Council implemented operational savings of \$1.5 million, while seeking to minimise the impact on service delivery. The 2024/25 Budget also identified an annual cash shortfall of approximately \$4 million from 2025/26 onwards.

Council hosted an online survey inviting ratepayers, residents and visitors to provide feedback and share their priorities regarding service delivery, community infrastructure renewal or upgrades, and the potential for a rate increase, providing vital input into the Financial Vision.

Community engagement for the Financial Vision identified that 61.6 per cent of the community were open to a rate variation above the rate cap (at various percentages), and 38.44 per cent of community were not open to a rate variation.

In May 2025, Council received confirmation from the ESC that its application for a seven per cent rate cap variation was approved. The increase is a one-off, uplift adjustment in rates, resulting in a total rate rise of 10 per cent for the 2025/26 period (including the three per cent set by the Victorian Government).

Future Hepburn adoption

Council is required to follow Victorian Government planning policy mandates that all municipalities have sufficient land available to cater for projected population growth, and this was a significant driver for the Future Hepburn project. Strategic land use planning is a major focus for Council, embodied in both the Council Plan 2021–2025 and Council Plan 2025–2029.

The delivery of the Future Hepburn project was a critical body of work for the Shire's future, and a key goal in the Council Plan 2021–2025.

At a special meeting in September, Council unanimously adopted the township structure plans (TSPs) (for Clunes, Creswick, Daylesford and Hepburn Springs, Glenlyon, and Trentham) and the Rural Hepburn Strategy (RHS).

The adoption of the TSPs and RHS was the culmination of over two years of work by Council and community and is a once in a generation project.

The TSPs and RHS were developed after extensive consultation with community panels, community and stakeholder groups throughout 2023, along with specialist technical advice from consultants and Council Officers with expertise in planning, ecology, infrastructure, transport, recreation, and economic development.

The delivery of the Future Hepburn project could not have been achieved without the feedback, knowledge and expertise of the community. Council listened and acted on submissions, making community-informed changes to the draft documents.

Future Hepburn generated significant interest from the community. The final engagement period that occurred between Wednesday 1 May and Wednesday 26 June 2024 included 32,441 page views of the Future Hepburn project page on Participate Hepburn, 12,971 letters and 8,016 text messages, seven community information sessions with 623 participants attending, a Future Hepburn webinar with 80 participants and 366 views, and a total of 577 submissions from community members and other stakeholders.

The implementation of Future Hepburn will involve future planning scheme amendments, along with more formal community and stakeholder consultation. There will also need to be future Council decisions at key stages, independent expert scrutiny of Council's strategic work, and a decision from the Minister for Planning on whether to adopt or reject Council's proposed planning scheme amendments.

The Block

In July 2024, the producers of *The Block* announced their decision to choose Daylesford for the filming of the 2025 season, at the corner of Raglan Street and the Midland Highway in Daylesford. Filming of the much-loved renovation competition reality TV series commenced in March 2025, coinciding with the ChillOut Festival on the Labour Day long-weekend.

Hosting *The Block* has proven to be an excellent opportunity for the Shire, delivering noticeable economic benefits and showcasing our beautiful landscapes, rich history, and vibrant community to millions of viewers across the country.

Daylesford, known for its charming streets, restaurants and cafes, mineral springs and spa resorts, has and will continue to benefit from an influx of visitors.

The Shire stands to gain far more than architecturally beautiful homes, the exposure will continue to boost tourism beyond the show's broadcast, reinforcing the Hepburn Shire as a must-visit destination for local and international travellers.

Council Officers worked closely with the production crews to limit disruption and ensure a successful filming schedule.

The Block began airing on television in July 2025.

"The highlight this year has been the completion and in particular the activation of projects such as The Mechanics Trentham (June 2024) and Creswick Trails network. These projects have taken years to plan and complete, and have spanned many terms of Council. They are projects that will serve generations of people. The fact that several terms served by many and varied councillors is a testament to the important projects that have an enduring benefit to community and the region."

- Cr Don Henderson

The year in review

July 2024

- Launched community engagement for the Financial Vision on Participate Hepburn.
- Promoted Plastic Free July.
- Installed a Choose Tap water fountain at Chatfield Reserve (Lake Daylesford) in partnership with Central Highlands Water.
- Launched Young Mayors program.
- Received funding through the Victorian Government's 2024 Seniors Festival Active Living Fund for Council's Seniors Festival 2024.
- Celebrated NAIDOC Week 2024 with a flag raising ceremony at The Mechanics Trentham.
- Launched a Container Deposit Scheme Unit at the Clunes IGA.
- Announced successful outcomes for several applications for funding from the Regional Development Victoria's Tiny Towns Fund.
- Queens Park (Clunes) shade structure - \$45,000
- Newlyn Recreation Reserve playspace upgrade planning - \$18,750
- Victoria Park, Daylesford Masterplan Development - \$50,000
- Accessible Equestrian Mounting Ramp Glenlyon Recreation Reserve - \$37,500
- Trentham Outdoor Fitness Equipment Installation - \$44,970
- Hosted an Australian Citizenship ceremony where ten new citizens were welcomed to the country and Shire at the Daylesford Town Hall.
- Acknowledged that the 2025 season of *The Block* will be filmed in Daylesford.
- Completed a condition audit of the stormwater network.
- A rejuvenated Central Springs Reserve is reopened to the public with new mineral spring pumps, brass artwork by Timani Nicholls-Moore and BBQ area.



Central Highlands Water



NAIDOC Week

- Inaugural Rainbow Action Plan adopted at July Council meeting.
- Electric vehicle charger installed at The Mechanics Trentham.
- Launched Arts and Culture Strategy.
- Daylesford named TAC Victorian Top Small Tourism Town winner.
- Central Springs Reserve is officially opened by former mayor Cr Brian Hood, the Hon Catherine King MP and DJAARA CEO Rodney Carter.
- Partnered with Central Highlands Rural Health (CHRH) to deliver primary school puberty education.

“A few highlights - Future Hepburn and endorsing the town structure plans; welcoming new citizens to the Shire, and having some wonderful women inducted into the Shire’s Heater Mutimer Honour Roll - not just women who are contributing today but acknowledging Jessie Leggatt, one of the women who have made a contribution years ago but have often been forgotten with time.”

- Cr Lesley Hewitt



Central Springs Reserve



Trentham EV

August 2024

- Opened 32 km of Djuwang Baring five months ahead of schedule.
- Supported 'Winter in the Gardens' at the Wombat Hill Botanic Gardens, a collaboration between the Friends of Wombat Hill Botanic Gardens Daylesford (FWHBG), Daylesford and District Horticultural, Agricultural and Historical Societies and U3A.
- Finalised the Creswick Creek project, a partnership program between Council and the Department of Energy, Environment and Climate Action (DEECA).
- Renovation work begins at the Wombat Hill Botanic Gardens Day Basin; a water storage facility that sits at the base of the historic Pioneer Memorial Tower.
- Daylesford named one of the top ten most beautiful places in Australia by Time Out.
- Released a statement welcoming the Victorian Liquor Commission's decision to refuse Dan Murphy's a licence to operate a store in Daylesford.

- Visit Hepburn Shire website launched.
- Sustainable Hepburn, Biodiversity and Environment Group grants recipients celebrated at The Mechanics Trentham.
- Djuwang Baring website launched.
- Launched Business and Community local directories, enabling businesses and community groups to promote themselves and for residents to search and support local businesses, community groups, associations and sporting clubs.



Creswick local Xanthia Chatham is the first to ride the partially opened Djuwang Baring



Gillie Gough and Patrice O'Shea from the Friends of Wombat Hill Botanic Gardens at the Day Basin prior to works commencing



Group shot of grant recipients

- Inaugural Rainbow Action Plan launched with the Hon Harriet Shing MP and the Hon Mary-Anne Thomas MP in Daylesford.
- Reconciliation Action Plan adopted at August Council Meeting.
- Joined Victorian Government anti-vaping campaign to empower young people to say no to vaping.
- Acknowledged Wear it Purple Day.
- Funding announced for Hepburn Mineral Springs Reserve Masterplan to develop a masterplan to establish a guide for the future development and management of the reserve.

September 2024

- In-vessel composting units installed and operational at Creswick Transfer Station.
- Local Government Inspectorate announces that it will not be releasing a report on the Hepburn Hub at The Rex project.
- Council unanimously adopted the TSPs (for Clunes, Creswick, Daylesford and Hepburn Springs, Glenlyon, and Trentham) and the RHS at a Special Council Meeting.
- Community invited to help name 70 segments in Djung Baring.

- Council endorsed the Financial Vision at a Special Council Meeting.
- Daylesford received silver in the Australian Top Tourism Town awards Small Tourism Town category.
- 2023/24 Annual Report adopted.
- Confirmed future for Daylesford Town Hall. The project team was given the green light to develop designs to locate the library and community spaces at the Town Hall, with the assistance of a community-based Project Advisory Group (PAG).
- Hosted 55 planning students from RMIT University at Council Chamber in Daylesford.



Loading food and garden organics into composting unit



Rainbow Action Plan launch



Council Officers hosting RMIT students

October 2024

- Celebrated Positive Ageing Month with the Positive Ageing Expo at the RACV Goldfields Resort in Creswick.
- The Big Rainbow at Victoria Park, Daylesford undergoes maintenance to get it sparkling again.
- Hosted the Emergency Services Expo with representation from a number of emergency response agencies at Victoria Park, Daylesford.
- 2024 local council elections.



Patching

November 2024

- On Tuesday 5 November 2024, Council and community came together commemorate the lives lost and those forever changed by the collision in Daylesford in 2023.
- Hosted a free skate park competition at the Daylesford Skate Park for all ages and abilities.
- On Friday 8 November, the Victorian Electoral Commission (VEC) declared the results for Council and the successful candidates were:
 - Don Henderson
 - Brian Hood
 - Lesley Hewitt
 - Tony Clark
 - Tim Drylie
 - Pat Hockey
 - Shirley Cornish
- Acknowledged Remembrance Day.
- Acknowledged National Recycling Week.
- Formally started the bituminous reseal season by stabilising patching on selected roads.

- Celebrated Trans Awareness Week with a panel discussion. Panel members were Cerise Howard (Program Director of the Melbourne Queer Film Festival), Georgie George (performer and mental health advocate), and Grace Lee (psychotherapist and counsellor).
- Annual free green waste drop off.
- Roadside slashing program begins. The program included the slashing of over 550 kilometres of roadsides.
- On Thursday 14 November, our seven Councillors were sworn in, in front of the CEO, Bradley Thomas, friends and family, and Council Officers.
- Awarded funding for the 'Optimising compost quality for beneficial application' project through Sustainability Victoria's Circular Economy Organics Council Fund.
- Celebrated the opening of the new Dja Dja Wurrung Corporate and Community Centre named Larnangurrak meaning 'Our Place'.
- Participated in the 16 Days of Activism campaign against gender-based violence from 25 November to 10 December.
- Cr Don Henderson was elected Mayor and Cr Lesley Hewitt as Deputy Mayor at a Statutory Council Meeting for the first year of the new four-year Council term. Town Crier makes formal declaration in front of the Daylesford Town Hall.
- Unveiled plaque recognising the AIDS Memorial Tree at Chatfield Reserve by Lake Daylesford.
- Restoration works at Daylesford Town Hall commence.
- Celebrated Trentham Twilight Night.
- Celebrated the official and full opening of Djuwang Baring at the Hammon Park Trailhead.



Cr Don Henderson, Cr Tony Clark, Cr Lesley Hewitt, Cr Tim Drylie, David Tannard (VOGA), Cr Shirley Cornish, Cr Pat Hockey, the Hon Martha Haylett MP



Cr Don Henderson and Cr Lesley Hewitt



AIDS Memorial Tree plaque

December 2024

- Acknowledged International Day of People with Disability.
- The Reconciliation Advisory Committee meet for the first time in the new Council term.
- Launched grant writing sessions for the community.
- The 2024 pool season began on Saturday 7 December.
- The Daylesford Highland Gathering took place in Daylesford.
- Road reseal program began in Clunes, a maintenance activity to prolong the life of the existing sealed road network.
- The annual Community Grants Program opened.
- 13 kilometres of gravel resheeting completed.
- Council released a statement condemning recent incidents of antisocial behaviour in the Shire. Council confirmed that it would not tolerate homophobia, racism or any behaviour that seeks to diminish and devalue another's life experience.
- Celebrated International Mountain Day with DJAARA at Lalgambuk (Mount Franklin).
- New signage installed on bin collection trucks promoting food and garden organics recycling.
- Hosted the annual Visitor Information Centre (VIC) volunteer lunch where our dedicated volunteers were recognised for their dedication to our Shire.
- Added fresh sand to the beach at Lake Daylesford and Jubilee Lake in preparation for summer.
- Launched the Bright-eyed Brown Butterfly Restoration project in partnership with Healthy Coliban and local environment groups.
- Held the first Council Meeting of the new Council term.
- Launched the Circular Organics project ('Optimising compost quality for beneficial application').



Resheeting



Pools

January 2025

- Received Victorian Government funding to support OCTAVE youth events in the community.
- Our dedicated Parks and Gardens team spruced up township planter boxes.
- Hosted the annual Community Awards and an Australian citizenship ceremony on Friday 24 January at The Mechanics Trentham. Aunty Marilynne Nicholls and minsters Catherine King and Martha Haylett were in attendance.
 - Citizen of the Year - Steve Ellis, for his fantastic community service and volunteer efforts in various local initiatives.
 - Event of the Year - 160th Anniversary Clunes Show, for bringing us all together to celebrate and promote our region's rich heritage and community spirit (Jenny Redpath).
 - Hepburn Together - Daylesford and Hepburn United Soccer Club, for creating a welcoming environment, fostering team spirit, and supporting youth development through soccer (Kirsty Plews and Chris Gingell).

- Hepburn Together project launched which focused on developing and delivering the Council Plan 2025–2029 in partnership with the community.
- World Heritage tentative listing for Victorian Goldfields approved by Australian Government.



Community Awards winners



Still from food and garden organics video



Scott Wade, Cr Tim Drylie, Bradley Thomas, Chantelle Hatzinikitas and Bruce Lucas

February 2025

- Sustainable Hepburn and Biodiversity grants programs opened.
- Annual Lyonville Woodchop held at Lyonville Hall.
- Launched annual reusable products voucher program
- Announced the partnership between Council and Mount Alexander Shire Council to deliver building services across both areas.
- Begonias at Wombat Hill Botanic Gardens in full bloom.
- Hosted ‘Sunset in the Springs’, a youth music event, over two weekends in February.
- Hosted the first Councillor Listening Post of the year at the Creswick IGA on Saturday 15 February.
- Djuwang Baring hosted its first public event, the Ballarat Cycle Classic.
- Mayor and Deputy Mayor visited Middleton Field in Daylesford. The event marked the start of “The Village” project, a sustainable home initiative which includes affordable homes for low-income women and women-led families.
- Hosted an industry open day at the Creswick Transfer Station, so neighbouring councils could have the opportunity to view and learn about our onsite in-vessel composting units.
- Prepared the Grove of Gratitude at Wombat Flat for a ChillOut Festival planting event with volunteers from Switchboard Victoria.
- Tender awarded for reconstruction of Dean-Newlyn Road.



*Mel, Head Gardener at Wombat Hill
Botanic Gardens*



Middleton Field

March 2025

- Acknowledged Clean Up Australia Day 2025.
- Celebrated the Daylesford & District Historical Society's 60th anniversary.
- Celebrated International Women's Day with an event that saw five new members inducted into the International Women's Day Heather Mutimer Honour Roll; Mary Harvey, Jessie Leggatt (Posthumous), Donna Kelly, Mary-Faeth Chenery, and Lynda Poke.
- Celebrated ChillOut Festival 2025 in Daylesford and across the Shire.
- The filming on *The Block* 2025 begins with the ChillOut Festival parade.
- Launched the Daylesford Community Facilities project, which investigated the potential of a community hub at Daylesford Town Hall, including a library, customer experience hub and multipurpose community facilities.
- Commenced decking and drainage works at the Hepburn Bathhouse.
- Submitted a proposal to the ESC for a higher rate cap in 2025/26 to secure long-term financial sustainability.
- Funding secured for battery storage and solar at The Mechanics Trentham.
- Vaughan Springs Road bridge remediation works completed.
- Released a statement regarding the unofficial release of the confidential draft Local Government Inspectorate Report into The Rex.

"As a new Councillor elected in November 2024, it has been a challenging eight months of learning and understanding both the breadth of services and responsibilities of the Council and the diversity of our community across such a large area. It has been a challenging and difficult period addressing the long-term sustainability facing the Shire and all local government bodies which has required courage and fortitude from everyone.

It has been an honour and a privilege to work alongside my fellow Councillors, Officers and community to make difficult decisions, and I am looking forward to a positive future developing a supportive community."

- Cr Tony Clark



WD 2025

- Acknowledged Cultural Diversity Week.
- Mayor, Deputy Mayor, Councillors and Council Officers toured *The Block* site.
- Celebrated Clunes Booktown Festival.
- Installed interpretive signage on the Goldfields Track in partnership with the Victorian Government, DJAARA and local community groups, businesses and peak bodies.
- Hosted a Councillor Listening Post in Daylesford.
- Council released a statement expressing dissatisfaction and disappointment with the unfair Emergency Services Volunteers Fund, a Victorian Government levy.
- Celebrated 160 years of the Hepburn Mineral Springs Reserve, and 10 years since the pedestrian bridge was opened.
- Council advocated for support for regional local government at the Greater Ballarat Alliance of Councils' quarterly meeting and at a meeting with Minister for Local Government, Nick Staikos, and Mary-Anne Thomas MP.
- Celebrated and welcomed new Creswick residents.
- Tree planted in honour of Private Thomas Alfred Chaplain on the historic Daylesford Avenue of Honour.
- Acknowledged Trans Day of Visibility.

Council visits The Block site



AGENDA – ORDINARY MEETING OF COUNCIL – 22 SEPTEMBER 2025

April 2025

- Commenced works on Dean-Newlyn Road.
- Council released a statement condemning hostile behaviour towards Council Officers.
- Installed 40 km/hr signs in and around the Daylesford township.
- Repaired the footpath in Hepburn between Tenth Street and Golf Links Road.
- Celebrated CresFest.
- Opened the Hepburn Together survey regarding the development of the Council Plan 2025–2029.
- Minister for Police, Anthony Carbines and Member for Ripon, Martha Haylett visited Creswick with Mayor, Cr Don Henderson, addressing policing in the area and the problems being faced.
- Turned off comments on Facebook in response to increasing negative community behaviours.
- Completed the Daylesford Football & Netball Sports Lighting Upgrade project.
- Celebrated Anzac Day with community commemorations around the Shire.
- Completed footpath works on Main Road, Hepburn.

May 2025

- The Great Aussie Hike walks through Hepburn and Daylesford.
- Celebrated The Great Trentham Spudfest.
- Celebrated one year of the food and garden organics collection.
- Acknowledged International Compost Awareness Week.
- Mayor, Cr Don Henderson, Deputy Mayor, Lesley Hewitt, Councillors and Council Officers attended the Live4Life launch at Daylesford College.
- Hosted a Native Screening Plants Workshop in Daylesford.
- Acknowledged Are You Safe at Home? Day.
- ESC approved Council's application for a rate cap variation in 2025/26.
- Council endorsed the draft Hepburn Together documents to go out to public exhibition at a Special Council Meeting.
- Installed new bike racks in Creswick due to the increasing popularity of Djuwang Baring.



Victoria Park, Daylesford



Dean Newlyn Road

- Raised the rainbow flag to acknowledge the International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT).
- Launched the DV (domestic violence) Safe Phone program, where community members and businesses could donate old or unwanted phones to be repurposed for victims/survivors of domestic violence.
- Hosted a Councillor Listening Post in Trentham.
- Celebrated National Volunteers Week with two 'Thank You' dinners for those volunteering and serving in our community.
- Offered free youth mental health first aid training.
- Hosted several Hepburn Together community drop-in sessions around the Shire. Giving residents and businesses the opportunity to speak directly with Councillors and senior Council Officers.
- Acknowledged National Sorry Day.
- Council adopted the Future Hepburn Settlement Strategy and Implementation Plan.
- Councillors unanimously moved a motion confirming Council's strong opposition to the Emergency Service Volunteers Fund, a Victorian Government levy.
- Celebrated and acknowledged Reconciliation Week with a flag raising ceremony at the Creswick Hub.



Volunteers dinner at Victoria Park Pavilion



Creswick bike rack



IDAHOBIT rainbow flag raising

June 2025

- Ted, a young labrador, was rescued from an eight-metre mineshaft near Trentham with help from Council.
- Djuwang Baring won at the LGPro Awards in two categories – Outstanding Small Rural Council and Community Assets and Infrastructure (Projects \$5 million - \$20 million) for populations under 50,000.
- Trentham named a finalist at the 2025 TAC Victorian Top Tourism Town Awards.
- Gave away compost generated from the Circular Organics project to community members.
- Hosted a Healthy Landscapes event for farmers at the Trentham Sportsground.
- Announced Council's partnership with TEDx to take part in the inaugural TEDx Daylesford Youth Talks.
- Opened the draft Integrated Transport Strategy for community feedback.
- Works commenced at the Glenlyon Recreation Reserve for the accessible horse mounting ramp.
- Hosted a Youth Songwriter Showcase at Radius Art in Hepburn Springs.
- Opened round one of the Victoria Park, Daylesford Masterplan for community feedback.
- Local restaurateur, Annie Smithers, du Fermier, recognised with 'Ordre du Mérite Agricole' at Parliament House.
- Hosted a Councillor Listening Post in Glenlyon.
- Completed the decking and drainage works at the Hepburn Bathhouse.
- Wrapped up 12 months of The Vet Project which desexed, microchipped and registered 120 cats over six days.
- Adopted the new Council Plan 2025–2029, 2025/26 Budget, Financial Plan 2025–2035, Revenue and Rating Plan 2025–2029 and Asset Plan 2025–2035.



Labrador Ted rescued from mineshaft in Trentham

- Hosted an Emergency Services Panel event at the Creswick Town Hall with representation from emergency services agencies like the CFA, Victoria Police, SES, Australian Red Cross and more.
- Mayor, Cr Don Henderson, met with the Minister for Local Government, Nick Staikos, to discuss a range of pressing issues facing the community.
- The Western Renewables Link Environmental Effects Statement is made available to the public.

“The proposed Glenlyon “Pavilion” included input from the Project Advisory Group and community consultation with the aim of deciding whether to build a new pavilion or renovate the existing historic site. There is a continued focus on making the pavilion a vibrant, inclusive and sustainable community space.”

- Cr Shirley Cornish



Compost giveaway



Mary-Anne Thomas MP, Annie Smithers and Cr Don Henderson



Hepburn Bathhouse finished works June 2025



Emergency Services Panel event Creswick Town Hall

Awards and recognition

Daylesford Top Tourism Town

On 25 July 2024, Daylesford was named the best Small Tourism Town for 2024 in the TAC Victorian Top Tourism Town awards. Daylesford won in the category 'Top Small Tourism Town' (population between 1,500 and 5,000) against Heathcote, Koroit, Maldon and Sorrento.

The Top Tourism Town awards recognise and reward towns that demonstrate a strong commitment to tourism and to increasing visitation to the destination, that offer an excellent visitor experience, and exhibit collaboration with tourism operators, local businesses and the community, to make their town the best destination it can be.

Daylesford's nomination was put forward by Destination Central Victoria (formerly Daylesford Macedon Tourism) in partnership with Council. The award is judged on a demonstration of commitment to tourism and increasing visitation, excellent visitor experience, and exhibiting collaboration with tourism operators, local businesses and the community.



Lake Daylesford

Daylesford recognised in Australia's Top Small Tourism Town Awards

On 10 September 2024, Council received a silver award in the Small Tourism Town Award category for Daylesford at the Australian Top Tourism Town Awards at Parliament House in Canberra.

The recognition was a credit to staff at Destination Central Victoria for their work producing a comprehensive submission which was developed in collaboration with Council.

The achievement recognises Daylesford businesses and communities who continue to offer excellent visitor experiences.



Daylesford Top Tourism Town July 2025

Djuwang Baring named winner of two LGPro Awards

On 6 June 2025, Council was named a winner in the LGPro awards in two categories for its work on Djuwang Baring. The categories were Outstanding Small Rural Council Initiative, and Community Assets and Infrastructure (Projects \$5 million - \$20 million) and Population less than 50,000.

The Djuwang Baring project has set a new benchmark for how infrastructure projects can simultaneously support economic growth, community wellbeing, and a deep commitment to environmental sustainability and cultural respect.

The two awards are a testament to the collaboration between Council, community members, Traditional Owners, and land managers.

Council was recognised among some of Victoria's leading local government initiatives in other shires.

Advocacy

Council plays a vital role in advocating for the needs and interests of the community by representing local voices in decision-making processes at regional, state, and national levels. Through ongoing engagement with residents, Council identifies key issues, such as infrastructure, housing, and environmental sustainability, and works to influence policies and funding decisions that address these concerns. By building partnerships with other levels of government, community groups, and industry stakeholders, Council ensures that local priorities are heard and acted upon. This advocacy helps to create a more inclusive, responsive, and resilient community.



LGPro Awards for Djuwang Baring



Photo from left: Cr Paul Tatchell, Cr Tanya Kehoe, Hon Nick Staikos MP, Cr Tracey Hargreaves, Cr Grace La Vella, Cr Owen Sharkey and Cr Don Henderson.

Reconciliation

Council collaborates with DJAARA (Dja Dja Wurrung Clans Aboriginal Corporation) to strengthen relationships with Traditional Owners and support cultural heritage preservation across the Shire. This partnership focuses on recognising and respecting the Dja Dja Wurrung People as the Traditional Custodians of the land, integrating their knowledge and values into Council planning, land management, and community engagement initiatives. Through joint projects, cultural awareness programs, and ongoing dialogue, Council and DJAARA work together to promote reconciliation, protect significant cultural sites, and ensure that Dja Dja Wurrung voices are central to shaping the future of the region.

Western Renewables Link

AusNet Transmission Group is planning a 190-kilometre overhead high voltage electricity transmission line from Bulgana in western Victoria to Sydenham near Melbourne. The transmission line is proposed to cross the Hepburn Shire from east to west through the Mount Prospect, Newlyn, Kingston and Smeaton communities.

Council is strongly opposed to the project in its current location and form and continues to advocate for better solutions on behalf of affected communities. Council has advocated for the transmission line infrastructure to be placed underground or re-routed to avoid impacting high quality agricultural land, attractive heritage landscapes, and the wellbeing of our affected community.

In 2024, Council focused on reviewing the draft technical reports included in the Environmental Effects Statement (EES) that AusNet is required to submit and receive Ministerial approval for. The EES was released in late June 2025, and Council has allocated significant funding within its budget to support a comprehensive submission, reflecting ongoing strong community concern and a clear opposition to the project.

To support the community during the EES submission process, Council hosted a number of independent community information sessions in mid-July 2025 to enable discussion, provide guidance and answer questions. The EES was also displayed in Council libraries and hubs to give community members easy access to the information.

Endeavour Group/Dan Murphy's

In early 2023, Council, alongside a large number of community members, objected at the Liquor Licensing Commission (LLC) to the granting of a liquor licence to Dan Murphy's to operate at 63 Central Springs Road in Daylesford.

A four-week hearing was held during which the Council was represented by a barrister, while the majority of community members represented themselves. Council strongly advocated for the refusal during the submission process and at hearings, along with a number of committed community members who contributed their time and presented evidence.

In August 2024, the LLC refused Dan Murphy's a licence to operate in Daylesford. This was the first time the new definition of "harm" under the *Liquor Control Reform Act 1998* was used to refuse a licence, making it a landmark decision.



The decision was made namely on the basis that granting the licence could pose a public risk, encourage harm (particularly on minors) and have adverse social impacts.

The Endeavour Group (Dan Murphy's) made a decision to appeal the LLC ruling to refuse the licence in September 2024.

At the March 2025 meeting, Council resolved to make a written submission to VCAT in relation to the ongoing appeal by Endeavour Group for a packaged liquor licence. Council continues to believe that there is a public risk, and any decision to grant a licence would have adverse social impacts.

Emergency Services Volunteer Fund

Property owners contribute, through Council rates, to support emergency and disaster response services. At the May 2025 meeting, Councillors unanimously moved a motion confirming a strong opposition to the Emergency Services Volunteers Fund (ESVF), announced by the Victorian Government, which replaces the fire services property levy.

Council has written to the Treasurer and Minister for Local Government expressing that the levy has a disproportionate financial burden on rural and regional communities, like ours, especially primary producers.

Council will continue to advocate for the Shire and join the many other councils opposing the levy.

Financial sustainability

Council has actively participated in both state and federal enquiries into the financial sustainability of local government, making detailed submissions that highlight the growing challenges faced in maintaining service delivery standards amid constrained resources.

These enquiries aim to assess the capacity of local governments to sustainably manage infrastructure, deliver essential services, and respond to shifting responsibilities from higher levels of government. Through its submissions, Council has provided evidence of current financial pressures, including cost-shifting, rate-capping, limited revenue-raising capacity, and increasing community expectations. Council has also outlined potential reforms and funding models to support long-term sustainability and ensure equitable service delivery across all communities. Bradley Thomas, CEO, addressed the Victorian Government's Legislative Council Economy and Infrastructure Committee.

Housing

A growing number of people in the Hepburn Shire are finding it difficult to secure a home at a price they can afford. The challenges faced by our community can be grouped into three key issues, and a person or household may be experiencing one or a combination of these.

Affordability – people are spending so much on housing that they cannot pay for other basic needs like food, utilities, or medical expenses.

Availability – Even when people can afford the rent, there are not enough long-term rental properties available. This means people are competing and vulnerable people are more likely to miss out.

Appropriateness – Some people have a roof over their head, but the house is not appropriate for their needs.

Council plays an important role in helping our community to overcome these challenges, now and into the future. We do this in three main ways:

- By working in partnership with the community, organisations, and Victorian Government departments, we can help

to address housing affordability in the municipality and encourage development of affordable and appropriate housing.

- By identifying how and where land use planning and other regulatory measures can be used to unlock areas for future housing, Council can facilitate the delivery of affordable housing in the Shire.
- Finally, Council recognises the importance of advocacy to state and federal governments. Council will continue to call for improved outcomes for our Shire through capital investment.

The Council Plan 2025–2029 is Council’s key strategic document. It sets out how Council will work towards achieving the Community Vision 2031 over the next four years. It contains three domains (Hepburn Life, Future Hepburn, and Hepburn Working Together) which all contribute to our community’s housing needs now and into the future, and provide a solid foundation for our advocacy to state and federal governments.

“It was a huge responsibility to contribute to the formulation of the budget and plan for 2025/26. Being part of a team that is working to restore the Council’s finances for the long-term is hard work at a difficult time and I acknowledge the optimism and tenacity at the core of the organisation.”

- Cr Pat Hockey



Clunes main street

SEPTEMBER 2025

THREE

Our Shire

Yearly statistics within our Shire
Councillors

Our community

Population

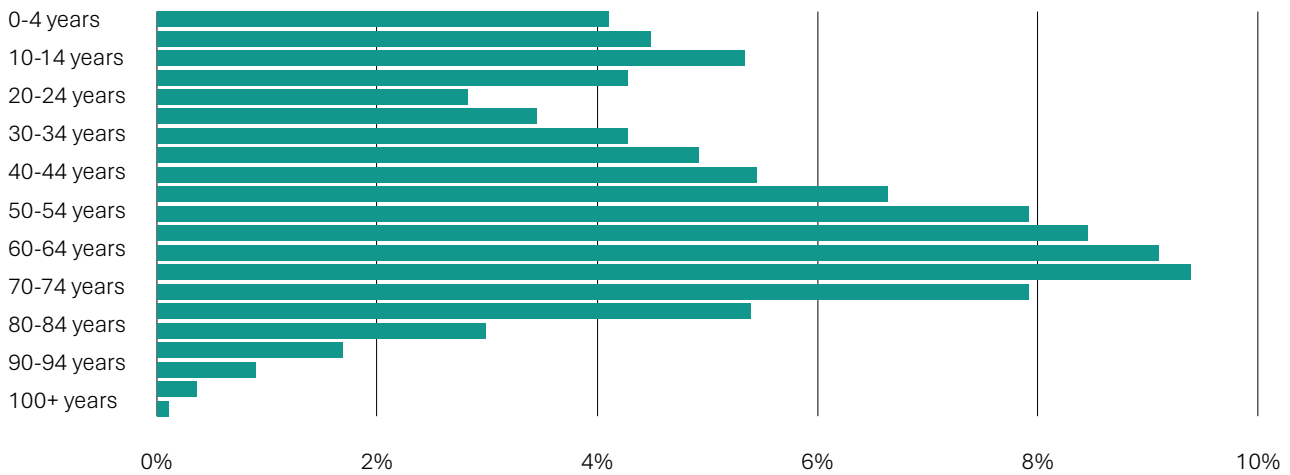
16,824

Estimated to grow
12.3 per cent 2023-2026

Area



Age profile



42.97%

Daylesford area



31.42%

Creswick area



13.29%

Clunes area



12.23%

Trentham area

Business



1,785

Businesses



2.35%

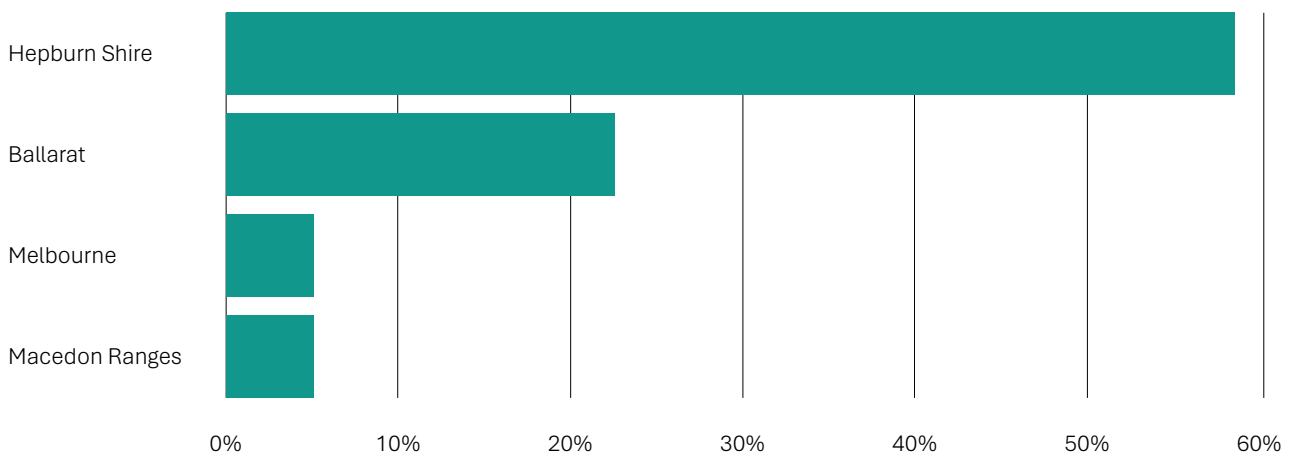
Businesses
with 20+ employees



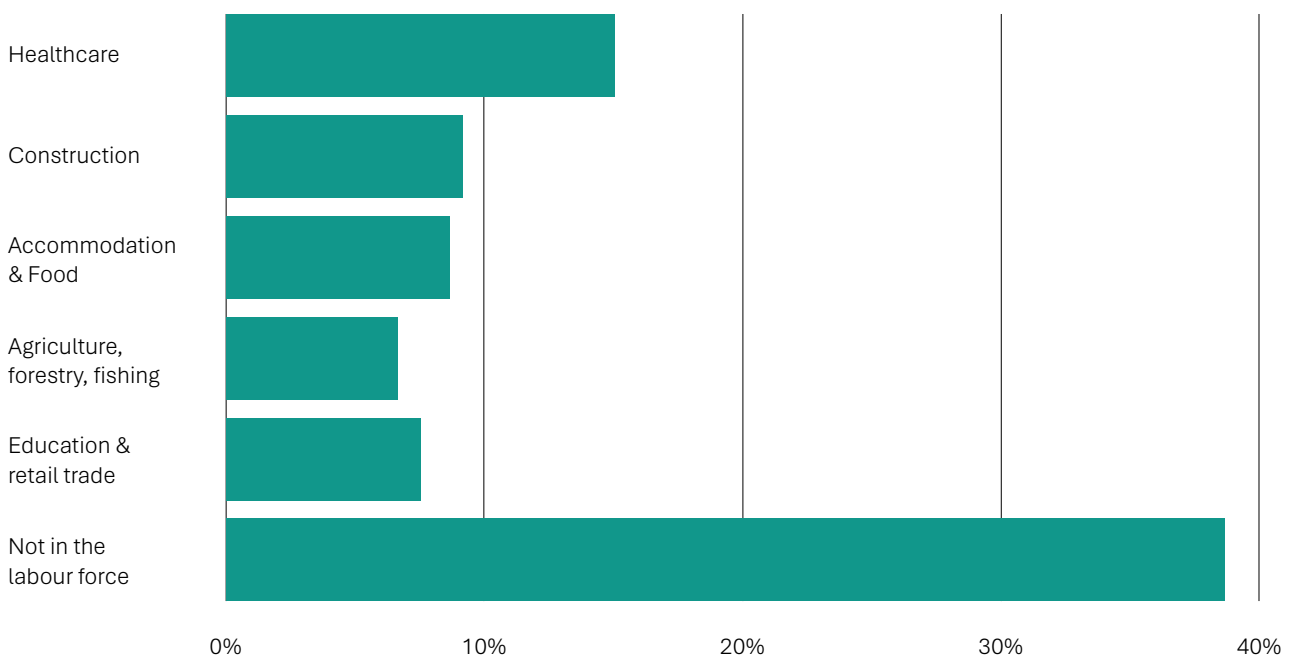
5,636

Jobs

Shire workforce usual place of work



Shire workforce industries



Employment



14.46%

Healthcare and
social assistance



9.21%

Construction



9.03%

Accommodation
& food services



8%

Retail trade



8.03%

Education & training

Shire workforce (FTE)

25.8%

Full-time

21.1%

Part-time

2.1%

Unemployed

21%

Volunteer

Diversity



1.1%

Aboriginal and Torres
Strait Islander



13.8%

Born overseas



6.8%

Households where a
language other than
English is used

Education



37.4%

Bachelor's degree
or above

Youth



11.72%

Disengaged youth
aged 15-24

Tourism



\$233.5m

Output

Community



5.9%

Ran out of food and
could not afford more



7.1%

Organised sport
participation rate



19.8%

Increased risk of
alcohol-related harm



4.1%

Currently vape



16.9%

Low income households
under financial stress



6.8%

Same sex couple
households



64.5%

Sufficiently active



52.2%

Overweight or obese



14.3%

Currently smoke
tobacco



11.2%

Diagnosed with a mental
health condition



6.7%

Profound or
severe disability



4.6%

Adults who met
guidelines for fruit and
veg consumption



Councillors

The following Councillors were elected to represent the Shire in the 2024 local council elections.



Cr Don Henderson (Mayor)

Councillors voted to elect Cr Henderson as Mayor on 26 November 2024.

Phone: 0427 559 684

Email: dhenderson@hepburn.vic.gov.au

Cr Henderson represents Council on the following committees and external bodies:

- Audit and Risk Committee
- Reconciliation Action Plan Advisory Committee
- Loddon Campaspe Group of Councils
- Greater Ballarat Alliance of Councils
- Dean Recreation Reserve and Tennis Courts Community Asset Committee



Cr Lesley Hewitt (Deputy Mayor)

Councillors voted to elect Cr Hewitt as Deputy Mayor on 26 November 2024.

Phone: 0408 793 941

Email: lhewitt@hepburn.vic.gov.au

Cr Hewitt represents Council on the following committees and external bodies:

- Daylesford Community Facilities Project Advisory Group
- Gender Equity Advisory Committee
- Drummond Hall Community Asset Committee
- Glenlyon Recreation Reserve Community Asset Committee
- Clydesdale Public Hall Reserve Committee Incorporated
- Cornish Hill Committee of Management Incorporated
- Daylesford Museum Reserve Committee of Management Incorporated
- Daylesford Trotting Track Reserve Committee Incorporated
- Franklinford Community Purposes Reserve
- Hepburn Recreation Reserve Committee of Management Incorporated
- Leonards Hill Mechanics Institute and Free Library Committee of Management Incorporated
- Municipal Association of Victoria (alternative representative)



Cr Brian Hood

Phone: 0427 797 151

Email: bhood@hepburn.vic.gov.au

Cr Hood represents Council on the following committees and external bodies:

- Lyonville Hall Community Asset Committee
- Bullarto Public Hall Committee Incorporated
- Newbury Public Hall and Recreation Reserve Committee Incorporated
- Trentham and District Historical Society Incorporated
- Trentham Public Purpose Reserves Committee of Management Incorporated
- Trentham Quarry Street Reserve Committee Incorporated
- Trentham Sports Ground Reserve Committee of Management Incorporated



Cr Tony Clark

Phone: 0484 906 747

Email: tclark@hepburn.vic.gov.au

Cr Clark represents Council on the following committees and external bodies:

- Audit and Risk Committee
- Disability Advisory Committee
- Creswick Theatre Company Incorporated
- Lingbogol Camp Area – Creswick



Cr Tim Drylie

Phone: 0427 503 258

Email: tdrylie@hepburn.vic.gov.au

Cr Drylie represents Council on the following committees and external bodies:

- Municipal Association of Victoria
- Sustainable Hepburn Community Advisory Committee
- Yandoit Mechanics Institute and Free Library Committee Incorporated
- Yandoit Public Park and Recreation Reserve Committee Incorporated



Cr Pat Hockey

Phone: 0484 637 016

Email: phockey@hepburn.vic.gov.au

Cr Hockey represents Council on the following committees and external bodies:

- World Heritage Listing of the Victorian Goldfields Region
- Mineral Springs Reserves Advisory Committee
- Creswick Museum Community Asset Committee
- Lee Medlyn Home of Bottles Community Asset Committee
- Campbelltown Recreation and Public Hall Reserve Committee of Management Incorporated
- Clunes Former Free Lending Library Committee Incorporated
- Clunes Neighbourhood House Incorporated
- Ullina Reserve and Recreation Park Management Committee Incorporated
- Upper Loddon and Avoca Landcare Network Incorporated



Cr Shirley Cornish

Phone: 0458 961 949

Email: scornish@hepburn.vic.gov.au

Cr Cornish represents Council on the following committees and external bodies:

- Glenlyon Recreation Reserve Community Pavilion Project Advisory Group
- Heather Mutimer International Women's Day Honour Roll Advisory Committee
- LGBTIQ+ Advisory Committee
- Glenlyon Progress Association and Shire Hall

FOUR Our people

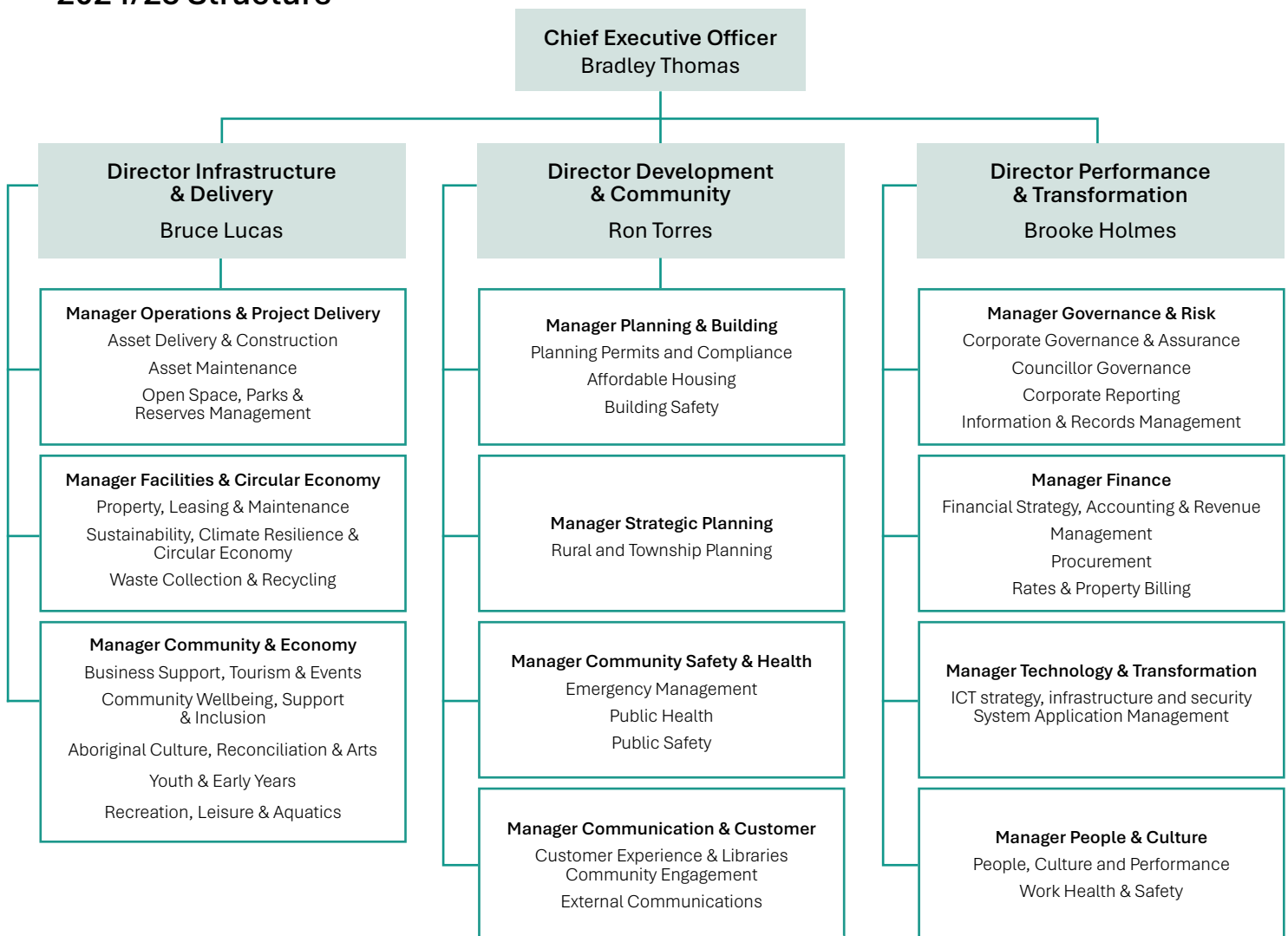
Financial report
Statutory information

Organisational structure

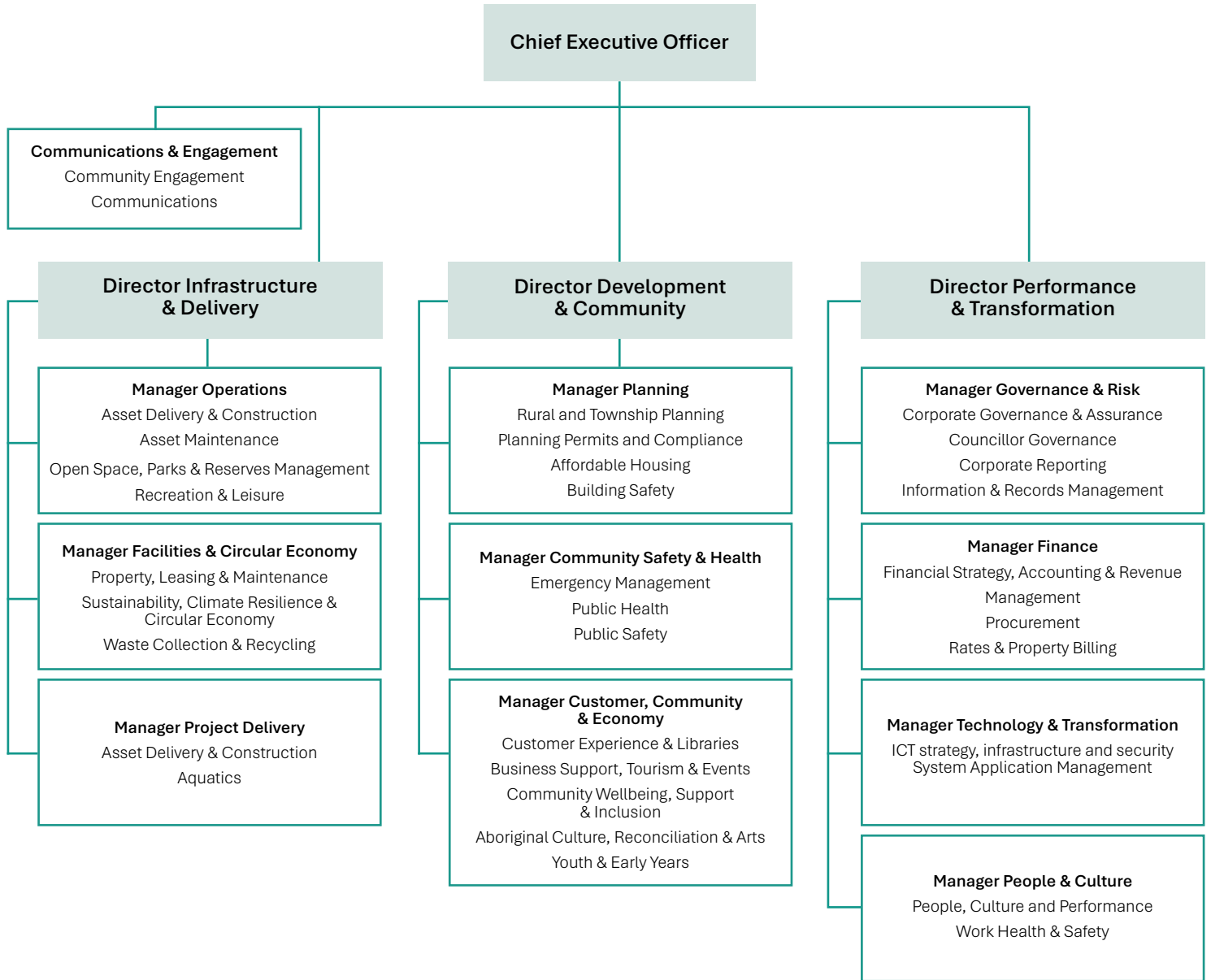
Council transitioned to an interim organisational structure in August 2024 which involved a reduction of directorates from four to three. The structure was considered interim due to the significant operational savings required for implementation in 2025/26 and ongoing to deliver Council's adopted Financial Vision. Across May and June 2025, extensive consultation and consideration of the organisational structure was undertaken

with the new structure effective from 4 August 2025. Presented below is the structure that was in place for 2024/25 and the structure to be implemented ongoing aligned to the newly adopted Council Plan 2025–2029 and service delivery. The organisational structure as presented below received extensive consultation and consideration in May and June 2024 and was effective from 4 August 2025.

2024/25 Structure



Effective as at 4 August 2025



Workforce

As at 30 June 2025, Council employed 190 people in a diverse range of roles: customer service, reconciliation, engineering, parks and open space, planning, governance, sport and recreation, road maintenance, and school crossing supervisors to name just a small number.

Our workforce consisted of 123 full-time, 54 part-time, and 13 casual employees totalling 190 people. This equates to 155.5 full-time equivalent employees (FTE). The workforce is very close to being an even split of females and males, noting no staff have advised they identify as non-binary, with 48.75 per cent of the workforce female (51.25 per cent of the workforce male).

The FTE budgeted for 2024/25 was 174.3 FTE, therefore vacant FTE at 30 June 2025 were 18.8 FTE. To an extent the vacant FTE reflects Council's management of the imminent changes required to the workforce in 2025/26 to meet the financial sustainability challenges.

Where reasonable to do so, Council held a position vacant and adjusted service accordingly to enable the most considered approach to downsizing the workforce in a respectful and cost-effective manner.

Unplanned employee turnover rate (reflected as resignations where the employees transitioned to a new workplace) was 15.98 per cent. When the overall turnover is adjusted to include planned turnover (redundancies, terminations and retirements) the total annual turnover was 22.4 per cent, a reduction of 1 per cent on 2023/24.

The overall employee turnover rate is higher than would be preferred. Council's turnover rate remains consistent with the industry average for a small rural shire and reflects the challenges of small rural councils in recruiting and retaining suitably qualified individuals.

Note – turnover does not include seasonal workforce or short-term casuals.

Council employees

The following tables summarise the number of FTE Council employs by organisation structure, employment type and gender. This is accurate as at 30 June 2025.

Division	Full Time Female FTE	Full Time Male FTE	Part Time Female FTE	Part Time Male FTE	Casual Female FTE	Casual Male FTE	Total
CEO	0	1.00	0.89	0.00	0.00	0.00	1.89
Development & Community	16.00	11.00	9.77	2.37	0.10	0.20	39.44
Infrastructure & Delivery	25.00	52.00	5.75	5.20	0.70	0.20	88.85
Performance & Transformation	12.00	6.00	6.52	0.80	0.00	0.00	25.32
TOTAL	53.00	70.00	22.93	8.37	0.80	0.40	155.50

Note - Employment type by gender is represented as female and male, with no staff identified as non-binary.

Actual FTE	Female	Male	Total FTE
Band 1	1.42	0.50	1.92
Band 2	2.25	5.90	8.15
Band 3	1.00	23.00	24.00
Band 4	14.55	10.44	24.99
Band 5	15.33	10.55	25.88
Band 6	17.19	10.88	28.07
Band 7	12.60	8.00	20.60
Band 8	4.00	3.00	7.00
Not applicable	7.89	7.00	14.89
TOTAL	76.23	79.27	155.50

Annual Turnover	%
Unplanned Turnover	15.98%
Planned Turnover	6.43%
Total Turnover	22.1%

Recruitment and retention

Council carried out 56 external recruitment campaigns during the year, onboarding 51 new team members.

- Council has experienced positive trends and outcomes in staff attraction overall. Where recruitment challenges have continued, these vacancies are managed by external consultants and temporary staff to enable review of positions and re-advertisement when the market is favourable.
- Council continues to encourage applications from all suitable applicants including Aboriginal and Torres Strait Islander people, and people of different ages, abilities, gender identities, sexual orientations and cultural backgrounds.
- Council is a regional employer and recognises the importance of supporting young people's careers.
- We continue to work with schools and universities in the region to provide opportunities for students to be involved in the work environment and gain valuable work experience including in our asset maintenance, Geographical Information Services, and planning teams.

Council has continued to offer a 50 per cent work from home flexible work arrangement for suitable roles and a compressed nine-day fortnight option to increase flexibility, work-life balance and wellbeing. This approach has been successful with most of the staff opting to use the additional flexibility as suited to their role or personal situation. This has also had the added benefit of enhancing our employment offering and broadening our talent pool with an increase in candidates opting for flexibility and work-life balance over higher remuneration.

Industrial and employee relations

There were no matters requiring Council's appearance before the Fair Work Commission. People and Culture maintained strong, professional relationships with unions, resolving issues collaboratively

People and culture workforce outcomes

Council's Workforce Strategy, adopted in November 2021 under the *Local Government Act 2020*, continued to guide recruitment, training, and workforce planning. A highlight of achievements in 2024/25 included:

- Transition to a shared services delivery model for Building Services and involvement in a Central Highlands Council Shared Services Project to investigate shared service model for cyber security, procurement and legal.
- Participation in external leadership development including LGPro Emerging Leaders and LGPro Ignite.
- Implementation of IT systems to support and enable better people management including recruitment, onboarding, learning and development, and workplace health and safety.
- Updated Child Safe Policy, Code of Conduct, and Action Plan.
- Expansion of the Staff Consultative Committee from six to 14 representatives.
- 68 per cent participation in the June Employee Pulse Survey and development of a framework to develop action plans from the data.

- Delivery of superannuation seminars and celebration of diversity days including NAIDOC Week, IDAHOBIT, and 16 Days of Activism.
- Offered a range of flexible work arrangements to strengthen gender equality, diversity and inclusion.

Learning and employee development

Council is working on the development of our learning and development offering to foster a workplace where our people are provided with valued opportunities to develop their skill and capability and support service delivery outcomes. Development of the learning management system, ELMO, has been undertaken which will be implemented in 2025/26. Key highlights for the year included:

- 105 supported external requests for training covering 440 opportunities.
- Completion of compliance training in outdoor roles including such areas as truck licences, Chemcert, tree felling, playground inspections, backhoe and excavator and health and safety representation.
- Supporting the wellbeing of our staff through challenging circumstances and change, we delivered multiple sessions on managing difficult interactions, maintaining resilience and self-care.
- Participation in LGPro programs including Ignite, Emerging Leaders, and Women's Leadership forum.
- Cultural awareness training and diversity and inclusion training to strengthen cultural awareness, challenge unconscious bias, and promote respectful relationships.

The induction program was enhanced with face-to-face sessions and supported by Council's online learning hub. Council's new learning management system, ELMO, has been developed and launched in September 2024, offering over 400 modules and custom content.

Formal study assistance for staff obtaining relevant qualifications continued, and the biannual Employee Performance Development Program remained a key input into learning needs and planning.

Work health safety and staff wellbeing

Council continued to focus on building and embedding our approach to safety and wellbeing. We maintain a strong commitment to safety and wellbeing, continually improving the training, support, direction, resources and tools our people need to perform their roles safely, effectively and to manage risks they may encounter.

Council Officers continue to work toward actions outlined in the Safety and Wellbeing Roadmap.

Key highlights of the year include:

- Partnering and engaging with operational teams to improve safety awareness and support.
- Transition to Evotix to better support safety practice and data with a fit for purpose system.
- Development of multiple policies, procedures and SWMS.
- Regular Work Health and Safety Committee meetings.
- Flu and COVID-19 vaccination programs.
- Participation in wellbeing initiatives such as R U OK? Day and National Safe Work Month.

FIVE

Performance

Council Plan progress

MPHWP progress

This Report relates to the 2024/25 financial year and marks the final year of the Plan, throughout this reporting period, Council has continued to deliver on the priorities set out in the four-year plan, working in partnership with our community to build a more connected, sustainable, and resilient Shire.

Council is committed to keeping our community informed about the progress of the Plan. This report shares the outcomes and achievements delivered across the five focus areas, highlighting both the progress made in 2024/25, and more broadly, over the life of the Plan.

We acknowledge the contributions of Councillors, staff, community members, and partners whose efforts have shaped the outcomes of this Plan and positioned us strongly for the next stage of strategic planning.

Council Plan 2021–2025

As we conclude the Plan, we are pleased to present the outcomes of the initiatives delivered for our community. This Plan incorporated a considerable amount (116) of complex actions for a municipality of our size, reflecting a highly aspirational and ambitious plan aimed at delivering broad and lasting benefits.

- **105 actions completed:** representing **90.6 per cent** of our commitments.
- **0 actions on track**
- **6 actions cancelled:**
Representing **5.1 per cent**
- **2 actions not started:**
Representing **1.7 per cent**
- **3 actions with progress delayed:**
Representing **2.7 per cent**

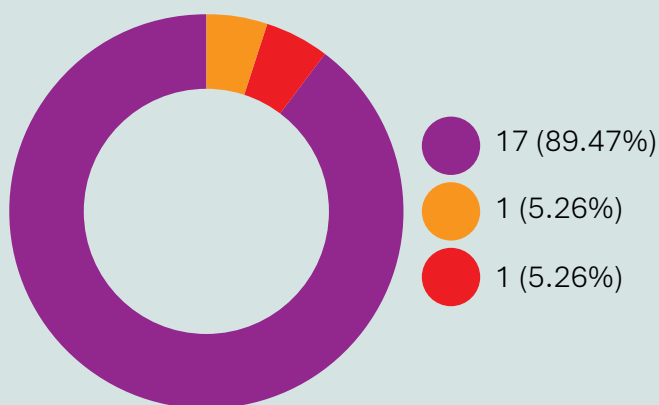
This strong completion rate reflects the commitment and collaboration of Councillors, Council staff, community partners, and volunteers in delivering significant outcomes across the Shire.

Council Plan 2021–2025 completion of plan action status

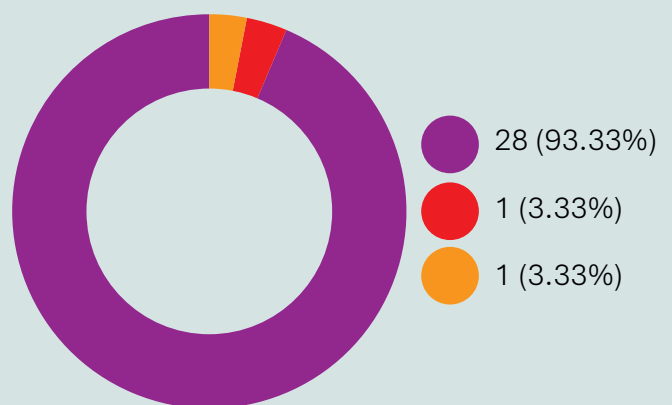
Status



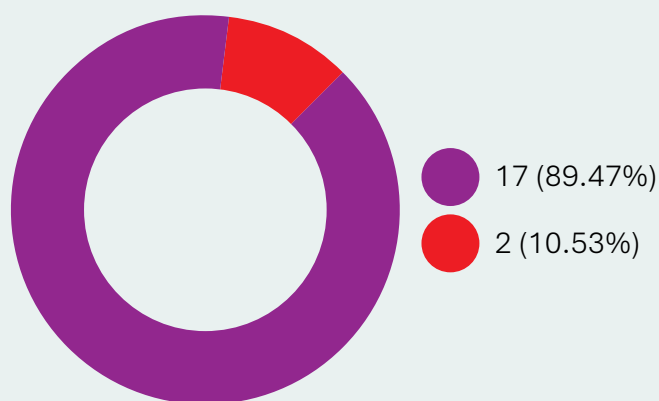
1. A resilient, sustainable and protected environment



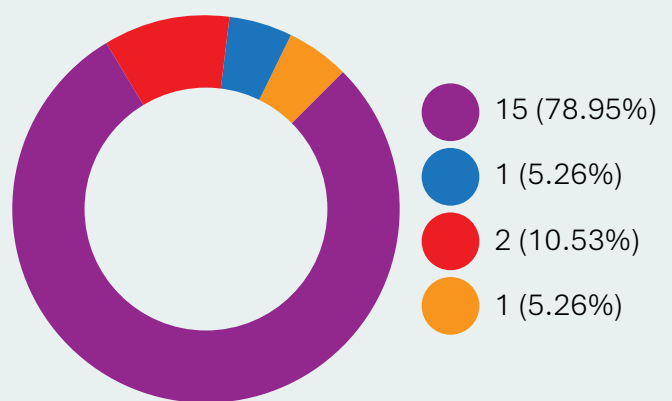
2. A healthy, supported and empowered community



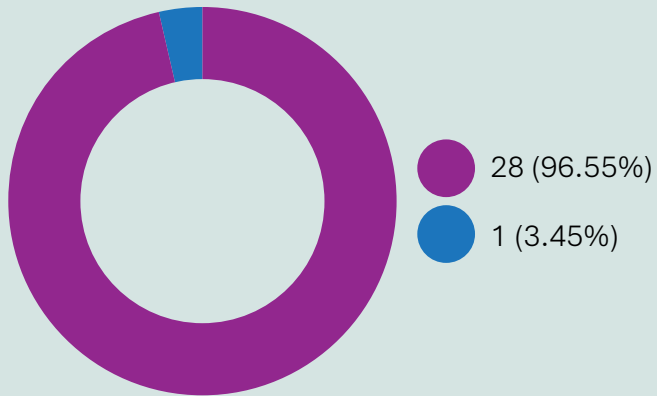
3. Embracing our past and planning for the future



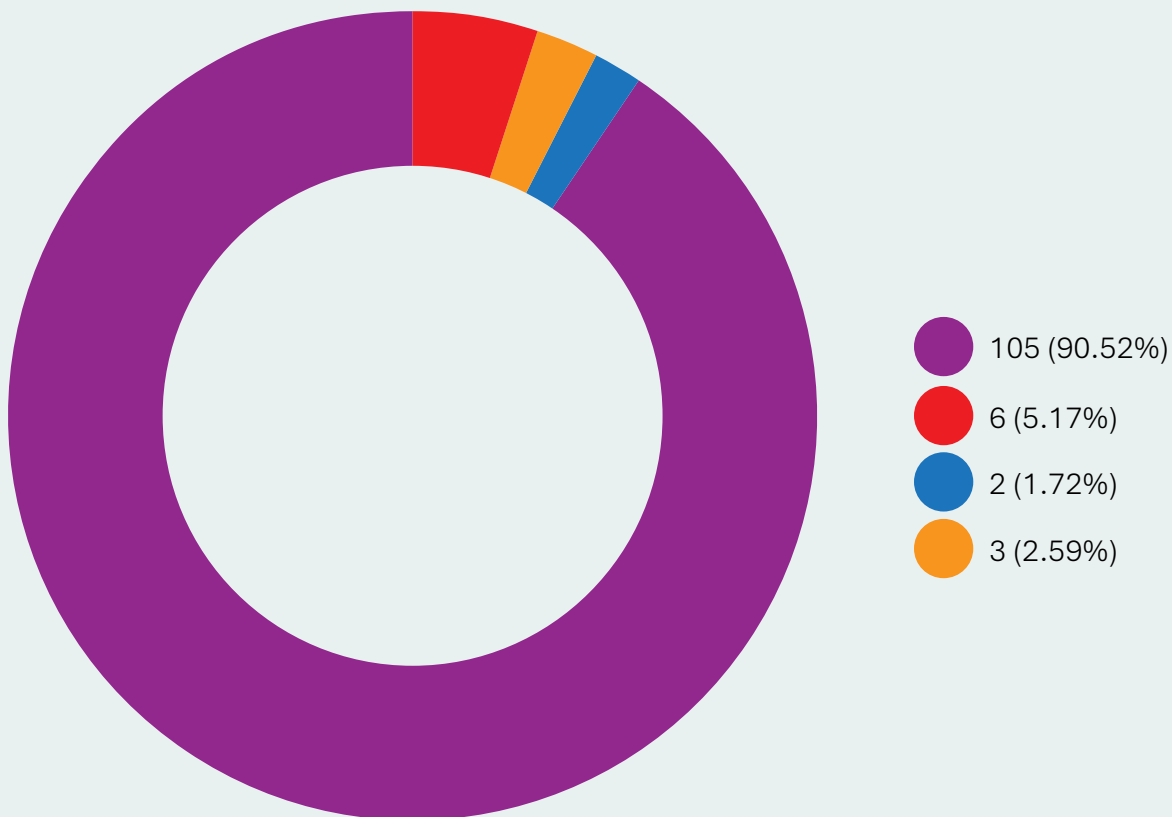
4. Diverse economy and opportunities



5. A dynamic and responsive Council



Status of all actions at the completion of the Plan.





1 A resilient, sustainable and protected environment



MEASURES OF SUCCESS

FOCUS AREA 1 - STRATEGIC INDICATOR	TARGET	2021/22	2022/23	2023/24	2024/25	Target Met	COMMENTS
Council's corporate emissions An annual reduction in Council's Corporate emissions measured via tonnes CO2e.	>1% Reduction	14% Reduction	6.8% Increase	17% Reduction	17.2% Reduction	✓	Council continues to achieve significant annual reductions in our corporate emissions with a 17.2% reduction achieved in 2024/25. This has been achieved through procurement of 100% renewable energy for Council assets and a 47% reduction in gas consumption in part achieved through the closure of the Daylesford Town Hall. A recent review of overall data identified an error in the reported position for 2022/23 year which did result in a rise in emissions due to increased use of heavy plant over extended working week for a considerable period as part of emergency response and recovery programs. Notwithstanding this adjustment of Council's corporate emissions trajectory over the past four years under the Sustainable Hepburn Strategy shows an overall 40.4% reduction.

MEASURES OF SUCCESS

FOCUS AREA 1 - STRATEGIC INDICATOR	TARGET	2021/22	2022/23	2023/24	2024/25	Target Met	COMMENTS
Community emissions 10% reduction in community emissions measured by tonnes CO ₂ against the baseline of 70,715 tonnes.	10% reduction from baseline of 70,715t in 2021	49.6%	24%	9.6%	14.6%		Hepburn Z-NET achieved a 14.6% reduction in emissions from electricity Shire-wide in 2024/25. Council contributed strongly by eliminating all electricity emissions through its 100% renewable energy power purchase agreement, providing grant funding for emissions reduction activities to local non-profit groups, adding two new solar and battery power back-up systems to community buildings, and a range of other measures. Working with Hepburn Energy and the Hepburn Z-NET community partnership, the promotion of solar, battery, energy efficiency and electric vehicle bulk buys resulted in high uptake across the residential and commercial sectors and an overall excellent result again for reduction of community emissions across the municipality. Hepburn Shire's net emissions from electricity last year were 41,433 tonnes carbon (tCO₂e). From the 2018 baseline of 70,715 tCO₂e, this represents a 41.4% reduction in greenhouse gas emissions from electricity use.
Tonnes of waste to landfill per capita An annual reduction in tonnes of waste to landfill per capita measured by Weight of Garbage, Recyclables and green organics collected from kerbside bins against the baseline of 3,454 tonnes.	Reduction from 3,454	40.22%	34.3%	37.72%	52.95%		Diversion increased with the introduction of an organics service in 2023/24, as well as a change in general rubbish collection frequency from weekly to fortnightly.
Roadside weed control across the Shire Maintain existing 11 kilometres of Roadside Weed Control across Shire measured by number of actual roadsides maintained.	11 km	15 km	16 km	80 km	130 km		Together with funding from Agriculture Victoria through the Roadside Weeds and Pest Program additional roadside weed control was achieved and targeted. 45 roadsides maintained and treated for weed control throughout 2024/25.

1.1 Adapt to and mitigate climate change to reach net-zero community emissions by 2030



ANNUAL PLAN 2022/23 INITIATIVE

Partner with Hepburn Energy and Chargefox to install three electric charging stations in Creswick, Hepburn Springs and Trentham.

All three charging stations installed as of July 2024.



ANNUAL PLAN 2023/24 INITIATIVE

Hepburn Shire Council Sustainability and Climate Change Policy: Adopt a Hepburn Sustainability and Climate Change Emergency policy and commence embedding this into Council's operations and decision-making processes.

The Hepburn Shire Climate Risk Management Policy was adopted by Council in September 2024. Further work is being undertaken to provide capacity building across Council teams to assist with embedding climate risk management decision-making and practices.

Item	Strategy	Actions and Outcomes
1.1.1 	Undertake actions to support Council's declaration of a climate emergency including biannual reporting to community on local actions and projects which are delivering upon climate change mitigation, while ensuring that the levels of activity remain consistent with the importance of the climate emergency.	The two climate action strategies - Sustainable Hepburn, and the Hepburn Z-NET strategy continue to deliver strong results in the climate mitigation space, and a quickly emerging area of focus, climate adaptation. The Hepburn Z-NET Steering Committee meets at least six times per year and the Sustainable Hepburn Advisory Committee also regularly brings local community members into collaboration with Council and enables us to provide progress updates and seek partnerships to maximise impact. These meetings are minuted and provided to the community in the following OCM.
1.1.2 	Review procurement policies and procedures to ensure they provide a focus on sustainable practices.	The current Procurement Policy was adopted in September 2023 and adheres to best practice guidelines with a focus on sustainable practices, local content and Traditional Owner support.
1.1.3 	Continue to support the objectives of Hepburn Z-NET and the Hepburn Wind MoU (Memorandum of Understanding) to achieve the target of net zero community emissions by 2030.	Collaboration between Council and local community-owned renewable energy group Hepburn Energy (formerly Hepburn Wind) through our MoU continues to provide results in the emissions reduction space. The last 12-month audit of emissions reduction in the electricity sector showed a 14 per cent reduction on the previous year, and Hepburn Z-NET remains one of the best-practice examples in Australia for collaboration between Council and community on climate action with projects such as the rollout of an electric vehicle charging network, and a low-income household energy upgrade program.

1.1.4  CANCELLED	Promote the use of environmentally sustainable practices through planning processes and the Environmentally Sustainable Development (ESD) Policy.	Council's Statutory Planning team will continue to apply existing provisions in the planning scheme regarding environmentally sustainable design and water sensitive urban design. However, the recently adopted implementation plan does not have the creation of a policy as a short-term action. Council continues to be a member of the Council Alliance for a Sustainable Built Environment (CASBE) an association of Victorian councils committed to ensuring future generations can enjoy a sustainable built environment.
1.1.5  COMPLETED	Pursue the environment and sustainability- objectives outlined in Council's Municipal Planning Scheme.	Council's Statutory Planning team will continue to apply existing provisions in the planning scheme regarding environmentally sustainable design and water sensitive urban design. There is a role for the Victorian Government to implement more effective, statewide environmentally sustainable planning provisions.
1.1.6  COMPLETED	Support community transition to zero emissions through the Sustainable Hepburn Grants Program and or any other applicable grant funding program.	The Sustainable Hepburn Community Grants Program replaced 'Towards Zero' grants in 2023/24 and both grant streams were successfully delivered annually, while attracting strong interest from community non-profit organisations and community members. A range of projects have been funded such as solar pv systems and energy-efficient heating and cooling systems for public venues, neighbourhood houses and other community facilities. We have supported feasibility studies for energy resilience in townships vulnerable to power outages, as well as a variety of small-scale, local solutions to climate change.
1.1.7  COMPLETED	Contribute to the implementation of the Grampians Region Climate Adaption Strategy.	Council delivered two projects with the DEECA Grampians in 2022/23. A climate adaptation toolkit was developed in partnership with Hepburn Energy, Central Highlands Water, DJAARA and other local stakeholders to help respond to climate impacts. Council developed and ran a series of workshops to assist Grampians Region local government areas (LGAs) to respond to climate change by understanding adaptation options. Workshops were held in Ararat and Creswick.
1.1.8  COMPLETED	Publish Council's emission profile annually.	A corporate emissions profile has been published each year, soon after the end of the financial year. A second emissions profile which looks at the whole of the Shire's greenhouse gas emissions is also consistently published each year.

1.2 Prioritise environmental management, protection, and regeneration

Item	Strategy	Actions and Outcomes
1.2.1  PROGRESS DELAYED	Review Environmental Significance Overlays.	A full-scale review of Environmental Significance Overlays was not conducted due to competing priorities with the completion of the Future Hepburn project. However, initial discussions have taken place with the water catchment authority on progressing this review. Any actions that fall out of these discussions will be included as part of outcome delivery under the new Council Plan 2025–2029.
1.2.2  COMPLETED	Undertake appropriate Municipal Emergency Management Planning to prepare for and respond to natural disasters.	Community Emergency Risk Assessment (CERA) completed and Municipal Emergency Management Committee quarterly workplan in place to develop plans and sub plans to prepare for and respond to emergencies. Pre-season briefings undertaken and a number of community information sessions in partnership with various agencies.
1.2.3  COMPLETED	Adopt and implement a Tree Management Strategy to protect existing trees and increase planting of new trees.	Hepburn Shire's Tree Management Plan was endorsed by Council's Executive Leadership Team in July 2022. The plan was developed to provide guidance for the management of public trees to ensure consistent approach whilst providing a safe environment for the community and increase township tree canopy cover.

1.3 Transition to ecologically sustainable and accountable tourism

Item	Strategy	Actions and Outcomes
1.3.1  COMPLETED	Develop and implement a sustainable and accountable Visitor Economy Strategy that balances sustainability goals whilst supporting the economy.	Worked with our visitor economy partners (Destination Central Victoria & Tourism Midwest Victoria) and adopted Destination Management plans.

1.4 Develop meaningful policies and strategic partnerships that link sustainability and public health

Item	Strategy	Actions and Outcomes
1.4.1  COMPLETED	Strengthen and protect existing agriculture to support the availability, sustainability, and accessibility of local food sources.	The Artisan Agriculture pilot was completed and resulted in strengthened relationships and contacts amongst the agricultural sector. A Shire-wide Agricultural Forum was also hosted by Council.
1.4.2  COMPLETED	Promote community adaptation to the public health risks of climate change to public health.	Council has provided community adaptation through health and wellbeing messages, emergency response, staff community adaptation awareness training, emergency preparation training and awareness messages.
1.4.3  COMPLETED	Increase community understanding of the risks of climate change to public health through communication and education.	Ongoing meetings with the external and internal health and wellbeing working groups completed. Ongoing communication plan to raise awareness continues. Staff awareness training provided. Sustainable youth and middle years activities embedded in school holiday programs and Sustainable Hepburn Day. Community awareness initiatives, events and training offered throughout the year.
1.4.4  COMPLETED	Develop a meaningful and strategic partnership with Dja Dja Wurrung to identify and collaborate on our shared environmental priorities.	2024/25 saw further close collaboration between Council and DJAARA on climate, sustainability and biodiversity through Sustainable Hepburn and Healthy Landscapes initiatives and DJAARA-led activities.

1.5 Protect and regenerate the natural resources of the Shire including soils, water and ecological systems, from both current and future threats

 COMPLETED	ANNUAL PLAN 2023/24 INITIATIVE Roadside Conservation Continue environmental services with an increased focus on weed management and roadside vegetation management including development and implementation of a Roadside Conservation Strategy. Council has appointed a Biodiversity Officer and the assessment and development of a multi-year roadside weed management program has been completed.
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Item	Strategy	Actions and Outcomes
1.5.1  COMPLETED	Develop and implement the 'Sustainable Hepburn Strategy' to align waste, sustainability, and biodiversity strategies.	Sustainable Hepburn strategy endorsed at the August 2022 OCM. All five action plans of the strategy have been implemented by the responsible teams.
1.5.2  COMPLETED	Continue environmental services with an increased focus on weed management and roadside vegetation management including development and implementation of a Roadside Conservation Strategy.	Council has appointed a Biodiversity Officer and the assessment and development of a multi-year roadside weed management program has been completed.
1.5.3  COMPLETED	Support the implementation of priorities of the Integrated Water Management Plans.	Council continues to advocate for and pursues funding opportunities to support implementation of projects identified within the Integrated Water Management Plans.

1.6 The following statement reviews the progress of Council in relation to major initiatives identified in the 2024/25 budget for the year.

Initiatives	Progress
Additional human resources within the Emergency Management team, to work with community and agencies to improve our preparation, response and recovery to emergencies.	Completed and Ongoing Additional resources have been provided within the Emergency Management Team, and Council has undertaken many planning and preparedness activities across the year, especially in relation to community workshops.
Continued implementation and reporting of progress associated with the Sustainable Hepburn Strategy.	Completed and Ongoing Significant progress continued on the implementation of the strategy, with a number of highlights during the year including: successful in securing grant funding of \$400,000 for a battery storage and solar PV installation at The Mechanics Trentham; successful 12-month rollout of FOGO; funding of Sustainable Hepburn community grants; and the Circular Organics Project (project focused on a scientifically rigorous study of soil and tree health after applying compost, made from the organics collected via the food and garden organics bins, to a range of Council-managed parks and open spaces).
Undertake a review of the level of service delivery undertaken in Waste Management and ensure compliance with new Ministerial Guidelines for waste charges in 2025/2026.	Completed Review of organics (FOGO) waste service completed. Following the program's successful first twelve months, Council Officers reviewed the service, consulted the community and determined that the service had significantly reduced landfill disposal and increased the Shire's landfill diversion rate to 57.3 per cent.

1.7 The following statement provides information in relation to the services funded in the 2024/25 budget and the persons or sections of the community who are provided the service.

Service Area	Description of Service Provided		2024-25 Budget \$'000	2024-25 Actual \$'000	2024-25 Variance \$'000
Emergency Management	We work with the community and response agencies to develop robust and innovative plans to prepare, respond and recover from emergencies.	Exp	386	569	(183)
		Rev	145	704	559
		Net	241	(135)	376
Sustainability	To guide and support Council and the community in the development of innovative sustainable practices that ensure the preservation of limited resources.the development of innovative sustainable practices that ensure the preservation of limited resources.	Exp	406	393	13
		Rev	-	77	77
		Net	406	316	90
Biodiversity	In partnership with the community, natural resources are managed to ensure their conservation, enhancement and control.	Exp	167	163	4
		Rev	-	2	2
		Net	167	161	6
Waste Management and Cleaning services	This service is to deliver high quality kerbside waste and recycling collection services, and general waste management which includes transfer stations, transporting materials, public place bins, disposing of waste, street cleaning, rehabilitating closed landfills and other waste management services.	Exp	6,323	6,254	69
		Rev	6,471	6,568	97
		Net	(148)	(314)	166
Net Cost to Council for Focus Area 1			666	28	638

Major variances relate to:

- Emergency Management - Additional government funding received to complete storm recovery works, and various community preparedness sessions.



2 A healthy, supported and empowered community

MEASURES OF SUCCESS

FOCUS AREA 2 - STRATEGIC INDICATOR	TARGET	2021/22	2022/23	2023/24	2024/25	OUTCOME	COMMENTS
Proportion of adults eating sufficient fruit and vegetables Over the life of the Plan 5% increase in proportion of adults eating sufficient fruit and vegetables measured against the baseline of 46% using Australian Health Survey data.	51%	No updated data available	No updated data available	47%	No updated data available	✗	Data is no longer collected by the Australian Health Survey. Council's Health and Wellbeing survey in 2024 found that 10% of 144 residents surveyed ate three or more serves of fruit and 42% ate three or more serves of vegetables.
Partnerships and networks to support access to mental health services Increase in the network of mental health service providers servicing the Shire established. 75% of the network active in Shire to support access to mental health services measured by an increase in the number of providers servicing the Shire above 50%.	75%	0%	0%	86%	82%	✓	82% of service providers attended Council-run Community Support & Services Networks (CSSNs) over the past year.
Percentage of population that are active library borrowers Over the life of the Plan, a 5% increase in percentage of population that are active library borrowers measured by percentage of the community that are active borrowers against a baseline of 15.66%.	1.25%	-3.2%	-1.6%	-1.88%	-0.12%	✗	While borrowing in the Shire is strong, the percentage of active borrowers has still not recovered to pre-COVID-19 figures.
Partnerships and networks related to the prevention of all violence Increase in the network of providers servicing the Shire focusing on prevention of all violence. An increase of 25% to 75% of network active in Shire to support prevention of all violence, measured by the number of providers servicing the Shire.	75%	100%	100%	92%	43%	✗	Due to a drop in attendance, Hepburn Shire's Family Violence Network ceased in early 2025. All members have now joined the CSSNs and have reported an increase in benefits from cross collaboration across a wider spectrum of local providers and support services and shown much higher attendance at network meetings.

MEASURES OF SUCCESS

FOCUS AREA 2

- STRATEGIC INDICATOR

TARGET	2021/22	2022/23	2023/24	2024/25	OUTCOME	COMMENTS
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Children enrolled in Maternal Child Health (MCH) who participated in services

5%	18%	26.2%	4.97%	-5.5%		Attendance has reduced slightly during 2024/25.
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Over the life of the Plan, a 5% increase of children against a baseline of 382 enrolled in who participated in MCH services.

2.1

Support appropriate land use and accommodate more affordable long-term housing within townships that conforms with the character of the area



ANNUAL PLAN 2023/24 INITIATIVE

Review of Short Term Accommodation: Review possible regulation of short-term rental accommodation to assist with permanent rental housing supply, while still allowing for a diverse and sustainable base of tourist accommodation to support the local economy.

An initial analysis and review has been completed. Data on the potential effects on Hepburn Shire of the levy (introduced in January 2025) continues to be collected. This data will inform future actions which seek to strike a balance with the Shire's local community and tourism accommodation needs.

Item	Strategy	Actions and Outcomes
2.1.1 	Develop an Integrated Affordable Housing Policy and Strategy.	Informed by township character assessments, growth targets, demographic needs and 'A Home in Hepburn' our TSPs have been structured to encourage more diversity in housing delivery whilst protecting the precious characteristics of our towns. There are recommendations in the plans on how infill development can better accommodate a variety of housing. Future Hepburn also incorporates small parcels of additional land into our towns to provide more options for the housing market.
2.1.2 	Deliver the strategic planning program from the adopted Municipal Planning Scheme.	The adopted Municipal Planning Strategy Vision has been delivered through the updated planning scheme and reinforced by the current Future Hepburn strategic program.
2.1.3 	Advocate for involvement in the Victorian State Government's Big Housing Build program.	Advocacy to the Victorian Government is an ongoing commitment. Four new homes under the Big Housing Build were commenced, with a total investment of \$2 million.

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

Item	Strategy	Actions and Outcomes
2.2.1  PROGRESS DELAYED	Conduct a gap and needs analysis of local health and community services to support advocacy for funding parity.	Officers continue to partner with health and community services to support improved service outcomes in the local area however, further achievement in this space will not be delivered in the specific way set out in this action under the Council Plan 2025–2029.
2.2.2  COMPLETED	Promote partnerships with health service providers to improve shared community health outcomes.	External health and wellbeing working group completed stakeholder mapping, local data analysis and priority mapping for the Hepburn Shire that informed the MPHWP. Officers attend ongoing stakeholder meetings to ensure a collaborative approach across the Central Highlands region.
2.2.3  COMPLETED	Support advocacy for a new facility for Central Highlands Rural Health.	Council offers ongoing support and advocacy for the upgrade to Daylesford Hospital.
2.2.4  COMPLETED	Develop service networks to increase community awareness and access to local services.	The CSSN has regular attendance of 20–30 members and has increased to include many community groups working with vulnerable people. Collaborative local solutions are the focus and have achieved many outcomes for community e.g. emergency preparedness support, increased food security supply, Daylesford showering facility, and hoarding support services.
2.2.5  COMPLETED	Develop, adopt, and implement an Early Years Strategy.	The Early Years Strategy 'Starting Blocks' was adopted in 2022. Council continues to work with partners to deliver on objectives outlined in the strategy.

2.2.6  COMPLETED	Develop, adopt, and implement a Positive Ageing Strategy.	Council adopted the ‘No Barrier’ Positive Ageing Strategy 2022–2030 in August 2022. Council continues to work with partners to deliver on objectives outlined in the strategy. Annual action plans and reviews track the implementation of the eight focus areas of the strategy. Key achievements have been advocacy, Senior’s Festival events, Positive Ageing Expo, stakeholder support and improvements in access to community information.
2.2.7  COMPLETED	Work with our partners to support the provision of Early Years Services, e.g., MCH, kindergartens, childcare and playgroup.	Supported the new Clunes Early Years hub which will include a playgroup room and MCH consultation room. Council is currently upgrading Hepburn Kindergarten and has received a scoping grant to consult and design a future plan for Daylesford Community Childcare.
2.2.8  COMPLETED	Continue services to build strong, safe, and resilient communities (emergency management, local laws, animal control, environmental health).	Environmental Health, Local Laws, and Emergency Management have ongoing programs of work to help achieve a healthy, supported and empowered community. In the last 12 months, activities included the adoption of Council’s Domestic Wastewater Management Plan, desexing program, and CERA.
2.2.9  COMPLETED	Deliver actions identified in the Disability Action and Inclusion Plan (DAIP) 2018-2022.	Initiatives from the plan were completed and formed part of the development of the new Disability Action Plan 2022-2026.
2.2.10  COMPLETED	Develop, adopt, and implement a new Disability Access and Inclusion Plan post-2022.	The Disability Action Plan 2023-2026, was adopted by Council in February 2023. Initiatives from the plan were delivered including convening the Disability Advisory Committee, which is used to improve inclusion outcomes across a range of Council activities, embedding universal design principles in Council projects, including significant inclusion outcomes in the Djuwang Baring mountain bike project and changing places at Creswick.

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



ANNUAL PLAN 2023/24 INITIATIVE

Central Springs Mineral Reserve, Daylesford - Stage One Development: Enhance the visitor experience of our mineral springs by delivering accessibility and water quality improvements at Central Springs Mineral Reserve at Lake Daylesford.

Construction works including drainage improvements, new mineral spring bores, installation of a shelter and landscaping have been completed.



ANNUAL PLAN 2023/24 INITIATIVE

Recreation masterplans for Clunes and Glenlyon: Prepare detailed designs for Clunes Recreation Reserve Masterplan and Glenlyon Recreation Reserve Masterplan, including detailed designs on the new Glenlyon Pavilion.

Finalisation of Clunes Masterplan planned in Q2 2025/26, with PAG meetings set, Council will consider final recommendations subsequently.

Glenlyon Recreation Reserve Pavilion scoping project nearing completion, with PAG meetings completed and final building data and recommendations to be considered by Council in September. Future actions on this item will be part of outcome delivery under the new Council Plan 2025–2029.



ANNUAL PLAN 2023/24 INITIATIVE

Aquatics Business Case Development: Finalise a business case on aquatics provision within the Shire, as informed by the 2022 Hepburn Shire Aquatics Strategy.

Officers have finalised collecting and collating all required technical data and Council will consider a range of long-term options in Q2 of 2025/26. Future actions on this item will be part of outcome delivery under the new Council Plan 2025–2029.

Item	Strategy	Actions and Outcomes
2.3.1 	Increase female health and wellbeing by implementing the Hepburn Shire Active Women and Girls Strategy.	A collaboration with the Northern Grampians Health Service and the Daylesford and Hepburn United Soccer Club to integrate the Act@Play program to explore gender equality and cultural change initiatives within the club environment commenced in March 2025 and is due for completion by September 2025. The Hepburn Shire Fair Access Policy was adopted by Council in June 2024; and implementation of year one actions including establishing a process to collect annual club participation data will be completed by September 2025.
2.3.2 	Implement appropriate actions from the 'Play is for everyone' Hepburn Shire Playspace Strategy.	Implementation of the Hepburn Shire Playspace Strategy has been supported by the annual consideration and endorsement of budget allocations to undertake various playspace renewal projects. In July 2025, playspace projects including the Trentham outdoor fitness space installation, Clunes Queens Park shade structure and Newlyn Recreation Reserve playspace planning received Victorian Government co-funding through the Tiny Town Fund. Delivery of the Tiny Town funded projects commenced in August 2024 and will be completed by February 2026.

2.3.3  COMPLETED	Support access and participation through strong asset management practices aligned with developing a long-term Asset Plan.	Council's current Asset Plan was developed in consultation with the community and is currently being reviewed. The 10-year plan seeks to provide effective and efficient management of public assets in the most cost-effective manner. Council Officers continue to undertake the development of masterplans in conjunction with key stakeholder groups and taking into account community input, and advocate for projects and programs which encourage and support community participation and improved access.
2.3.4  CANCELLED	Facilitate walking and cycling infrastructure by implementing works outlined in the Walking and Cycling Strategy.	The action has now been incorporated into the development of a Shire-wide Integrated Transport Strategy, which is due to be completed in 2025.
2.3.5  COMPLETED	Promote the use of libraries and hubs throughout Hepburn Shire.	A communications strategy and a Participate Hepburn project page has been developed for the Open Access Libraries project. Libraries continue to use their Facebook page (1,300 followers) and Instagram account (148 followers) to promote library services and engage with community. Library membership is high in Hepburn Shire, with 27.9% of the population registered members.
2.3.6  COMPLETED	Maintain our open spaces for the enjoyment of our community and visitors.	Maintenance of Council's open spaces including parks and reserves, sports fields and township areas throughout the Shire is ongoing.
2.3.7  COMPLETED	Design, develop and advocate for funding to enhance or build sport and active recreation facilities identified through masterplanning. Ensure design and construct projects comply with universal design principles, including compliance with the Design for Everyone Guide.	Federal funding commitment of \$1.25 million will co-fund priority projects from the Doug Lindsay and Glenlyon recreation reserves masterplans. Council was successful in gaining a Victorian Government grant of \$185,500 to co-fund new sports lighting at the Newlyn Recreation Reserve. Universal design elements were incorporated into the delivery of both the Trentham Sportsground Pavilion and Calembeen Park Amenities projects that will support the development of diverse participation in a range of sport and active recreation participation opportunities.
2.3.8  COMPLETED	Deliver key projects including Wombat Hill Botanic Gardens enhanced visitation experience, Bullarto Station Precinct development and Creswick Town Hall restoration.	Works associated with all three projects have been completed.
2.3.9  COMPLETED	Finalise and implement the Hepburn Shire Aquatic Strategy.	The Aquatics Strategy is completed and adopted. A range of important initiatives have been completed (including the successful 2024/25 aquatics season) or are underway, including planning and delivering a range of required improvements for the 2025/26 season, and longer-term planning around the future of aquatics services and assets in Hepburn Shire.

2.4

Assist our community to increase access to healthy food to improve nutrition, reduce chronic disease, improve mental wellbeing, and strengthen the local food production system

Item	Strategy	Actions and Outcomes
2.4.1  COMPLETED	Lead by example, by supplying and promoting healthier local food and drink options across Council-run meetings, events, activities, facilities and programs.	Continued to provide healthy food choices at Hepburn Shire outdoor community pools kiosks during 2024/25 season.
2.4.2  COMPLETED	Support initiatives that encourage healthier lifestyles and habits across the lifespan, particularly in children's early years.	Council 'Starting Blocks' Early and Middle Years Strategy focuses on encouraging healthier lifestyles and improving outcomes for young families. Free family events, awareness campaigns and healthy lifestyle programs are offered throughout the year including healthy choices in the pools, skate competitions and partnerships with Daylesford College on the youth mental health program Live4Life.
2.4.3  COMPLETED	Partner with local organisation/s to increase access to healthy and affordable food (including for vulnerable groups) and to support positive food system change.	Council works with local food security groups to build better food access for vulnerable groups, as well as work to increase awareness of available programs.
2.4.4  COMPLETED	Partner with key health agencies to support initiatives and services to improve health and wellbeing.	External Municipal Public Health and Wellbeing Working Group continues to work together to improve health and wellbeing outcomes within Hepburn Shire, including providing expert evidence-based directions for the development of the Council Plan. MoU continued with CHRH to support links with health promotion and allied health professionals Live4Life and Daylesford College to support youth mental health.

2.5 Improved mental wellbeing within the community

Item	Strategy	Actions and Outcomes
2.5.1  COMPLETED	Raise awareness and understanding of mental health services and resources, and work with other levels of government to localise and improve mental health services available to residents with a specific focus on youth mental health.	Senior's Festival supported events to combat social isolation for older people. Council has signed a partnership with Daylesford College around the Live4Life program addressing youth mental health through a collaborative community-based approach.
2.5.2  COMPLETED	Strengthen partnerships and support education, programs, events, and prevention activities that focus on community participation, diversity and inclusion.	Gender Equity, Reconciliation, Disability and Rainbow Advisory committees met regularly providing advice to Council on projects, programs and policy to ensure all services promote community participation, diversity and inclusion. Council Officers facilitate and attend a wide range of committees and networks to support a collaborative approach across Council to raise community awareness.
2.5.3  COMPLETED	Adopt a co-benefit approach to improving mental wellbeing, supporting active living and healthy eating initiatives.	Active lifestyle programs supported through positive ageing groups, volunteer program (VICs, museums and L2P driver program), youth programs, active in pools sessions and ongoing sporting facility upgrades. Healthy eating initiatives through Council-run events and activities such as healthy choices in pools, cooking classes, healthy eating showbags (free family events, Sustainable Hepburn Day and Positive Ageing Expo) and seed planting packs for school holidays. Council also continues to advocate through actions such as a submission to the 'Inquiry into Securing the Victorian Food Supply'.
2.5.4  COMPLETED	Ensure Council services, activities and facilities are accessible and inclusive to remove barriers to participation.	All new and major upgraded Council buildings and infrastructure projects include accessibility compliance, in line with National Standards for Disability Services..

2.6 The following statement reviews the progress of Council in relation to major initiatives identified in the 2024/25 budget for the year.

Initiatives	Progress
Opening of, marketing, and maintenance of Creswick Trails construction.	Complete Djuwang Baring was officially opened for community use in November 2024. It has now transitioned to a maintenance program to ensure that this high-quality community asset is well-maintained for future years. Visitation and experience have been well received by community, business and visitors – and officers will continue to work to ensure any impacts are managed.
Opening of and Activation of Mechanics Trentham.	Complete The major upgrade project for Mechanics at Trentham has been successfully completed, and the facility is now open for use by community members.
Significant work to be completed on the historic Wheeler's Bridge which has received significant Federal Government funding (will be carried forward from 2023/24).	Ongoing The initial stages of the procurement process have been completed, and the project is currently open for expressions of interest. Progress on the project is expected in 2025/2026.

2.7 The following statement provides information in relation to the services funded in the 2024/25 budget and the persons or sections of the community who are provided the service.

Service Area	Description of Service Provided		2024-25 Budget \$'000	2024-25 Actual \$'000	2024-25 Variance \$'000
Assets, Roads and Maintenance	With forward planning, the timely intervention and replacement of infrastructure assets is programmed to maximise the serviceability of assets and minimise escalating maintenance costs. This proactive management of assets also allows long term financial demands for asset renewal works to be anticipated and planned for. Also includes storm recovery works undertaken.	Exp	5,771	5,808	(37)
		Rev	93	185	92
		Net	5,678	5,623	55
Early Years Services	This service provides leadership in the planning and development of early years services and programs and in partnership with community and service providers facilitate integrated and coordinated service provision including maternal and child health.	Exp	539	529	10
		Rev	229	311	82
		Net	310	218	92
Library Services	This service provides, through our public libraries, a welcoming space that develops strong and connected communities, supports a culture of reading and improves quality of life.	Exp	447	623	(176)
		Rev	183	328	145
		Net	264	295	(31)
Recreation	This service provides proactive and planned approach to the maintenance, renewal and upgrade of recreation assets, and provide strategic direction for future recreation and aquatic facilities.	Exp	869	747	122
		Rev	31	15	(16)
		Net	838	732	106

2.7 Continued

Service Area	Description of Service Provided		2024-25 Budget \$'000	2024-25 Actual \$'000	2024-25 Variance \$'000
Community Services	This service seeks to identify and create opportunities with residents to participate in enhancing community health and wellbeing.	Exp	1,158	1,011	147
		Rev	-	-	-
		Net	1,158	1,011	147
Environmental Health	To provide a range of public health programs including food safety throughout the community which focus on a preventative approach to health and aim to minimise future problems.	Exp	631	388	243
		Rev	198	220	22
		Net	433	168	265
Parks and Open Space	This service provides well-presented Parks & Gardens, Public Open Space and Sporting Fields for the enjoyment, amenity and well-being of our community and visitors to the Shire.	Exp	2,304	2,699	(395)
		Rev	-	155	155
		Net	2,304	2,544	(240)
Compliance	Through education and Local Law enforcement, including animal management, the Compliance Department provides a safe community for all to enjoy.	Exp	604	768	(164)
		Rev	209	308	99
		Net	395	460	(65)
Net Cost to Council for Focus Area 2			11,380	11,051	329

Major variances relate to:

- Recreation – The review of service delivery has led to reduced staffing costs, aligning with the operational efficiencies allocated for the \$1.5 million 2024/25 savings targets.
- Community Services - The review of service delivery has led to reduced staffing costs, aligning with the operational efficiencies allocated for the \$1.5 million 2024/25 savings targets.
- Environmental health – The favourable budget variance is due to staff vacancies in the early part of the financial year and the implementation of a team restructure, which has resulted in improve response rates to compliance activities. .
- Parks and Open Spaces – The unfavourable budget variance is due to the allocation of one-off costs for open space projects, such as Djuwang Baring activation, willow removal, weeds roadside removal, which are partly funded by grant income. Additionally, further costs were incurred for additional maintenance requirements throughout the year.



3 Embracing our past and planning for the future

MEASURES OF SUCCESS

FOCUS AREA 3 - STRATEGIC INDICATOR	TARGET	2021/22	2022/23	2023/24	2024/25	OUTCOME	COMMENTS
Council staff completed cultural awareness training 90% of current staff have completed cultural awareness training within the last four years measured by the current number of completions against the number of current headcounts.	22.5% p.a	0%	8%	26%	26%	✗	In 2024/25 26% of the workforce completed cultural awareness training. This is well below the targeted completion rate, yet consistent with the participation in 2023/24. Council has a significant body of work around learning and development scheduled for 2025/26. The delivery model and engagement in cultural awareness training will be incorporated as an action to address the gap in training completion.
Deliver Council's documented and agreed annual strategic planning program Over the life of the Plan, deliver 25 agreed actions from Council's documented and agreed annual strategic planning program measured by the number of actions completed.	50%	60%	68%	72%	0%	✗	This action has been superseded by the recently adopted Implementation Plan (March 2025) for Future Hepburn.
Length of walking and cycling trails available across the Shire A 3% per annum (1.5 km) footpath expansion i.e., new footpath (generally concrete or asphalt, not granitic sand) to increase connectivity of walking paths across the Shire.	3%	2.5%	9%	10.93%	33.5%	✓	Increase due to inclusion of additional recreational paths and developer gifted assets.
Percentage of planning applications approved within required time frames Across the life of the Plan, a 10% increase in the percentage of planning applications decided within required time frames against a baseline of 64.4%.	67.7%	44.77%	43%	19%	26.47%	✗	A turnover of staff in key roles over the last 18 months, coupled with a number of ongoing, complex planning enforcement and VCAT matters, has resulted in a challenging backlog of planning applications. However, the percentage of applications decided within 60 statutory days is steadily improving, in response to vacancies being filled and the continuing implementation of targeted process improvements.

3.1 Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs



ANNUAL PLAN 2022/23 INITIATIVE

COVID-19 Stimulus Infrastructure Projects: Continue to deliver key stimulus funded projects including, Bullarto Station Tourist Precinct, Creswick Town Hall and Wombat Hill Botanic Gardens.

Works associated with all three projects have been completed.



ANNUAL PLAN 2023/24 INITIATIVE

Innovate Reconciliation Action Plan (RAP): Develop and adopt a new RAP to ensure an inclusive community, reduce racial discrimination, identify and acknowledge issues requiring actions of reconciliation.

The Innovate RAP was formally approved by Reconciliation Australia and is now an active commitment Council is working to deliver.

Item	Strategy	Actions and Outcomes
3.1.1 COMPLETED	Continue to implement and review the RAP and build strong partnerships through the RAP Advisory Committee.	Our new Innovate RAP was launched in July 2025, and will continue our efforts to achieve reconciliation outcomes, including high level project involvement of DJAARA was achieved with Djuwang Baring, and Council's partnership with DJAARA Timbers.
3.1.2 COMPLETED	Hold annual strategic meetings with Dja Dja Wurrung to share and align projects and priorities.	Council's relationship and collaboration with Dja Dja Wurrung peoples is strong and continues to build. We have met often to share and align projects and priorities including completing and launching the Innovate RAP, Djuwang Baring and The Mechanics Trentham including the fish traps indigenous artwork, Cultural Values Assessment, and our DJARRA Timbers partnership.
3.1.3 COMPLETED	Develop and implement an Arts and Culture Strategy to support local artists to provide creative cultural experiences to enrich community wellbeing.	Arts and Culture Strategy was adopted in June 2024.

3.1.4



CANCELLED

Develop and implement an Indigenous Heritage Strategy to support the recognition and preservation of Aboriginal cultural heritage.

The Council-endorsed Future Hepburn Implementation Plan, contains a suite of planning scheme amendments that will seek to implement controls that protect and enhance heritage and cultural heritage. One action currently underway is an application to the Minister for Planning seeking interim protection of Lalgambuk and surrounds. Work is currently underway to explore future planning controls that protect cultural heritage across the Shire.

3.1.5



COMPLETED

Manage and support our heritage buildings in accordance with the adopted Hepburn Heritage Strategy 2020-2030.

The Council-endorsed Future Hepburn Implementation Plan contains a suite of planning scheme amendments that will seek to implement controls that protect and enhance heritage and neighbourhood character.

3.1.6



COMPLETED

Partner with other councils to advocate for UNESCO World Heritage Listing of the Central Victorian Goldfields.

The Victorian Goldfields UNESCO World Heritage bid was given a boost thanks to \$3.8 million announced in the Victorian Budget for championing Victoria's outstanding heritage. Officers provided input into the draft World Heritage Sustainable Tourism Masterplan and all feedback has been accepted. The Steering Committee have postponed plan finalisation to allow for the shift to the "Victorian Goldfields" approved by the Minister for Planning as this name is recognised better internationally. The Steering Committee will be called on to accept the report once this variation has been completed.

3.2 Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development



ANNUAL PLAN 2022/23 INITIATIVE

Future Hepburn: Continuation of Hepburn Shire's key strategic planning program through the development of TSPs, agricultural land and rural settlement strategy, Integrated Transport Strategy and other supporting technical studies.

After two years of community and stakeholder engagement, and the preparation of technical reports, the Strategic Planning work program was adopted in September 2024. This included a rural strategy and five TSPs. In May 2025, Council adopted a detailed implementation plan which will ensure the ongoing delivery of Future Hepburn.

Item	Strategy	Actions and Outcomes
3.2.1 	Develop and complete TSPs as per Council's strategic planning program.	Council adopted TSPs for Clunes, Creswick, Daylesford and Hepburn Springs, Glenlyon and Trentham, along with the Rural Hepburn: Agricultural Land & Rural Settlement Strategy in September 2024.
3.2.2 	Support community planning to enable local communities to determine their priorities for the future.	Community planning actions are no longer directly actioned by Council through community plans, priorities are incorporated into key strategic documents.
3.2.3 	Conduct a study of land development supply.	The Land Capacity and Demand Assessment study was prepared by Nation Partners in 2022 with an addendum provided in 2023.
3.2.4 	Develop an Agricultural Land Use and Settlement Strategy.	Future Hepburn was adopted in September 2024. This included the RHS and five TSPs. In May 2025, Council adopted a detailed implementation plan which will ensure the ongoing delivery of Future Hepburn.
3.2.5 	Undertake strategic land use planning to identify access to commercial and industrial land.	The Land Capacity and Demand Assessment analysis prepared to inform our TSPs and RHS provided specific information on needed industrial and commercial land to help support our communities economically into the future. A number of recommendations to help the community to have better access to industrial and commercial land have been included in the draft Future Hepburn work.
3.2.6 	Develop and implement a local Environmentally Sustainable Design (ESD) Planning Policy.	A draft ESD policy was included in the C80Hep Planning Scheme amendment and review. Further, ESD outcomes have been incorporated through our Future Hepburn suite of work.

3.3**Build and maintain quality infrastructure that supports and promotes liveability and active living in the community****ANNUAL PLAN 2023/24 INITIATIVE**

Daylesford Town Hall Restoration Stage 1: Award tender for the delivery of priority structural and electrical repair works to the Daylesford Town Hall to conserve our important heritage asset.

Structural tender awarded September 2024. Construction currently underway. Electrical works to be tendered separately.

**ANNUAL PLAN 2023/24 INITIATIVE**

Shire-wide Integrated Transport Strategy: Adopt a 10-year integrated transport strategy for improved connections for the community through the various modes of transport including active transport such as walking and cycling.

Delayed due to the need to focus on the completion and adoption of the Future Hepburn structure plans and rural strategy. The draft Integrated Transport Strategy recently went out for community consultation (June 2025) and is scheduled for consultation and finalisation in 2025/26. Future actions on this item will be part of outcome delivery under the new Council Plan 2025–2029.

**ANNUAL PLAN 2023/24 INITIATIVE**

Historic Wheelers Bridge in Lawrence:

With financial assistance from the Australian Government, begin construction on the historic Wheelers Bridge in Lawrence.

Detailed design has been completed and a two-part procurement process developed. Phase 1 of the procurement, an expression of interest closed on 26 August. Select tenders will be invited for the works. An extension to the grant funding agreement has been obtained acknowledging the further work required. Future actions on this item will be part of outcome delivery under the new Council Plan 2025–2029.

Item**Strategy****Actions and Outcomes****3.3.1**

Continue to provide strong management and maintenance of our infrastructure.

Council has an Asset Management Framework which, along with associated plans, guide the management and maintenance of community infrastructure and future asset planning. The updated Asset Plan 2025–2029 was recently adopted in line with Council's other integrated strategies and outlines the approach to improving Council's asset management maturity.

3.3.2

Support the amenity of our towns through the maintenance, replacement and development of streetscapes.

Multiple streetscape projects across the Shire have been delivered over recent years and ongoing maintenance of open spaces and civil infrastructure in township areas continues to occur. Further projects improving road safety and pedestrian connectivity are currently being planned, with supplementary grant funding sought where possible.

3.3.3

Advocate, plan and deliver pedestrian, cycling and recreation paths and trails that reduce reliance on vehicles.

Various works have been completed across the Shire across the four years of the plan, significant capital investment has occurred including \$12.2 million in capital works alone for roads and footpaths.

3.3.4  COMPLETED	Advocate to the state and federal governments to improve cycling connections, public transport infrastructure and rollout of a public electric vehicle (EV) charging network across city boundaries and the broader region.	Council and Hepburn Energy have successfully partnered to establish an EV charging station network across the Shire with four public chargers installed and one more in progress in Clunes, and Council has installed charging infrastructure for its own electric fleet vehicles. A new charging infrastructure study was completed in late 2024 to map future EV charging needs across the Shire, and in June 2025 preparation was completed for an expression of interest to industry around potential new charging station development to be funded externally to Council.
3.3.5  COMPLETED	Ensure sustainable and accessible infrastructure that promotes healthy recreation, physical activity and social connection.	Significant capital planning and expenditure across the shire including Trentham Sportsground, Djuwang Baring and many smaller valued projects.
3.3.6  COMPLETED	Maintain and improve the amenity and cleanliness of townships, roadsides and public spaces.	Maintenance of Council's open spaces including parks and reserves, sports fields and township areas throughout the Shire is ongoing.
3.3.7  COMPLETED	Advocate for and partner in the delivery of Council's priority projects.	Significant advocacy was undertaken across the term of the Council Plan 2021–2025 in support of Council's identified priority projects to support community outcomes.

3.4 The following statement reviews the progress of Council in relation to major initiatives identified in the 2024/25 budget for the year.

Initiatives	Progress
Continuation of our key strategic planning program (Future Hepburn) and the implementation of Town Structure Plans, Rural Strategy and adoption of Integrated Transport Strategy.	Completed and Ongoing In September 2024, the Strategic Planning work program was adopted after two years of community and stakeholder engagement, along with the preparation of technical reports. This included a rural strategy and five township structure plans. In May 2025, Council adopted a detailed implementation plan to ensure the ongoing delivery of Future Hepburn.
Maintenance works (new roof and electrical works) at Daylesford Town Hall.	On-track and Ongoing Roof renewal works have been completed, while stage 2 electrical upgrades are on track and expected to be finished by March 2026.
Planning of the possible Daylesford Community Facilities at the Daylesford Town Hall, including activation of the community-based project advisory group (PAG).	Ongoing Community consultation through a Project Advisory Group has been undertaken, schematic design finalised and scheduled for review early 2025/2026.

3.5

The following statement provides information in relation to the services funded in the 2024/25 budget and the persons or sections of the community who are provided the service.

Service Area	Description of Service Provided		2024-25 Budget \$'000	2024-25 Actual \$'000	2024-25 Variance \$'000
Statutory and Strategic Planning	The Planning team provides advice and guidance for responsible current and future land use planning which includes the consideration of applications for planning permits and ensuring compliance with planning permits and controls. Through regular review of the Hepburn Shire Planning Scheme and development of new policy documents, the Planning Department ensures that statutory planning, investment and decision making for the Shire is relevant to the needs of the community and provides a sustainable base for future generations.	Exp	2,117	2,003	114
		Rev	516	504	(12)
		Net	1,601	1,499	102
Property & Facilities	To make decisions on property management arrangements that are underpinned by service plans, the long-term financial plan and a minimisation of risks.	Exp	1,864	2,054	(190)
		Rev	1,217	1,043	(174)
		Net	647	1,011	(364)
Building	To provide quality regulatory advice on all building matters associated with properties in the Shire.	Exp	612	714	(102)
		Rev	-	109	109
		Net	612	605	7
Net Cost to Council for Focus Area 3			2,860	3,115	(255)

Major variances relate to:

- Statutory and Strategic Planning – The favourable budget variance is due to underutilisation of the consultant budget for strategic planning, which is to be carried-forward to 2025/26 to continue implementation of Future Hepburn township structure plans and rural strategy.
- Property and Facilities – The reduction in lease income compared to budget is due to facility closures throughout the year for remediation works, along with additional reactive maintenance on buildings.

4 Diverse economy and opportunity



MEASURES OF SUCCESS

FOCUS AREA 4 - STRATEGIC INDICATOR	TARGET	2021/22	2022/23	2023/24	2024/25	OUTCOME	COMMENTS
Yield of tourist spend Over the life of the plan a 2% increase in total spend per visitor measured against a baseline of \$60 of total spend per visitor.	2%	40%	75.4%	16.6%	-5.47%	✓	Domestic day visitors to Hepburn Shire are estimated to spend an average of \$143 per trip. For those domestic visitors who stay overnight, the average spend per night is estimated at \$259. Average spend per night has decreased, this would be due to the cost-of-living pressures.
Per capita Gross Regional Product (GRP) 4% annual increase in per capita GRP against a baseline of \$46,730 per capita GRP.	4%	9.6%	3.7%	12.87%	6.54%	✓	Annual increase of 6.54% from previous year.
Subscribers to Hepburn Shire Business eNewsletter 5% annual increase of subscribers to the Hepburn Shire business eNewsletter against a baseline of 595 subscribers.	5%	0.3%	-5.38	-3.4%	-7.56%	✗	The business landscape is continuing to change over the past year, with business closures and new businesses. The open rate for the eNewsletter is steady with our average campaign performance at 46.2%.
Gross revenue generated by business and organisations, outside the tourism sector 4% annual increase percentage of gross revenue generated by businesses and organisations, outside the tourism sector against baseline of \$1,163.565 million.	4%	6.2%	21%	10.4%	5.67%	✓	Growth of 5.67% demonstrates broad growth of business sector (outside of tourism).

4.1 Work in partnership to attract and retain young people in our area through the provision of improved digital connectivity, education opportunities, employment pathways, affordable housing, improved public and active transport options, and leadership opportunities

Item	Strategy	Actions and Outcomes
4.1.1  COMPLETED	Develop and implement a Youth Strategy 2021–2025 to support the delivery of services and opportunities to young people in Hepburn Shire.	“ACE” Youth Development Strategy 2022–2030 created implementation of key actions including youth mental health training, apprenticeship program, FReeZa events, ongoing youth programs, school holiday programming, youth advocacy and creating a Youth Advisory Group.
4.1.2  COMPLETED	Explore offering a graduate or traineeship program in alignment with Council's Workforce Plan development.	Council supported three trainees, engaged within various departments of the organisation in 2023/24. Council has made the decision to pause this program for 2024/25 to consider our ongoing ability to support trainees.
4.1.3  PROGRESS DELAYED	Advocate to government to assist with funding of the business case for the establishment of Institute of Gastronomy within the shire.	Advocacy to government and support for the growth of the gastronomy industry within our Shire continues, but specific advocacy of the Institute has not progressed. Further achievement of this action will not be delivered in the specific way set out in this action under the Council Plan 2025–2029.
4.1.4  COMPLETED	Investigate the formation of a Youth Council or Youth Advisory Committee.	Investigations completed and Council has partnered with The Foundation for Young Australians to implement the Young Mayors program. The Young Mayors program has pivoted to ensure a higher level of engagement from young people living, working, studying or playing in Hepburn Shire. We have implemented a Youth Advisory Group to assist in building momentum and awareness for the program with nominations to begin early 2025.

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

Item	Strategy	Actions and Outcomes
4.2.1  COMPLETED	Support implementation of Central Highlands Digital Plan.	Many opportunities to advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area. Public wi-fi is available in all customer experience and library locations; high speed fixed wireless nbn (national broadband network) tower is planned for Sailors Falls, representing an investment of over \$400,000 by the nbn; other smaller infrastructure upgrades including a number of 5G upgrades and power resilience programs; a greenfield tower in Drummond, and upgrades to the nbn fixed wireless in Clunes. Advocacy work will continue as an ongoing activity.
4.2.2  CANCELLED	Review the impact of the co-working space at the Hepburn Hub at the Rex and explore the feasibility of a local co-working spaces in other parts of the Shire.	Project cancelled and external funding returned to funding body.
4.2.3  COMPLETED	Install public wi-fi in appropriate areas.	Public wi-fi available in all customer experience and library locations. Installation in any future localities would be considered if funding became available.
4.2.4  COMPLETED	Advocate to ensure that our community has access to, and benefits from, reliable digital services.	Many opportunities to advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area. Public wi-fi is available in all customer experience and library locations; high speed fixed wireless nbn (national broadband network) tower is planned for Sailors Falls, representing an investment of over \$400,000 by the nbn; other smaller infrastructure upgrades including a number of 5G upgrades and power resilience programs; a greenfield tower in Drummond, and upgrades to the nbn fixed wireless in Clunes. Advocacy work will continue as an ongoing activity.

4.3 Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic, and environmental impacts



ANNUAL PLAN INITIATIVE 2023/24

Enhancing Hepburn's Digital Planning and Reporting Capability: With the financial assistance from the Victorian Government, deliver digital enhancements to modernise Council's planning services and improve the customer experience.

The Victorian Government grant helped implement several digital enhancements that will benefit applicants and our community.



ANNUAL PLAN INITIATIVE 2023/24

Mineral Springs Awareness Campaign: Through funding from the Victorian Government, develop marketing tools to raise the awareness and understanding of mineral springs in the region for locals and visitors.

The marketing tools to support the Mineral Springs Awareness Campaign include the development of the Mineral Springs Victoria website, a brochure and a display in the Daylesford VIC. The website is complete and is live.

Item	Strategy	Actions and Outcomes
4.3.1 	Implement a Business Concierge model (Customer Service, Planning and Economic Development) to enhance the permit approvals process.	There is no formal Business Concierge Model in place. Instead, the same outcomes are sought through the Planning and Economic Development teams working closely to facilitate business permits and applications. Council's Economic Development Officer continues to provide support to businesses. Council's Economic Development and Planning teams are now located within the same directorate of responsibility.
4.3.2 	Invest in streetscapes and infrastructure in commercial and retail areas across the Shire.	Streetscapes works were completed across the Shire over the four years, including: - Pearman Street, Creswick kerb and channel, road upgrade, pedestrian connections. - Albert Street, Trentham drainage upgrade.
4.3.3 	Finalise the pilot project of the Artisan Agriculture Project to support producers more broadly.	The Artisan Agriculture pilot was completed and has resulted in strengthened relationships and contacts among the agricultural sector.

4.3.4 	Develop and implement an Economic Development Strategy that ensures diverse offerings.	The development of an Economic Development Strategy did not receive a budget allocation. Other initiatives that have been implemented to support businesses includes the development of a Business Survey Implementation Plan, Development of Central Highlands Growers and Producers Hub website, established partnerships with Industry Bodies and local Business and Tourism associations, a comprehensive business workshop program and regular communication via a Business eNewsletter. Future actions to contribute to Economic Development will be included as part of outcome delivery under the new Council Plan 2025–2029.
4.3.5 	Develop and implement a Commercial Land Use Policy.	While a commercial land use policy has not been implemented, the Council-adopted workplan for Future Hepburn contains several elements that will support commercial activity and the local economy. For example, Principle 3 of the Implementation Plan states: Housing and employment will be accommodated in established towns within clearly defined settlement boundaries and substantial non-urban green breaks between settlements.
4.3.6 	Develop and implement Shire-wide Agricultural and Rural Settlement Strategy.	After two years of community and stakeholder engagement, and the preparation of technical reports, the Strategic Planning work program was adopted in September 2024. This included a rural strategy and five TSPs. In May 2025 Council adopted a detailed implementation plan which will ensure the ongoing delivery of Future Hepburn.
4.3.7 	Support local and regional tourism campaigns and initiatives to support the local offer.	Council has formalised a partnership with Tourism Midwest, the inaugural visitor economy partnership in Victoria to improve exposure, branding and product development in the west of the Shire. This augments Council's existing partnership with Daylesford Macedon Tourism which continues to showcase the region to travellers at a high level and will transition to Destination Central Victoria and now include additional councils to support the long-term viability of the organisation.
4.3.8 	Implement the Events Strategy 2020-2025 building on existing brand pillars including Indulge (Food & Drink), Refresh (Escape & Rejuvenate), Learn (History & Culture) and Make (Art & Artisans).	Council supported more than 50 events in each of the four years with significant social, community and economic benefits coming to the region from small community focused events to large signature events.
4.3.9 	Review procurement policy to ensure a focus on sustainable practices, a meaningful partnership with Dja Dja Wurrung and support local business.	The current policy has a focus on and provides incentives to support DJAARA and other Traditional Owner organisations.

4.4 Develop and promote the circular economy to diversify our local economy and support our sustainability goals

Item	Strategy	Actions and Outcomes
4.4.1  COMPLETED	Review waste services to ensure alignment with the new Victorian Government's Circular Economy program.	Services have been rolled out in alignment with the <i>Circular Economy (Waste Reduction and Recycling) Act 2021</i>, with the successful early implementation of food and garden organics as outlined in the Sustainable Hepburn Strategy. Planning and scoping are currently underway for the full rollout of the four-bin service, scheduled for 2027, in accordance with the draft service standards which are still pending finalisation. Recent audits indicate strong progress, showing a 24% reduction in landfill disposal and a 57.3% landfill diversion rate.
4.4.2  COMPLETED	Develop and promote the circular economy to diversify our local economy and support our sustainability goals.	The promotion of circular economy has been implemented through the following initiatives: • Circular economy business case studies developed to showcase local business implementing circular economy practices. • Circular economy business workshop in partnership with Sustainability Victoria and two neighbouring councils exploring how to best support business and Council operations on circular economy practices. • Circular organics videos and social media campaign promoting the circularity of our food and garden organics to compost journey.

4.5 The following statement reviews the progress of Council in relation to major initiatives identified in the 2024/25 budget for the year.

Initiatives	Progress
Implementation of the Young Mayors Program (grant funded)	Ongoing Council has partnered with The Foundation for Young Australians to implement the Young Mayors program. Given some difficulty in attracting youth candidates, a Youth Advisory Group has been established to assist in building momentum and awareness of the program with nominations and the program long term viability to be accessed in late 2025.
Collaboration with regional tourism partners – Daylesford Macedon Tourism and Tourism Midwest Victoria	Completed and Ongoing Extremely positive relationships with both Visitor Economy Partnerships, including partnering on key marketing of Djuwang Baring and working together for Daylesford to be recognised and Victorian Top Small Tourism Town, and 2nd in Australia.

4.6 The following statement provides information in relation to the services funded in the 2024/25 budget and the persons or sections of the community who are provided the service.

Service Area	Description of Service Provided		2024-25 Budget \$'000	2024-25 Actual \$'000	2024-25 Variance \$'000
Economic Development and Tourism	To facilitate Hepburn Shire becoming a recognised tourist destination and to foster economic development that is appropriate within the Shire which increases employment and business opportunities.	Exp	1,012	906	106
		Rev	55	18	(37)
		Net	957	888	69
Youth	This service seeks to engage our young people. Invest in them now and create our community leaders for the future.	Exp	253	255	(2)
		Rev	36	38	2
		Net	217	217	-
Net Cost to Council for Focus Area 4			1,174	1,105	69

5 A dynamic and responsive council



MEASURES OF SUCCESS

FOCUS AREA 5 - STRATEGIC INDICATOR	TARGET	2021/22	2022/23	2023/24	2024/25	OUTCOME	COMMENTS
Subscribers to Council's eNewsletter Hepburn Life 5% annual increase in subscribers to Hepburn Life against baseline of 2,941 subscribers.	5%	14.9%	22.4%	16.92%	7.44%	✓	For 2024/25, 3,840 subscribed to Hepburn Life.
Financial sustainability of the organisation Achieve a low or medium risk rating for VAGO (Victorian Auditor General's Office) financial sustainability indicators.	All indicators low or medium	4 Low, 1 Medium, 1 High	3 Low, 2 Medium, 1 High	2 High, 2 Medium, 2 Low		✗	The underlying deficit remains in the high category; however, it is significantly reduced from the previous year. This reflects the ongoing efforts to address medium to long-term financial sustainability. The asset renewal gap has fallen below 100 per cent and into the high-risk rating due to the capital program delivering a high percentage of new assets. Moving forward, Council is committed to prioritising the renewal of assets.
Customer Service Requests responded to according to Charter 2% annual increase percentage of service requests responded to in accordance with customer service charter.	2%	No updated data available	No updated data available	No updated data available	No updated data available	✗	This data relates to Closing the Loop enquiries that are not solved immediately by our Customer Experience Officers.
Community satisfaction with community consultation and engagement Increase result of community satisfaction with community consultation and engagement from 44 to 50 points, over the life of the plan, a 14% improvement.	47	44	46	52	47	✓	The 2025 Community Satisfaction Survey reports a satisfaction score of 47 for consultation and engagement. This is a decrease from 52% in 2024. Noting the decrease the Engagement Policy is due for review in 2025/26 and will consider feedback from community in the development of any changes.

MEASURES OF SUCCESS

FOCUS AREA 5 - STRATEGIC INDICATOR	TARGET	2021/22	2022/23	2023/24	2024/25	OUTCOME	COMMENTS
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Workforce Plan Actions delivered Over the life of the plan, 100% of actions (36) from the 2021 adopted Workforce Plan are implemented to ensure gender equity, diversity, and inclusiveness in the workforce.	36 Actions	8	26	31	0		At 30 June 2024, 31 of the 36 (86%) actions outlined in the Workforce Plan had been achieved. This number has not changed in 2024/25 despite significant progress made toward these actions. The competing challenges of preparing a workforce for the changes that would result of the organisational structure to ensure financial sustainability, coupled with the shifting focus of the organisation meant we have not yet fully completed this program of work. As the new Workforce Plan is developed, these outstanding actions will be reviewed and rolled over to the new workforce plan if they are still applicable under the new Council Plan 2025–2029.
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5.1 Harness community expertise

Item	Strategy	Actions and Outcomes
5.1.1 	Conduct a Community Skills Session to capture community skills and interest for future engagements.	Due to competing demands and operational challenges, this work has not been done. Future actions on this item will be considered as part of outcome delivery under the new Council Plan 2025–2029.
5.1.2 	Strengthen processes to create strong alignment with community-led engagement.	Completed Engagement Framework and Toolbox to support community engagement projects. Continuing to add new processes as they are identified in line with commitment to continuous improvement. The current policy has a focus on and provides incentives to support DJAARA and other Traditional Owner organisations.
5.1.3 	Continue to value, support, and implement Community Reference Groups, where appropriate.	Successful PAGs were set up for key projects including The Mechanics Trentham, Glenlyon Pavilion, Daylesford Community Facilities and Clunes sporting facilities. A deliberative panel was established as part of the Council Plan 2025–2029 process to ensure representation from community.
5.1.4 	Actively participate in community and government networks and regional alliances.	Council Officers participate in a wide range of community and government networks. Including Early Years Network, Hepburn Engaging Youth, Prevention of Violence Network, Community Service Support network. Council also participates in MoUs with Daylesford College, Young Mayors, Live4Life and CHRH.

5.2**Actively communicate, inform, and engage with our community about events and decision-making**

Item	Strategy	Actions and Outcomes
5.2.1  COMPLETED	Implement the Community Engagement Policy and procedures to improve community engagement practices and relationship building.	Completed Engagement Framework and toolbox to support community engagement projects. Continuing to add new processes as they are identified in line with commitment to continuous improvement.
5.2.2  COMPLETED	Communicate in a timely, clear, responsive, and accessible way about decisions and circumstances that impact our community.	The Communications team engages with residents, ratepayers, businesses, and stakeholders through a variety of channels. Council has a strong digital presence, with over 7,400 followers on our corporate Facebook, almost 4,000 on LinkedIn, and around 4,000 subscribers to the Hepburn Life eNewsletter. In addition to these digital platforms, Council shares updates through a dedicated Council news page featured in community newsletters across the Shire. Our corporate website attracts approximately 90,000 views each quarter, while Participate Hepburn serves as our primary platform for community engagement.
5.2.3  COMPLETED	Implement the recommendations of Hepburn Shire Council Service Review-Customer Experience.	All decisions made by Council are reported to community through live streaming of Council meetings, social media and communication through newsletters and media releases. Councillors have had the opportunity to engage with the community through a series of listening posts and drop-in sessions during the Council Plan 2025–2029 process.
5.2.4  COMPLETED	Create an online database of community groups and contacts from across the Shire accessible to relevant Council departments.	The online Business and Community directories were launched in August 2024. Both businesses and community groups can add and update their listing and contact details as required and this information is publicly available on Council's website.
5.2.5  COMPLETED	Increase public participation in Council meetings by continuing to live stream meetings.	Council meetings held in 2024/25 were live streamed via Council's Facebook and YouTube pages.

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



ANNUAL PLAN 2023/24 INITIATIVE

Review of 10-year Long Term Financial Plan: Conduct a review of Council's 2021-2031 Long Term Financial Plan to ensure that Council is investing in the assets and services that reflect the communities' values.

Council's Financial Plan 2025–2035 was adopted by Council on 24 June 2025. This plan will be reviewed on a rolling basis in line with the budget adoption cycles ensuring attention to financial sustainability across the medium and long-term for Council.

Item	Strategy	Actions and Outcomes
5.3.1 COMPLETED	Strengthen the Integrated Strategic Planning and Reporting Framework, including a programmed service review of all Council services.	Review and implementation of Council's updated approach to the Integrated Strategic Planning and Reporting Framework resulted in Council's adoption of the Council Plan 2025–2029 and associated strategic documents in June, with a preliminary review of Council's service catalogue during development of Council's Financial Vision. This provides Officers with directions on how to further implement an integrated and complimentary approach to corporate planning and reporting to achieve the outcomes of the Council Plan.
5.3.2 COMPLETED	Develop and implement an Annual Plan to set the operational direction of Council year on year.	Annual Plan documents were either developed by each unit (or formed part of the budget development) with regular updates on progress provided to the community.
5.3.3 COMPLETED	Enhance long-term financial planning and forecasting through the development and implementation of a Long-Term Financial Plan.	The Financial Vision was adopted in October 2024, and a Financial Plan 2025–2035 adopted in June 2025 that details the strategies improving Council's financial position and performance.
5.3.4 COMPLETED	Effectively advocate, scope projects, prepare applications and ensure delivery of major initiatives and projects.	Improved project development, using the Project Management Framework has led to the progression of highly complex projects (Djuwang Baring, The Mechanics Trentham) and the delivery of a record amount of capital works expenditure.

 COMPLETED	5.3.5 Development and implementation of an Information, Communications and Technology (ICT) Strategy to ensure staff have quality equipment and software to deliver high quality services to our community.	Council developed and has focused on implementing a fit for purpose ICT Strategy. Ongoing focus on quality equipment and software that enables the delivery of high-quality services to the community and provides staff with the tools and processes to deliver quality service continue to be a focused commitment, with a review and update of the ICT Strategy actions to ensure their ongoing relevance and priority.
 COMPLETED	5.3.6 Ensure Council practices, processes and decision making is compliant with the <i>Local Government Act 2020</i> provisions and other related legislation and regulations.	Throughout the length of the Plan, Council meetings and decisions have been conducted in compliance with the <i>Local Government Act 2020</i>. Council's instruments of delegation and authorisation are reviewed twice a year to account for changes to legislation, as well as changing roles and responsibilities.
 COMPLETED	5.3.7 Strengthen internal governance through ongoing Councillor and staff capacity building and skill development.	Councillors have undertaken an extensive induction program with the commencement of their term. Officers continue to be inducted on commencement, with a rolling development program to launch shortly.
 COMPLETED	5.3.8 Embed Council's risk management framework and risk appetite into project management and decision making.	Risk management procedures and templates have been developed for staff and form part of the ongoing training and development program for staff.
 COMPLETED	5.3.9 Ensure the procurement practices of staff are in line with set policies, procedures and guidelines that have a focus on transparency, accountability and probity.	All staff are required to adhere to the current procurement policy that was adopted in September 2023 with associated procedures and guidelines provided to facilitate this.
 COMPLETED	5.3.10 Respond and adapt to requirements set out by the VEC in relation to representation reviews and general elections.	Council fulfilled its obligations in relation to the recent local council elections and strengthened its partnership with the VEC.

5.4 Improve staff resourcing, support, and capacity building



ANNUAL PLAN 2022/23 INITIATIVE

Employer Value Proposition (EVP): Develop EVP and tools to market Council more effectively as an employer.

The timing for Council to develop a comprehensive EVP needs to be part of a broader approach to review and refresh Council's culture, engagement and values. Council has in the interim operated with a less formal but consistent approach to help inform our recruitment brand and how we present ourselves as an employer. With the adoption of the Council Plan 2025–2029, and the organisational restructure aligned to our financial vision, work will be undertaken to review the current EVP and further develop this as part of Council's integrated planning framework.

Item	Strategy	Actions and Outcomes
5.4.1 	Develop Workforce Plan to promote gender equity, diversity, inclusion, with an appropriate organisational structure to deliver the Council Plan.	The Workforce Plan was built for a four-year period, aligned to the Council Plan 2021–2025. This guided the workforce needs and capabilities required to deliver the Council Plan. Following the adoption of key strategic documents, including the Financial Vision and the Council Plan 2025–2029, a new Workforce Plan aligned to Council's changing needs, service delivery, and financial sustainability will be developed in 2025/26 to guide the organisation for the next four-year period.
5.4.2 	Ensure appropriate training and development of staff to ensure continuous improvement and access to the required skills.	Many opportunities for training were afforded to and taken up by staff during the four years including a number of staff that undertook the key leadership programs within the sectoring being the Emerging Leaders and Executive Leaders Program facilitated by LGPro. Work to develop and build Council's approach to a supportive learning and development culture has been developed, and while a full launch was delayed, this program and the connection to the revised Personal Development Plan (PDP) will be embedded in 2025/26.
5.4.3 	Strengthen the organisational approach to project management and delivery.	The Project Management Framework (PMF) continues to be implemented and improved, with an enterprise project management office approach now focusing on broadening the success of the PMF.
5.4.4 	Ensure that 100% of staff are offered the opportunity to undertake cultural awareness training.	As part of the learning and development framework, mandatory compliance training and method has been developed. This will be implemented in 2025/26 to ensure the ongoing training of staff and maintain Council's emphasis and commitment to cultural awareness.

5.5 Strong asset management and renewal



ANNUAL PLAN 2023/24 INITIATIVE

Staff Accommodation and Community Facilities: Undertake scoping and planning of staff accommodation and Birch Ward facilities.

Medium term staff accommodation works are complete with 24 Vincent Street occupied, following the relocation from Daylesford Town Hall. Server room and office/meeting room alterations at the Daylesford Depot site are also complete. Schematic design for the Daylesford Community Facility has been completed for presentation to Council.

Item	Strategy	Actions and Outcomes
5.5.1 	Continue to invest in asset maintenance, renewal, and upgrade programs.	Council commits ongoing investment into the maintenance, renewal and upgrade of its community assets. In line with Council's asset management practices, periodic data collection and validation, condition assessments and valuations, feed into and improve decision making around investment requirement.
5.5.2 	Review and modernise Council's Asset Management practices in alignment with the development of Council's Asset Plan.	The continued development of Council's asset management maturity is ongoing, facilitated by proactive condition audits, valuations, validation and update of asset data (including spatial information), and periodic data collection exercises. In 2024/25 the collection of open space asset data was completed, and discussions have progressed in relation to the implementation of a centralised electronic asset management and maintenance management system in 2025/26.
5.5.3 	Deliver the annual Capital Works program.	Successful delivery of most of the Capital Works program was achieved, including significant projects like Djuwang Baring, the largest and most complex project ever delivered by Council.

5.6 Be a leader in gender equality and equity and promote respect and safety in our community



ANNUAL PLAN 2023/24 INITIATIVE

Gender Equity: Continue to implement Council's Gender Equity Plan with a focus on embedding an inclusive culture that respects diversity by providing a safe workplace for Council staff and ensuring that we have transparent, fair and gender diverse recruitment practices.

Building Council's approach to gender equality is ongoing, with the intent of ensuring that this can be embedded into daily practice the aim being to ensure that it becomes front of mind in how we deliver services and outcomes. A detailed Gender Impact Assessment was undertaken to inform the development of the Council Plan 2025–2029.

Item	Strategy	Actions and Outcomes
5.6.1 	Implement provisions of the Gender Equality Act 2020, including a Gender Equity Action Plan.	Work is ongoing to uplift and grow Council's embedding of actions that support gender equality. Council does have a Gender Equity Advisory Committee in place.
5.6.2 	Provide strong Council leadership, both internally and in the community, to build understanding of safe, respectful, and equitable relationships through education and awareness raising.	Council is often complimented on either its stance or work undertaken to build safe, respectful and equitable relationships, including such actions as Council's statement on the prevention of violence, development of Council's first Rainbow Action Plan and deep, meaningful engagement with our Traditional Owners. Ongoing work and commitment to embed equity and inclusion will continue to be a focus in the next Council Plan.
5.6.3 	Review and update the Act@Work Plan and continue to strengthen gender equity at Council.	Council remains committed to the principles of Act@Work and has embedded our commitment into our Gender Equality Action Plan.

5.7 The following statement reviews the progress of Council in relation to major initiatives identified in the 2024/25 budget for the year.

Initiatives	Progress
Council is committed to the improvement of its ICT infrastructure and in addition to maintaining a higher level of recurrent budget to enhance its day-to-day capability. It is also investing in a number of capital works projects to improve infrastructure, which will benefit both residents and staff, and ensure adequate cyber security in place.	Completed and Ongoing Various enhancements undertaken throughout the year, with Council's planned investment in ICT infrastructure continue into 2025/2026, focusing on key areas such as cyber security and system upgrades to future-proof Council's workplaces.
Working with the Victorian Electoral Commission for the 2024 Council Elections.	Complete Successful Council elections were held with final stages relating to non-voters expected to be completed in 2025/2026.
Community engagement, and development of key documents including the Council Plan.	Complete Council formally adopted a suite of key strategic documents on 24 June that will help guide the future of the Shire. These include the Council Plan 2025-2029 (incorporating the Municipal Health and Wellbeing Plan), 2025/26 Budget, Financial Plan, Revenue and Rating Plan, and Asset Plan.
Updated Financial Plan (Long Term Financial Plan)	Complete The Financial Plan for 2025-2034 was adopted by Council on 24 June 2025 and will undergo continuous review throughout the year. Any necessary amendments will be based on Council's direction.

5.8

The following statement provides information in relation to the services funded in the 2024/25 budget and the persons or sections of the community who are provided the service.

Service Area	Description of Service Provided		2024-25 Budget \$'000	2024-25 Actual \$'000	2024-25 Variance \$'000
Financial Services	To deliver efficient and effective allocation of resources through sound financial planning and management, that is guided by the long-term financial plan and secures the financial viability of the municipality.	Exp	1,436	1,462	(26)
		Rev	216	420	204
		Net	1,220	1,042	178
ICT	To provide the highest quality technology-based services, in the most cost-effective manner, to facilitate the delivery of services to Council and the community.	Exp	2,051	2,407	(356)
		Rev	-	46	46
		Net	2,051	2,361	(310)
Culture and Performance	In partnership with Management, Culture and Performance provide a high level of service and support to the organisation for recruiting and retaining qualified and diverse staff, facilitating positive employee relations, developing and delivering training to enhance employees skills and capabilities, measuring employee performance and job satisfaction and providing industrial relations advice to contribute to Council's organisational effectiveness.	Exp	1,079	1,107	(28)
		Rev	-	-	-
		Net	1,079	1,107	(28)
Customer Experience	To provide consistent, high quality customer service, by managing, resolving, and preventing problems; empowering and educating our customers with self-service tools and solutions; communicating effectively; and exceeding customer expectations which will enable Council and our community to reach their goals.	Exp	944	921	23
		Rev	5	7	2
		Net	939	914	25
Governance & Risk	Good governance is provided through the development and implementation of policies and procedures that support good decision making.	Exp	1,726	1,824	(98)
		Rev	6	23	17
		Net	1,720	1,801	(81)
Communications	Council delivers effective communication through varied channels to ensure all who wish to be informed are.	Exp	401	282	119
		Rev	-	-	-
		Net	401	282	119
Net Cost to Council for Focus Area 5			7,410	7,507	(97)

Major variances relate to:

- Financial Services – Increased returns from investment income over the past year.
- ICT – The system improvements program for 2024/25 was funded using carry forward budget from the previous year, which was not allocated to the adopted budget position.
- Communications and Community Engagement – Favourable variance in the service is attributed to reduced allocation of resources as part of allocation of the \$1.5 million of operational savings for the 2024/25 financial year.



MPHWP progress

2024/25 marks the final year of Council's MPHWP 2021–2025. The past 12 months have seen collaboration across Council departments and with key external stakeholders to deliver meaningful health and wellbeing outcomes for residents across the municipality. Key highlights from each of the four MPHWP priority areas are listed below.

Priority 1 – Tackling climate change and its impact on health

- Reusable products voucher program implemented for cloth nappies to reduce waste to landfill and raise sustainable practice awareness.
- Collaborated with CHRH to deliver the Reusable Period Products Program in all Hepburn Shire primary schools for the second year.
- Emergency management procedures in place to reduce public health impacts of climate related emergencies.
- Youth development ran school holiday nature-based programs with young people on climate awareness and recycling.
- Grants supported projects that increased awareness of the public health risks of climate change such as energy efficient kits, solar installs and wildlife walkways.
- Continued to increase community knowledge and awareness of public health risks of climate to public health through

multiple communications channels.

- Emergency management ran a range of community events to assist with community climate emergency preparation and response.

Priority 2 – Increasing healthy eating

- Council continued Healthy Choices options at outdoor swimming pool kiosks, trained all pool staff, updated menus and upgraded kitchen equipment.
- Supported healthy eating awareness campaigns in partnership with CHRH.
- Promoted community-led initiatives that provide access to healthy, affordable and sustainable food.
- Promoted Healthy Choices messaging across community programs and events.
- Drafted Council's Healthy Food and Drinks Policy.
- Delivered the reverse advent calendar food security box project.



- Local food relief resources webpage updated and promoted, including the Wellbeing Pocket Guide.
- Promoted Choose Tap initiatives and messaging across community programs and events.
- Facilitated the Daylesford working group food security access for vulnerable populations.

Priority 3 – Improving mental wellbeing

- Supported ongoing meetings of the Disability, Reconciliation, Gender Equity and LGBTIQ+ advisory committees. MoU with neighbourhood houses implemented.
- Live4Life partnership with Daylesford College that focuses on improving youth mental health throughout the Shire.
- Supported events and campaigns that encourage and promote physical activity and healthy eating.
- Facilitated a positive ageing working group to focus on understanding the impact and drivers of social isolation in over 55s living in Hepburn Shire.
- Ran two free community mental health first aid sessions.
- Ran LGBTQIA+ awareness training for staff.
- Implemented the disability awareness training package for new staff members.
- Implemented and improved visual accessibility of Council documents, meeting minutes and agendas.
- Facilitated inclusion training at all staff inductions.

- Implemented employee assistance program and staff wellbeing awareness campaigns.
- Facilitated celebrations and events for NAIDOC, Reconciliation Week, Trans Awareness Week, World AIDS Day, R U OK? Day, women's and men's health weeks, IDAHOBIT, Youth Week, Children's Day, 16 Days of Activism, Australia Day, International Day of People with Disability and more.

Priority 4 – Prevention of violence in all forms

- Act@Play offered for one sporting club.
- DV Safe Phone project implemented in all waste facilities, libraries and customer service centres.
- Gender Equity Action Plan implemented.
- Gender Impact Assessment implemented on some major projects.
- Fair Access Policy implemented in sporting facilities.
- Active membership and promotion of the CoRE Alliance.
- Encouraged all local health service organisations to register at 1800 My Options.
- Promoted 1800 My Options and the 'Ask Issy' online service platform.
- Updated Wellbeing Pocket Guide and rolled out across the Shire.
- Ran awareness campaign and events throughout 16 Days of Activism in partnership with CHRH.

LGPRF indicators

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in the comments.

Aquatic Facilities

Service/indicator/measure	Results				Comments
	2022	2023	2024	2025	
Service standard					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0.00	1.00	1.00	1.00	Satisfactory inspections of all aquatic facilities were undertaken during the 2024/25 pool season in line with the <i>Public Health and Wellbeing Act 2008</i> . The Calembreen Park toddlers pool was closed throughout the 2024/25 season, reducing the number of facilities within the municipality to four.
Utilisation					
Utilisation of aquatic facilities [Number of visits to aquatic facilities / population]	1.64	1.47	1.10	0.94	Minimal recorded participation data collected throughout the season, has resulted in lower than anticipated visitation figures for the 2024/25 aquatics season.
Service cost					
Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$12.95	\$18.91	\$36.71	\$25.19	Cost efficiency measures to pool operations have resulted in a decrease in services costs.

Animal Management

Service/indicator/measure	Results				Comments
	2022	2023	2024	2025	
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	4.48	4.54	4.14	4.00	Time taken to action animal management requests has remained consistent with the previous year, with a slight reduction and improvement in time taken.
Service standard					
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	13.75%	45.10%	26.00%	44.25%	Increased number of animals reclaimed due to increased follow-ups with pet owners to register their pets and update microchip details.
Animals rehomed [Number of unclaimed collected animals rehomed / Number of unclaimed collected animals] x100	27.50%	21.57%	28.38%	58.73%	The number of unclaimed collected animals has reduced from 2023/24 and from these there has been a higher number of unclaimed animals being rehomed in 2024/25.
Service cost					
Cost of animal management service per population [Direct cost of the animal management service / Population]	\$9.72	\$12.25	\$14.77	\$13.67	Overall reduction in cost of animal management service per population due to savings as a result of reduction of permanent and contractor staff.
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	0.00%	100.00%	0.00%	100.00%	Council prosecutes as needed and on legal advice. There was one successful animal management prosecution in 2024/25.

Food Safety

Service/indicator/measure	Results				Comments
	2022	2023	2024	2025	
Timeliness					
Time taken to action food complaints	1.00	1.00	1.00	1.00	All food complaints were responded to and actioned within one business day.
[Number of days between receipt and first response action for all food complaints / Number of food complaints]					
Service standard					
Food safety assessments	48.44%	75.53%	100.00%	84.78%	Higher risk premises were prioritised. A slightly lower percentage compared to the previous year, but performance remains high. Changes to programs of work due to (1) staff transitioning (2) increased wastewater priorities due to property development and (3) increased enforcement such as food act prosecutions.
[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100					
Food safety samples	New	New	100.00%	100.00%	Achieved all required food sampling and testing obligations.
[Number of food samples obtained / Required number of food samples] × 100					
Service cost					
Cost of food safety service	\$841.56	\$835.57	\$850.18	\$928.33	Marginal increase in direct cost of the food safety service due to increased resourcing with responsibilities shared across multiple officers.
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]					
Health and safety					
Critical and major non-compliance outcome notifications	100.00%	100.00%	100.00%	90.91%	10 of the 11 major and critical non-compliances were followed up. Improved process, procedure and managerial oversight will ensure 100% follow up is achieved in the future.
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100					

Governance

Service/indicator/measure	Results				Comments
	2022	2023	2024	2025	
Transparency					
Council decisions made at meetings closed to the public	9.29%	13.99%	9.42%	12.10%	An increase on our previous year’s results, Council continues to prioritise decisions being made in an open forum where possible. Resolutions made at confidential meetings are included in the public minutes where possible.
[Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100					
Consultation and engagement					
Satisfaction with community consultation and engagement	44.00	46.00	52.00	47.00	There has been a reduction in satisfaction with community consultation from 2024. Throughout 2024/25 there has been a vast program of Councillor and Executive Officer engagement with community, particularly during the Council Plan 2025–2029 development project. It is anticipated that this will impact positively on the next survey results.
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]					
Attendance					
Councillor attendance at council meetings	97.32%	98.10%	99.05%	92.86%	Council continues to maintain a high attendance rate for Council meetings.
[The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x100					
Service cost					
Cost of elected representation	\$37,944.57	\$38,540.57	\$41,954.43	\$40,034.43	New Councillor term commenced November 2024 with average costs slightly reduced due to reduction in travel and other expenses to support the Councillor group.
[Direct cost of the governance service / Number of Councillors elected at the last Council general election]					
Satisfaction					
Satisfaction with council decisions	41.00	42.00	46.00	42.00	Community satisfaction with Council decisions has decreased in 2024/25. Engagement campaigns and improved communications with the community are being undertaken to improve the satisfaction levels.
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					

Libraries

Service/indicator/measure	Results				Comments
	2022	2023	2024	2025	
Resource currency					
Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	66.17%	75.36%	46.89%	62.66%	Result indicates regular updates of the collection and includes ebooks and audiobooks for the first time in 2024/25.
Service cost					
Cost of library service per population [Direct cost of the library service / Population]	\$37.21	\$42.86	\$36.97	\$32.71	Cost of the service has further decreased this financial year with a focus on cost reduction through greater efficiencies across the four libraries. Programs have continued and been well attended throughout the year.
Utilisation					
Loans per head of population [Number of library collection item loans / Population]	New	New	2.73	5.76	Borrowings show an increase from last financial year and loans of ebooks and audiobooks are included for the first time in 2024/25.
Participation					
Library membership [Number of registered library members / Population] x100	New	New	28.42%	27.91%	Library membership remains high in Hepburn Shire. We are leading a campaign in 2025/26 to further boost membership along with the introduction of Open Access Libraries.
Library visits per head of population [Number of library visits / Population]	New	New	3.65	3.81	Our libraries are popular destinations, with Daylesford Library being the busiest of our sites, with 36,327 visits during the financial year. This good result will further improve as the Open Access Libraries project is implemented.

Maternal and Child Health (MCH)

Service/indicator/measure	Results				Comments
	2022	2023	2024	2025	
Service standard					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	104.63%	102.36%	102.65%	100.00%	The percentage of infants enrolled in the MCH service is per the number of birth notifications received.
Service cost					
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$98.54	\$138.10	\$140.84	\$137.94	Cost of service delivery result is similar to other rural councils.
Participation					
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	86.01%	85.37%	81.60%	75.44%	The percentage of infants enrolled in the MCH service who attend MCH has remained fairly consistent. There is a drop off in three-year-old Key Age and Stage attendance as families will often attend general practitioners instead of MCH services.
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	75.76%	80.95%	88.89%	73.33%	Remains consistent with previous year and showing slight decrease in Aboriginal children attending over the four years as families choose to attend Ballarat and District Aboriginal Cooperative services in Ballarat for its dedicated cultural support service. Council has provided free cultural competency training to service providers and has seen a high uptake from CHRH staff who are dedicated to maintaining a culturally safe service.
Satisfaction					
Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	99.07%	95.28%	98.23%	100.00%	The percentage of infants enrolled in the MCH service who participated in four-week Key Age and Stage visit has remained constant over the four-year period with 100% attendance in 2024/25.

Roads

Service/indicator/measure	Results				Comments
	2022	2023	2024	2025	
Satisfaction of use					
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	50.26	43.08	32.06	26.10	A slight reduction of overall requests received due to targeted capital programs focused on sealed road defects.
Condition					
Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	97.73%	98.19%	98.36%	98.36%	Council continues to maintain road assets to a targeted condition.
Service cost					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$49.88	\$49.40	\$66.46	\$70.77	Council had a limited amount of reconstruction projects in the year 2024/25, but has equally experienced rising costs, particularly in relation to construction.
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$8.67	\$10.77	\$11.42	\$7.15	Council’s program in 2024/25 was reflective of spray seal works covering larger areas at lower unit rates than the previous year.
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	39.00	33.00	29.00	33.00	Slight increase in the performance rating this year for sealed local roads and is reflective of the poor state of roads in the region, not necessarily local roads.

Statutory Planning

Service/indicator/measure	Results				Comments
	2022	2023	2024	2025	
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	107.00	145.00	180.00	102.00	On average a reduction in permit decision times resulting from a review of process and targeted resources applied to the service.
Service standard					
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	19.70%	33.79%	17.86%	26.47%	A turnover of staff in key roles over the last 18 months, coupled with a number of ongoing, complex planning enforcement and VCAT matters, has resulted in a challenging backlog of planning applications. However, the percentage of applications decided within 60 statutory days is steadily improving, in response to vacancies being filled and the continuing implementation of targeted process improvements.

Statutory Planning (cont.)

Service/indicator/measure	Results				Comments
	2022	2023	2024	2025	
Service cost					
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,458.49	\$3,473.95	\$3,507.77	\$2,975.12	The cost per application reduced substantially and is within the target range. This reflects efficiencies gained through productivity improvements but also a reduction in the provision of specialist expert advice being required.
Decision making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	50.00%	40.00%	80.00%	100.00%	Council have had a reduction in the number of matters going to VCAT over the last 12 months and are pleased with all decisions being upheld at the tribunal.

Waste Management

Service/indicator/measure	Results				Comments
	2022	2023	2024	2025	
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	5.89	12.76	15.04	11.61	Significant changes to bin collection schedules in 2023/24 saw an increase in requests for missed bin collections. After the adjustment to changes, requests have returned to a lower level for the 2024/25 period.
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$149.49	\$163.63	\$149.04	\$129.24	Decrease in cost due to collection frequency change from weekly to fortnightly and the introduction of food and garden organics kerbside collections from April 2024.
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$77.88	\$82.38	\$90.89	\$87.45	Slight decrease to the cost of recycling processing.
Waste diversion					
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	40.22%	34.23%	37.72%	51.99%	Diversion increased with introduction of organics service in 2023/24, as well as a change in general rubbish collection frequency from weekly to fortnightly.

SIX

Governance

The role of local government
Council meetings

The role of local government

Council is constituted under the *Local Government Act 2020*, which guides governance processes to support the municipality and the local community. The key focus of the principles-based Act is to enhance local democracy, accountability, and service delivery for Victorians.

Council fulfils multiple roles, including:

- Consideration of the varied needs of the community when making decisions.
- Providing leadership via the establishment of strategic objectives, along with monitoring and reporting on their progress.
- Ensuring responsible and accountable management of resources.
- Advocating for the community's interests at local, state and federal level.
- Promoting community unity and motivating active civic participation.

A commitment to efficient and sustainable democratic and corporate governance is core to Council operations, aiming to cater to the needs of the community effectively. There are ample avenues for the community to play a role in Council's decisions, including community consultation, through Council's Participate Hepburn website, or through public participation in each regular OCMs.

Council decisions are made through Council meetings and by Officers acting under delegation. Council staff exercise these delegations in line with Council policies and legislative requirements.



2 SEPTEMBER 2025

Council meetings

Council conducts scheduled meetings on the fourth Tuesday of each month, and unscheduled meetings as required. These meetings are open to the public.

Council meetings are live streamed to Council's YouTube channel, to maintain transparency and accessibility of these meetings to the public. The recordings and minutes are available on Council's website after the meeting.

All meetings are governed by Council's Governance Rules to allow for accountable and transparent conduct of Council meetings. The Governance Rules also provide the opportunity for community members to submit questions to the Council during scheduled Council meetings, or ask to address Council, and have the option to submit petitions to Council for consideration.

Council held 14 meetings in 2024/25, including four special meetings and one statutory meeting.

Meetings

16 July 2024

Ordinary Meeting of Council

20 August 2024

Ordinary Meeting of Council

3 September 2024

Special Meeting of Council – Township Structure Plans and Rural Hepburn Strategy

10 September 2024

Special Meeting of Council – Financial Vision

16 September 2024

Ordinary Meeting of Council

26 November 2024

Statutory Meeting of Council to elect the Mayor and Deputy Mayor

17 December 2024

Ordinary Meeting of Council

25 February 2025

Ordinary Meeting of Council

25 March 2025

Ordinary Meeting of Council

29 April 2025

Ordinary Meeting of Council

3 April 2025

Special Meeting of Council – Hepburn Bathhouse Repairs Contract

13 May 2025

Special Meeting of Council – Council Plan, Budget and Municipal Public Health and Wellbeing Plan

27 May 2025

Ordinary Meeting of Council

24 June 2025

Ordinary Meeting of Council

In addition to Council meetings, Councillors are briefed on relevant issues during confidential Councillor Briefing sessions throughout the month.

Conflict of interest declarations

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

During 2024/25, Councillors declared a total of eight conflicts of interest. These declarations were made at both Councillor Briefings and OCMs. Councillors declaring a conflict left the room while matters they had a conflict in were discussed and/or voted on.

Councillor	Conflicts of interest declared July 2024–October 2024
Cr Jen Bray	0
Cr Tim Drylie	0
Cr Tessa Halliday	2
Cr Don Henderson	1
Cr Lesley Hewitt	0
Cr Brian Hood	0
Cr Juliet Simpson	0

Councillor	Conflicts of interest declared November 2024–June 2025
Cr Tony Clark	0
Cr Shirley Cornish	0
Cr Tim Drylie	1
Cr Pat Hockey	0
Cr Don Henderson	0
Cr Lesley Hewitt	4
Cr Brian Hood	0



Community asset committees

Community asset committees are committees established by Council under section 65 of the *Local Government Act 2020* to manage community assets within the Shire. They each have an instrument of delegation, and members are appointed by the CEO.

On 25 August 2020, Council resolved to establish the following Community Asset Committees:

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

Councillor allowances and expenses

The duties of a councillor demand time, energy and commitment with many reducing their time in paid employment to meet the demands of the role. The Victorian Independent Remuneration Tribunal sets the allowances paid to councillors, mayors and deputy mayors. Councils are divided into three categories based on the income and population of the municipality. Hepburn Shire Council is classified as a category 1 council.

From 1 July 2024 until 17 December 2024, the allowances paid to Councillors were:

- Mayors - \$84,498 per year
- Deputy Mayors - \$42,248 per year
- Councillors - \$27,291 per year

From 18 December 2024 to 30 June 2025, the allowances paid to Mayors and Deputy Mayors were:

- Mayors - \$86,722 per year
- Deputy Mayors - \$43,360 per year

The allowance for Councillors did not change.

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

Councillors	Allowance Paid
Cr Don Henderson (Mayor from 26 November 2024)	\$60,232
Cr Lesley Hewitt	\$35,323
Cr Brian Hood (Mayor until 26 October 2024)	\$45,682
Cr Tessa Halliday (Term ended 26 October 2024)	\$9,296
Cr Jen Bray (Term ended 26 October 2024)	\$9,296
Cr Tim Drylie	\$26,015
Cr Juliet Simpson (Resigned 22 July 2024)	\$3,321
Cr Tony Clark (Term commenced 19 November 2024)	\$16,719
Cr Shirley Cornish (Term commenced 19 November 2024)	\$16,719
Cr Pat Hockey (Term commenced 19 November 2024)	\$16,719
TOTAL	\$239,322



Councillor expenses

In accordance with sections 39-43 of the *Local Government Act 2020*, Council adopted the Council Expenses and Resources Policy on 16 July 2024. The policy provides guidance on the payment of reimbursement of expenses and the provision of resources, facilities and other

support to the Mayor and Councillors to enable them to discharge their duties.

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

The details of the expenses for Councillors for 2024/25 are set out in the following table:

Councillor	Training and development (including induction)	Travel	Expenses to support the performance of the role	Total expenditure by Councillor
Councillor Expenses & Resources Guidelines Reference	2.1	2.2 & 2.3	2.4, 2.5, 2.6 & 2.7	
Cr Don Henderson*	\$1,747	\$7,170	\$840	\$9,757
Cr Lesley Hewitt	\$1,747	\$-	\$840	\$2,587
Cr Brian Hood*	\$897	\$6,575	\$840	\$8,312
Cr Tim Drylie	\$897	\$514	\$3,490	\$4,900
Cr Tony Clark	\$897	\$926	\$3,579	\$5,402
Cr Shirley Cornish	\$897	\$-	\$560	\$1,457
Cr Pat Hockey	\$897	\$2,407	\$560	\$3,864
Cr Jen Bray**	\$-	\$-	\$280	\$280
Cr Tessa Halliday**	\$-	\$2,277	\$2,014	\$4,291
Cr Juliet Simpson***	\$-	\$-	\$70	\$70
Total expenditure by cost category	\$7,978	\$19,869	\$13,073	\$40,919

Note: *Travel – cost is inclusive of Mayoral vehicle or vehicle allowance allocation

Note: **Term ended 26 October 2024

Note: ***Resigned from Office 22 July 2024

Under the *Local Government Act 2020*, Council is required to include a number of elements in the induction and ongoing development of the Councillor group including:

- Working together in a Council
- Decision making, integrity and accountability
- Community representation

- Strategic planning and financial management
- Conduct
- Land use planning

In 2024/25, \$19,618 and significant Officer time was allocated to the Councillor induction program which all Councillors were required to attend.

Council's Public Transparency Policy

The *Local Government Act 2020* and the *Freedom of Information Act 1982* require councils to make some information available to the public via their website or on request.

This includes:

- Summaries of Personal Interest Returns from Councillors and senior staff, detailing their personal interests that may impact on their professional decision-making.
- Council's Instruments of Delegation and Authorisation, that detail powers that have been conferred on Officers under various pieces of legislation.
- Details of gifts, benefits and hospitality that have been declared by Councillors.

Information containing personal affairs information, such as property information or residents, cannot be made readily available, and usually requires a freedom of information request to be made to consider the release of this information if appropriate.

Public interest disclosure procedures

In accordance with section 69 of the *Public Interest Disclosures Act 2012* a council must include in their annual report information about how to access the procedures established by the council under Part 9 of that Act. It is also required to provide certain information about the number of public interest disclosures complaints investigated during the financial year.

The Act aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on Council's website.

During 2024/25, one public interest disclosure was received. The matter was referred to the Independent Broad-based Anti-corruption Commission (IBAC), which assessed that the complaint did not meet the threshold of a public interest disclosure and referred the matter back to Council. It was resolved through Council's internal processes.

Food act ministerial directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial directions received during the financial year in its annual report. No such Ministerial directions were received by Council during the 2024/25 financial year.

Road management act ministerial directions

In accordance with section 22 of the *Road Management Act 2004*, a council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial directions were received by Council during the 2024/25 financial year.

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a council's annual report. For the 2024/25 year there were no infrastructure and development contributions collected.

Audit and risk management

Council established the Audit and Risk Committee (ARC) pursuant to section 53 of the *Local Government Act 2020* on 25 August 2020. The Audit and Risk Committee, while not a delegated committee, acts as an advisory body to Council (in that it doesn't have any decision-making powers of Council) and assists Council with oversight in the areas of risk, governance, financial management and compliance.

Independent members for 2024/25 were:

- Dr Jason Young (appointed July 2021)
- Mr Shane Marr (Chair, appointed November 2023)
- Ms Philippa Murphy (Appointed November 2023)
- Mr Kelvin Tori (Appointed November 2023)

Councillor Members were:

- Cr Brian Hood (June 2024 – October 2024)
- Cr Juliet Simpson (June 2024 – July 2024)
- Cr Don Henderson (November 2024 – ongoing)
- Cr Tony Clark (November 2024 – ongoing)

At these meetings the committee considers the following:

- Council's financial statements
- Risk management practices and governance
- The performance and outcomes of Council's audit programs
- Ensuring overall compliance with legislative obligations

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

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

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

Internal Audits conducted in 2024/25 were:

- Human resources management (Including workforce culture and retention activities)
- Volunteer management
- Information and Communication Technology, Cybersecurity Strategy and Governance

Council adopted its Risk Management Framework in December 2021. In November 2023, Council adopted its Risk Management Policy. Council's risk registers are reported on every six months.

Procurement management reporting

In accordance with the *Local Government Act 2020*, Council adopted the Procurement Policy on 19 September 2023.

For the financial year 1 July 2024 to 30 June 2025, Council entered into contracts for \$300,000 inclusive of GST or more for the purchase of goods or services or works.

The following table provides a list of these contracts where a public process was undertaken in compliance with the Procurement Policy for the financial year commencing on 1 July 2024.

During the period 1 July 2024 to 30 June 2025 Council entered into no contracts without first undertaking a competitive public process consisting of either a public tender or expression of interest.

Contract Title	Contract Value (Inclusive of GST)
Wombat Hill Day Basin and Forecourt Refurbishment	\$565,310
Victoria Park (Daylesford) Sports Lighting Redevelopment	\$306,790
Daylesford Town Hall Condition Upgrade	\$1,021,322
Sealed Road Patching 2024-2025	Schedule of Rates
Supply & Delivery of One Motor Grader	\$364,500
Supply of Bulk Emulsion	Schedule of Rates
Hepburn Bathhouse Decking and Drainage	\$381,958
Reconstruction of Dean-Newlyn Road, Newlyn	\$900,000
Council Borrowings 2024/2025	\$5,528,000
Pool Hall Ceiling Remedial Works	\$678,500

*all shown as exclusive of gst



Hepburn

SHIRE COUNCIL

Hepburn Shire Council

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 Hepburn Shire Council



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Council offices

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Crn Duke & Albert
Streets, Daylesford

Creswick

68 Albert Street,
Creswick

Clunes

The Warehouse - Clunes
36 Fraser Street, Clunes

Trentham

66 High Street,
Trentham

Council Plan 2021-2025 (incl. MPHWP) Completion Report



Council Plan
2021–2025



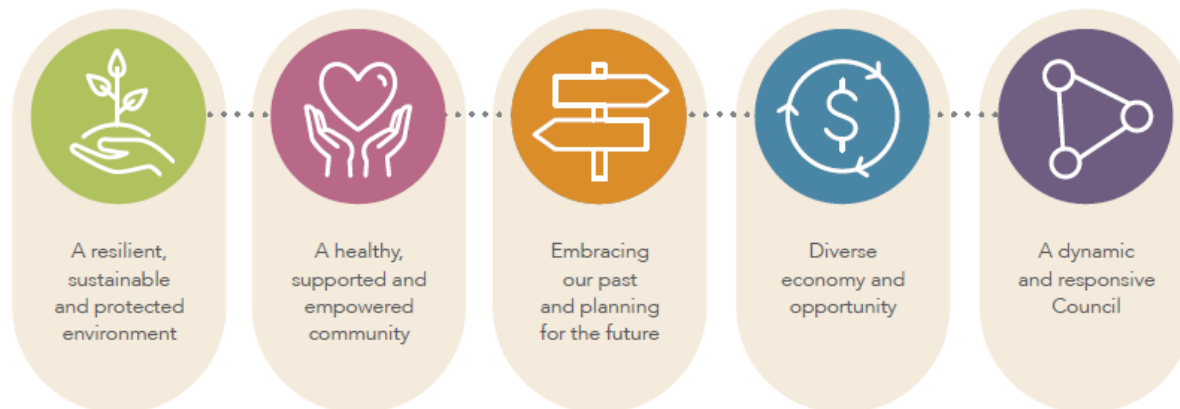
Community Vision



MPHWP 2021–2025

Hepburn Shire - an inclusive rural community located in Dja Dja Wurrung country where all people are valued, partnerships are fostered, environment is protected, diversity supported, and innovation embraced.

Our five focus areas:



STATUS



On Track



Progress
Delayed



Completed



Not Started



Cancelled

A resilient, sustainable and protected environment

A responsive, adaptive, and resilient community that addresses climate change and biodiversity.

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.1.1.1	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Undertake actions to support Council's declaration of a climate emergency including bi-annual reporting to community on local actions and projects which are delivering upon climate change mitigation, while ensuring that the levels of activity remain consistent with the importance of the climate emergency	Operations	The two climate action strategies - Sustainable Hepburn, and the Hepburn Z-NET strategy continue to deliver strong results in the climate mitigation space, and a quickly emerging area of focus, climate adaptation. The Z-NET Steering Committee meets at least 6 times per year and the Sustainable Hepburn Advisory Committee also regularly brings local community members into collaboration with Council and enables us to provide progress updates and seek partnerships to maximise impact. These meetings are minuted and provided to the community through the following Council Ordinary meeting.	
CP25.1.1.2	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Review procurement policies and procedures to ensure they provide a focus on sustainable practices.	Financial Services	The current procurement policy was adopted in September 2023 and adheres to best practice guidelines with a focus on sustainable practices, local content and traditional owner support.	

STATUS



On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.1.1.3	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Continue to support the objectives of Hepburn Z-NET and the Hepburn Wind MOU to achieve the target of net zero community emissions by 2030	Operations	Collaboration between Hepburn Shire Council and local community-owned renewable energy group Hepburn Energy (formerly Hepburn Wind) through our MoU continues to provide results in the emissions reduction space. The last 12 month audit of emissions reduction in the electricity sector showed a 14% reduction on the previous year, and Hepburn Z-NET remains one of the best-practice examples in Australia for collaboration between Council and community on climate action with projects such as the roll-out of an electric vehicle charging network, and a low-income household energy upgrade program.	
CP25.1.1.4	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Promote the use of environmentally sustainable practices through planning processes and the Environmentally Sustainable Development Policy	Strategic Planning	Council's Statutory Planning team will continue to apply existing provisions in the planning scheme regarding environmentally sustainable design and water sensitive urban design. However, the recently adopted implementation plan does not have the creation of a policy as a short-term action. Council continues to be a member of the Council Alliance for a Sustainable Built Environment (CASBE) an association of Victorian councils committed to ensuring future generations can enjoy a sustainable built environment.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.1.1.5	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Pursue the environment and sustainability objectives outlined in Council's Municipal Planning Scheme	Strategic Planning	Council's Statutory Planning team will continue to apply existing provisions in the planning scheme regarding environmentally sustainable design and water sensitive urban design. There is a role for the state government to implement more effective, statewide environmentally sustainable planning provisions.	
CP25.1.1.6	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Support community transition to zero emissions through the Towards Zero Community Grants Program and or any other applicable grant funding program.	Operations	The Sustainable Hepburn Community Grants replaced 'Towards Zero' grants in FY23/24 and both grant streams were successfully delivered annually, while attracting strong interest from community non-profit organisations and community members. A range of projects have been funded such as solar pv systems and energy-efficient heating and cooling systems for public venues, neighbourhood houses and other community facilities. We have supported feasibility studies for energy resilience in townships vulnerable to power outages, as well as a variety of small-scale, local solutions to climate change.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.1.1.7	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Contribute to the implementation of the Grampians Region Climate Adaption Strategy.	Operations	Council delivered two projects with the Department of Energy, Environment and Climate Action (DEECA) Grampians in 2022/23. A climate adaptation toolkit was developed in partnership with Hepburn Energy, Central Highlands Water, DJAARA and other stakeholders to help respond to climate impacts. Council developed and ran a series of workshops to assist Grampians region Local Government Areas (LGAs) to respond to climate change by understanding adaptation options. Workshops were held in Ararat and Creswick.	
CP25.1.1.8	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Publish Council's emission profile annually	Operations	A corporate emissions profile has been published each year, soon after the end of the financial year. A second emissions profile which looks at the whole of the shire's greenhouse gas emissions is also consistently published each year.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.1.2.1	1.2	Prioritise environmental management, protection, and regeneration	Review Environmental Significance Overlays.	Strategic Planning	A full-scale review of Environmental Significance Overlays was not conducted due to competing priorities with the completion of the Future Hepburn project. However, initial discussions have taken place with the water catchment authority of progressing this review. Any actions that fall out of these discussions will be included as part of outcome delivery under the new Council Plan 2025-2029.	
CP25.1.2.2	1.2	Prioritise environmental management, protection, and regeneration	Undertake appropriate Municipal Emergency Management Planning to prepare for and respond to natural disasters.	Emergency Management	Community Emergency Risk Assessment (CERA) completed and Municipal Emergency Management Committee quarterly workplan in place to develop plans and sub plans to prepare for and respond to emergencies. Pre-season briefings undertaken together with a number of community information sessions in partnership with various agencies.	
CP25.1.2.3	1.2	Prioritise environmental management, protection, and regeneration	Adopt and implement a Tree Management Strategy to protect existing trees and increase planting of new trees.	Operations	Hepburn Shire's Tree Management Plan was endorsed in July 2022. The plan was developed to provide guidance for the management of public trees to ensure a consistent approach whilst providing a safe environment for the community and increase township tree canopy cover.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.1.3.1	1.3	Transition to ecologically sustainable and accountable tourism	Develop and implement a sustainable and accountable Visitor Economy Strategy that balances sustainability goals whilst supporting the economy.		Worked with our Visitor Economy Partners (Daylesford Macedon Tourism and Tourism Midwest Victoria) and adopted Destination Management Plans.	
CP25.1.4.1	1.4	Develop meaningful policies and strategic partnerships that link sustainability and public health	Strengthen and protect existing agriculture to support the availability, sustainability and accessibility of local food sources.	Community and Economy	The Artisan Agricultural pilot is completed and resulted in strengthened relationships and contacts amongst the agricultural section. A shire wide Agricultural Forum was also held.	
CP25.1.4.2	1.4	Develop meaningful policies and strategic partnerships that link sustainability and public health	Promote community adaptation to the public health risks of climate change		Council has provided community adaptation through health and wellbeing messages, Emergency response, staff community adaptation awareness training, emergency preparation training and awareness messages.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.1.4.3	1.4	Develop meaningful policies and strategic partnerships that link sustainability and public health	Increase community understanding of the risks of climate change to public health through communication and education		Ongoing meetings with the external and internal Health and Wellbeing working groups completed. Ongoing communication plan to raise awareness continues. Staff awareness training provided. Sustainable youth and middle years activities embedded in school holiday programs and Sustainable Hepburn day. Community awareness initiatives, events and training offered throughout the year.	
CP25.1.4.4	1.4	Develop meaningful policies and strategic partnerships that link sustainability and public health	Develop a meaningful and strategic partnership with Dja Dja Wurrung to identify and collaborate on our shared environmental priorities	Operations	This period saw further close collaboration on climate, sustainability and biodiversity through Sustainable Hepburn initiatives, the Healthy Landscapes program and Djaara led initiatives.	
CP25.1.5.1	1.5	Protect and regenerate the natural resources of the Shire including soils, water and ecological systems, from both current and future threats	Develop and implement the 'Sustainable Hepburn Strategy' to align waste, sustainability, and biodiversity strategies	Operations	Sustainable Hepburn Strategy endorsed at the August 2022 Ordinary Council Meeting. All five action plans of the strategy are being implemented by the responsible teams.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.1.5.2	1.5	Protect and regenerate the natural resources of the Shire including soils, water and ecological systems, from both current and future threats	Continue environmental services with an increased focus on weed management and roadside vegetation management including development and implementation of a Roadside Conservation Strategy.	Operations	Council has appointed a Biodiversity Officer and the assessment and development of a multi-year roadside weed management program has been completed.	
CP25.1.5.3	1.5	Protect and regenerate the natural resources of the Shire including soils, water and ecological systems, from both current and future threats	Support the implementation of priorities of the Integrated Water Management Plans	Operations	Council continues to advocate for and pursue funding opportunities to support implementation of projects identified within the Integrated Water Management Plans.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

A healthy, supported and empowered community

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

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.1.1	2.1	Support appropriate land use and accommodate more affordable long-term housing within townships that conforms with the character of the area.	Develop an Integrated Affordable Housing Policy and Strategy.	Strategic Planning	Informed by township character assessments, growth targets, demographic needs and of course 'A Home in Hepburn' our township structure plans have been structured to encourage more diversity in housing delivery whilst protecting the precious characteristics of our towns. There are recommendations in the plans on how infill development can better accommodate a variety of housing. Future Hepburn also incorporates small parcels of additional land into our towns to provide more options for the housing market.	
CP25.2.1.2	2.1	Support appropriate land use and accommodate more affordable long-term housing within townships that conforms with the character of the area.	Deliver the strategic planning program from the adopted Municipal Planning Scheme.	Strategic Planning	The adopted Municipal Planning Strategy Vision has been delivered through the updated planning scheme and reinforced by the current Future Hepburn strategic program.	

STATUS



On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.1.3	2.1	Support appropriate land use and accommodate more affordable long-term housing within townships that conforms with the character of the area.	Advocate for involvement in the Victorian State Government's Big Housing Build program.	Strategic Planning	Advocacy to the State Government is an ongoing commitment. Four new homes under the Big Housing Build were commenced, with a total investment of \$2M.	
CP25.2.2.1	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Conduct a gap and needs analysis of local health and community services to support advocacy for funding parity	Community and Economy	Officers continue to partner with health and community services to support improved service outcomes in the local area however further achievement in this space will not be delivered in the specific way set out in this action under the Council Plan 2025-2029.	
CP25.2.2.2	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Promote partnerships with health service providers to improve shared community health outcomes	Community and Economy	External Health and wellbeing working group completed stakeholder mapping, local data analysis and priority mapping for the Hepburn Shire that informed the Municipal Health and Wellbeing plan. Officers attend ongoing stakeholder meetings to ensure a collaborative approach across the Central Highlands region.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.2.3	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Support advocacy for a new facility for Central Highlands Rural Health.	Community and Economy	Hepburn Council offers ongoing support and advocacy for the upgrade to Daylesford Hospital.	
CP25.2.2.4	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Develop services networks to increase community awareness and access to local services		The Community Services Support Network has regular attendance of 20 - 30 members and has increased to include many community groups working with venerable people. Collaborative local solutions are the focus and has achieved many outcomes for community e.g. Emergency preparedness support, increased food security supply, Daylesford showering facility, and hoarding support services.	
CP25.2.2.5	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Develop, adopt and implement an Early Years Strategy	Community and Economy	The Early Years Strategy 'Starting Blocks' was adopted in 2022. Council continues to work with partners to deliver on objectives outlined in the strategy.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.2.6	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Develop, adopt and implement a Positive Ageing Strategy.	Community and Economy	Council adopted the 'No Barrier' Positive Ageing Strategy 2022 - 2030 in August 202. Council continues to work with partners to deliver on objectives outlined in the strategy. Annual action plans and reviews track the implementation of the eight focus areas of the strategy. Key achievements have been advocacy, Senior's Festival events, Positive Ageing expo, stakeholder support and improvements in access to community information	
CP25.2.2.7	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Work with our partners to support the provision of Early Years Services, e.g. Maternal Child Health, Kindergartens, Childcare and Playgroup.	Community and Economy	Supported the new Clunes Early Years hub which will include a playgroup room and Maternal Child Health consultation room. Council is currently upgrading Hepburn Kindergarten and has received a scoping grant to consult and design a future plan for Daylesford Community Childcare.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.2.8	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Continue services to build strong, safe and resilient communities (emergency management, local laws, animal control, environmental health).	Emergency Management	Environmental Health, Local Laws, and Emergency Management have ongoing programs of work to help achieve a healthy, supported and empowered community. In the last 12 months, activities included the adoption of Council's Domestic Wastewater Management Plan (DAMP), Cat-desexing program, and Community Emergency Risk Assessment (CERA)	
CP25.2.2.9	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Deliver actions identified in the Disability Action and Inclusion Plan (DAIP) 2018-2022.	Community and Economy	Initiatives from the plan were completed and formed part of the development of the new Disability Action Plan 2022-2026.	
CP25.2.2.10	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Develop, adopt and implement a new Disability Action and Inclusion Plan post-2022	Community and Economy	The Disability Action Plan 2023-2026, was adopted by Council in February 2023. Initiatives from the plan were delivered including convening the Disability Advisory Committee, which is used to improve inclusion outcomes across a range of Council activities, embedding universal design principles in Council projects, including significant inclusion outcomes in the Djuwang Baring mountain bike project and changing places at Creswick.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.3.1	2.3	Optimise the use of public spaces to increase participation and community connection	Increase female health and wellbeing by implementing the Hepburn Shire Active Women and Girls Strategy	Community and Economy	A collaboration with the Northern Grampians Health Service and the Daylesford and Hepburn Soccer Club to integrate the Act@play program to explore gender equality and cultural change initiatives within the club environment commenced in March 2025 and is due for completion by September 2025. The Hepburn Shire Fair Access Policy was adopted by Council in June 2024; and implementation of year 1 actions including establishing a process to collect annual club participation data will be completed by September 2025.	
CP25.2.3.2	2.3	Optimise the use of public spaces to increase participation and community connection	Implement appropriate actions from the 'Play is for everyone' Hepburn Shire Playspace Strategy.	Community and Economy	A 2025/2026 budget allocation to undertake renewal works to the Queens Park, Clunes playspace was endorsed by Council in June 2025. Delivery of the playspace projects co-funded through the Victorian Government's Tiny Towns Fund commenced in August 2024 and are to be completed by February 2026 in line with the Tiny Towns Fund, Funding Agreement. Works to the Medlyn Clunes playspace were completed in June 2025. The delivery of the Lyonville Community playspace renewal has commenced and is due for completion by September 2025.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.3.3	2.3	Optimise the use of public spaces to increase participation and community connection	Support access and participation through strong asset management practices aligned with developing a long-term Asset Plan	Operations	Council's current Asset Plan was developed in consultation with the community and is currently being reviewed. The 10-year plan seeks to provide effective and efficient management of public assets in the most cost-effective manner. Council officers continue to undertake the development of masterplans in conjunction with key stakeholder groups and taking into account community input, and advocate for projects and programs which encourage and support community participation and improved access.	
CP25.2.3.4	2.3	Optimise the use of public spaces to increase participation and community connection	Facilitate walking and cycling infrastructure by implementing works outlined in the Walking and Cycling Strategy		The action has now been incorporated into the development of a Shire Wide Integrated Transport Strategy, which is due to be completed in 2025.	
CP25.2.3.5	2.3	Optimise the use of public spaces to increase participation and community connection	Promote the use of libraries and hubs throughout Hepburn Shire.		A communications strategy and a Participate page has been developed for the Open Access project. Libraries continue to use their Facebook page (1.3k followers) and Instagram account (148 followers) to promote library services and engage with community. Library membership is high in Hepburn Shire, with 27.9% of the population registered members.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.3.6	2.3	Optimise the use of public spaces to increase participation and community connection	Maintain our open spaces for the enjoyment of our community and visitors.	Operations	Maintenance of Council's open spaces including parks and reserves, sportsfields and township areas throughout the Shire is ongoing.	
CP25.2.3.7	2.3	Optimise the use of public spaces to increase participation and community connection	Design, develop and advocate for funding to enhance or build sport and active recreation facilities identified through Master Planning. Ensure design and construct projects comply with Universal Design principles, including compliance with the Design for Everyone Guide	Community and Economy	Federal funding commitment of \$1.25m will co-fund priority projects from the Doug Lindsay and Glenlyon Recreation Reserves Master Plans. Council were successful in gaining a Victorian Government Grant of \$185,500 to co-fund new sports lighting at the Newlyn Recreation Reserve. Universal design elements were incorporated into the delivery of both the Trentham Sportsground Pavilion and Calembeen Park Amenities Projects that will support the development of diverse participation in a range of sport and active recreation participation opportunities.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.3.8	2.3	Optimise the use of public spaces to increase participation and community connection	Deliver key projects including Wombat Hill Botanic Gardens enhanced visitation experience, Bullarto Station Precinct development and Creswick Town Hall restoration	Operations	Works associated with all three projects have been completed.	
CP25.2.3.9	2.3	Optimise the use of public spaces to increase participation and community connection	Finalise and implement the Hepburn Shire Aquatic Strategy.	Community and Economy	The Aquatics Strategy is completed and adopted. A range of important initiatives have been completed (including the successful 2024-25 aquatics season) or are underway, including planning and delivering a range of required improvements for the 2025-26 season, and longer-term planning around the future of aquatics services and assets in Hepburn Shire.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.4.1	2.4	Assist our community to increase access to healthy food to improve nutrition, reduce chronic disease, improve mental wellbeing and strengthen the local food production system.	Lead by example, by supplying and promoting local healthier food and drink options across Council-run meetings, events, activities, facilities and programs.	Community and Economy	Continued to provide healthy food choices at Hepburn Shire outdoor community pools kiosks during 2024-2025 season.	
CP25.2.4.2	2.4	Assist our community to increase access to healthy food to improve nutrition, reduce chronic disease, improve mental wellbeing and strengthen the local food production system.	Support initiatives that encourage healthier lifestyles and habits across the lifespan, particularly in children's early years.	Community and Economy	Council 'Starting Blocks' Early and Middle Years Strategy focuses on encouraging healthier lifestyles and improving outcomes for young families. Free family events, awareness campaigns and healthy lifestyle programs are offered throughout the year including Healthy Choices in the pools, skate competitions and partnerships with Daylesford College on the Youth Mental Health program Live4Life.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.4.3	2.4	Assist our community to increase access to healthy food to improve nutrition, reduce chronic disease, improve mental wellbeing and strengthen the local food production system.	Partner with local organisation/s to increase access to healthy and affordable food (including for vulnerable groups) and to support positive food system change	Community and Economy	Council works with local food security groups to build better food access for vulnerable groups, as well as work to increase awareness of available programs.	
CP25.2.4.4	2.4	Assist our community to increase access to healthy food to improve nutrition, reduce chronic disease, improve mental wellbeing and strengthen the local food production system.	Partner with key health agencies to support initiatives and services to improve health and wellbeing	Community and Economy	External Municipal Public Health and Wellbeing Working Group continues to work together to improve health and wellbeing outcomes within Hepburn Shire, including providing expert evidence-based directions for the development of the Council Plan. MOU continued with Central Highlands Rural Health to support links with health promotion and allied health professionals Live4Life and Daylesford College to support youth mental health.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.5.1	2.5	Improved mental wellbeing within the community	Raise awareness and understanding of mental health services and resources, and work with other levels of government to localise and improve mental health services available to residents with a specific focus on youth mental health	Community and Economy	Seniors Festival supported events to combat social isolation for older people. Hepburn Council has signed a partnership with Daylesford College around the Live4Life program addressing youth mental health through a collaborative community-based approach.	
CP25.2.5.2	2.5	Improved mental wellbeing within the community	Strengthen partnerships and support education, programs, events and prevention activities that focus on community participation, diversity and inclusion	Community and Economy	Gender Equity, Reconciliation, Disability and Rainbow Advisory Committees met regularly providing advice to Council on projects, programs and policy to ensure all services promote community participation, diversity and inclusion. Council officers facilitate and attend a wide range of committees and networks to support a collaborative approach across Council to raise community awareness.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.2.5.3	2.5	Improved mental wellbeing within the community	Adopt a co-benefit approach to improving mental wellbeing, supporting active living and healthy eating initiatives		Active lifestyle programs supported through positive ageing groups, volunteer program (VIC's, Museums and L2P driver program), youth programs. Active in pools sessions and ongoing sporting facility upgrades. Healthy eating initiatives through Council run events and activities such as Healthy Choices in pools, cooking classes, healthy eating showbags (free family events, Sustainable Hepburn Day and Positive Ageing Expo) and seed planting packs for school holidays. Council also continues to advocate through actions such as a submission to the "Inquiry into Securing the Victorian Food Supply"	
CP25.2.5.4	2.5	Improved mental wellbeing within the community	Ensure Council services, activities and facilities are accessible and inclusive to remove barriers to participation	Community and Economy	All new and major upgraded Council buildings and infrastructure projects include accessibility compliance, in line with DDA standards.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Embracing our past and planning for the future

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

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.3.1.1	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Continue to implement and review the Reconciliation Action Plan (RAP) and build strong partnerships through the RAP Advisory Committee	Community and Economy	Our new Innovate RAP was launched in July (2025) and will continue our efforts to achieve reconciliation outcomes, including high level project involvement of Djarra was achieved with Djuwang Baring Mount Bike Trails, and Council's partnership with Djarra Timbers.	

STATUS



On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.3.1.2	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Hold annual strategic meetings with Dja Dja Wurrung to share and align projects and priorities	Community and Economy	Council's relationship and collaboration with Dja Dja Wurrung peoples is strong and continues to build. We have met often to share and align projects and priorities including completing and launching the Innovate RAP (Reconciliation Action Plan), the Djuwang Baring Trails and The Mechanics Trentham including the fish traps indigenous artwork, Cultural Values Assessment, and our Djarra Timbers partnership.	
CP25.3.1.3	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Develop and implement an Arts and Culture Strategy to support local artists to provide creative cultural experiences to enrich community wellbeing		The Arts and Culture Strategy was adopted in June 2024.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.3.1.4	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Develop and implement an Indigenous Heritage Strategy to support the recognition and preservation of Aboriginal cultural heritage	Strategic Planning	The Council endorsed implementation plan does not specifically call for a strategy to be produced. However, the suite of planning scheme amendments will seek to implement controls that protect and enhance heritage and cultural heritage. One action currently underway is an application to the Minister seeking protection of Llagambuk and surrounds.	
CP25.3.1.5	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Manage and support our heritage buildings in accordance with the adopted Hepburn Heritage Strategy 2020-2030	Strategic Planning	The Council endorsed Future Hepburn Implementation Plan contains a suite of planning scheme amendments that will seek to implement controls that protect and enhance heritage and neighbourhood character.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.3.1.6	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Partner with other Council's to advocate for UNESCO World Heritage Listing of the Central Victorian Goldfields	Community and Economy	The Victorian Goldfields UNESCO World Heritage bid was given a boost thanks to \$3.8 million announced in the Victorian Budget for championing Victoria's outstanding heritage. Officers provided input into the draft World Heritage Sustainable Tourism Master Plan and all feedback has been accepted. The Steering Committee have postponed plan finalisation to allow for the shift to the "Victorian Goldfields" approved by the Minister Planning as this name is recognised better internationally. The Steering Committee will be called on to accept the report once this variation has been completed.	
CP25.3.2.1	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Develop and complete Town Structure Plans as per Council's strategic planning program.	Strategic Planning	Council adopted Township Structure Plans for Clunes, Creswick, Daylesford and Hepburn Springs, Glenlyon and Trentham, along with the Rural Hepburn: Agricultural Land & Rural Settlement Strategy in September 2024. 	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.3.2.2	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Support community planning to enable local communities to determine their priorities for the future.		Community Planning actions are no longer directly actioned by Council through community plans - priorities are incorporated into key strategic documents.	
CP25.3.2.3	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Conduct a study of land development supply	Strategic Planning	The Land Demand & Supply study was prepared by Nation Partners in 2022 with an addendum provided in 2023.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.3.2.4	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Develop an Agricultural Land Use and Settlement Strategy.	Strategic Planning	Future Hepburn was adopted in September 2024. This included a rural strategy and five township structure plans. In May 2025, Council adopted a detailed implementation plan which will ensure the ongoing delivery of Future Hepburn.	
CP25.3.2.5	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Undertake strategic land use planning to identify access to commercial and industrial land.	Strategic Planning	The Land Demand and Supply analysis prepared to inform our township structure plans and Rural Strategy provided specific information on needed industrial and commercial land to help support our communities economically into the future. A number of recommendations to help the community to have better access to industrial and commercial land have been included in the draft Future Hepburn work.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.3.2.6	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Develop and implement a local Environmentally Sustainable Design (ESD) Planning Policy.	Strategic Planning	Draft ESD policy was included in the C80 Hep Planning Scheme review. Further Environmentally Sustainable Design outcomes have been recommended through our Future Hepburn suite of work.	
CP25.3.3.1	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Continue to provide strong management and maintenance of our infrastructure.	Operations	Council has an Asset Management framework which, along with associated plans, guide the management and maintenance of community infrastructure and future asset planning. The updated Asset Plan was recently adopted in line with Council's other integrated strategies and outlines the approach to improving Council's asset management maturity.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.3.3.2	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Support the amenity of our towns through the maintenance, replacement and development of streetscapes.	Operations	Multiple streetscape projects across the Shire have been delivered over recent years and ongoing maintenance of open spaces and civil infrastructure in township areas continues to be undertaken. Further projects improving road safety and pedestrian connectivity are currently being planned, with supplementary grant funding sought where possible.	
CP25.3.3.3	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Advocate, plan and deliver pedestrian, cycling and recreation paths and trails that reduce reliance on vehicles.	Community and Economy	Various works have been undertaken across the shire across the four years of the plan - significant capital investment has occurred including \$12.2m in capital works alone for roads and footpaths.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.3.3.4	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Advocate to the State and Federal Government to improve cycling connections, public transport infrastructure and roll out of a public electric vehicle (EV) charging network across city boundaries and the broader region.	Operations	Council and Hepburn Energy have successfully partnered to establish an electric vehicle charging station network across the shire with four public chargers installed and one more in progress in Clunes, and Council has installed charging infrastructure for its own electric fleet vehicles. A new charging infrastructure study was completed in late 2024 to map future EV charging needs across the Shire, and in June 2025 preparation was completed for an expression of interest to industry around potential new charging station development to be funded externally to Council.	
CP25.3.3.5	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Ensure sustainable and accessible infrastructure that promotes healthy recreation, physical activity and social connection	Community and Economy	Significant capital planning and expenditure across the shire including Trentham Sportsground, Djuwang Baring (Creswick Trails) and many smaller valued projects.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.3.3.6	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Maintain and improve the amenity and cleanliness of townships, roadsides and public spaces.	Operations	Maintenance of Council's open spaces including parks and reserves, sportsfields and township areas throughout the Shire is ongoing.	
CP25.3.3.7	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Advocate for and partner in the delivery of Council's priority projects.	Financial Services	Significant advocacy was undertaken across the term of the 2021-2025 Council Plan in support of Council's identified priority projects to support community outcomes.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Diverse economy and opportunities

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

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.4.1.1	4.1	Work in partnership to attract and retain young people in our area through the provision of improved digital connectivity, education opportunities, employment pathways, affordable housing, improved public and active transport options, and leadership opportunities	Develop and implement a Youth Strategy 2021-25 to support the delivery of services and opportunities to young people in Hepburn Shire		"ACE" Youth Development Strategy 2022-2030 created implementation of key actions including Youth mental health training, apprenticeship program, free freeza events, ongoing youth programs, school holiday programming, youth advocacy and creating a youth advisory group.	

STATUS



On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.4.1.3	4.1	Work in partnership to attract and retain young people in our area through the provision of improved digital connectivity, education opportunities, employment pathways, affordable housing, improved public and active transport options, and leadership opportunities	Advocate to government to assist with funding of the business case for the establishment of Institute of Gastronomy within the shire.		Advocacy to government and support for the growth of the gastronomy industry within our shire continues, but specific advocacy of the Institute has not progressed. Further achievement of this action will not be delivered in the specific way set out in this action under the Council Plan 2025-2029.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.4.1.4	4.1	Work in partnership to attract and retain young people in our area through the provision of improved digital connectivity, education opportunities, employment pathways, affordable housing, improved public and active transport options, and leadership opportunities	Investigate the formation of a Youth Council or Youth Advisory Committee.		Investigations completed and Council has partnered with Foundation for Young Australians to implement the Young Mayors Program. The Young Mayors Program has pivoted to ensure a higher level of engagement from young people living, working, studying or playing in Hepburn Shire. We have implemented a Youth Advisory Group to assist in building momentum and awareness for the program.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.4.2.1	4.2	Advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area	Support implementation of Central Highlands Digital Plan.	ICT	Many opportunities to advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area. Public wifi is available in all customer experience and library locations; High speed fixed wireless NBN tower is planned for Sailors Falls, representing an investment of over \$400,000 by the National Broadband Network (NBN).; other smaller infrastructure upgrades including a number of 5G upgrades and power resilience programs; a greenfield tower in Drummond, and upgrades to the NBN fixed wireless in Clunes.	
CP25.4.2.2	4.2	Advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area	Review the impact of the co-working space at the Hepburn Hub at the Rex and explore the feasibility of a local co-working spaces in other parts of the Shire.	Community and Economy	Project cancelled and external funding returned to funding body.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.4.2.3	4.2	Advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area	Install public wi-fi in appropriate areas.	ICT	Public wi-fi available in all customer experience and library locations. Installation in any future localities would be considered if funding became available.	
CP25.4.2.4	4.2	Advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area	Advocate to ensure that our community has access to, and benefits from reliable digital services.	ICT	Many opportunities to advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area. Public wifi is available in all customer experience and library locations; High speed fixed wireless NBN tower is planned for Sailors Falls, representing an investment of over \$400,000 by the National Broadband Network (NBN).; other smaller infrastructure upgrades including a number of 5G upgrades and power resilience programs; a greenfield tower in Drummond, and upgrades to the NBN fixed wireless in Clunes.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.4.3.1	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Implement a Business Concierge model (Customer Service, Planning and Economic Development) to enhance the permit approvals process.	Community and Economy	There is no formal Business Concierge Model in place. Instead, the same outcomes are sought through the Planning and Economic Development Teams working closely to facilitate business permits and applications. Council's Economic Development Officer continues to provide support to businesses. Council's Economic Development and Planning Teams are now located within the same directorate of responsibility.	
CP25.4.3.2	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Invest in streetscapes and infrastructure in commercial and retail areas across the Shire.	Community and Economy	Streetscapes works were completed across the shire over the four years, including: * Pearman Street, Creswick kerb and channel, road upgrade, pedestrian connections. * Albert St, Trentham drainage upgrade	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.4.3.3	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Finalise the pilot project of the Artisan Agriculture Project to support producers more broadly.	Community and Economy	The Artisan Agriculture Pilot was completed and has resulted in strengthened relationships and contacts amongst the agricultural sector.	
CP25.4.3.4	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Develop and implement an Economic Development Strategy that ensures diverse offerings.	Community and Economy	The development of an Economic Development Strategy did not receive a budget allocation. Other initiatives that have been implemented to support businesses includes the development of a Business Survey Implementation Plan, Development of Central Highlands Growers and Producers Hub website, established partnerships with Industry Bodies and local Business and Tourism Associations, a comprehensive business workshop program and regular communication via a Business newsletter. Future actions to contribute to Economic Development will be included as part of outcome delivery under the new Council Plan 2025-2029.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.4.3.5	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Develop and implement a Commercial Land Use Policy.	Strategic Planning	Whilst a commercial land use policy has not been implemented, the Council adopted workplan for Future Hepburn contains several elements that will support commercial activity and the local economy. For example, Principle 3 of the Implementation Plan states: Housing and employment will be accommodated in established towns within clearly defined settlement boundaries and substantial non-urban green breaks between settlements	
CP25.4.3.6	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Develop and implement a HSC Shire Wide Agricultural and Rural Settlement Strategy.	Strategic Planning	After two years of community and stakeholder engagement, and the preparation of technical reports, the Strategic Planning work program was adopted in September 2024. This included a rural strategy and five township structure plans. In May 2025 Council adopted a detailed implementation plan which will ensure the ongoing delivery of Future Hepburn.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.4.3.7	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Support local and regional tourism campaigns and initiatives to support the local offer.	Community and Economy	Council has formalised a partnership with Tourism Midwest, the inaugural Visitor Economy Partnership in Victoria to improve exposure, branding and product development in the West of the Shire. This augments Council's existing partnership with Daylesford Macedon Tourism which continues to showcase the region to travellers at a high level and will transition to Destination Central Victoria and now include additional Councils to support the long-term viability of the organisation.	
CP25.4.3.8	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Implement the Events Strategy 2020-2025 building on existing brand pillars including Indulge (Food & Drink), Refresh (Escape & Rejuvenate), Learn (History & Culture) and Make (Art & Artisans).	Community and Economy	Council supported 50+ events in each of the four years with significant social, community and economic benefits coming to the region from small community focused events to large signature events.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.4.3.9	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Review procurement policy to ensure a focus on sustainable practices, a meaningful partnership with Dja Dja Wurrung and support local business.	Financial Services	The current policy has a focus on and provides incentives to support Djaara and other traditional owner organisations.	
CP25.4.4.1	4.4	Develop and promote the circular economy to diversify our local economy and support our sustainability goals	Review waste services to ensure alignment with the new State Government's Circular Economy program	Operations	Services have been rolled out in alignment with the Circular Economy Act, with the successful early implementation of food and garden organics as outlined in the Sustainable Hepburn Strategy. Planning and scoping are currently underway for the full rollout of the four-bin service, scheduled for 2027, in accordance with the draft service standards, which are still pending finalisation. Recent audits indicate strong progress, showing a 24% reduction in landfill disposal and a 57.3% landfill diversion rate.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.4.4.2	4.4	Develop and promote the circular economy to diversify our local economy and support our sustainability goals	Develop and promote the circular economy to diversify our local economy and support our sustainability goals	Operations	The promotion of circular economy has been implemented through the following initiatives: • Circular economy business case studies developed to showcase local business implementing circular economy practices. • Circular Economy business workshop in partnership with Sustainability Victoria and two neighboring councils exploring how to best support business and Council operations on circular economy practices. • Circular Organics videos and social media campaign promoting the circularity of our FOGO to compost journey.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

A dynamic and responsive Council

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

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.5.1.1	5.1	Harness community expertise	Conduct a Community Skills Session to capture community skills and interest for future engagements.		Due to competing demands and operational challenges, this work has not been done. Future actions on this item will be considered as part of outcome delivery under the new Council Plan 2025-2029.	
CP25.5.1.2	5.1	Harness community expertise	Strengthen processes to create strong alignment with community-led engagement.		Completed Engagement Framework and Toolbox to support community engagement projects. Continuing to add new processes as they are identified in line with commitment to continuous improvement. The current policy has a focus on and provides incentives to support DJAARA and other Traditional Owner organisations.	
CP25.5.1.3	5.1	Harness community expertise	Continue to value, support and implement Community Reference Groups, where appropriate.		Successful Project Advisory Groups were set up for key projects including the Mechanics Trentham, Glenlyon Pavilion, Daylesford Community Facilities and Clunes sporting facilities. A deliberative panel was established as part of the Council Plan process to ensure representation from community.	

STATUS



On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.5.1.4	5.1	Harness community expertise	Actively participate in community and government networks and regional alliances.	Community and Economy	Hepburn Council officers participate in a wide range of community and government networks, including Early Years Network, Hepburn Engaging Youth, Prevention of Violence Network and Community Service Support network. Council also participates in MOU's with Daylesford College, Young Mayors, Live4life and Central Highlands Rural Health.	
CP25.5.2.1	5.2	Actively communicate, inform and engage with our community about events and decision-making	Implement the Community Engagement Policy and procedures to improve community engagement practices and relationship building		Completed Engagement Framework and toolbox to support community engagement projects. Continuing to add new processes as they are identified in line with commitment to continuous improvement.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.5.2.2	5.2	Actively communicate, inform and engage with our community about events and decision-making	Communicate in a timely, clear, responsive and accessible way about decisions and circumstances that impact our community		The Communications Team engages with residents, ratepayers, businesses, and stakeholders through a variety of channels. Council has a strong digital presence, with over 7,400 followers on our corporate Facebook, almost 4,000 on LinkedIn, and around 4,000 subscribers to the Hepburn Life e-newsletter. In addition to these digital platforms, Council shares updates through a dedicated Council News page featured in community newsletters across the Shire. Our corporate website attracts approximately 90,000 views each quarter, while Participate Hepburn serves as our primary platform for community engagement.	
CP25.5.2.3	5.2	Actively communicate, inform and engage with our community about events and decision-making	Implement the recommendations of Hepburn Shire Council Service Review - Customer Experience		All decisions made by Council are reported to community through live streaming of Council meetings, social media and communication through newsletters and media releases. Councillors have had the opportunity to engage with the community through a series of listening posts and drop-in sessions during the Council Plan process.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.5.2.4	5.2	Actively communicate, inform and engage with our community about events and decision-making	Create an online database of Community Groups and contacts from across the Shire accessible to relevant Council Departments		The online Business and Community Directories were launched in August 2024. Both Businesses and Community Groups can add and update their listing and contact details as required and this information is publicly available on Council's website.	
CP25.5.2.5	5.2	Actively communicate, inform and engage with our community about events and decision-making	Increase public participation in council meetings by continuing to live stream meetings	Governance and Risk	All Council meetings held in 2024/25 were live streamed via Council's Facebook page. The recordings remain available for people to view.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.5.3.1	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Strengthen the Integrated Strategic Planning and Reporting Framework, including a programmed service review of all Council services	People and Culture	Review and implementation of Council's updated approach to the Integrated Strategic Planning and Reporting Framework resulted in Council's adoption of the Council Plan 2025-2029 and associated strategic documents in June, with a preliminary review of Council's service catalogue during development of Council's Financial Vision. This provides officers with directions on how to further implement an integrated and complimentary approach to corporate planning and reporting to achieve the outcomes of the Council Plan.	
CP25.5.3.2	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Develop and implement an Annual Plan to set the operational direction of Council year on year.	People and Transformation	Annual Plan documents were either developed by each unit (or formed part of the budget development) with regular updates on progress provided to the community.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.5.3.3	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Enhance long-term financial planning and forecasting through the development and implementation of a Long-Term Financial Plan	Financial Services	The Financial Vision was adopted in October 2024, and a Financial Plan (10-year plan) adopted in June 2025 that details the strategies improving councils financial position and performance.	
CP25.5.3.4	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Effectively advocate, scope projects, prepare applications and ensure delivery of major initiatives and projects	Community and Economy	Improved project development, using the Project Management Framework has led to the progression of highly complex projects (Creswick Trails, Mechanics Trentham) and the delivery of a record amount of capital works expenditure.	
CP25.5.3.5	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Development and implementation of an Information, Communications and Technology (ICT) Strategy to ensure staff have quality equipment and software to deliver high quality services to our community	ICT	Council has developed and has focused on implementing a fit for purpose ICT Strategy. Ongoing focus on quality equipment and software that enables the delivery of high-quality services to the community and provides staff with the tools and processes to deliver quality service continue to be a focused commitment, with a review and update of the ICT Strategy actions to ensure their ongoing relevance and priority.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.5.3.6	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Ensure Council practices, processes and decision making is compliant with the Local Government Act 2020 provisions and other related legislation and regulations	Governance and Risk	Throughout the length of the Council Plan Council meetings and decisions have been conducted in compliance with the Local Government Act 2020. Council's instruments of delegation and authorisation are reviewed twice a year to account for changes to legislation, as well as changing roles and responsibilities.	
CP25.5.3.7	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Strengthen internal Governance and Risk through ongoing Councillor and staff capacity building and skill development	Governance and Risk	Councillors have undertaken an extensive induction program with the commencement of their Term. Officers continue to be inducted on commencement, with a rolling development program to launch shortly.	
CP25.5.3.8	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Embed Council's risk management framework and risk appetite into project management and decision making	Governance and Risk	Risk Management procedures and templates have been developed for staff and form part of the ongoing training and development program for staff.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.5.3.9	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Ensure the procurement practices of staff are in line with set policies, procedures and guidelines that have a focus on transparency, accountability and probity	Financial Services	All staff are required to adhere to the current procurement policy that was adopted in September 2023 with associated procedures and guidelines provided to facilitate this.	
CP25.5.3.10	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Respond and adapt to requirements set out by the Victoria Electoral Commission in relation to representation reviews and general elections	Governance and Risk	Council fulfilled its obligations in relation to the recent Local Government Election and strengthened its partnership with the VEC	
CP25.5.4.1	5.4	Improve staff resourcing, support, and capacity building	Develop Workforce Plan to promote gender equity, diversity, inclusion, with an appropriate organisational structure to deliver the Council Plan.	People and Culture	The Workforce Plan was built for a 4-year period to support the Council Plan. A new Workforce Plan will be developed in 2025-2026 to guide the organisation for the next 4-year period.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.5.4.2	5.4	Improve staff resourcing, support, and capacity building	Ensure appropriate training and development of staff to ensure continuous improvement and access to the required skills.	People and Culture	Many opportunities for training were afforded to and taken up by staff during the four years including a number of staff that undertook the key leadership programs within the sectoring being the Emerging Leaders and Executive Leaders Program facilitated by LGPro. Work to develop and build Council's approach to a supportive L&D culture has been developed, and whilst a full launch was delayed, this program and the connection to the revised Personal Development Plan (PDP) will be embedded in 2025-2026.	
CP25.5.4.3	5.4	Improve staff resourcing, support, and capacity building	Strengthen the organisational approach to project management and delivery.	Community and Economy	The Project Management Framework (PMF) continues to be implemented and improved, with an Enterprise Project Management office approach now focusing on broadening the success of the PMF.	
CP25.5.4.4	5.4	Improve staff resourcing, support, and capacity building	Ensure that 100% of staff are offered the opportunity to undertake Cultural Awareness training.	People and Culture	As part of the Learning and Development framework, mandatory compliance training and method has been developed. This will be implemented in 2025/26 to ensure the ongoing training of staff and maintain Council's emphasis and commitment to cultural awareness.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.5.5.1	5.5	Strong asset management and renewal	Continue to invest in asset maintenance, renewal and upgrade programs.	Operations	Council commits ongoing investment into the maintenance, renewal and upgrade of its community assets. In line with Council's asset management practices, periodic data collection and validation, condition assessments and valuations, feed into and improve decision making around investment requirement.	
CP25.5.5.2	5.5	Strong asset management and renewal	Review and modernise Council's Asset Management practices in alignment with the development of Council's Asset Plan.	Operations	The continued development of Council's asset management maturity is ongoing, facilitated by proactive condition audits, valuations, validation and update of asset data (including spatial information), and periodic data collection exercises. In 2024/25 the collection of open space asset data was completed, and discussions have progressed in relation to the implementation of a centralised electronic asset management and maintenance management system in 2025/26.	
CP25.5.5.3	5.5	Strong asset management and renewal	Deliver the annual Capital Works program.	Community and Economy	Successful delivery of most of the capital works program was achieved, including significant projects like Djuwang Baring, the largest and most complex project ever delivered by Council.	

STATUS

On Track

Progress
Delayed

Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Progress Update	Status
CP25.5.6.1	5.6	Be a leader in gender equality and equity and promote respect and safety in our community	Implement provisions of the Gender Equality Act 2020, including a Gender Equity Action Plan.	People and Culture	Work is ongoing to uplift and grow HSC's embedding of actions that support gender equality. Council does have a Gender Equity Advisory Committee in place.	
CP25.5.6.2	5.6	Be a leader in gender equality and equity and promote respect and safety in our community	Provide strong Council leadership, both internally and in the community, to build understanding of safe, respectful and equitable relationships through education and awareness raising.	People and Culture	Council is often complemented on either its stance or work undertaken to build safe, respectful and equitable relationships, including such actions as Council statement on the prevention of violence, development of Councils first Rainbow Action Plan and deep, meaningful engagement with our traditional owners. Ongoing work and commitment to embed equity and inclusion will continue to be a focus in the next Council Plan.	
CP25.5.6.3	5.6	Be a leader in gender equality and equity and promote respect and safety in our community	Review and update the Act@Work Plan and continue to strengthen Gender Equity on Council.	People and Culture	Council's commitment to Act @ Work was grandfathered and absorbed into our commitments in the Gender Equality Action Plan.	

STATUS

On Track

Progress
Delayed

Completed



Not Started

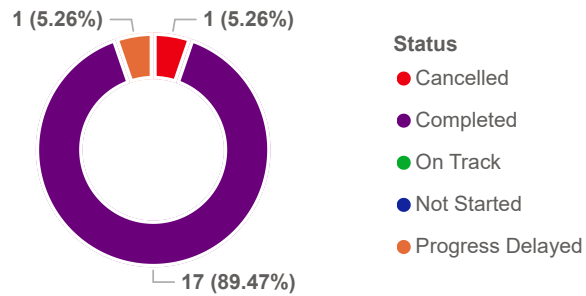


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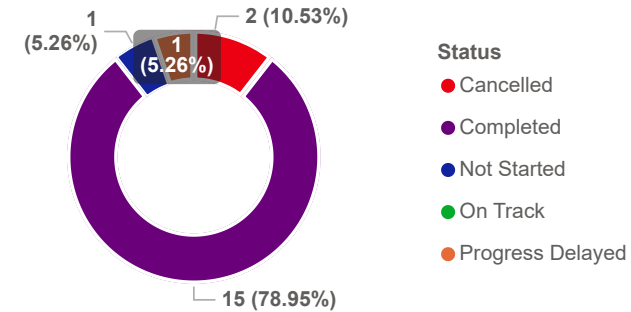


Council Plan 2021-2025 Completion of Plan Action Status

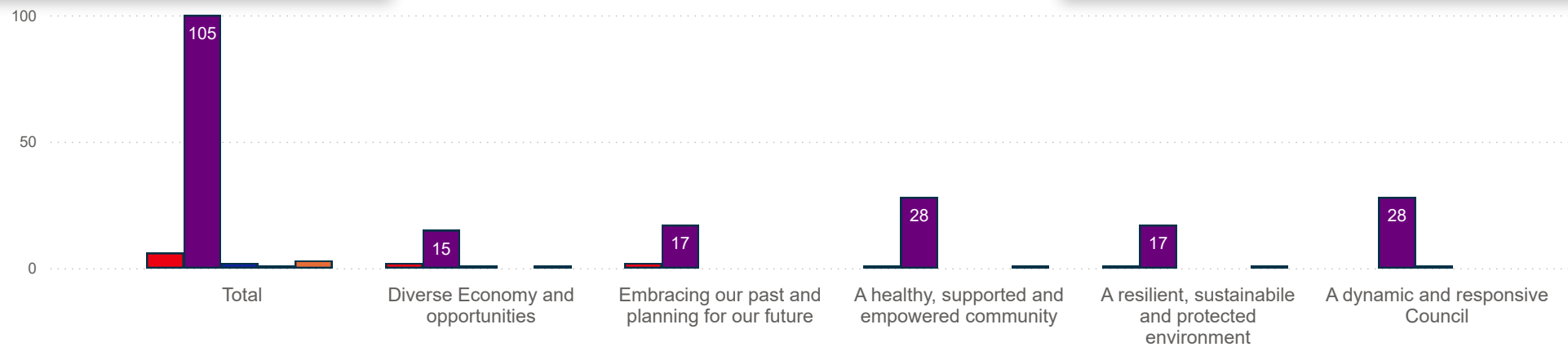
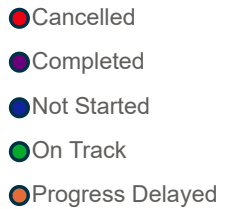
1. A resilient, sustainable and protected environment



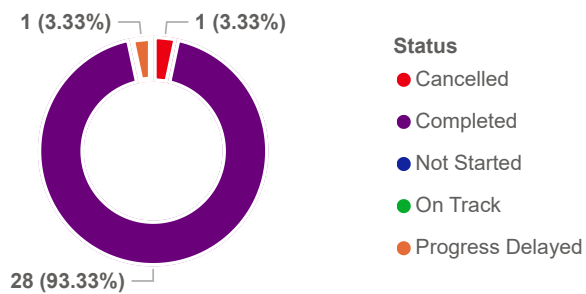
4. Diverse economy and opportunities



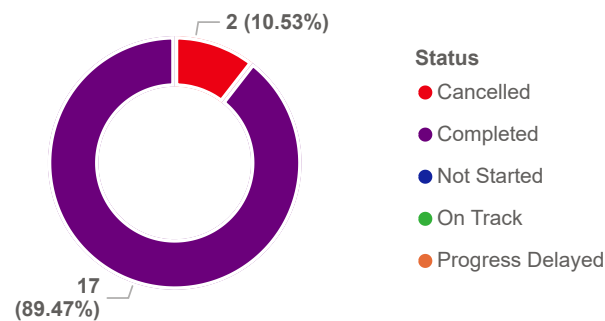
Status



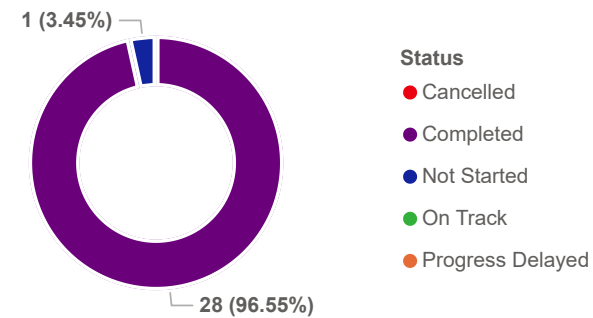
2. A healthy, supported and empowered community



3. Embracing our past and planning for the future

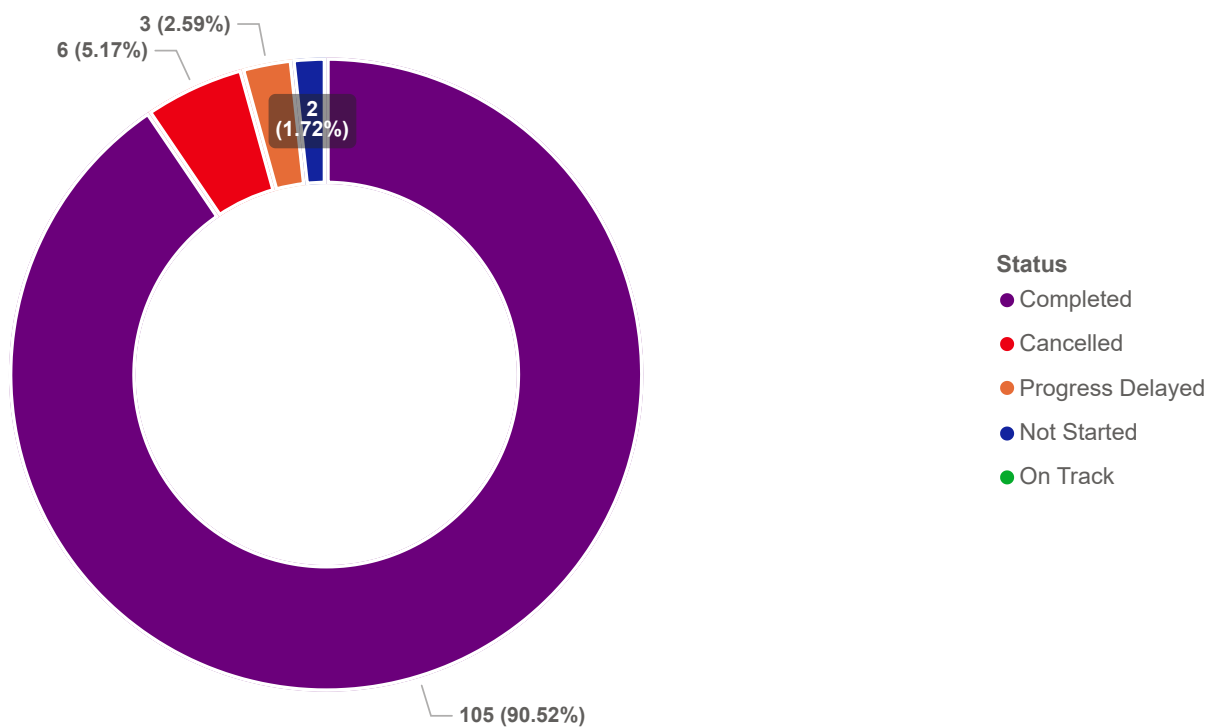


5. A dynamic and responsive Council



Council Plan 2021-2025 Completion of Plan Action Status

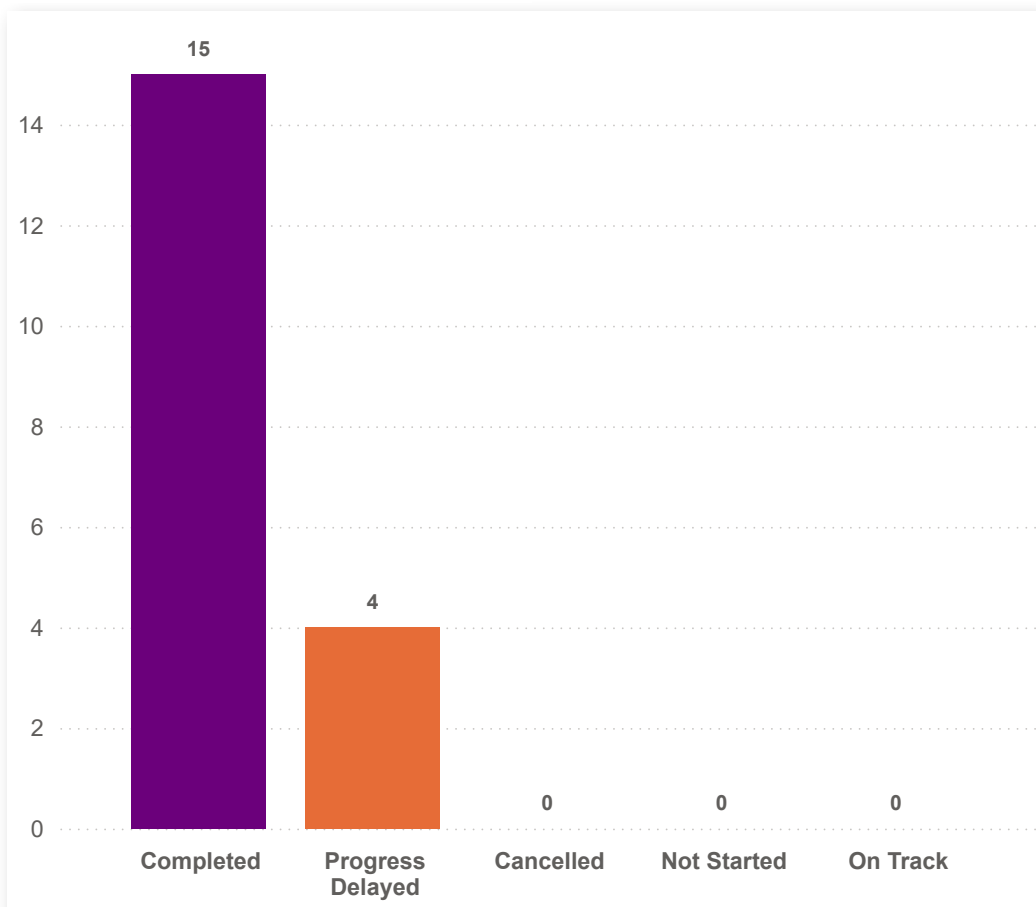
Status of all actions at the completion of the 2021-2025 Council Plan.



Council Plan 2021-2025 and remaining Annual Plan actions status



Annual Plan Actions - 19 Remaining



Council Plan 2021-2025 116 Actions

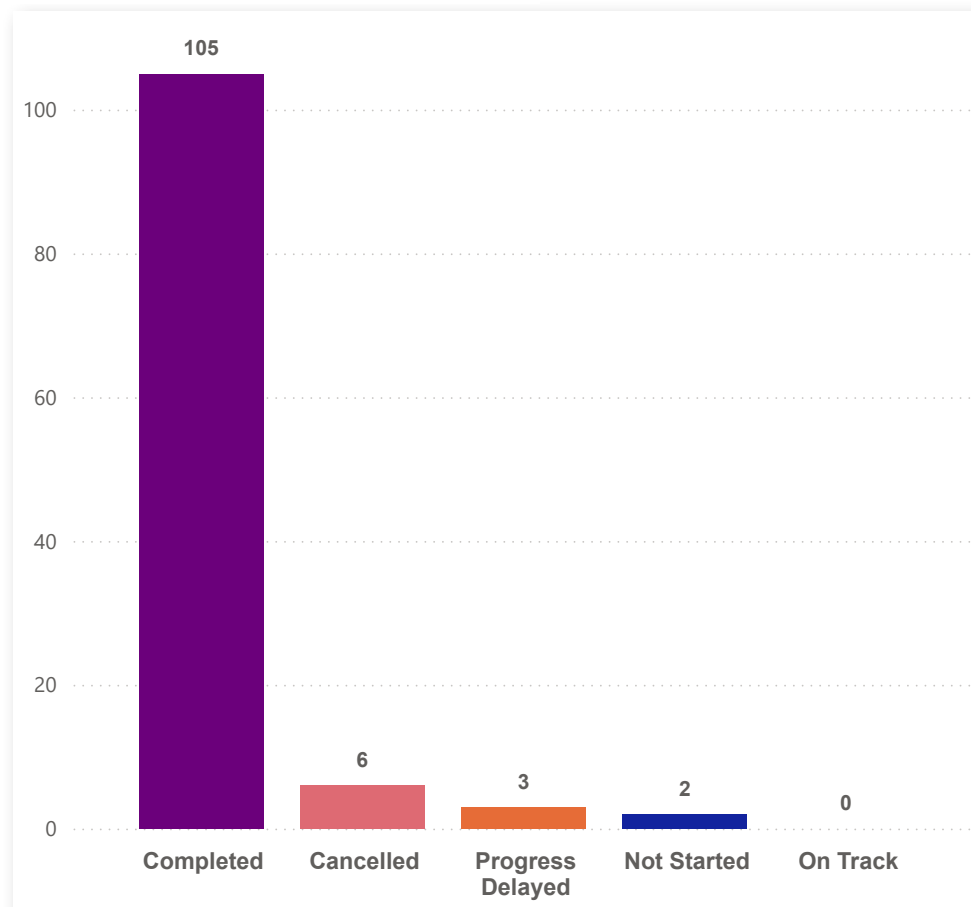


Table 1. Carry Forward Capital Projects from 2024/2025

Number	Project Name	2024/25 project expense to carry forward	2024/25 project income to carry forward	Comments
000100	Road Reseals Program	\$ -	\$ 539,805	Balance of roads to recovery (R2R) grant income from the new five-year funding cycle. (2024-25 to 2028-29)
000753	Bridge Renewal - Wheelers Bridge	3,051,303	2,560,000	Construction tendering out to market with expression of interest August 2025.
000975	Creswick Mechanics Institute Building upgrades	29,521	-	Ongoing monitoring of building.
001073	Wombat Hill Botanic Gardens	-	231,506	Project complete, await final grant income.
001081	Pool Building Renewal Works Program	85,332	-	Significant remediation works required for opening season of the pools.
001088	Glenlyon Pavilion Redevelopment Project	179,864	150,000	Delays in commencement of project, design phase underway.
001137	Creswick Bowls Club - Green Redevelopment	-	92,500	Project complete, await final grant income from Local Community Infrastructure.
001162	Wombat Hill Pioneer Tower Strengthening	67,371	100,000	Final stages of project complete July 2025.
001183	Daylesford Town Hall Renewal - Stage 1	661,978	395,931	Project is progressing, completion expected quarter 2 2025/26.
001185	Hepburn Kindergarten Refurbishment	383,849	346,600	Project is progressing, construction due for completion January 2026.
001190	Creswick Trails - Construction	600,000	-	Trails completed and open, final development required for crossing and pedestrian bridge.
001205	Kerb and Channel Renewal - Cambridge St Creswick	244,381	-	Project deferred to 2025/26.
001220	Victoria Park Oval and Netball Lighting ^	-	51,056	Project complete, await final grant income.
001226	Fleet and Plant Renewal Program - 2024-25	50,000	-	Additional fleet commitment in 2025/26.
001234	Daylesford Community Facilities - Design	124,252	-	Design and documentation proceeding. Expected completion qtr 2 2025/26.
001235	Newlyn Pavilion - Kitchen Floor Replacement	60,000	-	Project deferred to 2025/26.
001247	Doug Lindsay Oval Irrigation and Drainage Renewal	324,230	320,450	Project is in progress, initial procurement underway.
001248	Victoria Park Lighting - Soccer Fields ^	294,851	260,000	Project deferred to 2025/26 and external grant funding confirmed.
001249	Glenlyon Rec. Reserve - Accessible Horse Ramp ^	38,322	12,500	Project is progressing, construction contract in place.
001250	Victoria Park Daylesford Masterplan ^	96,826	46,825	Project is progressing, completion expected December 2025.
001251	Clunes Medlyn Playspace Renewal ^	10,364	-	Project is progressing, replacement equipment planned.
001252	Lyonville Community Playspace Renewal ^	20,400	-	Project is progressing, renewal planned September 2025.
001253	Trentham Outdoor Fitness Equipment Installation ^	47,563	19,970	Project is progressing, completion expected March 2026.
001254	Queens Park Clunes Playspace Shade Structure ^	60,000	25,000	Project is in progress, initial procurement underway.
001264	Dean Newlyn Road Rehab Stage 1	-	84,722	Project complete, await final grant income
001273	Dean Newlyn Road Rehab Stage 2	75,734	335,278	Residual works to be completed, await final grant income.
Total Capital Projects		6,506,141	5,572,143	

*All projects in table 1 come at no net additional cost to Council, other than already budgeted.

^Grant funded projects where work commences when grant is confirmed.

Table 2. Carry Forward Special Operating Projects from 2024/2025

Number	Project Name	2024/25 project expense to carry forward	2024/25 project income to carry forward	Comments
001113	Storm Recovery 2021 BRV	\$ 11,040	\$ -	Support for community groups.
001118	WHBG Collections Policy and Plant Labels	10,383	10,383	Grant funded program.
001147	Western Transmission Line Strategy	48,900	-	Western Transmission line work and strategic planning - utilised for the EES preparation.
001150	Technology One Development	119,616	-	Continue TechOne upgrades, following on the adoption of the ICT strategy.
001160	Settlement Strategy and Township Structure Plans	89,469	-	Strategic planning - extension to works already completed.
001177	Community Recovery Officer AGRN 1037	118,171	114,698	Program supports community recovery to February 2026.
001180	Council Flood Support Fund	179,622	179,622	Grant funded program.
001181	Best Start Best Life reform	32,250	32,250	Grant funded program.
001189	Creswick Flood Mitigation Study	25,000	15,820	Refinement of mitigation measures continues into 2025/26.
001191	Onsite Domestic Wastewater Management Plan	40,000	20,000	Waste water audits required as part of OWMP and 2025 DAMP.
001194	Mineral Springs Awareness	8,900	8,900	Launch of social campaign promoting website delayed.
001199	Community Recovery Hub	123,249	123,249	Grant funded program.
001210	Short Term Rental Regulation	10,000	-	Delays given new state levy.
001215	Kerbside Reform Support Fund	36,402	44,674	Grant funded program.
001223	Bright-eyed Brown Butterfly Habitat Restoration Program	25,608	25,608	Grant funded program.
001224	Creswick Trails Activation	23,522	23,522	Grant funded program, signage planned.
001225	Hepburn Open Access Libraries Program	62,265	62,481	Grant funded program, completion in 2025/26.
001230	Local Government Election 2024	23,959	-	Funding required for non-voters from recent local elections.
001231	Councillor Inductions 2024	18,329	-	Requirement under legislation for councillor training.
001262	Hepburn Mineral Springs Reserve Masterplan	75,833	19,833	Grant funded program, completion by December 2025.
Total Special Operating Projects		1,082,518	681,040	

*All projects in table 2 come at no net additional cost to Council, other than already budgeted.

S5 Instrument of Delegation to Chief Executive Officer

Hepburn Shire Council

Instrument of Delegation

to

The Chief Executive Officer

Instrument of Delegation

In exercise of the power conferred by s 11(1) of the *Local Government Act 2020* (**the Act**) and all other powers enabling it, the Hepburn Shire Council (**Council**) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on XX September 2025
2. the delegation
 - 2.1 comes into force immediately when signed by the Council's Chief Executive Officer and the Mayor;
 - 2.2 is subject to any conditions and limitations set out in the Schedule;
 - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 2.4 remains in force until Council resolves to vary or revoke it.

Signed by the Chief Executive Officer of Council
in the presence of:

.....
Witness:

Date:

Signed by the Mayor in the presence of:

.....
Witness:

Date

SCHEDULE

The power to

1. determine any issue;
2. take any action; or
3. do any act or thing

arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

Conditions and Limitations

The delegate must not determine the issue, take the action or do the act or thing

1. if the issue, action, act or thing is an issue, action, act or thing which involves
 - 1.1 entering into a contract or making an expenditure exceeding the value of \$330,000, including GST, with approved budget, excluding the expenditure associated with Council's insurance policies within allocated budget and emergency services and volunteers funding levy within allocated budget.
 - 1.2 appointing an Acting Chief Executive Officer for a period exceeding 28 days;
 - 1.3 electing a Mayor or Deputy Mayor
 - 1.4 granting a reasonable request for leave under s35 of the Act;
 - 1.5 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;
 - 1.6 approving or amending the Council Plan;
 - 1.7 adopting or amending any policy that Council is required to adopt under the Act;
 - 1.8 adopting or amending the Governance Rules
 - 1.9 appointing the chair or the members to a delegated committee;
 - 1.10 making, amending or revoking a local law;
 - 1.11 approving the budget or revised budget;
 - 1.12 approving the borrowing of money;
 - 1.13 subject to section 181H(1)(b) of the *Local Government Act 1989*, declaring general rates, municipal charges, service rates and charges and specified rates and charges;
2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;
3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;

4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - 4.1 policy; or
 - 4.2 strategyadopted by Council
5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of s 11(2)(a)-(n) (inclusive) of the Act or otherwise; or
6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

S6 Instrument of Delegation – Members of Staff

Hepburn Shire Council

Instrument of Delegation

to

Members of Council Staff

XX September 2025

Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. record that references in the Schedule are as follows:

Not Delegated	means not delegated below Chief Executive Officer
CEO	means Chief Executive Officer
DIAD	means Director Infrastructure and Delivery
DDC	means Director Development and Community
DPT	means Director Performance and Transformation
All D	means All Directors and Executive Managers
All M	means All Managers
All C	means Coordinators
All S	means All Supervisors with reports
All	means All Staff
ACC	means Accountant
AFPO	means Assistant Fire Prevention Officer
AMS	means Asset Management Specialist
CCS	means Coordinator Community Safety
CCX	means Coordinator Customer Experience and Libraries
CED	means Coordinator Economic Development and Visitor Economy
CEH	means Coordinator Environmental Health
CENG	means Coordinator Engineering
CF	means Coordinator Facilities
CFR	means Coordinator Finance - Revenue
CFUS	means Coordinator Financial Sustainability
CGE	means Coordinator Governance

CGO	means Community Grants Officer
CHC	means Coordinator Healthy Communities
CIMO	means Senior Information Management Officer
CMPP	means Coordinator Major Projects and Policy
COMOF	means Communications Officer
CPAC	means Coordinator People and Culture
CPAR	means Coordinator Parks and Open Spaces
CPLAN	means Coordinator Statutory Planning
CPPO	means Corporate Planning and Performance Officer
CRR	means Coordinator Resource Recovery
CSTRP	means Coordinator Strategic Planning
CSY	means Community Safety Officer
CSUS	means Coordinator Sustainability
CXO	means Customer Experience Officer
CXTL	means Customer Experience Team Leader
CWK	means Coordinator Works
CWHS	means Coordinator Work Health and Safety
EHO	means Environment Health Officer
EHTO	means Environment Health Technical Officer
ENGO	means Engineering Officer
GAD	means Governance Advisor
ICPL	means Integrated Council Planning Lead
IFO	means Information Management Officer
INCO	means Inclusion Officer
IRAD	means Insurance and Risk Advisor
MCCE	means Manager Customer, Community and Economy
MCHS	means Manager Community Safety and Health
MEMO	means Municipal Emergency Management Officer
MFCE	means Manager Facilities and Circular Economy

MFPO	means Municipal Fire Prevention Officer
MFS	means Manager Financial Services
MGR	means Manager Governance and Risk
MOPS	means Manager Operations
MPD	means Manager Project Delivery
MPL	means Manager Planning
MPC	means Manager People and Culture
MRM	means Municipal Recovery Manager
MTT	means Manager Technology and Transformation
PCA	means People and Culture Advisor
PCO	means Planning Compliance Officer
PSO	means Planning Support Officer
PSP	means Principal Strategic Planner
RFO	means Revenue and Finance Officer
RAFO	means Rates Finance Officer
SAP	means Statutory Planner
SARPO	means Sport and Active Recreation Project Officer
SPSO	means Strategic Planning Support Officer
SPTO	means Statutory Planning Technical Officer
SRO	means Senior Rates Officer
STSTP	means Statutory/Strategic Planner
WRL	means Workplace Relations Lead

3. declares that:
 - 3.1 this Instrument of Delegation is authorised by a resolution of Council passed on XX September 2025 and
 - 3.2 the delegation:
 - 3.2.1 comes into force immediately when the Chief Executive Officer executes the Instrument of Delegation;
 - 3.2.2 remains in force until varied or revoked;
 - 3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
 - 3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 3.3 the delegate must not determine the issue, take the action or do the act or thing:
 - 3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
 - 3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategy
 adopted by Council;
 - 3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
 - 3.3.4 if the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.

Signed by:

.....
Mayor

.....
Chief Executive Officer

SCHEDULE

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CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 8(1)(a)(ii)	Power to manage one or more public cemeteries	All D	
s 12(1)	Function to properly and efficiently manage and maintain each public cemetery for which responsible and carry out any other function conferred under this Act	All D	Where Council is a Class B cemetery trust
s 12(2)	Duty to have regard to the matters set out in paragraphs (a) – (c) in exercising its functions	All D	Where Council is a Class B cemetery trust
s 12A(1)	Function to do the activities set out in paragraphs (a) – (n)	Not applicable	Where Council is a Class A cemetery trust
s 12A(2)	Duty to have regard to matters set out in paragraphs (a) – (e) in exercising its functions	Not applicable	Where Council is a Class A cemetery trust
s 13	Duty to do anything necessary or convenient to enable it to carry out its functions	All D	
s 14	Power to manage multiple public cemeteries as if they are one cemetery	All D	
s 15(4)	Duty to keep records of delegations	All D, MGR	
s 17(1)	Power to employ any persons necessary	Not delegated	
s 17(2)	Power to engage any professional, technical or other assistance considered necessary	All D, MGR	

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 17(3)	Power to determine the terms and conditions of employment or engagement	All D, MPC	Subject to any guidelines or directions of the Secretary
s 18(3)	Duty to comply with a direction from the Secretary	All D, MGR	
s 18B(1) & (2)	Duty to establish governance committees within 12 months of becoming a Class A cemetery trust and power to establish other governance committees from time to time	Not applicable	Where Council is a Class A cemetery trust
s 18C	Power to determine the membership of the governance committee	Not applicable	Where Council is a Class A cemetery trust
s 18D	Power to determine procedure of governance committee	Not applicable	Where Council is a Class A cemetery trust
s 18D(1)(a)	Duty to appoint community advisory committee for the purpose of liaising with communities	Not applicable	Where Council is a Class A cemetery trust
s 18D(1)(b)	Power to appoint any additional community advisory committees	Not applicable	Where Council is a Class A cemetery trust
s 18D(2)	Duty to establish a community advisory committee under s 18D(1)(a) within 12 months of becoming a Class A cemetery trust.	Not applicable	Where Council is a Class A cemetery trust
s 18D(3)	Duty to include a report on the activities of the community advisory committees in its report of operations under Part 7 of the <i>Financial Management Act 1994</i>	Not applicable	Where Council is a Class A cemetery trust

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 18F(2)	Duty to give preference to a person who is not a funeral director of a stonemason (or a similar position) when appointing a person to a community advisory committee	Not applicable	Where Council is a Class A cemetery trust
s 18H(1)	Duty to hold an annual meeting before 30 December in each calendar year	Not applicable	Where Council is a Class A cemetery trust
s 18I	Duty to publish a public notice of annual meeting in a newspaper, a reasonable time before the date of the annual meeting	Not applicable	Where Council is a Class A cemetery trust
s 18J	Duty to provide leadership, assistance and advice in relation to operational and governance matters relating to cemeteries (including the matters set out in s 18J(2))	Not applicable	Where Council is a Class A cemetery trust
s 18L(1)	Duty to employ a person as the chief executive officer (by whatever title called) of the Class A cemetery trust	Not applicable	Where Council is a Class A cemetery trust
s 18N(1)	Duty to prepare an annual plan for each financial year that specifies the items set out in paragraphs (a)-(d)	Not applicable	Where Council is a Class A cemetery trust
s 18N(3)	Duty to give a copy of the proposed annual plan to the Secretary on or before 30 September each year for the Secretary's approval	Not applicable	Where Council is a Class A cemetery trust
s 18N(5)	Duty to make amendments as required by the Secretary and deliver the completed plan to the Secretary within 3 months	Not applicable	Where Council is a Class A cemetery trust

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 18N(7)	Duty to ensure that an approved annual plan is available to members of the public on request	Not applicable	Where Council is a Class A cemetery trust
s 18O(1)	Duty to prepare a strategic plan and submit the plan to the Secretary for approval	Not applicable	Where Council is a Class A cemetery trust
s 18O(4)	Duty to advise the Secretary if the trust wishes to exercise its functions in a manner inconsistent with its approved strategic plan	Not applicable	Where Council is a Class A cemetery trust
s 18O(5)	Duty to ensure that an approved strategic plan is available to members of the public on request	Not applicable	Where Council is a Class A cemetery trust
s 18Q(1)	Duty to pay an annual levy on gross earnings as reported in the annual financial statements for the previous financial year	Not applicable	Where Council is a Class A cemetery trust
s 19	Power to carry out or permit the carrying out of works	All D, MGR	
s 20(1)	Duty to set aside areas for the interment of human remains	All D	
s 20(2)	Power to set aside areas for the purposes of managing a public cemetery	All D	
s 20(3)	Power to set aside areas for those things in paragraphs (a) – (e)	All D	
s 24(2)	Power to apply to the Secretary for approval to alter the existing distribution of land	All D	

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 36	Power to grant licences to enter and use part of the land or building in a public cemetery in accordance with s 36	Not delegated	Subject to the approval of the Minister
s 37	Power to grant leases over land in a public cemetery in accordance with s 37	Not delegated	Subject to the Minister approving the purpose
s 40	Duty to notify Secretary of fees and charges fixed under s 39	All D, MGR	
s 47	Power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery	Not applicable	Provided the street was constructed pursuant to the <i>Local Government Act 2020</i>
s 52	Duty to submit a report to the Secretary in relation to any public cemetery for which the cemetery trust is responsible for each financial year in respect of which it manages that cemetery	All D, MGR	
s 57(1)	Duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act	All D, MGR	Report must contain the particulars listed in s 57(2)
s 59	Duty to keep records for each public cemetery	All D, MGR	
s 60(1)	Duty to make information in records available to the public for historical or research purposes	All D, MGR	
s 60(2)	Power to charge fees for providing information	All D, MGR	
s 64(4)	Duty to comply with a direction from the Secretary under s 64(3)	All D	

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 64B(d)	Power to permit interments at a reopened cemetery	All D	
s 66(1)	Power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park	Not delegated	The application must include the requirements listed in s 66(2)(a)–(d)
s 69	Duty to take reasonable steps to notify of conversion to historic cemetery park	All D	
s 70(1)	Duty to prepare plan of existing places of interment and make a record of any inscriptions on memorials which are to be removed	All D	
s 70(2)	Duty to make plans of existing place of interment available to the public	All D	
s 71(1)	Power to remove any memorials or other structures in an area to which an approval to convert applies	All D	
s 71(2)	Power to dispose of any memorial or other structure removed	All D	
s 72(2)	Duty to comply with request received under s 72	All D	
s 73(1)	Power to grant a right of interment	All D, MGR	
s 73(2)	Power to impose conditions on the right of interment	All D, MGR	
s 74(3)	Duty to offer a perpetual right of interment	All D	

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 75	Power to grant the rights of interment set out in s 75(a) and (b)	All D, MGR	
s 76(3)	Duty to allocate a piece of interment if an unallocated right is granted	All D	
s 77(4)	Power to authorise and impose terms and conditions on the removal of cremated human remains or body parts from the place of interment on application	Not delegated	
s 80(1)	Function of receiving notification and payment of transfer of right of interment	All D, MGR	
s 80(2)	Function of recording transfer of right of interment	All D, MGR	
s 82(2)	Duty to pay refund on the surrender of an unexercised right of interment	All D, MGR	
s 83(2)	Duty to pay refund on the surrender of an unexercised right of interment	All D, MGR	
s 83(3)	Power to remove any memorial and grant another right of interment for a surrendered right of interment	All D, MGR	
s 84(1)	Function of receiving notice of surrendering an entitlement to a right of interment	All D, MGR	

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 84F(2)(d)	Function of receiving notice of decision to vary or force the surrender of a right of interment under s 84C(2), (3) or (5)	All D, MGR	
s 84H(4)	Power to exercise the rights of a holder of a right of interment	All D, MGR	
s 84I(4)	Power to exercise the rights of a holder of a right of interment	All D, MGR	
s 84I(5)	Duty to pay refund to the previous holder or holders of the right of interment	All D, MGR	
s 84I(6)(a)	Power to remove any memorial on the place of interment	All D, MGR	
s 84I(6)(b)	Power to grant right of interment under s 73	All D, MGR	
s 85(1)	Duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry	All D, MGR	The notice must be in writing and contain the requirements listed in s 85(2)
s 85(2)(b)	Duty to notify holder of 25 year right of interment of expiration of right at least 12 months before expiry	All D, MGR	Does not apply where right of interment relates to remains of a deceased veteran.

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
85(2)(c)	Power to leave interred cremated remains undistributed in perpetuity and convert right of interment to perpetual right of interment or; Remove interred remains and re-inter at another location within cemetery grounds and remove any memorial at that place and re-establish at new or equivalent location	Not delegated	May only be exercised where right of interment relates to cremated human remains of a deceased identified veteran, if right of interment is not extended or converted to a perpetual right of interment
s 86	Power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified	Not delegated	
s 86(2)	Power to leave interred cremated human remains undisturbed or convert the right of interment to a perpetual right of interment	Not delegated	
s 86(3)(a)	Power to leave interred cremated human remains undisturbed in perpetuity and convert the right of interment to a perpetual right of interment	Not delegated	
s 86(3)(b)	Power to remove interred cremated human remains and take further action in accordance with s 86(3)(b)	Not delegated	
s 86(4)	Power to take action under s 86(4) relating to removing and re-intering cremated human remains	Not delegated	
s 86(5)	Duty to provide notification before taking action under s 86(4)	All D	

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 86A	Duty to maintain place of interment and any memorial at place of interment, if action taken under s 86(3)	All D	
s 87(3)	Duty, if requested, to extend the right for a further 25 years or convert the right to a perpetual right of interment	All D	
s 88	Function to receive applications to carry out a lift and re-position procedure at a place of interment	All D	
s 91(1)	Power to cancel a right of interment in accordance with s 91	All D	
s 91(3)	Duty to publish notice of intention to cancel right of interment	All D	
s 92	Power to pay refund or grant a right of interment in respect of another place of interment to the previous holder of the cancelled right of interment	All D	
s 98(1)	Function of receiving application to establish or alter a memorial or a place of interment	All D, MGR	
s 99	Power to approve or refuse an application made under s 98, or to cancel an approval	All D	
s 99(4)	Duty to make a decision on an application under s 98 within 45 days after receipt of the application or within 45 days of receiving further information where requested	All D	

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 100(1)	Power to require a person to remove memorials or places of interment	All D, MGR	
s 100(2)	Power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with s 100(1)	All D	
s 100(3)	Power to recover costs of taking action under s 100(2)	All D	
s 101	Function of receiving applications to establish or alter a building for ceremonies in the cemetery	All D	
s 102(1)	Power to approve or refuse an application under s 101, if satisfied of the matters in (b) and (c)	Not delegated	
s 102(2) & (3)	Power to set terms and conditions in respect of, or to cancel, an approval granted under s 102(1)	Not delegated	
s 103(1)	Power to require a person to remove a building for ceremonies	Not delegated	
s 103(2)	Power to remove and dispose of a building for ceremonies or remedy the failure to comply with s 103(1)	All D	
s 103(3)	Power to recover costs of taking action under s 103(2)	All D	
s 106(1)	Power to require the holder of the right of interment of the requirement to make the memorial or place of interment safe and proper or carry out specified repairs	All D, MGR	

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 106(2)	Power to require the holder of the right of interment to provide for an examination	All D, MGR	
s 106(3)	Power to open and examine the place of interment if s 106(2) not complied with	All D, MGR	
s 106(4)	Power to repair or – with the approval of the Secretary - take down, remove and dispose any memorial or place of interment if notice under s 106(1) is not complied with	All D, MGR	
s 107(1)	Power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs	All D, MGR	
s 107(2)	Power to repair or take down, remove and dispose any building for ceremonies if notice under s 107(1) is not complied with	All D, MGR	
s 108	Power to recover costs and expenses	All D, MGR	
s 109(1)(a)	Power to open, examine and repair a place of interment	All D, MGR	Where the holder of right of interment or responsible person cannot be found
s 109(1)(b)	Power to repair a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial	All D, MGR	Where the holder of right of interment or responsible person cannot be found
s 109(2)	Power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies	All D, MGR	Where the holder of right of interment or responsible person cannot be found

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 110(1)	Power to maintain, repair or restore a memorial or place of interment from other funds if unable to find right of interment holder with consent of the Secretary	All D, MGR	
s 110(1A)	Power to maintain, repair or restore the place of interment if unable to find any of the other holders after diligent inquiries and with the consent of the Secretary	All D, MGR	
s 110(2)	Power to maintain, repair or restore any building for ceremonies from other funds if unable to find responsible person and with consent of the Secretary	All D, MGR	
s 110A	Power to use cemetery trust funds or other funds for the purposes of establishing, maintaining, repairing or restoring any memorial or place of interment of any deceased identified veteran	All D, MGR	
s 111	Power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment	All D, MGR	
s 112	Power to sell and supply memorials	Not delegated	
s 116(4)	Duty to notify the Secretary of an interment authorisation granted	All D, MGR	
s 116(5)	Power to require an applicant to produce evidence of the right of interment holder's consent to application	All D, MGR	

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 118	Power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met	All D, MGR	
s 119	Power to set terms and conditions for interment authorisations	All D, MGR	
s 131	Function of receiving an application for cremation authorisation	Not applicable	
s 133(1)	Duty not to grant a cremation authorisation unless satisfied that requirements of s 133 have been complied with	Not applicable	Subject to s 133(2)
s 145	Duty to comply with an order made by the Magistrates' Court or a coroner	All D, MGR	
s 146	Power to dispose of bodily remains by a method other than interment or cremation	Not delegated	Subject to the approval of the Secretary
s 147	Power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation	Not delegated	
s 149	Duty to cease using method of disposal if approval revoked by the Secretary	All D, MGR	
s 150 & 152(1)	Power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part 11 are met	All D, MGR	

CEMETERIES AND CREMATORIA ACT 2003 The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 151	Function of receiving applications to inter or cremate body parts	All D, MGR	
s 152(2)	Power to impose terms and conditions on authorisation granted under s 150	All D, MGR	
sch 1 cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	Not delegated	
sch 1 cl 8(8)	Power to regulate own proceedings	Not delegated	Subject to cl 8
sch 1A cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	Not applicable	Where Council is a Class A cemetery trust
sch 1A cl 8(8)	Power to regulate own proceedings	Not applicable	Where Council is a Class A cemetery trust Subject to cl 8

DOMESTIC ANIMALS ACT 1994			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
s 41A(1)	Power to declare a dog to be a menacing dog	DDC, MCHS, CCS CEO,	Council may delegate this power to a Council authorised officer

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	CEO, DDC, MCHS, CEH, EHO	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	CEO, DDC, MCHS, , CEH, EHO	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	CEO, DDC, MCHS, CEH, EHO	If s 19(1) applies Only in relation to temporary food premises or mobile food premises
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, (ia) displayed at any point of sale, (ib) be published on the food business's Internet site and (ii) inform the public by notice in a published newspaper, on the Internet site or otherwise	CEO, DDC, MCHS, CEH, EHO	If s 19(1) applies
s 19(6)(a)	Duty to revoke any order under s 19 if satisfied that an order has been complied with	CEO, DDC, MCHS, CEH, EHO	If s 19(1) applies
s 19(6)(b)	Duty to give written notice of revocation under s 19(6)(a) if satisfied that an order has been complied with	CEO, DDC, MCHS, CEH, EHO	If s 19(1) applies

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	CEO, DDC, MCHS, CEH, EHO	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution Only in relation to temporary food premises or mobile food premises
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 19CB(4)(b)	Power to request copy of records	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 19E(1)(d)	Power to request a copy of the food safety program	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 19EA(3)	Function of receiving copy of revised food safety program	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 19FA(1)	Power to direct a proprietor of a food premises to revise the food safety program for the premises or comply with any requirements specified in the food safety program	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority Subject to s 19FA(2), which requires a time limit for compliance to be specified

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19FA(3)(a)	Power to refuse to approve an application for registration or renewal of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 19FA(3)(b)	Power to revoke a registration granted in respect of premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 19FA(3)(c)	Power to suspend the registration of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s19IA(1)	Power to form opinion that the food safety requirements or program are non-compliant.	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 19IA(2)	Duty to give written notice to the proprietor of the premises	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority Note: Not required if Council has taken other appropriate action in relation to deficiencies (see s 19IA(3))
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19N(2)	Function of receiving notice from the auditor	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	CEO, DDC, MCHS, CEH, EHO	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	CEO, DDC, MCHS, CEH, EHO	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
---	Power to register or renew the registration of a food premises	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 36A	Power to accept an application for registration or notification using online portal	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 36B	Duty to pay the charge for use of online portal	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	CEO, DDC, MCHS, CEH, EHO, EHTO	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	CEO, DDC, MCHS, CESH, EHO, EHTO	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority; not exceeding the prescribed time limit defined under s 38E(5)
s 38E(4)	Duty to register the food premises when conditions are satisfied	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	CEO, DDC, MCHS, CESH, EHO	Where Council is the registration authority
s 38G	Power to require the proprietor of the food premises to comply with any requirement of the Act	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 38G(2)	Function of receiving notice from proprietor if there is a change of the food safety program type used for the food premises	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 39(2)	Duty to carry out an inspection of the premises during the period of registration before the registration of the food premises is renewed	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 39A	Power to register or renew the registration of a food premises despite minor defects	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority Only if satisfied of matters in s 39A(2)(a)-(c)
s 40(1)	Duty to give the person in whose name the premises is to be registered a certificate of registration	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the <i>Public Health and Wellbeing Act 2008</i>	CEO, DDC, MCHS, CEH, EHO	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 40E	Duty to comply with direction of the Secretary	CEO, DDC, MCHS, CEH, EHO	
s 40F	Power to cancel registration of food premises	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 43	Duty to maintain records of registration	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering, or renewing registration of a component of a food business	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s58A(2))
s 45AC	Power to bring proceedings	CEO, DDC, MCHS, CEH, EHO	
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	CEO, DDC, MCHS, CEH, EHO	Where Council is the registration authority

HERITAGE ACT 2017			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 116	Power to sub-delegate Executive Director's functions, duties or powers	CEO, DDC, MPL	Must first obtain Executive Director's written consent Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation

LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 185L(4)	Power to declare and levy a cladding rectification charge	CEO ¹	

¹ The only member of staff who can be a delegate in Column 3 is the CEO.

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 4B	Power to prepare an amendment to the Victorian Planning Provisions	CEO, DDC, MPL CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	If authorised by the Minister
s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	CEO, DDC, MPL CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 4H	Duty to make amendment to Victorian Planning Provisions available in accordance with public availability requirements	CEO, DDC, MPL CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 4I(2)	Duty to make a copy of the Victorian Planning Provisions and other documents available in accordance with public availability requirements	CEO, DDC, MPL CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	CEO, DDC, MPL, CPLAN, PSP, CSTRP, PSP, SAP, STSTP, SPTO	
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 8A(5)	Function of receiving notice of the Minister's decision	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 12B(1)	Duty to review planning scheme	CEO, DDC, MPL, CSTRP, PSP	
s 12B(2)	Duty to review planning scheme at direction of Minister	CEO, DDC, MPL, CSTRP, PSP	
s 12B(5)	Duty to report findings of review of planning scheme to Minister without delay	CEO, DDC, MPL, CSTRP, PSP	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 14	Duties of a Responsible Authority as set out in s 14(a) to (d)	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 17(1)	Duty of giving copy amendment to the planning scheme	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO, PSO	
s 17(2)	Duty of giving copy s 173 agreement	CEO, DDC, MPL, CPLAN, , CSTRP, PSP, SAP, STSTP, SPTO PSO	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO, PSO	
s 18	Duty to make amendment etc. available in accordance with public availability requirements	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO, PSO	Until the proposed amendment is approved or lapsed

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	CEO, DDC, MPL, CSTRP, PSP, CPLAN	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	CEO, DDC, MPL, CSTRP, PSP, CPLAN	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	CEO, DDC, MPL, CPLAN, CSTRP, PSP,	Where Council is a planning authority
s 21(2)	Duty to make submissions available in accordance with public availability requirements	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO, PSO	Until the end of 2 months after the amendment comes into operation or lapses
s 21A(4)	Duty to publish notice	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO, PSO	
s 22(1)	Duty to consider all submissions received before the date specified in the notice	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	Except submissions which request a change to the items in s 22(5)(a) and (b)

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 22(2)	Power to consider a late submission Duty to consider a late submission, if directed by the Minister	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO, PSO	
s 26(2)	Duty to keep report of panel available for inspection in accordance with public availability requirements	CEO, DDC, MPL,, CPLAN, , CSTRP, PSP, SAP, STSTP, SPTO, PSO	During the inspection period

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 27(2)	Power to apply for exemption if panel's report not received	CEO, DDC, MPL,, CSTRP, PSP	
s 28(1)	Duty to notify the Minister if abandoning an amendment	CEO, DDC, MPL, CSTRP, PSP	Note: the power to make a decision to abandon an amendment cannot be delegated
s 28(2)	Duty to publish notice of the decision on Internet site	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	CEO, DDC, MPL, CPLAN, , CSTRP, PSP, SAP, STSTP, SPTO	
s 30(4)(a)	Duty to say if amendment has lapsed	CEO, DDC, MPL,, CPLAN, CSTRP, PSP	
s 30(4)(b)	Duty to provide information in writing upon request	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 32(2)	Duty to give more notice if required	CEO, DDC, ,MPL, CPLAN, CSTRP, PSP	
s 33(1)	Duty to give more notice of changes to an amendment	CEO, DDC, ,MPL, CPLAN, CSTRP, PSP	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 36(2)	Duty to give notice of approval of amendment	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 38(5)	Duty to give notice of revocation of an amendment	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 40(1)	Function of lodging copy of approved amendment	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 41(1)	Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
S 41(2)	Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 42(2)	Duty to make copy of planning scheme available in accordance with public availability requirements	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 46AW	Function of being consulted by the Minister	Not delegated	Where Council is a responsible public entity

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy Power to endorse the draft Statement of Planning Policy	Not delegated	Where Council is a responsible public entity
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	Not delegated	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	Not delegated	Where Council is a responsible public entity
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	Not delegated	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	Not delegated	
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	Not delegated	
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	Not delegated	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	Not delegated	
s 46GP	Function of receiving a notice under s 46GO	Not delegated	Where Council is the collecting agency
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	Not delegated	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	Not delegated	
s 46GR(2)	Power to consider a late submission Duty to consider a late submission if directed to do so by the Minister	Not delegated	
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	Not delegated	
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	Not delegated	
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	Not delegated	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	Not delegated	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	Not delegated	
s 46GU	Duty not to adopt an amendment under s 29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	Not delegated	
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution Power to specify the manner in which the payment is to be made	Not delegated	Where Council is the collecting agency
s 46GV(3)(b)	Power to enter into an agreement with the applicant	Not delegated	Where Council is the collecting agency
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	Not delegated	Where Council is the development agency
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	Not delegated	Where Council is the collecting agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	Not delegated	
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	Not delegated	Where Council is the collecting agency
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	Not delegated	Where Council is the collecting agency
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	Not delegated	Where Council is the collecting agency
s 46GY(1)	Duty to keep proper and separate accounts and records	Not delegated	Where Council is the collecting agency
s 46GY(2)	Duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	Not delegated	Where Council is the collecting agency
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	Not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is that planning authority

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZ(2)(a)	Function of receiving the monetary component	Not delegated	Where the Council is the planning authority This duty does not apply where Council is also the collecting agency
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan as responsible for those works, services or facilities	Not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency
s 46GZ(2)(b)	Function of receiving the monetary component	Not delegated	Where Council is the development agency under an approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	Not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	Not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	Not delegated	Where Council is the development agency specified in the approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency
s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	Not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	Not delegated	If any inner public purpose land is vested in Council under the <i>Subdivision Act 1988</i> or acquired by Council before the time it is required to be provided to Council under s 46GV(4) Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
s 46GZ(9)	Function of receiving the fee simple in the land	Not delegated	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZA(1)	Duty to keep proper and separate accounts and records	Not delegated	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZA(2)	Duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	Not delegated	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	Not delegated	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	Not delegated	If the VPA is the collecting agency under an approved infrastructure contributions plan Where Council is a development agency under an approved infrastructure contributions plan
s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	Not delegated	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	Not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	Not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	Not delegated	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	Not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	Not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	Not delegated	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Duty, if land is sold under s 46GZF(2)(b), to follow the steps in s 46GZF(3)(a) and (b)	Not delegated	Where Council is the development agency under an approved infrastructure contributions plan

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZF(3)	Function of receiving proceeds of sale	Not delegated	Where Council is the collection agency under an approved infrastructure contributions plan This provision does not apply where Council is also the development agency
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	Not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	Not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	Not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	Not delegated	Where Council is a collecting agency or development agency
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	Not delegated	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)	Not delegated	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	CEO, DDC, MPL, CPLAN, PSP,	
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	CEO, DDC, MPL, CPLAN, PSP	
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	CEO, DDC, MPL, CPLAN, PSP	
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	CEO, DDC, MPL, CPLAN, PSP	
s 46Q(1)	Duty to keep proper accounts of levies paid	CEO, DPT, DDC, MFS, MPL	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency	CEO, DDC, MFS, MPL	
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	CEO, All D, MFS, MPL	Only applies when levy is paid to Council as a 'development agency'
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	CEO, All D, MFS, MPL	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	CEO, DDC, MPL	Must be done in accordance with Part 3
s 46Q(4)(e)	Duty to expend that amount on other works etc.	CEO, All D, MFS, MPL	With the consent of, and in the manner approved by, the Minister
s 46QC	Power to recover any amount of levy payable under Part 3B	CEO, All D, MPL	
s 46QD	Duty to prepare report and give a report to the Minister	CEO	Where Council is a collecting agency or development agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46V(3)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with the public availability requirements, during the inspection period	Not delegated	
s 46V(5)	Duty to keep a copy of the approved strategy plan incorporating all amendments to it	CEO, All D, MPL	
s 46V(6)	Duty to make a copy of the approved strategy plan incorporating all amendments to it available in accordance with the public available requirements	CEO, All D, MPL	
s 46Y	Duty to carry out works in conformity with the approved strategy plan	CEO, All D, MPL	
s 47	Power to decide that an application for a planning permit does not comply with that Act	CEO, DDC, MPL, CPLAN, PSP	
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 49(2)	Duty to make register available for inspection in accordance with public availability requirements	CEO, DDC, MPL, CPLAN, SAP, STSTP, SPTO, PSO	
s 50(4)	Duty to amend application	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 50(5)	Power to refuse to amend application	CEO, DDC, MPL, CPLAN, PSP	
s 50(6)	Duty to make note of amendment to application in register	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 50A(1)	Power to make amendment to application	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO,	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	CEO, DDC, MPL, CPLAN, , CSTRP, PSP, SAP, STSTP, SPTO	
s 50A(4)	Duty to note amendment to application in register	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 51	Duty to make copy of application available for inspection in accordance with public availability requirements	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO,	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 52(1)(a)	Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 52(1)(b)	Duty to give notice of the application to other municipal council where appropriate	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 52(1)(ca)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 52(3)	Power to give any further notice of an application where appropriate	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	CEO	
s 54(1)	Power to require the applicant to provide more information	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 54(1B)	Duty to specify the lapse date for an application	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, SPO	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 57(5)	Duty to make a copy of all objections in accordance with public availability requirements	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 57A(5)	Power to refuse to amend application	CEO, DDC, MPL, CPLAN, PSP	
s 57A(6)	Duty to note amendments to application in register	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 57B(1)	Duty to determine whether and to whom notice should be given	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 57C(1)	Duty to give copy of amended application to referral authority	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP< SPTO, PSO	
s 58	Duty to consider every application for a permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 58A	Power to request advice from the Planning Application Committee	CEO, DDC, MPL, CPLAN, PSP	
s 60	Duty to consider certain matters	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 60(1A)	Duty to consider certain matters	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	The permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i> or a conservation management plan under the <i>Flora and Fauna Guarantee Act</i> More than 10 objections must be referred to Council More than 5 objections within a farming zone must be referred to Council An application must be referred to Council where it meets one or more of the following criteria: - Raises issues of genuine municipality wide significance that would have a substantial impact on the achievement of Local Planning Policy. - The planning permit application will have a significant impact beyond the immediate locality, including an impact across municipal boundaries. - The planning permit application raises an issue that is not adequately provided for under existing Local Planning Policy. - The planning permit application raises significant issues of public interest. - The planning permit application will result in a use or development which is contrary to the adopted Future Hepburn Strategies or a proposed planning scheme amendment which is supported by Council. All planning applications involving Council owned or managed land must be referred to Council.

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	Not delegated	
s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 62(2)	Power to include other conditions	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	CEO	
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	CEO	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	CEO, DDC, MPL	
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	CEO, DDC, MPL	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	This provision applies also to a decision to grant an amendment to a permit – see s 75
s 64(3)	Duty not to issue a permit until after the specified period	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	This provision applies also to a decision to grant an amendment to a permit – see s 75
s 64(5)	Duty to give each objector a copy of an exempt decision	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	This provision applies also to a decision to grant an amendment to a permit – see s 75
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	This provision applies also to a decision to grant an amendment to a permit – see s 75A
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority
s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit
s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit
s 69(1)	Function of receiving application for extension of time of permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 69(1A)	Function of receiving application for extension of time to complete development	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 69(2)	Power to extend time	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 70	Duty to make copy permit available in accordance with public availability requirements	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 71(1)	Power to correct certain mistakes	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 71(2)	Duty to note corrections in register	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 73	Power to decide to grant amendment subject to conditions	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	The permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i> or a conservation management plan under the <i>Flora and Fauna Guarantee Act 1988</i> More than 10 objections must be referred to Council More than 5 objections within a farming zone must be referred to Council An application must be referred to Council where it meets one or more of the following criteria: - Raises issues of genuine municipality wide significance that would have a substantial impact on the achievement of Local Planning Policy. - The planning permit application will have a significant impact beyond the immediate locality, including an impact across municipal boundaries. - The planning permit application raises an issue that is not adequately provided for under existing Local Planning Policy. - The planning permit application raises significant issues of public interest. - The planning permit application will result in a use or development which is contrary to the adopted Future Hepburn Strategies or a proposed planning scheme amendment which is supported by Council. All planning applications involving Council owned or managed land must be referred to Council.

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 74	Duty to issue amended permit to applicant if no objectors	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	The permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i> or a conservation management plan under the <i>Flora and Fauna Guarantee Act 1988</i> More than 10 objections must be referred to Council More than 5 objections within a farming zone must be referred to Council An application must be referred to Council where it meets one or more of the following criteria: a. Raises issues of genuine municipality wide significance that would have a substantial impact on the achievement of Local Planning Policy. b. The planning permit application will have a significant impact beyond the immediate locality, including an impact across municipal boundaries. c. The planning permit application raises an issue that is not adequately provided for under existing Local Planning Policy. d. The planning permit application raises significant issues of public interest. e. The planning permit application will result in a use or development which is contrary to the adopted Future Hepburn Strategies or a proposed planning scheme amendment which is supported by Council. All planning applications involving Council owned or managed land must be referred to Council.

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority
s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 83	Function of being respondent to an appeal	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 83B	Duty to give or publish notice of application for review	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	CEO, DDC, MPL	
s 84(2)	Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	CEO, DDC, MPL	
s 84(3)	Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 84(6)	Duty to issue permit on receipt of advice within 3 business days	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 84AB	Power to agree to confining a review by the Tribunal	CEO, DDC, MPL,	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 86	Duty to issue a permit at order of Tribunal within 3 business days	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PSO	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	CEO, DDC, MPL, CPLAN, PSP	
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PCO	
s 91(2)	Duty to comply with the directions of VCAT	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PCO	
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PCO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 93(2)	Duty to give notice of VCAT order to stop development	CEO, DDC, MPL, CPLAN, PSP, SAP, STSTP, SPTO, PCO	
s 95(3)	Function of referring certain applications to the Minister	CEO, DDC, MPL, CPLAN, PSP, PCO	
s 95(4)	Duty to comply with an order or direction	CEO, DDC, MPL	
s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	CEO, DDC, MPL, CPLAN, SAP, STSTP, SPTO, CSTRP, PSP	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 96F	Duty to consider the panel's report under s 96E	CEO, DDC, MPL, CPLAN, , SAP, STSTP, SPTO,CSTRP, PSP	
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the <i>Planning and Environment (Planning Schemes) Act 1996</i>)	CEO, DDC, MPL, CPLAN, SAP, STSTP, SPTO,CSTRP, PSP	
s 96H(3)	Power to give notice in compliance with Minister's direction	CEO, DDC, MPL, CPLAN, SAP, STSTP, SPTO,CSTRP, PSP	
s 96J	Duty to issue permit as directed by the Minister	CEO, DDC, MPL, CPLAN, SAP, STSTP, SPTO, CSTRP, PSP	
s 96K	Duty to comply with direction of the Minister to give notice of refusal	CEO, DDC, MPL, CPLAN, SAP, STSTP, SPTO,CSTRP, PSP	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 96Z	Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	CEO, DDC, MPL, CPLAN, SAP, STSTP, SPTO, CSTRP, PSP	
s 97C	Power to request Minister to decide the application	CEO, DDC, MPL	
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with public availability requirements	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO, PSO	
s 97L	Duty to include Ministerial decisions in a register kept under s 49	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO, PSO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 97MH	Duty to provide information or assistance to the Planning Application Committee	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 97MI	Duty to contribute to the costs of the Planning Application Committee or subcommittee	CEO, DDC, MPL	
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	CEO, DDC, MPL	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 97Q(4)	Duty to comply with directions of VCAT	CEO, DDC, MPL, CPLAN, , CSTRP, PSP, SAP, STSTP, SPTO	
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	CEO, DDC, MPL	
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	CEO, DDC, MPL	
s 101	Function of receiving claim for expenses in conjunction with claim	CEO, DDC, MPL	
s 103	Power to reject a claim for compensation in certain circumstances	CEO, DDC, MPL	
s 107(1)	Function of receiving claim for compensation	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 107(3)	Power to agree to extend time for making claim	CEO, DDC, MPL	
s 113(2)	Power to request a declaration for land to be proposed to be reserved for public purposes	CEO, DDC, MPL	
s 114(1)	Power to apply to the VCAT for an enforcement order	CEO, DDC, MPL, CPLAN, CSTRP, PSP, PCO	
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	CEO, DDC, MPL, CPLAN, CSTRP, PSP, PCO, SAP, STSTP, SPTO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	CEO, DDC, MPL, CPLAN, CSTRP, PSP, PCO	
s 123(1)	Power to carry out work required by enforcement order and recover costs	CEO, DDC, MPL	
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	CEO, DDC, MPL	Except Crown Land
s 129	Function of recovering penalties	CEO, DDC, MPL	
s 130(5)	Power to allow person served with an infringement notice further time	CEO, DDC, MPL, CPLAN, CSTRP, PSP, PCO	
s 149A(1)	Power to refer a matter to the VCAT for determination	CEO, DDC, MPL, CPLAN, CSTRP, PSP, PCO, SAP, STSTP, SPTO	
s 149A(1A)	Power to apply to VCAT for the determination of a matter relating to the interpretation of a s 173 agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP, PCO	
S 149B	Power to apply to the Tribunal for a declaration	CEO, DDC, MPL, CPLAN, CSTRP, PSP, PCO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B) power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	CEO, DDC, MPL	Where Council is the relevant planning authority
s 171(2)(f)	Power to carry out studies and commission reports	DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 171(2)(g)	Power to grant and reserve easements	CEO, DDC, MPL, MOPS, CPLAN, CSTRP, PSP	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	Not delegated	Where Council is a development agency specified in an approved infrastructure contributions plan
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	Not delegated	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	Not delegated	Where Council is the development agency specified in an approved infrastructure contributions plan

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 173(1)	Power to enter into agreement covering matters set out in s 174	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	CEO, DDC, MPL, CPLAN, CSTRP, PSP	Where Council is the relevant responsible authority
---	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires something to be to the satisfaction of Council or Responsible Authority	CEO, DDC, MPL, CPLAN, CSTRP, PSP	Where Council is the relevant responsible authority
---	Power to give consent on behalf of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires that something may not be done without the consent of Council or Responsible Authority	DDC, MPL, CPLAN, CSTRP, PSP	Where Council is the relevant responsible authority
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CEO, DDC, MPL, CPLAN, CSTRP, PSP	Where Council is the relevant responsible authority
s 178	Power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 178A(1)	Function of receiving application to amend or end an agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 178A(5)	Power to propose to amend or end an agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 178C(4)	Function of determining how to give notice under s 178C(2)	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	CEO, DDC, MPL, CPLAN, CSTRP, PSP	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, DDC, MPL, CPLAN, CSTRP, PSP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, DDC, MPL, CPLAN, CSTRP, PSP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, DDC, MPL, CPLAN, CSTRP, PSP	After considering objections, submissions and matters in s 178B
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, DDC, MPL, CPLAN, CSTRP, PSP	After considering objections, submissions and matters in s 178B

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178E(3)(c)	Power to amend or end the agreement in a manner that is substantively different from the proposal	CEO, DDC, MPL, CPLAN, CSTRP, PSP	After considering objections, submissions and matters in s 178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	CEO, DDC, MPL, CPLAN, PSP	After considering objections, submissions and matters in s 178B
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 179(2)	Duty to make a copy of each agreement in accordance with public availability requirements	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 181	Duty to apply to the Registrar of Titles to record the agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 182	Power to enforce an agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	CEO, DDC, MPL, CPLAN, CSTRP, PSP	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	CEO	
s 184G(2)	Duty to comply with a direction of the Tribunal	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 184G(3)	Duty to give notice as directed by the Tribunal	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 185B(1)	Duty to comply with a request from the Minister to provide the name, address, email address or telephone number of any person to whom the Minister is required to give notice	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 198(1)	Function to receive application for planning certificate	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO, PSO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 199(1)	Duty to give planning certificate to applicant	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO, PSO	
s 201(1)	Function of receiving application for declaration of underlying zoning	CEO, DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
s 201(3)	Duty to make declaration	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
-	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
	Power to decide, in relation to any planning scheme or permit, that a specified thing may be altered or modified with Council's consent	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
	Power to decide, in relation to any planning scheme or permit, that a specified thing may be done subject to Council's prior consent or must not be done without Council's prior consent	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
	Power to decide, in relation to any planning scheme or permit, that a specified thing is required to be approved and or endorsed by Council	CEO, DDC, MPL, CPLAN, CSTRP, PSP	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
	Power to approve and or endorse any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
-	Power to give written authorisation in accordance with a provision of a planning scheme	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	CEO, DDC, MPL, CPLAN, CSTRP, PSP	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	CEO, DDC, MPL, CPLAN, CSTRP, PSP	

RESIDENTIAL TENANCIES ACT 1997			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	CEO, DDC, MCHS, CCS, CEH, EHO	
s 522(1)	Power to give a compliance notice to a person	CEO, DDC, MCHS, CCS, CEH, EHO	
s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	CEO, DDC, MCHS, CCS, CEH	
s 525(4)	Duty to issue identity card to authorised officers	DDC, MCHS, CCS, CEH	
s 526(5)	Duty to keep record of entry by authorised officer under s 526	DDC, MCHS, CCS, CEH, EHO	
s 526A(3)	Function of receiving report of inspection	DDC, MCHS, CCS, CEH	
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	DDC, MCHS, CCS, CEH	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	CEO, All D, MGR, MOPS	Obtain consent in circumstances specified in s 11(2)
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	CEO, All D,	
s 11(9)(b)	Duty to advise Registrar	CEO, All D, MOPS	
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	CEO, All D, MOPS	Subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	CEO, All D, MOPS	Where Council is the coordinating road authority
s 12(2)(b)	Function of providing consent to the Head, Transport for Victoria for the discontinuance of a road or part of a road	CEO, All D, MOPS	
s 12(10)	Duty to notify of decision made	CEO, All D, MOPS	Duty of coordinating road authority where it is the discontinuing body Does not apply where an exemption is specified by the regulations or given by the Minister
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	CEO, All D, MOPS	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate
s 14(4)	Function of receiving notice from the Head, Transport for Victoria	CEO, All D	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	CEO, All D	
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	CEO, All D	
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	CEO, All D	
s 15(2)	Duty to include details of arrangement in public roads register	CEO, DIAD, MOPS	
s 16(7)	Power to enter into an arrangement under s 15	CEO, All D	
s 16(8)	Duty to enter details of determination in public roads register	CEO, DIAD, MOPS	
s 17(2)	Duty to register public road in public roads register	CEO, DIAD, MOPS	Where Council is the coordinating road authority
s 17(3)	Power to decide that a road is reasonably required for general public use	CEO, DIAD, MOPS	Where Council is the coordinating road authority
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	CEO, DIAD, MOPS	Where Council is the coordinating road authority
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	CEO, DIAD, MOPS	Where Council is the coordinating road authority

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	CEO, DIAD, MOPS	Where Council is the coordinating road authority
s 18(1)	Power to designate ancillary area	CEO, DIAD	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
s 18(3)	Duty to record designation in public roads register	CEO, DIAD, MOPS, CENG, AMS	Where Council is the coordinating road authority
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	CEO, DIAD, MOPS, CENG, AMS	
s 19(4)	Duty to specify details of discontinuance in public roads register	CEO, DIAD, MOPS, CENG, AMS	
s 19(5)	Duty to ensure public roads register is available for public inspection	CEO, DIAD, MOPS, CENG, AMS	
s 21	Function of replying to request for information or advice	CEO, DIAD, MOPS	Obtain consent in circumstances specified in s 11(2)
s 22(2)	Function of commenting on proposed direction	CEO, DIAD, MOPS	
s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report.	CEO, All D, MOPS	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 22(5)	Duty to give effect to a direction under s 22	CEO, All D, MOPS	
s 40(1)	Duty to inspect, maintain and repair a public road.	CEO, All D, MOPS	
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	CEO, All D, MOPS	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	CEO, All D, MOPS	
s 42(1)	Power to declare a public road as a controlled access road	CEO, All D, MOPS	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	CEO, All D	Power of coordinating road authority and sch 2 also applies
s 42A(3)	Duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified	CEO, All D, MOPS	Where Council is the coordinating road authority If road is a municipal road or part thereof
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	CEO, All D	Where Council is the coordinating road authority If road is a municipal road or part thereof and where road is to be specified a freight road
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	CEO, All D, MOPS	Where Council is the responsible road authority, infrastructure manager or works manager

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M	CEO, All D, MOPS	
s 49	Power to develop and publish a road management plan	CEO, All D, MOPS	
s 51	Power to determine standards by incorporating the standards in a road management plan	CEO, All D, MOPS	
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	CEO, All D, MOPS	
s 54(2)	Duty to give notice of proposal to make a road management plan	CEO, All D, MOPS	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	CEO, DIAD	
s 54(6)	Power to amend road management plan	CEO, All D, MOPS	
s 54(7)	Duty to incorporate the amendments into the road management plan	CEO, All D, MOPS	
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	CEO, All D, MOPS	
s 63(1)	Power to consent to conduct of works on road	CEO, All D, MOPS	Where Council is the coordinating road authority

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	CEO, All D, MOPS	Where Council is the infrastructure manager
s 64(1)	Duty to comply with cl 13 of sch 7	CEO, All D	Where Council is the infrastructure manager or works manager
s 66(1)	Power to consent to structure etc	CEO, All D	Where Council is the coordinating road authority
s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	CEO, DIAD, MOPS	Where Council is the coordinating road authority
s 67(3)	Power to request information	CEO, DIAD, DDC, MOPS, MCHS, CCS	Where Council is the coordinating road authority
s 68(2)	Power to request information	CEO, DIAD, DDC, MOPS, MCHS, CCS	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	CEO, All D	
s 72	Duty to issue an identity card to each authorised officer	CEO, All D	
s 85	Function of receiving report from authorised officer	CEO, DIAD, DDC, MCHS, CCS, MOPS	
s 86	Duty to keep register re s 85 matters	CEO, DIAD, DDC, MCHS, CCS MOPS	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 87(1)	Function of receiving complaints	CEO, DIAD, DDC, MOPS, MCHS, CCS	
s 87(2)	Duty to investigate complaint and provide report	CEO, DIAD, DDC, MOPS, MCHS, CCS	
s 96	Power to authorise a person for the purpose of instituting legal proceedings	CEO, DIAD, DDC, MOPS, MCHS, CCS	
s 112(2)	Power to recover damages in court	CEO, DIAD, DDC, MOPS, MCHS, CCS	
s 116	Power to cause or carry out inspection	CEO, DIAD, DDC, MOPS, MCHS, CCS	
s 119(2)	Function of consulting with the Head, Transport for Victoria	CEO, DIAD, MOPS	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	CEO, DIAD, MOPS	
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	CEO, DIAD, MOPS	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 121(1)	Power to enter into an agreement in respect of works	CEO, DIAD, MOPS	
s 122(1)	Power to charge and recover fees	CEO DIAD, MOPS	
s 123(1)	Power to charge for any service	CEO DIAD, MOPS	
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	CEO All D	
sch 2 cl 3(1)	Duty to make policy about controlled access roads	CEO, All D	
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	CEO, All D	
sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	CEO, DIAD, MOPS	
sch 2 cl 5	Duty to publish notice of declaration	CEO, All D	
sch 7 cl 7(1)	Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	CEO, DIAD, MOPS, CWK, CENG	Where Council is the infrastructure manager or works manager

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	CEO, DIAD, MOPS, CWK, CENG	Where Council is the infrastructure manager or works manager
sch 7 cl 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	CEO, DIAD, MOPS, CWK, CENG	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure
sch 7 cl 9(2)	Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	CEO, DIAD, MOPS, CWK, CENG	Where Council is the infrastructure manager or works manager
sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	CEO, DIAD, MOPS, CWK, CENG	Where Council is the infrastructure manager or works manager
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	CEO, DIAD, MOPS	Where Council is the coordinating road authority
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	CEO, DIAD, MOPS, CWK, CENG	Where Council is the coordinating road authority

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	CEO, DIAD, MOPS, CWK, CENG	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	CEO, DIAD, MOPS	Where Council is the coordinating road authority
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	CEO, DIAD, MOPS, CWK, CENG	Where Council is the works manager
sch 7 cl 13(2)	Power to vary notice period	CEO, DIAD, MOPS	Where Council is the coordinating road authority
sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	CEO, DIAD, MOPS	Where Council is the infrastructure manager
sch 7 cl 16(1)	Power to consent to proposed works	CEO, DIAD, MOPS, CWK, CENG	Where Council is the coordinating road authority
sch 7 cl 16(4)	Duty to consult	CEO, DIAD, MOPS, CWK, CENG	Where Council is the coordinating road authority, responsible authority or infrastructure manager
sch 7 cl 16(5)	Power to consent to proposed works	CEO, DIAD, MOPS, CWK, CENG	Where Council is the coordinating road authority

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 16(6)	Power to set reasonable conditions on consent	CEO, DIAD, MOPS, CWK, CENG	Where Council is the coordinating road authority
sch 7 cl 16(8)	Power to include consents and conditions	CEO, DIAD, MOPS, CKW, CENG	Where Council is the coordinating road authority
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	CEO, DIAD, MOPS, CKW, CENG	Where Council is the coordinating road authority
sch 7 cl 18(1)	Power to enter into an agreement	CEO, DIAD, MOPS,	Where Council is the coordinating road authority
sch 7 cl 19(1)	Power to give notice requiring rectification of works	CEO, DIAD, MOPS, CENG, ENGO	Where Council is the coordinating road authority
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	CEO, All D, MOPS	Where Council is the coordinating road authority
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	CEO, DIAD, MOPS	Where Council is the coordinating road authority
sch 7A cl 2	Power to cause street lights to be installed on roads	CEO, DIAD, MOPS, CENG, ENGO	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7A cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	CEO, DIAD, MOPS, CENG, ENGO	Where Council is the responsible road authority
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting – where road is a service road on an arterial road and adjacent areas	CEO, DIAD, MOPS, CENG, ENGO	Where Council is the responsible road authority
sch 7A cl (3)(1)(f)	Duty to pay installation and percentage of operation costs of street lighting – for arterial roads in accordance with cls 3(2) and 4	CEO, DIAD, MOPS, CENG, ENGO	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)

CEMETERIES AND CREMATORIA REGULATIONS 2025

These provisions apply to Council appointed as a cemetery trust under s 5 of the *Cemeteries and Crematoria Act* 2003, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 36	Duty to ensure that cemetery complies with depth of burial requirements	CEO, All D, MGR	
r 37	Duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves	CEO, DIAD, MOPS	
r 38	Duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)	Not applicable	
r 39(1)	Duty to ensure that remains are interred in a coffin, container or receptacle in accordance with paragraphs (a)-(c)	Not applicable	
r 39(2)	Duty to ensure that coffin, container or receptacle is labelled.	Not applicable	
r 39(3)	Duty to ensure that remains are interred in accordance with paragraphs (a)-(b)	Not applicable	
r 40	Duty to ensure that a crypt space in a mausoleum is sealed in accordance with paragraphs (a)-(b)	Not applicable	
r 43(2)	Power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)	CEO, All D, MGR	

CEMETERIES AND CREMATORIA REGULATIONS 2025

These provisions apply to Council appointed as a cemetery trust under s 5 of the *Cemeteries and Crematoria Act* 2003, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 44(2)	Power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator	Not applicable	
r 44(3)	Duty to ensure any fittings removed of are disposed in an appropriate manner	Not applicable	
r 45	Power to dispose of any metal substance or non-human substance recovered from a cremator	Not applicable	
r 46(2)	Power to release cremated human remains to certain persons	Not applicable	Subject to any order of a court
r 47(1)	Duty to make cremated human remains available for collection within 2 working days after the cremation	Not applicable	
r 347(2)	Duty to hold cremated human remains for at least 12 months from the date of cremation	Not applicable	
r 47(3)	Power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation	Not applicable	
r 47(4)	Duty to take reasonable steps to notify persons specified in r 46(2) of intention to intern or dispose of remains at expiry of 12 month period	Not applicable	

CEMETERIES AND CREMATORIA REGULATIONS 2025			
These provisions apply to Council appointed as a cemetery trust under s 5 of the <i>Cemeteries and Crematoria Act</i> 2003, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 48	Power to approve certain activities under r 57 or 58(2) if satisfied of regulation (1)(a)-(c)	CEO, All D	
r 50	Duty to provide statement that alternative vendors or supplier of memorials exist	CEO, All D	
r 51	Power to inspect any work that is being carried out on memorials, places or internments and buildings for ceremonies	CEO, All D, MOPS	
r 52	Power to approval the arrangement or conduct of a funeral	CEO, All D	
r 53(1)	Power to give written direction regarding the manner in which a funeral is to be conducted	CEO, All D	
r 56(1)	Power to give directions regarding the objects ,things or items affixed to, or placed on or around, the places of internment and memorials	CEO, All D, MGR	
r 56(3)	Power to remove objects, things or items specified in (a)- (d) from a place of interment or memorial	CEO, All D, MGR	
r 56(4)	Duty to dispute items under r 56(3) in a manner considered appropriate	CEO, All D, MGR	
r 57(1)	Power to approve the use of fire in a public cemetery	CEO, All D	

CEMETERIES AND CREMATORIA REGULATIONS 2025

These provisions apply to Council appointed as a cemetery trust under s 5 of the *Cemeteries and Crematoria Act* 2003, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53).

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 58(2)	Power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area	CEO, All D, MOPS	
r 59	Duty to display the hours during which the public can access the cemetery	CEO All D, MGR	
Note: sch 2 contains Model Rules – only applicable if the cemetery trust has not made its own cemetery trust rules			
sch 2 cl 4	Power to approve the carrying out of an activity referred to in rules 5, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17 and 18 of sch 2	CEO All D, MGR	See note above regarding model rules

PLANNING AND ENVIRONMENT REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r 6	Function of receiving notice, under s 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	CEO DDC, MPL, CPLAN, CSTRP, PSP	Where Council is not the planning authority and the amendment affects land within its municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
r 21	Power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under s 54 of the Act	CEO DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO	
r 25(a)	Duty to make copy of matter considered under s 60(1A)(g) in accordance with the public availability requirements	CEO DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO, SPO	Where Council is the responsible authority
r 25(b)	Function of receiving a copy of any document considered under s 60(1A)(g) by the responsible authority and duty to make the document available in accordance with the public availability requirements	CEO DDC, MPL, CPLAN, CSTRP, PSP, SAP, STSTP, SPTO, PSO	Where Council is not the responsible authority but the relevant land is within Council's municipal district
r 42	Function of receiving notice under s 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	CEO DDC, MPL, CPLAN, CSTRP, PSP	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.

PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	Not delegated	
r20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	Not delegated	
r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r19 or 20	CEO DDC, MPL, CPLAN, CSTRP, PSP	

RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2024			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 7	Power to enter into a written agreement with a caravan park owner	CEO, DDC, MCHS, CCS, CEH, EHO	
r 10	Function of receiving application for registration	CEO, DDC, MCHS, CCS, CEH, EHO	
r 11	Function of receiving application for renewal of registration	CEO, DDC, MCHS, CCS, CEH, EHO	
r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	CEO, DDC, MCHS, CCS, CEH, EHO	
r 12(1)	Power to refuse to grant the registration if not satisfied that the caravan park complies with these regulations	CEO, DDC, MCHS, CCS, CEH, EHO	
r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	CEO, DDC, MCHS, CCS, CEH, EHO	
r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	CEO, DDC, MCHS, CCS, CEH EHO	
r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	CEO DDC, MCHS, CCS, CEH EHO	

RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2024			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 12(4) & (5)	Duty to issue certificate of registration	CEO, DDC, MCHS, CCS, CEH EHO	
r 14(1)	Function of receiving notice of transfer of ownership	CEO, DDC, MCHS, CCS, CEH, SEHO	
r 14(3)	Power to determine where notice of transfer is displayed	CEO, DDC, MCHS, CCS, CEH, EHO	
r 15(1)	Duty to transfer registration to new caravan park owner	CEO, DDC, MCHS, CCS, CEH, EHO	
r 15(2)	Duty to issue a certificate of transfer of registration	CEO, DDC, MCHS, CCS, CEH, EHO	
r 15(3)	Power to determine where certificate of transfer of registration is displayed	CEO, DDC, MCHS, CCS, CEH, EHO	
r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	CEO, DDC, MCHS, CCS, CEH, EHO	
r 17	Duty to keep register of caravan parks	CEO, DDC, MCHS, CCS, CEH, EHO	

RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2024			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 21(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	CEO, DDC, MCHS, CCS, CEH, EHO	
r 21(2)	Duty to consult with relevant emergency services agencies	CEO, DDC, MCHS, CCS, CEH, EHO	
r 22	Power to determine places in which caravan park owner must display a copy of emergency procedures	CEO, DDC, MCHS, CCS, CEH, EHO	
r 23	Power to determine places in which caravan park owner must display copy of public emergency warnings	CEO, DDC, MCHS, CCS, CEH, EHO	
r 24(2)	Power to consult with relevant floodplain management authority	CEO, DDC, MCHS, CCS, CEH, EHO	
r 2(b)(i)	Power to approve system for the discharge of sewage and waste water from a movable dwelling	CEO, DDC, MCHS, CCS, CEH, EHO	
r 38	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	CEO, DDC, MCHS, CCS, CEH, EHO	
r 38(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	CEO, DDC, MCHS, CCS, CEH, EHO	

RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2024			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 39(3)	Function of receiving installation certificate	CEO, DDC, MCHS, CCS, CEH, EHO	
r 45(3)	Power to determine places in which caravan park owner must display name and telephone number of an emergency contact person	CEO, DDC, MCHS, CCS, CEH, EHO	
r 45(5)	Power to determine places in which caravan park owner must display the certificate of registration or certificate of renewal of registration, the plan of the caravan park and a copy of the caravan park rules	CEO, DDC, MCHS, CCS, CEH, EHO	

ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 8(1)	Duty to conduct reviews of road management plan	CEO, DIAD, MOPS	
r 9(2)	Duty to produce written report of review of road management plan and make report available	CEO, DIAD, MOPS	
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	CEO, DIAD, MOPS	Where Council is the coordinating road authority
r 10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	CEO, DIAD, MOPS	
r 13(1)	Duty to publish notice of amendments to road management plan	CEO, DIAD, MOPS	Where Council is the coordinating road authority
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	CEO, DIAD, MOPS	
r 16(3)	Power to issue permit	CEO, DIAD, MOPS, CENG, ENGO	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	CEO, DIAD, MOPS, CENG, ENGO	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	CEO, DIAD, DDC, MOPS, MCHS, CCS	Where Council is the coordinating road authority

ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	CEO, DIAD	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	CEO, DIAD, DDC, MOPS, MCHS, CWK, CCS, CSY, CENG, ENGO	Where Council is the responsible road authority
r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	CEO, DIAD, DDC, MCHS, CCS, CWK, CENG, ENGO	Where Council is the responsible road authority
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	CEO, DIAD, DDC, MCHS, CCS	

ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	CEO, All D	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	CEO, All D, MOPS, CENG	Where Council is the coordinating road authority

S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

Hepburn Shire Council

Instrument of Appointment and Authorisation (*Planning and Environment Act 1987* only)

In this Instrument 'officer' means –

**Ron Torres
Matt Rogers
Alexandra Jefferies
Andrew Littlejohn
Natalie Faulkhead
Adam Browett
Andrew Page
Amanda Firenze
Gemma Simpson
Ella Duniam
Rebekah Forrest**

By this instrument of appointment and authorisation Hepburn Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - authorises the officers to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
2. under s 313 of the *Local Government Act 2020* authorises the officers either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Hepburn Shire Council on XX September 2025.

This Instrument is made by the Chief Executive Officer of Hepburn Shire Council in the exercise of his authority to act on Council's behalf, which includes the authority conferred by resolution of Council made on XX September 2025

Bradley Thomas
Chief Executive Officer
Date: XX September 2025

***S11B Instrument of Appointment and Authorisation
(Environment Protection Act 2017)***

Hepburn Shire Council

Instrument of Appointment and Authorisation

(Environment Protection Act 2017 only)

In this instrument "**officer**" means -

Ron Torres
Adam Khalid Wright
Mark Jennings
Serena Horg
Maddison Attard
Richard Scouse

By this instrument of appointment and authorisation, Hepburn Shire Council -

under s 242(2) of the *Environment Protection Act 2017* ('**Act**') and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021 - appoints the officers to be authorised officers for the purposes of exercising the powers and functions set out in the Instrument of Direction of the Environment Protection Authority under the Act dated 4 June 2021.

It is declared that this instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This instrument is authorised by a resolution of the Hepburn Shire Council on XX September 2025.

This Instrument is made by the Chief Executive Officer of Hepburn Shire Council in the exercise of his authority to act on Council's behalf, which includes the authority conferred by resolution of Council made on XX September 2025.

Bradley Thomas

Chief Executive Officer

Date: XX September 2025

**INQUIRY AND ADVISORY COMMITTEE ON WESTERN RENEWABLES LINK ENVIRONMENT
EFFECTS STATEMENT AND DRAFT PLANNING SCHEME AMENDMENT GC209**

SUBMISSION ON BEHALF OF HEPBURN SHIRE COUNCIL

1. This submission is made on behalf of Hepburn Shire Council (**Council**). Council has been a member of the Technical Reference Group (**TRG**) throughout the development of the Western Renewables Link (**Project**) and has over the course of its engagement through the TRG raised concerns regarding the Project.
2. Council is opposed to the exhibited Project. A number of concerns that Council has raised over a period of years remain outstanding and unaddressed including the adoption of an overhead technology in lieu of undergrounding. Following a resolution in May 2021, Council raised its wide-ranging concerns and its proposed undergrounding solution to the proponent, AEMO, DELWP and 33 state and federal ministers by letter dated 29 July 2021.
3. Council's primary concerns with the environmental effects of the Project are:
 - 3.1. The adverse impact on high quality agricultural land within the Shire, which forms part of the Central Highlands food bowl, an area of importance to Victoria, both economically and in terms of food security. Large areas of land within the Shire affected by the Project have been identified as Class 1, which is the highest level of productive land identified in the Agricultural Land Capability Assessment (Agriculture Victoria (October 2018) and Rural Hepburn: Agricultural Land Study and Rural Settlement Strategy (October 2024). There is substantial and ongoing investment in farming infrastructure and improvement in this area contributing to employment and export revenue for the area and Victoria. The Project will cause significant impacts to the productivity of large areas of prime agricultural land including by taking prime agricultural land out of production and restricting agricultural activities such as irrigation and tractor use on land around the proposed infrastructure;
 - 3.2. The significant likely adverse impacts of the Project on tourism within Hepburn Shire and the broader region, including potential adverse impacts of the Project on the success of the UNESCO Victorian Goldfields World Heritage Bid, which has been the result of 35 years of advocacy and the work of 15 councils in conjunction with the Dja Dja Wurrung Clans Aboriginal Corporation, the Victorian Goldfields Tourism Executive and Heritage Victoria. If successful, the World Heritage Bid will not only protect the heritage fabric and tourist attraction of the Victorian Goldfields, but is anticipated to add \$25m in visitation to the Goldfields each year;
 - 3.3. Potential adverse impacts on heritage sites of local, regional and state significance;
 - 3.4. The increased fire risk caused by the Project, and the impact of the proposed electricity transmission towers on the capacity and safety of the Country Fire Authority and Fire Rescue Victoria personnel to fight bush and wildfires where they do arise. This impact extends not only to the potential for tower failure and collapse in extreme bushfire conditions, but to the risk of smoke caused arcing during fire events and the 'no go' zones required around the towers at all times to ensure the safety of firefighters restricting access and preventing the use of aerial firefighting strategies;
 - 3.5. The adverse impact of the Project on the visual amenity currently enjoyed by residents and visitors to the Shire and broader region, including the impact on significant heritage and cultural landscapes¹;
 - 3.6. The potential adverse impacts on biodiversity and habitat, including due to potential aerial strike impacts on brolga, wedge-tailed eagles and black swans and the fragmentation of core habitat connectivity;

¹ This inherently links to the tourism impact concerns articulated above.

- 3.7. The potential for land use conflicts, including between the existing use of land for agriculture and tourism and the proposed use of land for the Project;
- 3.8. The social effects of the Project. There exists significant community concern and opposition to the Project and repeated requests from Council and the community for a project premised upon an undergrounding solution to be properly explored. Council has observed concern in its community in relation to the impacts of the Project and a lack of genuine consultation by the proponent;
- 3.9. The adoption of an overhead solution in the Project for the transmission line which cumulatively results in unacceptable environmental impacts as detailed in this submission. An undergrounding solution is viable and would:
 - a. improve the reliability and resilience of the infrastructure to bush fires or severe weather events;
 - b. remove the risk of bushfire ignition and restrictions on access for emergency services and aerial firefighting;
 - c. significantly reduce impact to flora and fauna including by aligning the cabling along roadways;
 - d. largely eliminate the visual impact of the transmission line, and consequential impacts on tourism and amenity of residents and visitors to the area; and
 - e. effectively eliminate potential land use conflicts once construction is completed.
 - f. Reduce impacts on agriculture.
- 3.10. Concerns in relation to the substance and form of the PSA, including the unnecessarily broad application of the Specific Controls Overlay Schedule 8 to land to facilitate the Project and the consequential uncertainty as to the final Project alignment within the associated incorporated document. Council considers this uncertainty has the potential to seriously undermine various assessments undertaken for the EES (e.g. visual impact) if significant changes are made to the alignment after the EES process.
4. Hepburn Shire has a rich cultural history which began with the Dja Dja Wurrung People, the Traditional Owners and custodians of the area. It is bounded by Central Goldfields and Mount Alexander Shires in the north, Macedon Ranges Shire in the east, Moorabool Shire and the City of Ballarat in the south, and Pyrenees Shire in the west.
5. Council is deeply proactive on climate issues and supportive of renewable energy, having made a commitment through the Z-Net pilot in partnership with the community and business to pursue 100% renewable energy targets. Since commencing the Z-Net pilot with the Hepburn Wind project, which provides the local community with energy, Council has expanded its footprint for innovation in stationary energy, transportation, agriculture, waste and wastewater and land use change space.
6. It is telling then that despite its commitment to renewable energy, Council considers the Project does not deliver an acceptable renewable project in its proposed overhead form and will cause greater detriment to our community (and the wider Victorian community) than benefit.
7. Hepburn Shire is one of the significantly impacted municipalities arising from the Project, with planned 500kv transmission lines being proposed within its municipal boundary, crossing some of the highest value and most productive agricultural land in Australia.

8. The Project should not be approved in its current form. If it is to be delivered, the Project must incorporate underground cabling technology. By taking the transmission lines underground, in addition to the clear visual amenity benefits, the Project can adopt a more agile alignment, will avoid and minimise its wide-ranging negative impacts and maximise its capacity, reliability and resistance to technical faults, natural disasters and inclement weather.

IMPACT ON AGRICULTURE

9. The Central Highlands agricultural food-bowl, comprising 6 municipalities in central Victoria,² is critical to the State of Victoria, both economically and in terms of food security. It has access to major population centres of Ballarat, Melbourne and Geelong and generates in excess of \$10.2 billion of gross regional product per annum.³
10. The Inquiry into securing the Victorian food supply,⁴ and the Victorian Government response,⁵ highlights the importance of protecting agricultural land to secure the Victorian food supply.
11. Hepburn Shire hosts some of the best and most fertile soils in Australia, forming part of the 79% of land in the Central Highlands region being used for primary production.⁶ Large parts of the Shire are rated as Classes 1 and 2 for the agricultural productivity of the land.⁷ With its proximity to the vast majority of the Victorian population in Melbourne, Geelong, Ballarat and Bendigo, the Shire's importance to Victorian food security and the economy cannot be overstated.
12. The Project will have direct impact on agricultural production through the introduction of non-farming infrastructure, unreasonably wide easements and likely restrictions on agricultural development and activities such as irrigation, tractor use and use of aviation for agricultural purposes on the remaining land around the proposed infrastructure.
13. Due to the life of the proposed infrastructure (up to 80 years for the transmission lines before likely upgrades/renewal projects), it must be considered that these impacts, and the removal of the affected land from agricultural production, will be permanent, resulting in:
 - 13.1. reduced food security in Victoria and consequential increases in the cost of living;
 - 13.2. economic harm within the Shire, particularly to the agricultural industry but also extending to a range of tourist, pasture to plate and hospitality businesses on which many residents' livelihoods depend; and
 - 13.3. potentially long term state-wide economic impacts.

IMPACT ON TOURISM

14. Tourism is one of the core pillars on which the Shire's economy is built. In the 12 months to March 2022, the Spa Country region, located in Hepburn and the Macedon Ranges, attracted

² Ararat, Pyrenees, Ballarat, Hepburn, Golden Plains and Moorabool.

³ Central Highlands Regional Economic Development Strategy (Department of Jobs, Precincts and Regions, March 2022), p 6.

⁴ Report on Parliamentary Inquiry into Food Security in Victoria (Victorian Parliament Legislative Council Legal and Social Issues Committee, November 2024).

⁵ Victorian Government response to the Parliamentary Inquiry into Food Security in Victoria (Victorian State Government, June 2025).

⁶ Central Highlands Regional Economic Development Strategy (Department of Jobs, Precincts and Regions, March 2022), p 11.

⁷ Agricultural Land Capability Assessment (Agriculture Victoria (October 2018) and Rural Hepburn: Agricultural Land Study and Rural Settlement Strategy (October 2024).

a total estimated spend of \$434million million.⁸ Tourism is the largest contributor to the economy in Hepburn, directly supporting 18.8% of jobs as estimated by Remplan.⁹ By way of contrast, nationally, Remplan estimates tourism supports just 6.7% of jobs. Consistent with this the proponent has identified that through the Spa Country Tourism Region (Creswick-Daylesford-Ballan), tourism supports 37.4% of all jobs,¹⁰ and contributes 9.9% to the gross value add within the region.¹¹ This highlights the importance of tourism within Hepburn Shire.

15. The Project will have significant, material and lasting impacts on tourism in this Shire and a broader region where visitation is heavily attracted to open country settings within a day trip of Melbourne. The EES understates the numerous concerns Council has raised over the course of the consultation period about Project impacts on the Shire's valuable tourism economy that has a strong basis in the area's natural and farming landscapes.
16. Tourism within the regions and more particularly within Hepburn, is driven by a range of factors, such as the desire to take a scenic drive, experience diverse natural landscapes, experience nature, enjoy local produce and dining / drinking experiences. The Shire's offerings in each of these categories is unique and, in many cases, dependent on the preservation of its natural vistas.
17. A key driver of tourism within Hepburn is its pasture to table dining experience offerings. Beyond the tourism impacts of the Project arising impact on natural vistas through Hepburn, as outlined above, the Project will have negative impacts on agricultural production and the operation of these pasture to table businesses, exacerbating the Project's impacts on tourism.
18. By interrupting and interfering with the Shire's natural vistas and landscapes, the placement of the proposed 85m high transmission towers through the municipality degrades these environmental qualities and risks a significant regional economic driver.
19. The Evaluation Objective at 14.1 of Chapter 14 of the EES (reflecting 4.4 of the Scoping Requirements)¹² is to:

Avoid, or minimise where avoidance is not possible, adverse effects on land use, social fabric of the community, businesses including farming and tourism, local and state infrastructure, aviation safety and to affected and neighbouring landowners during construction and operation of the project.
20. Council considers the Project fails to adequately avoid the likely impacts on tourism within the Shire and the broader region. This is particularly so where the option to underground the Project would eliminate these and other impacts to a large extent.
21. The Project will impact on tourism in Hepburn in a manner and degree which the EES material does not appropriately address and which the Project cannot fully offset or mitigate while it remains an above ground proposal.
22. The predicted adverse effect on tourism within Hepburn would have a disproportionate economic impact in the municipality, the full weight of which must be taken into account.

Implications of Victorian Goldfields World Heritage Bid on tourism

23. The Project jeopardises the Victorian Goldfields World Heritage Bid (discussed below). If successful, the Victorian Goldfields World Heritage Bid not only will preserve the existing

⁸ Visitor Economy strong in Hepburn Shire, 1 September 2022: <https://www.hepburn.vic.gov.au/Council/News/Latest-news/Visitor-Economy-strong-in-Hepburn-Shire..>

⁹ <https://app.remplan.com.au/hepburn/economy/tourism/employment?zidx=8kENf8sEL#locality=creswick-clunes~daylesford>.

¹⁰ EES Chapter 14, p 14-6.

¹¹ EES Chapter 14, p 14-8.

¹² Scoping Requirements: Western Renewables Link Environment Effects Statement (Department of Transport and Planning, November 2023), p 20.

tourism through the Shire as part of the Victorian Goldfields, but is anticipated to bring economic growth to Hepburn.

IMPACT ON VICTORIAN GOLDFIELDS WORLD HERITAGE BID

24. Early in 2025, the Victorian Goldfields were added to Australia's World Heritage Tentative List. Following 35 years of advocacy, this represents a significant step towards recognition of the Victorian Goldfields under the UNESCO World Heritage Convention (**World Heritage Bid**).
25. 15 municipal Councils, the Dja Dja Wurrung Clans Aboriginal Corporation, the Victorian Goldfields Tourism Executive and Heritage Victoria have all come together to advocate for the World Heritage Bid, which will bring significant benefits to regional Victorians and the Victorian economy.
26. The Justification of Outstanding Universal Value for the Victorian Goldfields describes the Victorian Goldfields, of which the Shire is a part, as follows:

Victorian Goldfields represents the most extensive, coherent, and best-surviving nineteenth century global gold rush landscape anywhere in the world.

27. As noted by the Victorian Goldfields World Heritage Bid:

A World Heritage listing for the Victorian Goldfields will bring dual benefits: visitors will enjoy the wider Goldfields experience centred on the proposed UNESCO World Heritage label; crucially it will also bring pervasive and transforming benefits to the whole region. The National Institute of Economic and Industry Research has conservatively estimated an added 2% (or \$25 million) in visitation to the Goldfields region each year.

28. The proposed 85m transmission towers and sprawling 500kv transmission lines will mar 'the most extensive, coherent, and best-surviving nineteenth century global gold rush landscape anywhere in the world' and will put at significant risk the World Heritage Bid and the economic benefits it will provide to the regions if successful including over \$250m in regional Victorian income and business development every decade.

HERITAGE

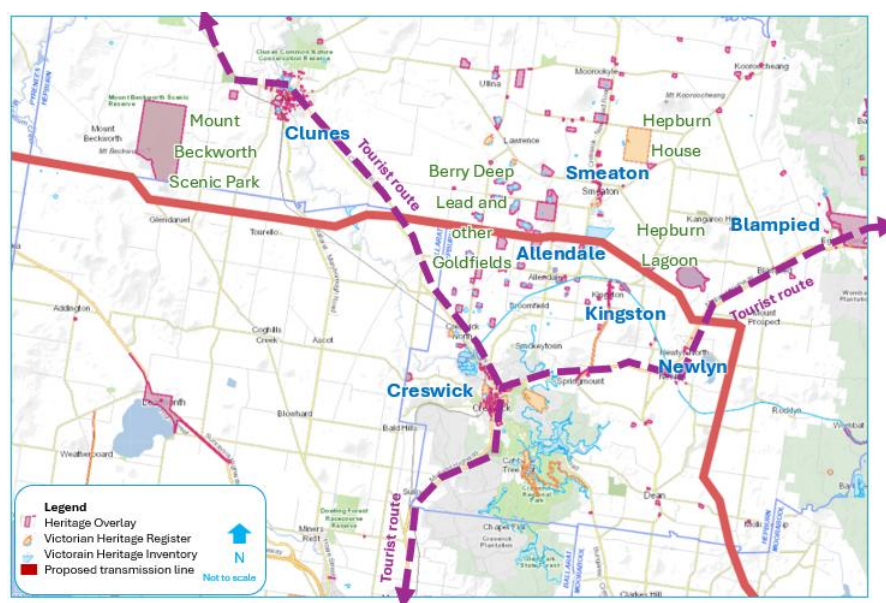


Figure 1: Map showing tourist routes, heritage overlays and sites, and the proposed transmission alignment (Hepburn Shire Council, 2025)

29. As shown above, the proposed transmission corridor traverses a landscape rich in cultural heritage, including known historic sites and areas with high archaeological sensitivity. These include early European settlement remnants, heritage listed homesteads, outbuildings and infrastructure. The introduction of large scale transmission infrastructure risks direct disturbance to these sites and their settings potentially breaching heritage protections and heritage overlays. Particularly as the EES material focusses on mitigation when intersecting with heritage values rather than avoidance.
30. Heritage significance is not limited to physical structures. It also includes the broader landscape context. Many heritage places derive their value from their visual and spatial relationship to the surrounding environment, both looking from within and towards the heritage asset. The construction of towering transmission lines would irreversibly alter these settings, diminishing the interpretive and experiential qualities that contribute to their significance. The visual obstruction would permanently impact the understanding of the heritage significance of the place within its setting.
31. Council wishes to raise concerns regarding the treatment of the Victorian Goldfields Heritage Landscape in Technical Report C: Historical Heritage Impact Assessment. The report fails to adequately recognise the landscape as a cohesive and culturally significant heritage entity, instead treating individual heritage listed mining sites in isolation.
32. The Victorian Goldfields Heritage landscape is composed of numerous mining sites, each individually covered by heritage overlays. While these sites have been documented separately, they collectively form a tangible and interconnected representation of Victoria's rich gold mining history. The landscape's significance lies not only in the individual sites but in their spatial and historical relationship to one another. Together they illustrate the scale, complexity and legacy of gold mining activity in the region.
33. Technical Report C's approach overlooks this broader context. It excludes heritage sites that fall outside of the WRL easement, even where they are covered by HO's and contribute to the overall narrative of the landscape. This fragmented assessment undermines the integrity of the heritage values and risks diminishing the understanding of the area's historical importance.
34. Council asserts that the significance of the Victorian Goldfields heritage landscape must be understood holistically. The cumulative value of the mining sites, when read together, provides a more accurate and meaningful interpretation of the region's heritage. This perspective is consistent with best practice in heritage management which recognises entire landscapes as interconnected systems rather than isolated points of interest.
35. The affected area is not just a collection of isolated heritage sites, it also forms part of the broader Victorian Goldfields heritage landscape (as can be seen by the bid to list the Victorian goldfields as a UNESCO site). The cumulative impact of infrastructure development in this visually exposed landscape risks eroding the integrity and legibility of the landscape and subsequently also undermining this bid.
36. The volcanic plains are defined by a topography of flat lava fields that became home to Victoria's goldfields. The deep lead landscape is one of high visual quality in its current condition. However, major infrastructure projects, such as the WRL, will likely negatively impact UNESCO's assessment of the area's world heritage values.
37. Council is concerned by the limited use of site inspections and an over reliance on desktop assessments to evaluate the condition and potential impacts of the project on specific heritage places. Council considers the route and placement of infrastructure will adversely affect the significance of historical heritage sites in the municipality. This, coupled with the lack of genuine consultation by the proponent, has led to the inappropriate proposals to build over the Bullarook Streamside Reserve and heritage listed Kerrins Bridge, and the removal of vegetation and the National Trust listed Algerian Oak.
38. Council should be involved in the development, assessment and approval of any plans to mitigate against impacts on heritage sites.

INCREASED BUSHFIRE RISK

39. Hepburn Shire is subject to increasingly frequent and severe bushfire risk conditions. The municipality is located amongst the Wombat State Forest (with a number of settlements abutting this forest) and has expansive pastoral land which presents significant grass and canopy fire risk. Except for a small area in the heart of Clunes, the whole of Hepburn municipality is designated as being bushfire prone, with significant areas also covered by Bushfire Management Overlays (**BMOs**) under the Hepburn Planning Scheme.
40. Council is responsible for emergency management planning. It takes this responsibility seriously and the Hepburn community should not be asked to tolerate increased fire risk.
41. Research undertaken by Country Fire Authority Research and Development identified that that climate change is increasing the frequency, severity, and timing of dangerous bushfire weather conditions in Victoria, during the spring and summer periods.¹³ This research demonstrates that on average, the present day fire season is starting a month earlier than it was in the 1990's. Further, the number of days that have 'very high' fire danger is increasing. This projected increase in risk is acknowledged in the EES materials at Technical Report K.¹⁴
42. Fire seasons are now longer and more extreme than just a few decades ago. Council understands that modelling of future climate change projections shows these trends are likely to continue — conditions will be hotter, drier and with more extreme weather events. This is expected to lead to worse fire seasons, including more frequent large fires (like the 2019/20 season) and more extreme fire behaviour.
43. The change in fire risk profile will be exacerbated by the introduction of the Project and the associated overhead transmission lines. This includes both a direct risk and the obstruction to effective fire-fighting and management if a bush or wildfire event occurs.
44. Council considers the EES material does not appropriately assess the impact of the Project and downplays the risk of bushfire being caused by the infrastructure is underestimated by the EES assessments. This is particularly the case in relation to the extent to which the Project will exacerbate the already increasing bush and wildfire risk within the municipality and broader region. For example:
 - 44.1. The amount of land situated within the BMO is expressed by the assessment in Technical Report K in both hectares and percentage of both easement area. The assessment notes that as a percentage of easement area the land located within the BMO is only 12%. Expressed in this way, the area does not sound large. However, the total land area within the easement affected by the BMO is approximately 134 hectares. This is a large area of land with significant potential for bushfire ignition and spread.
 - 44.2. The transmission lines will create a large buffer zone in which fire fighting is not possible due the buffer distance required from the towers preventing use of aerial fire fighting equipment, and the presence of the high voltage electric cables causing risk associated with the use of water. The required easement is proposed to be between 70m – 100m wide along its 190km length. This translates to between 1,330ha – 1,900ha of easement area along the alignment in which fire fighting may be restricted or prevented.
 - 44.3. The EES asserts it is unlikely that tower collapse would occur at the same time as a bushfire event. However, tower collapse is connected to high wind events. The most significant destructive bushfires in Victoria's history are also associated with high wind events. The likelihood of tower collapse on a catastrophic, extreme or severe fire

¹³ Council letter dated 29 July 2021, circulated to 33 State and Federal Ministers, including Shadow Ministers, Members for the electorate and industry bodies such as AEMO, and DELWP.

¹⁴ EES Technical Report K, p 56.

danger day is actually high and the likelihood of tower collapse during a bushfire event is high.

- 44.4. The option of undergrounding the transmission line is not discussed within Technical Report K. Although this option is considered elsewhere in the 'Undergrounding Report'¹⁵, the life safety benefits of undergrounding the transmission line do not appear to have been given enough weight within the decision making process. Though wildfire risks associated with overhead transmission lines will be effectively entirely negated by undergrounding the transmission lines, the benefit of this has been ignored by the EES materials.
- 44.5. Council considers additional bushfire modelling is required both with and without the Project to understand its impact on future fire ignition, spread and suppression.
- 45. Council considers an assessment under the National Emergency Risk Assessment Guidelines (NERAG) or similar is required. Council understands NERAG is a common methodology used to assess risk through a likelihood v consequence framework would be an appropriate methodology to use to assess the Project in bushfire risk/impact terms. Council considers that if consequence becomes part of the risk assessment, the outcome is likely to be potentially catastrophic. The risk assessment should include comparative analysis of risk in an undergrounding scenario.

VISUAL IMPACT

- 46. Council considers the visual impact caused by the above ground Project has not been fully assessed and cannot be appropriately assessed based on the documents exhibited as part of the EES.
- 47. There are two reasons for this:
 - 47.1. First, there are significant viewpoints that have not have been photographed/montaged and included in Technical Report D for assessment; and
 - 47.2. Second, there is significant potential for the alignment, and therefore the areas affected, to change due to the proposed area and drafting of the Specific Controls Overlay Schedule 8 and micro-siting provisions. Even if the alignment was to change only within the limitations of the micro-siting provisions, this does not mitigate the potential that the elevation of the alignment may change significantly or the effectiveness of screening currently relied on may reduce, causing a change in the appropriate visual impact classification.
- 48. Visual impacts have been generally understated and without regard to cumulative impacts nor consequential impacts on relevant sectors such as tourism throughout Hepburn Shire and the broader region. The existence of the Project through the Shire and broader region will have a significant cumulative impact on these important areas and severely detract from the vistas that draw visitors to the Shire.

IMPACT ON BIODIVERSITY AND HABITAT

- 49. The Project threatens impacts on biodiversity and habitat of threatened fauna that are not appropriately considered, avoided or mitigated by the EES.
- 50. In particular, Council considers that:

¹⁵ EES Attachment I: Project development and assessment of alternatives, p

- 50.1. The risk the transmission lines pose for local extinction of the small population of Brolga that resides within the Hepburn Shire has been given insufficient weight and the EES provides insufficient avoidance and mitigation measures;
- 50.2. The findings and implications of a recent, highly relevant Tasmanian study on Wedge-tailed eagles and powerline strike should be considered in detail as part of the EES given the prevalence of Wedge-tailed eagle records in the WRL vicinity;¹⁶
- 50.3. The EES fails to recognise the impact of the project on potential for recovering habitat connectivity between core habitat areas and does not mitigate the likely 'extinction debt' in the landscape. A regional biolink analysis is needed to confirm the importance of re-establishing connectivity in areas covered by the WRL.

Brolga

51. Council considers the Project fails to give due weight and properly address the risk the overhead powerlines pose for local extinction of the small population of Brolga that resides within the Hepburn Shire. While some consideration has been given to this by the EES materials, the avoidance and mitigation measures proposed are insufficient to appropriately mitigate the potential for significant impacts on the Bolga population.
52. The EES Chapter 8 identifies the likelihood of occurrence of Brolga in the study area as 'Moderate'.¹⁷ However, information provided to Council, including photographs, show that the species is well documented as a regular visitor around the Project area between Andersons Road Clunes and Creswick-Lawrence Road. The likelihood of Brolga occurrence in the relevant area should be identified as 'Known' or 'High'.
53. Although Council understands the overall Brolga numbers in the municipality are small, the overall population in south-western Victorian is only approximately 900 birds.¹⁸ As noted in the Handbook for the development of renewable energy in Victoria, 'small numbers of mortalities can pose a significant risk to the Brolga, because the species is long-lived, has a low reproductive rate and a small and declining population size.'¹⁹
54. The EES identifies that '*Individuals have been observed in the study area, however, these observations are generally in areas not generally considered important habitat, such as stubble fields.*'²⁰ This minimises the importance of feeding habitat such as stubble fields. Further, Brolga regularly use farm dams and waterbodies along Tourello Creek in the vicinity of the Project.
55. With respect to the vulnerability of Brolga to collision, in some cases the ratings provided by the EES Chapter 8 appear inconsistent with other statements made.
56. At table 8.9 'Priority species', Brolga are assessed as having a 'Mild concern' of elevated risk of collision. This is at odds with a study on a similar Crane species (Sime et al 2024) where the elevated risk due to high wing loading, size and flight behaviour is identified as often resulting in fatal collisions and accounting for a high proportion (up to 39%) of reintroduced population fatalities. The rating in the EES Chapter 8 table 8.9 is also at odds with the statement on page 8-36 that the '*area is considered high risk for Brolgas*' and on p 8-63 that the '*vulnerability of Brolga (Antigone rubicunda) to collisions with power lines is well known*'.

¹⁶ 'Fine-scale spatial risk models to predict avian collisions with power lines', (Pay et al, Journal of Applied Ecology, 2025), 62,1820–1830.

¹⁷ EES Chapter 8 – Biodiversity and Habitat, p 8-27, table 8.5.

¹⁸ Per surveys conducted by Department of Energy, Environment and Climate Action; State Wide Integrated Flora and Fauna Teams 2025: https://www.swifft.net.au/cb_pages/sp_brolga.php#2025.

¹⁹ Handbook for the development of renewable energy in Victoria (Department of Energy, Environment and Climate Action, May 2025), p 31.

²⁰ EES Chapter 8 – Biodiversity and Habitat, p 8-27, table 8.5.

57. Given the presence of Brolga in the Project Area, and the noted risks of Brolga collision with the powerlines, Council considers the level of concern at table 8.9 should be elevated from 'Mild Concern' to 'Concern' and that serious consideration should be given to additional mitigation approaches.

Risk of aerial strike

58. Species such as wedge tailed eagles and black swans are also vulnerable to aerial strike.
59. Wedge tailed eagles were specifically identified at eleven locations scattered through the properties of interest and 1km buffer. Locally, the species is a well recognised and cherished, with community records including at least one breeding location.
60. While the level of impact and required mitigation for Wedge-tailed eagles is an emerging field of study, a recent study conducted Pay et al ('Fine-scale spatial risk models to predict avian collisions with power lines') should be reviewed in detail and incorporated into the EES, as it is highly applicable due to the species specific and long-term nature of the study. Of particular relevance are its findings relating to increased risks in autumn and winter and within mosaics of open and forested landscapes, and their implications for management and conservation.

Habitat Connectivity

61. Impact on existing habitat connectivity is poorly or inconsistently recognised by the EES. The Project is likely to impact on potential for recovering habitat to provide connectivity between core habitat areas and thus mitigate likely 'extinction debt' in the landscape.
62. The concept of habitat connectivity is inconsistently applied by the EES. At page 8-7, 'nature reserves' are identified as providing 'biolinks' and thus providing connectivity across the landscape. However, this characterisation of reserves as 'biolinks' fails to recognise the gaps in connectivity between these reserves which cause them to often constitute more or less isolated 'core habitats' that themselves are in need of reconnection via revegetated biolinks to address habitat fragmentation impacts contributing to 'extinction debt'.
63. 'Extinction debt' is the concept that *'Protection of existing habitats may not be sufficient to protect species from extinction. However, the long time scales of extinction debt may allow for habitat restoration in order to prevent extinction'* (Kuussaari et al 2009). While it is difficult to evaluate, priority locations for reestablishing connectivity may be identified by analysis of relict species occurrences, historical connection and recognition of faunal movement needs.
64. The Project has sought to avoid locations in Hepburn Shire that would require clearing that would further fragment wooded landscape. However, this approach relies on siting within cleared areas of the landscape where Council considers there is evident benefit to re-establish connectivity between core habitats through revegetation.
65. While regional biolink analysis is needed to confirm the importance of re-establishing connectivity in areas covered by the WRL, Council considers connectivity of habitat should be established through wooded linkages between:
- 65.1. An east-west corridor between Creswick State Forest and the Wombat Forest;
- 65.2. A north-south linkage between Mt Beckworth and Mt Bolton; and
- 65.3. North south linkages along Birch Creek and Creswick Creeks.
66. The isolation of the Creswick Forest populations of Koala and Brush-tailed Phascogale evident in Atlas of Living Australia, iNaturalist and community records demonstrates the importance of re-establishing connection between the Creswick and Wombat Forests and on future revegetation.

67. If approved in its current form, the Project would preclude the possibility of re-establishing these areas of habitat connectivity, and would instead introduce a serious risk fatalities associated with transmission line collision.

SOCIAL IMPACTS

68. There exists strong opposition to the Project within the local community. The Project lacks any social licence and Council has observed increasing community opposition during the preparation of the EES. Council is concerned that the Project has already had a significant detrimental social impact and that the concerns of the community have been dismissed, with the form of the Project having not meaningfully evaluated the undergrounding option. The Project has induced the greatest level of community opposition to any proposal in the Shire's history. This is demonstrated by thousands of signs throughout the community, the creation of the 'Piss Off Ausnet' hill and has been borne out through Council's own engagement with community members.
69. These impacts have been identified in EES Chapter 21, as follows:²¹

*The Project would be more likely to necessitate long-term changes to the way farming occurs in Section 2, with a greater proportion of affected landholders potentially required to adapt to the Project. Approximately 50 per cent of properties in Section 2 accommodate a dwelling, of which 12 are within 300m of the proposed easement. The Project may challenge the current sense of connection felt by many landholders in this section to their property and rural district, which may lead to an enduring sense of loss, with potential implications for the quality of life and wellbeing of affected individuals. The residual impact of the Project's effects on land use and amenity for directly affected landholders in Section 2 would be moderate during construction and major during operation (as outlined in Table 8-6 in **Technical Report F: Social Impact Assessment**).*

70. What isn't addressed by the EES is that, if not appropriately managed, the Project has the potential to tear through the Shire's social fabric due to the wide gamut of other impacts it will cause, impacting on not just the quality of life of residents in close proximity of the Project, but across the Shire.
71. These impacts are assessed as being 'major' during the operational phase of the Project. Given the 80-year life of the transmission lines, the operational phase is likely to be the longest phase of the Project, before potential renewal and upgrades of the infrastructure to increase its life are considered. The Project and its impacts will shape the municipality for decades to come.

LAND USE PLANNING

72. Many of the impacts noted through this submission also relate to the need to avoid land use conflicts between the Project and various regional, tourism and agricultural land uses which already exist in the Shire and the broader region, and the potential cumulative impacts associated with the Project's interface with other future infrastructure projects.
73. Section 4.4 of the Scoping Requirements includes the following evaluation objective:²²

Avoid, or minimise where avoidance is not possible, adverse effects on land use, social fabric of the community, businesses including farming and tourism, local and state infrastructure, aviation safety and to affected and neighbouring landowners during construction and operation of the project.

²¹ ESS Chapter 21, p 21-18.

²² Scoping Requirements: Western Renewables Link Environment Effects Statement (Department of Transport and Planning, November 2023), p 20.

74. The Project proposes a 70m – 100m easement width along its alignment, creating a serious land use constraints and conflict over the area affected.
75. As discussed below at paragraphs 88 – 100, the approach taken by the EES in:
- 75.1. proposing an SCO area that follows property boundaries regardless of the extent to which the proposed alignment may touch those properties; and
- 75.2. providing for the potential realignment of the Project anywhere within the SCO area with minimal further assessment requirements,
- exacerbates this issue by creating significant uncertainty as to what the final alignment will be. This uncertainty is not resolved elsewhere in the EES materials.
76. Council considers the EES fails to properly consider and mitigate potential land use planning impacts. To this end the proposed Environmental Management Plan does not adequately ameliorate, offset or otherwise manage the issues raised in this submission.

PROPOSED SOLUTION – UNDERGROUNDING

77. Section 3.4 of the Scoping Requirements states that the:²³

EES will need to document the basis upon which it has chosen its preferred alignment as it stands at the time of EES exhibition. Alignment selection can be a very important way of avoiding or minimising adverse impacts for linear infrastructure projects. Key aspects of the project, for which the EES will need to demonstrate consideration of feasible alternatives, include:

- *the boundaries of the original area of interest;*
- *potential corridors and alignments within the area of interest, including criteria for excluding portions of the area from further consideration;*
- *the rationale for the preferred mode of construction (overhead or underground, including potential for partial underground construction); and*
- *other feasible alternatives raised through feedback from the community or other stakeholders.*

78. Council supports an alternative project through construction of underground transmission lines. The EES material has provided a high level review of this alternative, but has otherwise dismissed the concept as being too costly or too hard to achieve.
79. However, an independent report prepared by Amplitude Consultants in June 2021, which was commissioned by Moorabool Shire Council with the support of Hepburn Shire and Melton City Council (**Amplitude Report**), has confirmed that undergrounding of the transmission line assets by way of a High Voltage Direct Current system is not only feasible, but preferable to the installation of towers and overhead cabling.
80. Following a comparative assessment of the proposed overhead transmission approach and underground options, the Amplitude Report concluded that:

It was determined that not only is a HVDC system utilising underground cables a technically feasible alternative, but it is also likely to be more reliable and efficient for

²³ Scoping Requirements: Western Renewables Link Environment Effects Statement (Department of Transport and Planning, November 2023), p 12.

*the movement of renewable energy to major centres whilst presenting significantly reduced impact to social and environmental factors.*²⁴

81. From a feasibility perspective, the Amplitude Report concluded that an underground HVDC system could be achieved at a cost of approximately \$2.7b. This cost, being approximately 5.7 times the cost of the proposed overhead solution, is far less than the estimated 10 times cost estimate for an underground identified in the EES. While it acknowledges an underground solution would come at a higher initial cost, Council considers this would be outweighed by the benefits achieved and significant impacts that would be avoided by the undergrounding of the cables.
82. A number of Council's concerns raised in this submission would be addressed by adopting an underground solution or ameliorated. This is demonstrated by the key points identified by Amplitude as to why the HVDC underground option will cause the least adverse impact, which are summarised as follows:²⁵
 - *Little to no risk of underground cables causing bushfires;*
 - *Little to no risk of interruption to power transmission, or underground cables being affected, during bush fires or severe weather events. Power does not need to be switched off during bush fires to aid firefighting, and is highly unlikely to be disrupted due to smoke causing flashovers and potentially tripping the line.*
 - *Little to no impact to access e.g. for emergency services or aviation operations.*
 - *Minimal impact to private land or current land use once construction is completed as the easement could be designed to fit within existing road reserves.*
 - *Significantly reduced impact to flora and fauna due to the possible location of the cable along roadways.*
 - *No visual impact concerning the transmission line as the cables are buried underground.*
 - *Equivalent or reduced visual and land-use impact from the converter station as it would be expected to occupy a relatively similar area as a typical AC terminal station with much of the equipment being housed indoors.*
 - *No audible noise along the transmission line.*
 - *Little to no electromagnetic field impacts.*
83. The feasibility assessment conducted in the Amplitude Report is referenced in the Attachment II of the EES. At Attachment II the proponent considers '*The Amplitude and AusNet cost estimates for conceptual underground HVDC transmission designs are not directly comparable as the cost estimates have been developed using different designs, assumptions and levels of detail.*'²⁶ This conclusion misses the point.
84. The Amplitude Report demonstrates that by adopting a different design, it is possible to feasibly adopt an underground infrastructure approach that achieves all the benefits set out at paragraph 82 above. That this has been dismissed and not further investigated as an option on the basis it is not the same design as the proponent has considered highlights issues with consultation and consideration of alternatives.

²⁴ Western Victorian Transmission Network Project: High-Level HVDC Alternative Scoping Report (Amplitude Consultants, 17 June 2021), p v.

²⁵ Western Victorian Transmission Network Project: High-Level HVDC Alternative Scoping Report (Amplitude Consultants, 17 June 2021), p v.

²⁶ EES Attachment II, p 22.

85. Finally, the Syncline Community Cable, a proposed 265km 1.5GW-2GW HVDC underground transmission link connecting the Jeffcot Renewable Energy Hub to the Melbourne Renewable Energy Hub demonstrates that the undergrounding of such transmission lines is possible and feasible. Per its April 2025 fact sheet, the Syncline Community Cable is proposed to traverse approximately 100km of its route in the road medians of Calder Freeway and Old Calder Highway before traversing private agricultural land for the balance of its trip.²⁷
86. As currently proposed, the Syncline Community Cable will remove only 8 large trees across the entirety of its 265km length, will impact only approximately 35ha of native vegetation and will present zero avifauna collision risk. This contrasts with the Project, which seeks to clear 229.71ha of native vegetation and 844 large trees across its shorter 190km length and clear and present avifauna collision risk along its entirety.²⁸
87. Council considers the Syncline Community Cable is one (good) example of a proposal utilising underground cabling technology in Victoria, but notes this is a growing trend overseas in places such as Riyadh where existing and proposed overhead transmission lines are being brought underground to improve grid reliability and aesthetics, and USA where Pacific Gas & Electric is undertaking a large scale program to underground powerlines to permanently reduce wildfire risk, improve reliability and lower long-term operating costs.

ISSUES ARISING IN RESPECT OF THE DRAFT PLANNING SCHEME AMENDMENT

88. Council also holds concerns in relation to the nature and framing of the draft planning scheme amendment.

The area of proposed Specific Controls Overlay Schedule 8 requiring applications to the Minister for Planning and referrals to Ausnet is too broad

89. The Project seeks to utilise a Specific Controls Overlay Schedule 8 (**SCO8**) and an incorporated document (currently in draft dated June 2025) as an approval mechanism.
90. The footprint of the proposed SCO8 and noted 'project land' is disproportionate to the needs of the Project and instead appears to follow the property boundaries of the land over which it will be located. This results in significant variation in the area to be affected. The SCO8, which corresponds to the project area in the draft planning scheme amendment, is highly variable along the length of the Project. In some parts the SCO8 aligns closely with the footprint of the overall transmission infrastructure, but in others it strays far from what can be considered a reasonable project area footprint.
91. This has ramifications for the large sections of the alignment where the SCO8 is proposed to be applied over a wide area. Under proposed changes to clause 66.06 in each of the relevant planning schemes, all planning permit applications within the SCO8 area will need to be referred to Ausnet as a referral authority, regardless of the nature of the application or proximity to the Project. Additionally, due to changes proposed to clause 72.01, all planning permit applications in the SCO8 area will be determined by the Minister for Planning as the planning authority.
92. It is unreasonable and cumbersome to:
- 92.1. subject ongoing ordinary land use and development on the broad area of SCO8 affected land to a Ministerial permit process; and
 - 92.2. allow appeal rights by an entity that will have easement rights in respect of the area that is actually required for the Project,

²⁷ Syncline Community Cable Fact Sheet 1 (April 2025).

²⁸ EES Chapter 8, p 8-67.

in circumstances where the plans for the transmission infrastructure are to be approved and become a publicly known consideration.

93. In addition, there is no need to burden the public service with business-as-usual farming and other applications in a Farming Zone.

Alignment uncertainty arising from extent of Specific Controls Overlay and micro-siting process

94. The breadth of the SCO8 area also creates the potential for significant post-approval variation of the alignment.
95. Clause 4.5 of the Western Renewables Link Incorporated Document (June 2025) (**Incorporated Document**) requires that:

Before development starts, Development Plans must be approved and endorsed by the Minister for Planning. The Plans must be generally in accordance with the Development Plans [Plan reference submitted for Minister's Assessment, Date]. The Development Plans must be drawn to scale and must include: the route for the transmission line; the location of transmission towers and terminal stations; the location of access tracks; typical elevations of the transmission towers; the layout and typical elevations of the terminal stations (including dimensions where appropriate); and the details of materials and finishes for the terminal stations and transmission towers.

96. Currently, while the indicative alignment is the subject of the EES, no development plans for the purposes of clause 4.5 appear to have been provided. The ultimate alignment, then, may be anywhere within the SCO8 area, which has been identified by the EES as the Project Land. This creates significant uncertainty as to the impacts of the Project in its ultimate alignment, which may be subject to change for a wide variety of reasons.
97. Though Council maintains its position as to the adequacy of the visual impact assessments within the EES, even where for instance visual impacts have been assessed, the ultimate position, and so elevation, of the towers may change significantly due to the topography of where they are eventually sited. The efficacy of screening relied upon by the Project is also subject to change in response to post-approval relocation of towers within the SCO8 area. This may make any assessments undertaken to date redundant and similarly undermines assessments reliant upon the extent of visual impact, e.g. tourism.

Micro-siting

98. The uncertainty as to impacts is exacerbated by the proposed micro-siting provisions within the Incorporated Document. Clause 4.7 of the Incorporated Document provides a mechanism for a micro-siting plan to be approved by the Minister with no further assessment enabling the micro-siting of towers and stringing pads no more than 50m in any direction from the locations as shown in the endorsed Development Plans.
99. Changes brought about by micro-siting are subject to the caveat that micro-siting:²⁹

must not result in a material adverse impact to native vegetation, listed threatened species and their habitats or listed threatened communities. In addition, for both the towers and stringing pads, they must not be moved closer than within 30 metres of a designated water way without consultation and approval from the relevant catchment management authority or Melbourne Water Corporation as relevant.

100. Council understands the importance of providing some flexibility in the approved alignment without the need for a complete readvertising and reassessment of the Project through an EES, however there are outstanding concerns in the community that micro-siting may result in

²⁹ EES Attachment III: Draft Planning Scheme Amendment Strategic Justification Report, p 13; mirrored in Appendix B, draft Incorporated Document, cl 4.7.1(d).

material adverse visual and other impacts to the community, industry and the local economy. On the current wording, consideration of these issues is not provided. As part of any approval, Council seeks a requirement that:

- 100.1. the final alignment selected and included in the Development Plans required to be submitted for endorsement under cl 4.7 of the draft Incorporated Document must not result in any greater adverse visual or other impact than the assessed siting of infrastructure in the EES; and
- 100.2. micro-siting must not result in any greater adverse visual or other impact than the approved siting of infrastructure on the endorsed Development Plans.

CONCLUSION

- 101. For these reasons, Council opposes the Project in its current overhead form and considers that any major transmission project through the municipality should be constructed underground to appropriately avoid and minimise potential adverse impacts.

8 September 2025

HARWOOD ANDREWS

on behalf of
Hepburn Shire Council