

ORDINARY MEETING OF COUNCIL - 27 MAY 2025 ATTACHMENTS

8.1 Adoption of the Future Hepburn: Settlement Strategy Overview and Implementation Plan	2
8.1.1 Future Hepburn overview and implementation – 15 May 2025	2
8.2 Instrument of Appointment to Authorised Officers under the Planning and Environment Act 1987	67
8.2.1 S11A - Instrument of Appointment and Authorisation - Planning & Environment Act - XX May 2025 - Draft	67
8.3 Records of Councillor Attendance	68
8.3.1 Record of Councillor Attendance - Reconciliation Advisory Committee - 6 February 2024	68
8.3.2 Record of Councillor Attendance - Reconciliation Advisory Committee - 10 April 2024	70
8.3.3 Record of Councillor Attendance - Reconciliation Advisory Committee - 6 June 2024	72
8.3.4 Record of Councillor Attendance - Reconciliation Advisory Committee - 7 August 2024	74
8.3.5 Record of Councillor Attendance - Reconciliation Advisory Committee - 2 December 2024	76
8.3.6 Record of Councillor Attendance - Reconciliation Advisory Committee - 12 February 2025	78
8.3.7 Record of Councillor Attendance - Reconciliation Advisory Committee - 7 May 2025	80
8.3.8 Record of Councillor Attendance - Disability Advisory Committee - 5 August 2024	82
8.3.9 Record of Councillor Attendance - LGBTIQ+ Advisory Committee - 16 December 2024	83
8.3.10 Record of Councillor Attendance - Heather Mutimer International Womens Day Advisory Committee Meeting - 17 February 2025	84
8.3.11 Record of Councillor Attendance - Mineral Springs Reserve Advisory Committee - 17 February 2025	86
8.3.12 Record of Councillor Attendance - Councillor Briefing - 3 February 2025	88
8.3.13 Record of Councillor Attendance - Councillor Briefing - 10 February 2025	90
8.3.14 Record of Councillor Attendance - Pre-Council Meeting Briefing - 25 February 2025	92
8.3.15 Record of Councillor Attendance - Councillor Briefing - 11 March 2025	93
8.3.16 Record of Councillor Attendance - Pre-Council Meeting Briefing - 25 March 2025	95
8.3.17 Record of Councillor Attendance - Councillor Briefing - 7 April 2025	97
8.3.18 Record of Councillor Attendance - Councillor Briefing - 14 April 2025	99
8.3.19 Record of Councillor Attendance - Mineral Springs Reserve Advisory Committee - 28 April 2025	101

8.3.20 Record of Councillor Attendance - Pre-Council Meeting Briefing - 29 April 2025	103
8.3.21 Record of Councillor Attendance - Councillor Briefing - 19 May 2025.....	104
10.3.1 Chief Executive Officer's Report	106
10.3.1.1 Letter to Local Government Minister - re social media - May 2025 redacted..	106

Select report date.



Future Hepburn:

settlement strategy overview and implementation plan



May 2025

Contents

1.	Future Hepburn settlement strategy overview	1
1.1.	Why has Hepburn prepared a settlement strategy and what does it propose?	2
2.	Shire and policy snapshot.....	2
2.1.	Issues identified in background studies	16
3.	The planning response	28
4.	Future Hepburn implementation plan.....	32
4.1.	Broad timing of implementation streams	33
4.2.	Breakdown of actions by stream	34
4.3.	Resourcing.....	35
4.4.	Strategy guidance for implementing planning scheme changes.....	36
4.5.	Staged planning scheme changes	38
4.6.	Council initiated planning scheme changes	39
4.7.	Proponent requested planning scheme changes	40
4.8.	Monitoring and review.....	40
	Appendix: itemised Implementation tables	42



Albert Stret, Creswick



Canola field, Clunes

Vision

Hepburn is a rural shire with a hierarchy of settlements set in an attractive and productive rural landscape. A premier food producing Shire underpinned by a diverse agricultural sector. Innovation and sustainable management enable the sector to adapt to changing market and climate conditions. Protection of agricultural land facilitates investment and growth in commercial scale agricultural enterprises and agribusiness.

Hepburn is a renowned rural tourism destination that celebrates its history, agricultural, natural and cultural values. Careful planning has ensured that rural tourism developments are sympathetic to and enhance the protection of these rural values.

Significant environmental and landscape values are identified and protected. Development in the rural areas has delivered high quality environmental outcomes balanced with bushfire risk considerations and contributes to improved habitat and ecological connectivity through good design and on-site environmental improvement works.

Protection of water quality and quantity, especially potable water supply, is fundamental.

Land use and development, particularly un-serviced development in open water supply catchments, is minimised and managed to ensure water quality and quantity is not compromised.

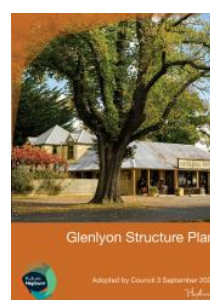
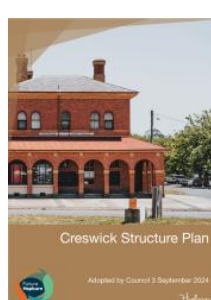
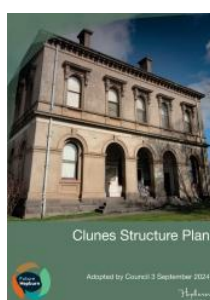
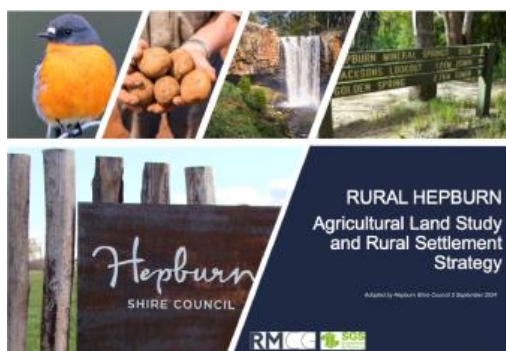
A network of attractive and sustainable rural settlements provides opportunities to live in a rural setting. Infill development within defined boundaries maintains clear distinctions and separation between settlements and efficient use of infrastructure. The opportunity for living in a rural setting, small scale farming and artisan agriculture is afforded by the Rural Living Zone. Planning has ensured that rural settlements and rural living contribute positively to the rural character and the risk of conflict with adjoining agriculture is minimised.

The continuing connection of the Dja Dja Wurrung to country is supported and celebrated and important cultural landscapes and sites have been identified and protected.

Certainty and consistency in planning decisions has meant that competing demands for use and development of rural land are managed and land use conflict is avoided.

Principles

- P1 The highest priority in decision making is given to protection of productive agricultural land, significant landscapes, biodiversity and water catchments.
- P2 The precautionary principle will apply in relation to bushfire. Development will be directed to the lowest risk locations and future development will be avoided in high-risk locations.
- P3 Housing and employment will be accommodated in established towns within clearly defined settlement boundaries and substantial non-urban green breaks between settlements.
- P4 Planning policy will not be used to solve issues that are the domain of good business planning and management, including succession planning and farm viability.
- P5 Legacies of past planning decisions are not justification for maintaining inappropriate planning policy.



1. Future Hepburn settlement strategy overview

Hepburn is a 1,470sq km rural shire in the south of Dja Dja Wurrung lands and Victoria's goldfields with good transport access to Ballarat, the Calder Highway Corridor and Melbourne. It is a mixed landscape of hilly forests, open volcanic plains and waterways. At the 2021 census over 16,600 people called Hepburn home across five towns, numerous settlements and farming areas. The Shire's economy is led by agriculture, tourism and population services.

Between 2022 and 2024, Hepburn Shire Council prepared, consulted on and adopted the *Future Hepburn* settlement strategy to set out its direction for the growth and management of the Shire's rural and town lands. Future Hepburn comprises six inter-related documents:

- Rural Hepburn: Agricultural Land Study and Rural Settlement Strategy
- Clunes Structure Plan
- Creswick Structure Plan
- Daylesford-Hepburn Structure Plan
- Glenlyon Structure Plan
- Trentham Structure Plan.

This document provides a contextual overview of these strategies that comprise Council's settlement strategy and sets out an implementation plan to further its objectives.

1.1. Why has Hepburn prepared a settlement strategy and what does it propose?

Hepburn is a small rural shire on the lands of the Dja Dja Wurrung. Substantial forests, grasslands, volcanic forms and several waterways define the landscape. The population has developed and sustained a strong farming economy and community over the past two and half centuries including broadscale cropping, beef and lamb production, and a small but growing artisan agriculture sector. Tourism has continued to develop in the shire, originally based on its goldfields heritage, natural springs and landscape beauty and now encompassing cultural, artistic and event visits as well as health and lifestyle experiences.

After a turn-of-the century decline, the resident population has continued to grow since the mid-2000's including a 15% population increase in the 10 years to 2021 to over 16,600 people. Council's projections show a need for 2,720 more dwellings between 2021 and 2041 with more demand for local commercial and industrial premises. The Victorian government aims for an additional 3,150 dwellings in the shire between 2023 and 2051.

Hepburn experiences a familiar rural drain of younger people towards the cities. However, its rural character and improved transport access to Melbourne, Ballarat and Bendigo has produced a reverse flow of more established households into Hepburn attracted by the 'country lifestyle'. This trend has accelerated in the past 10-15 years and is placing increased pressure on farmland through non-strategic conversion of farms to lifestyle residential; and, on the area's character by the establishment of more modern and prominent building forms in the landscape and towns, settlements and rural living areas. It is also contributing to more strain on transport routes and community services in a situation where population levels don't always meet market or public service thresholds for service improvements.

Substantial areas of the shire, including parts of towns and other intensively settled areas, will continue to face risk from flood and bushfire. This results from historical settlement patterns along waterways and adjacent forests. The whole of the shire is within declared water catchments requiring further care when considering the location and nature of development. Transport networks are rudimentary, albeit well-routed for access to surrounding cities, with two lane, sealed rural highways and roads being the predominant inter-town road scale across the shire.

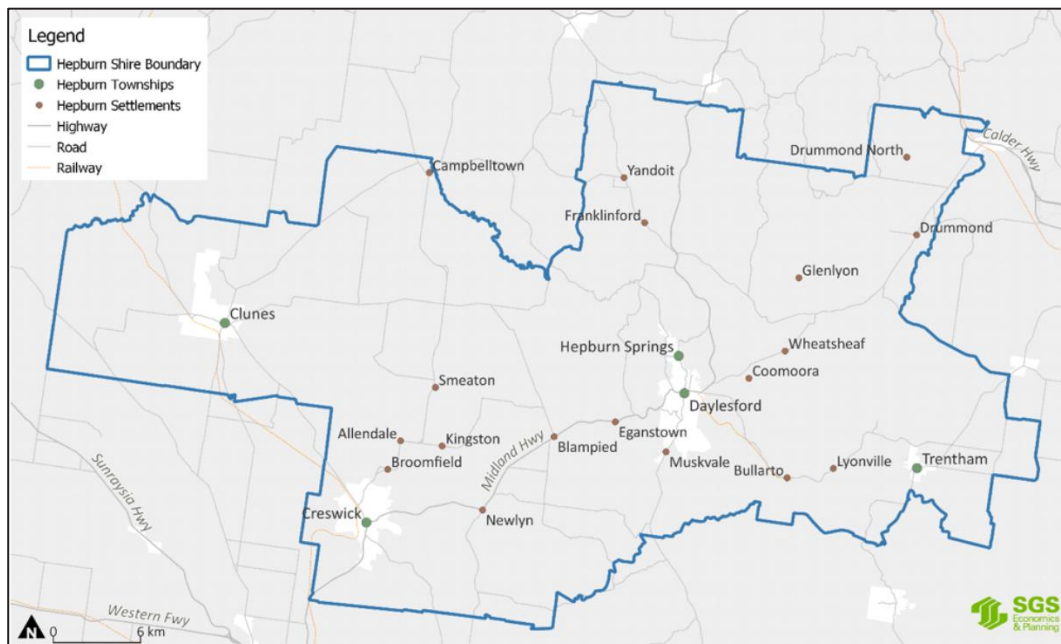
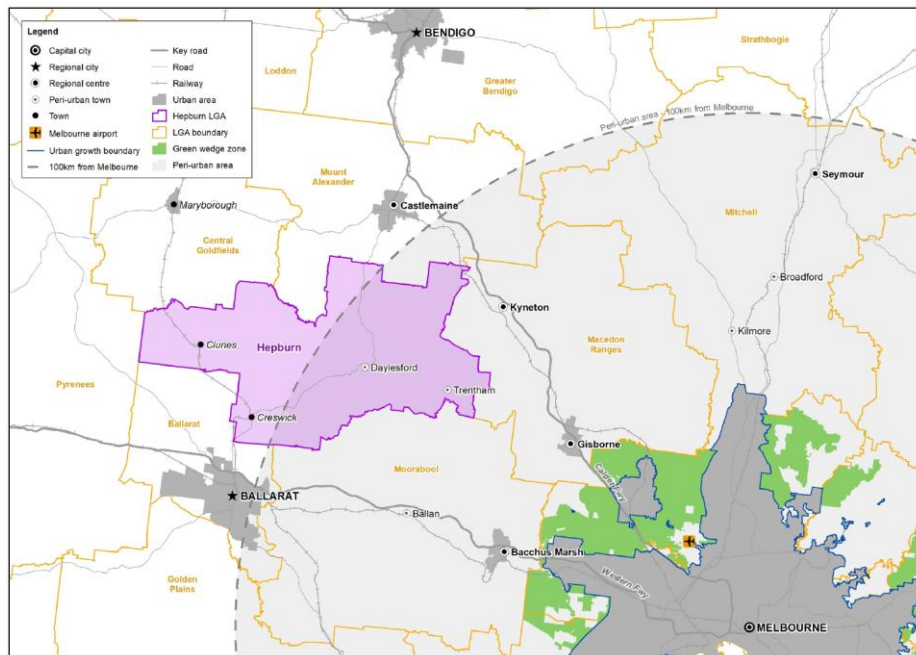
Despite the shire being only 25 years old, there is a strong sense of local identity with a high value placed on preserving the historic, farming, landscape and small town character of the place. Future Hepburn seeks to enable the community to grow and pursue its social and economic life in a way that protects the values that make Hepburn an attractive place to live.

The strategy vision and principles are expressed overleaf with a focus on protecting the ability of farmland to accommodate change and deliver large-scale productivity over the long term. This should be complemented by reinforcing the role of the established five towns as the preferred location for at least 70% of housing as well as industrial and commercial activity provided new development can locate in areas of low natural risk.

2. Shire and policy snapshot

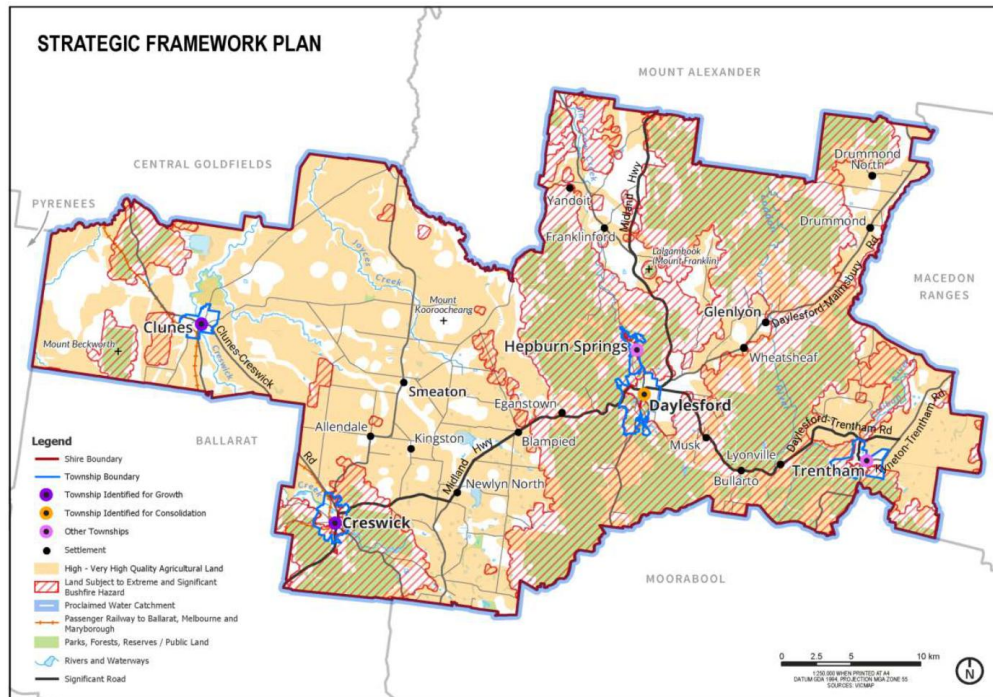
Hepburn is a rural shire strategically located between Bendigo, Ballarat and Melbourne. Farming lands and public forests occupy most of the shire. It is settled with five towns: Daylesford-Hepburn Springs, Creswick, Clunes, Trentham; and several small rural settlements and rural living areas.

Location of Hepburn Shire (Rural Hepburn Background Report 2023)

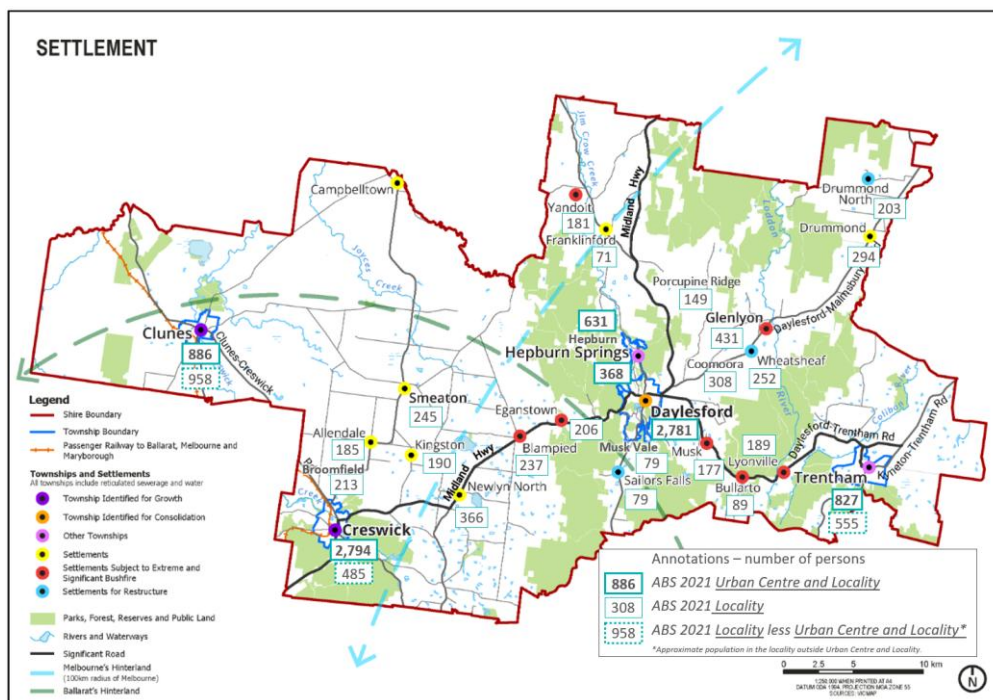


The key framework plans from the Hepburn Planning Scheme show the broad land use and occupation types and population distribution across settlements.

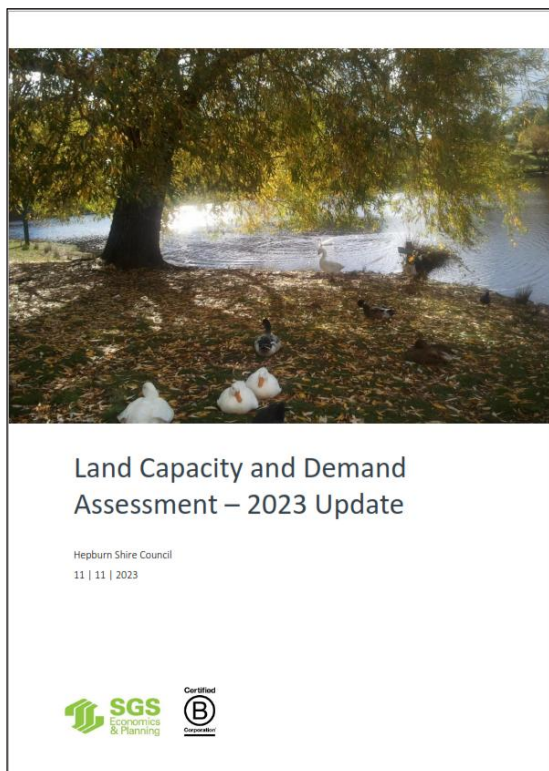
Strategic framework plan (Hepburn Planning Scheme)



Settlement framework plan (Hepburn Planning Scheme)



Hepburn Planning Scheme, 2025. Annotated with 'number of persons' from ABS 2021 Census All persons QuickStats.
Note: Broomfield, Hepburn, Porcupine Ridge and Coomoora added to original planning scheme map.



Future Hepburn is informed by analysis in SGS Planning and Economics' Land Capacity and Demand Assessment 2023; and RM Consulting Group and SGS Planning and Economics' Rural Hepburn Background Report 2023.

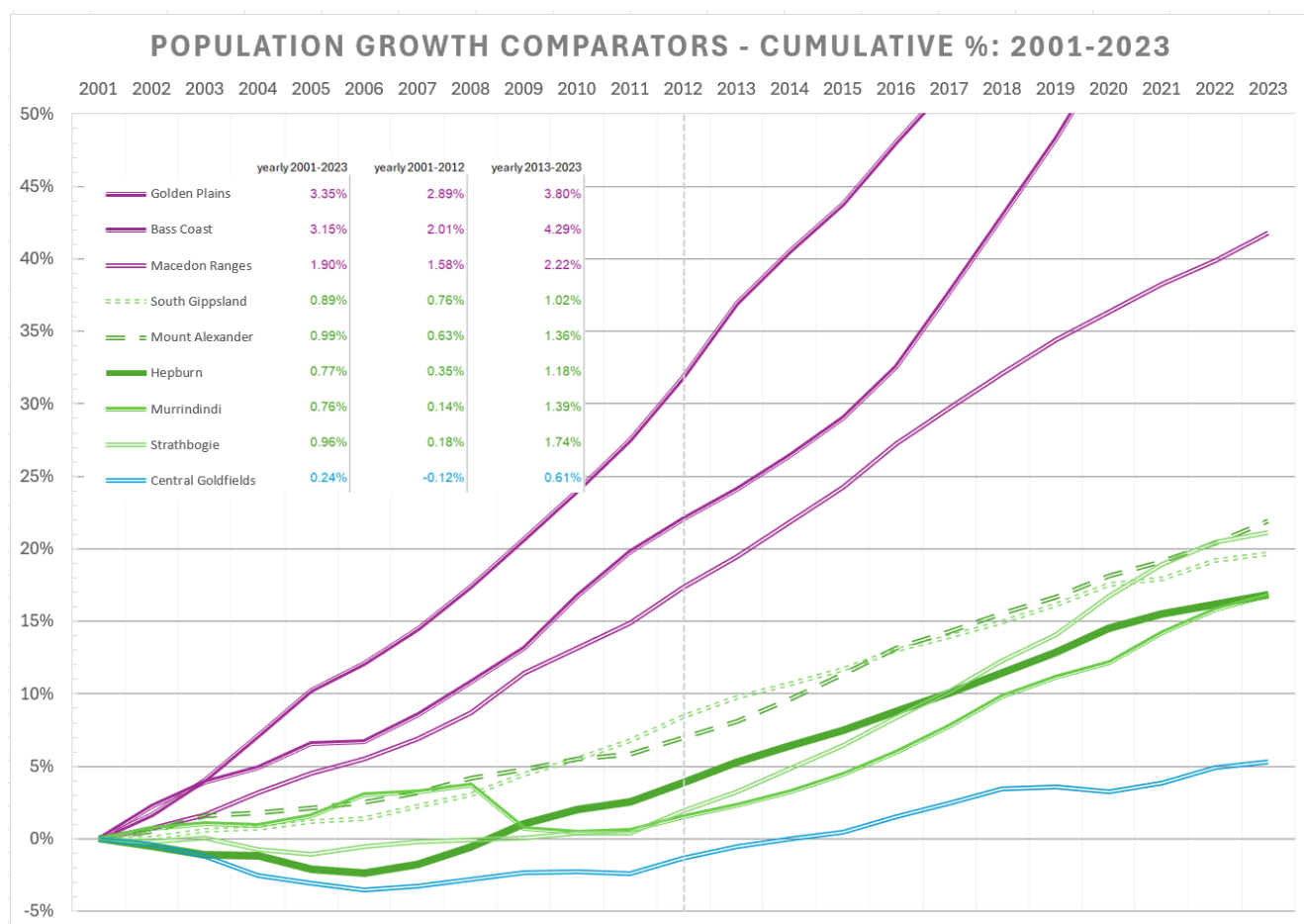
Population, labour force and wealth

Hepburn was home to over 16,600 people as at the 2021 census. Typical of rural shires, Hepburn's population had an above average median age of 52 – up around 5 years since 2006. Trentham and Daylesford-Hepburn Springs had median ages of 58 and 54 respectively with Creswick and Clunes' median ages being 51 and 53 respectively. 180 people identify as Aboriginal or Torres Strait islander residents compared to 92 in 2011 with a median age of 25.

2,100 more residents called Hepburn home in the 10 years to 2021 – a 15% increase on a 2011 population of 14,300. This continues the trend of population growth in the east of Shire since 2005 and in the west of the Shire since 2007 at rates comparable with similarly situated rural municipalities that are:

- largely removed from the main regional transport corridors,
- have similar small town and rural settlement patterns to Hepburn,
- are on the outer edge of Melbourne's peri-urban area,
- that all experienced a note upturn in growth from 2012.

Table 1 Comparison of Hepburn's population growth with selected peri-urban municipalities



ABS data explorer using place of residential data graphed by Hepburn Shire Council (<https://dataexplorer.abs.gov.au/> accessed 2025)

Hepburn's age distribution contributes to a low labour force participation rate of 52% - around 7,500 workers - compared to the 62% Victorian average. Albeit this has increased from the 46% participation rate in 2011. Some of this increase can be attributed to greater uptake of remote work allowing, at least in Shire towns with good fibre networks, more people to work from the Shire without travel. The Shire's older age distribution also contributes to the social and health care sector being the Shire's biggest source of employment.

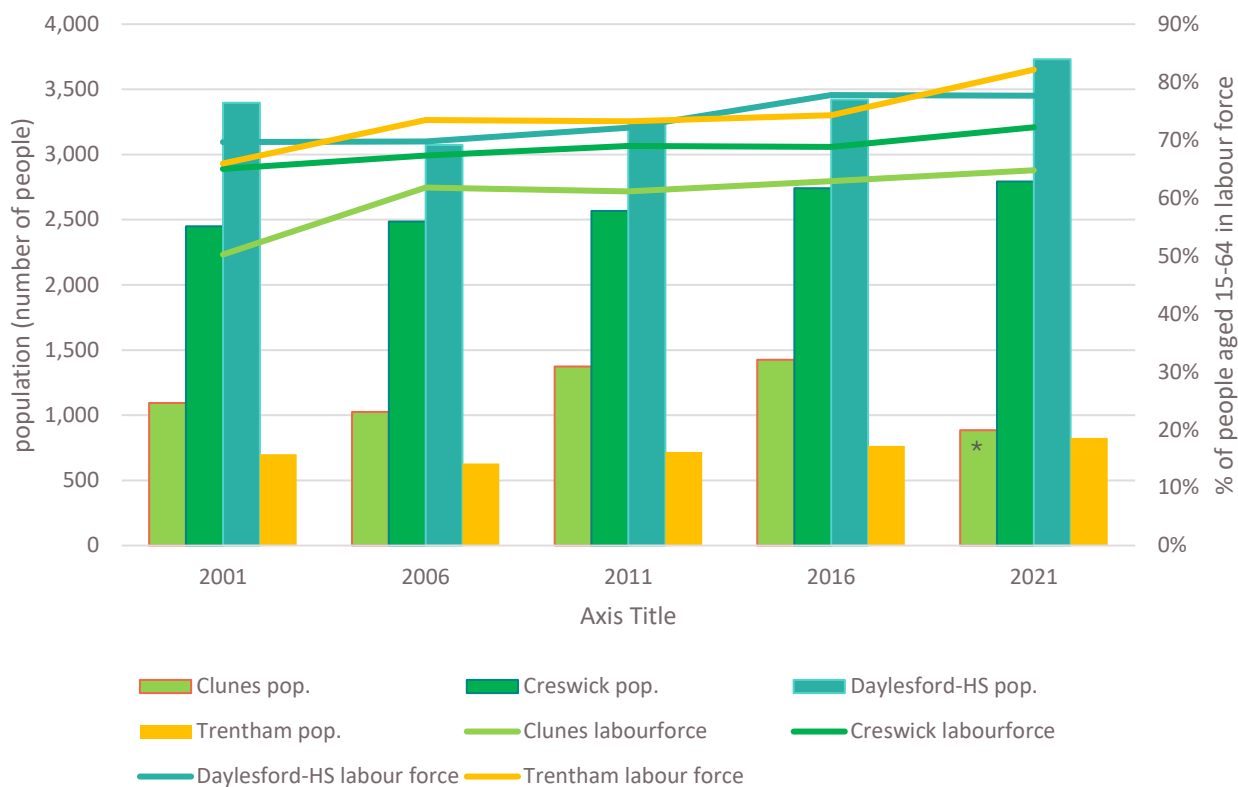
The ABS 2021 QuickStats¹ and observed local house price information suggest wealth is more concentrated in the east of the Shire with:

- a population of around 10,000 people with higher labour force participation,
- an older population with more accumulated wealth,
- a higher proportion of high-income households, professionals and managers than the west,
- a deeper visitor economy, and

¹ Using SA2 statistical areas Daylesford and Creswick that correlate closely to the east/west of the Shire.

- higher-priced housing with a broader purchaser base i.e. Macedon Ranges and Melbourne.

Table 2 Population and labour force (15-64 year olds) in Shire of Hepburn four largest towns



Compiled from ABS 2021 Census All persons QuickStats. * Note the ABS reduced the area it defines as the 'Clunes' built up town to exclude the low density residential area to its west accounting for the apparent population reduction the 2021 figure.

The west has around:

- 6,600 people with lower labour force participation,
- a younger population with less accumulated wealth,
- more labourers, salespeople and administrators,
- significantly more broadacre farming land with a shallower buyer pool,
- an economy more dependent on lower end value agriculture per hectare, and
- more conventionally lower-priced regional housing with a relationship to the Ballarat market.

Economy

In 2021 construction account for 17% of the Shire's economic output with agriculture, forestry and fishing at 13% and rental, hiring and real estate services at 12% of the Shire's economic output.

Health care and social assistance provide 14% of local jobs with construction at 9% and accommodation and food services at 9%.

The fastest growing sectors for economic output and jobs were Information, media and telecommunications; professional, scientific and technical services; and construction.

Agriculture plays a central economic role, purchasing around 45% of its inputs in the Shire and exporting more than 86% of its output. Accommodation and food services have a similar input/export role attracting income from outside the Shire and, like agriculture, spending more business dollars in the Shire.

The workforce has a strong relationship with the City of Ballarat. The 2021 ABS Census reporting 918 people from Ballarat working in Hepburn and 1,510 people from Hepburn working in Ballarat.²

Daylesford-Hepburn Springs and Creswick have commercial areas accommodating a range of local and municipal level services as well as tourism services and sub-regional services such as hospitals and aged care services.

Clunes and Trentham have small main streets with local shops and services including a pub, library, community buildings and a small supermarket. Semi-developed industrial zoned pockets are present in Daylesford, Creswick and Trentham. All towns have a strong presence of visitor-oriented retailing and/or accommodation.

Settlement patterns

Clunes, Creswick, Daylesford-Hepburn Springs, Glenlyon and Trentham are located along main roads, the western railway and rivers and creeks. Daylesford-Hepburn Springs, Creswick and Clunes are the Shire's main population centres with the small towns of Trentham and Glenlyon each hosting less than 1,000 people. Daylesford-Hepburn Springs, Creswick and Trentham all host commercial, industrial and residential zones. Clunes hosts land in residential and commercial zones. Glenlyon is a low-density residential settlement zoned Township Zone. The 73% of the Shire comprising rural lands host a range of farming enterprises, rural settlements and farming homes and tourism facilities.

The Shire had 8,854 private dwellings in 2021. The 77% occupation rate of dwellings, compared to an 89% Victorian average, reflects the use of many dwellings as part-time tourist accommodation, holiday homes or retirement homes-in-waiting.

The Shire's dwellings are located across the Shire with approximately:³

- 67% in Clunes, Creswick, Daylesford-Hepburn Springs, Glenlyon and Trentham, and
- 33% in rural settlements and localities.

However, the population distribution was approximately:⁴

- 53% in Clunes, Creswick, Daylesford-Hepburn Springs, Glenlyon and Trentham.
- 15% in the rural settlements.
- 32% in rural localities including some closer settlement in places akin to hamlets and rural living areas.

These figures result in part from a higher proportion of dwellings use in towns for short-stay accommodation. RMCG/SGS estimate the percentage at around 10% of the all housing stock across

² Remplan 2024, analysis of 2021 ABS data.

³ Hepburn Land Capacity and Demand Assessment: 2023 Update, SGS Planning and Economics, 2023.

⁴ ABS 2021 Census All persons QuickStats, <https://abs.gov.au/census/find-census-data/search-by-area>.

the Shire in 2023 – 1,101 homes of which 96% are entire homes. Over half were recorded in Daylesford-Hepburn Springs. The number of short stay dwellings is equivalent to the number of occupied private rentals.

RMGC/SGS also report that around 2,000 dwellings were unoccupied in 2023 as per extracted figures 11 and 12 below.⁵ This can indicate the presence of second homes/holiday homes.

FIGURE 11: NUMBER OF SHORT-TERM RENTALS HEPBURN, 2023¹²

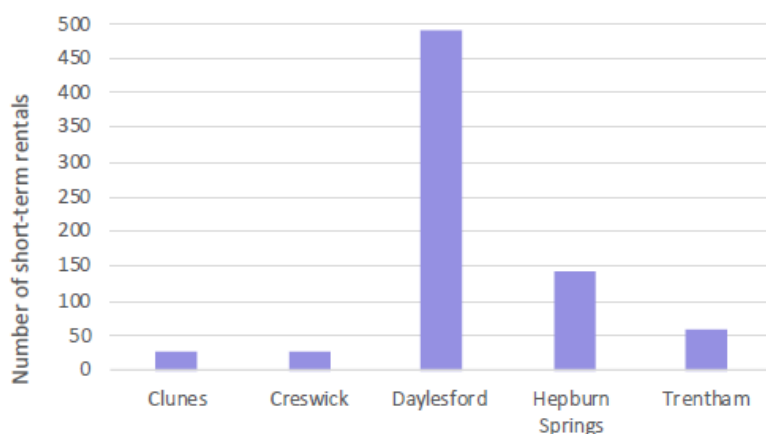
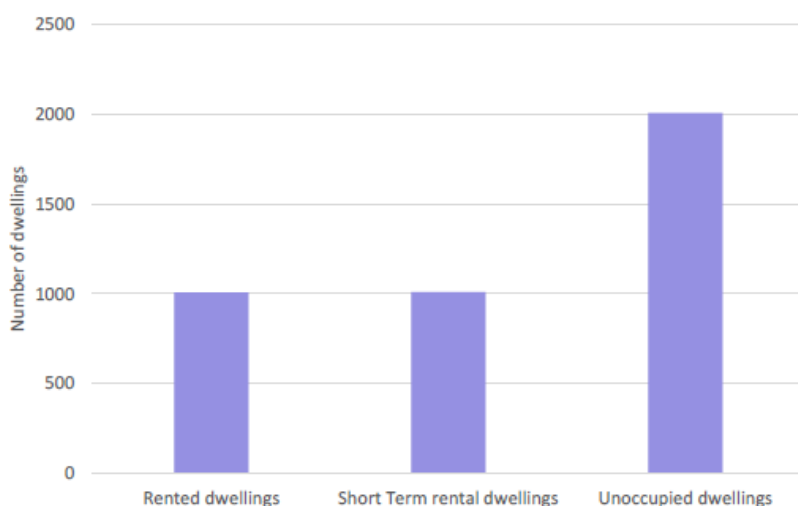


FIGURE 12: NUMBER OF DWELLINGS IN THE PRIVATE RENTAL MARKET HEPBURN 2023¹³



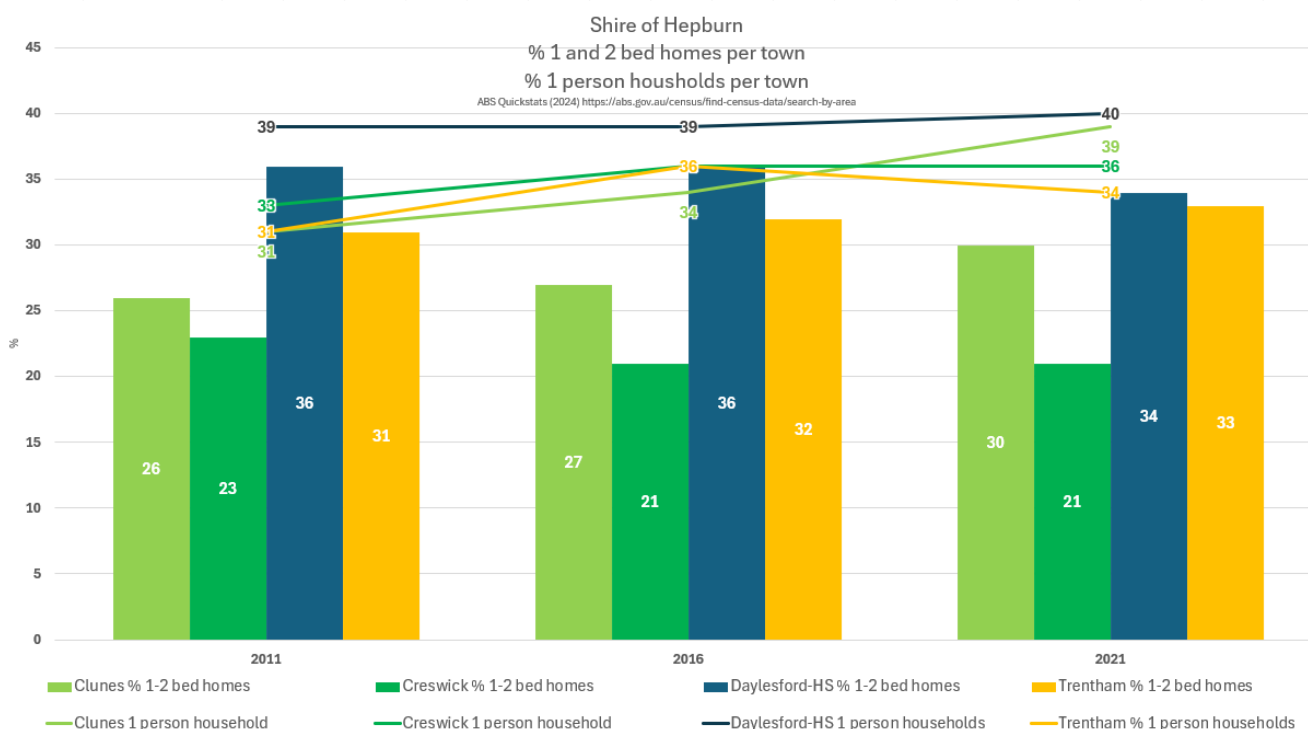
RMGC/SGS 2023, p20 (analysis of data collected by AirDNA).

In Daylesford-Hepburn Springs this high proportion of visitor accommodation combines with a very high proportion of single person households to place an outsized demand on dwellings.

⁵ Rural Hepburn: Agricultural Land Study and Rural Settlement Strategy: Background Report, RMCG/SGS 2023, pp19-20.

Creswick and Clunes also have a higher number of single person households compared to the volume of 1-2 bedroom homes these households might be expected to occupy. This indicates a potential mismatch in housing provision for smaller households in these towns. In many instances single person households will continue to occupy larger homes by choice with benefits such as extra rooms for family and visitors, home offices, hobbies, storage etc. – the relative affordability of home purchase prices in these towns would reinforce these opportunities.

In Trentham, there is negligible difference in the proportion of single person households and the proportion of 1-2 bed homes and around 8% of dwelling used for short stays.



Plan Victoria Housing target and Council's projected dwelling demand

In Plan for Victoria (Victorian Government, 2025) the Victorian Government targets 3,150 additional dwellings for the Shire of Hepburn. This asks Hepburn to be capable of facilitating this volume of new dwellings in the 28 years to 2051, from an estimated 2023 base of 9,700 dwellings. There is no targeted or projected population associated with the Government's housing target. The Government states that the target is based on:

- “An area's proximity to jobs and services
- Level of access to existing and planned public transport
- Environmental hazards like flood and bushfire risk
- Current development trends and places already identified for more homes
- Demonstrated development potential in established regional cities in Victoria.”

(Engage Victoria: Help us shape the future for Victoria: Statewide draft housing targets, <https://engage.vic.gov.au/project/shape-our-victoria/page/housing-targets-2051>, accessed 8 January 2025)

This dwelling based approach aligns with Hepburn’s approach to projected additional demand. Council’s assessment of projected dwelling demand is informed by past dwelling development trends and future projections as opposed only to population projections. This reflects the Shire’s particular circumstance of, in addition to the permanent resident population, high levels of visitor population and part-time (holiday home) resident population – making dwelling growth a more relevant measure for settlement planning.⁶ Historical growth and future estimates are shown in SGS 2023 and underpin the rural strategy and each structure plan – SGS’s projected demand for dwellings⁷ is extracted below:

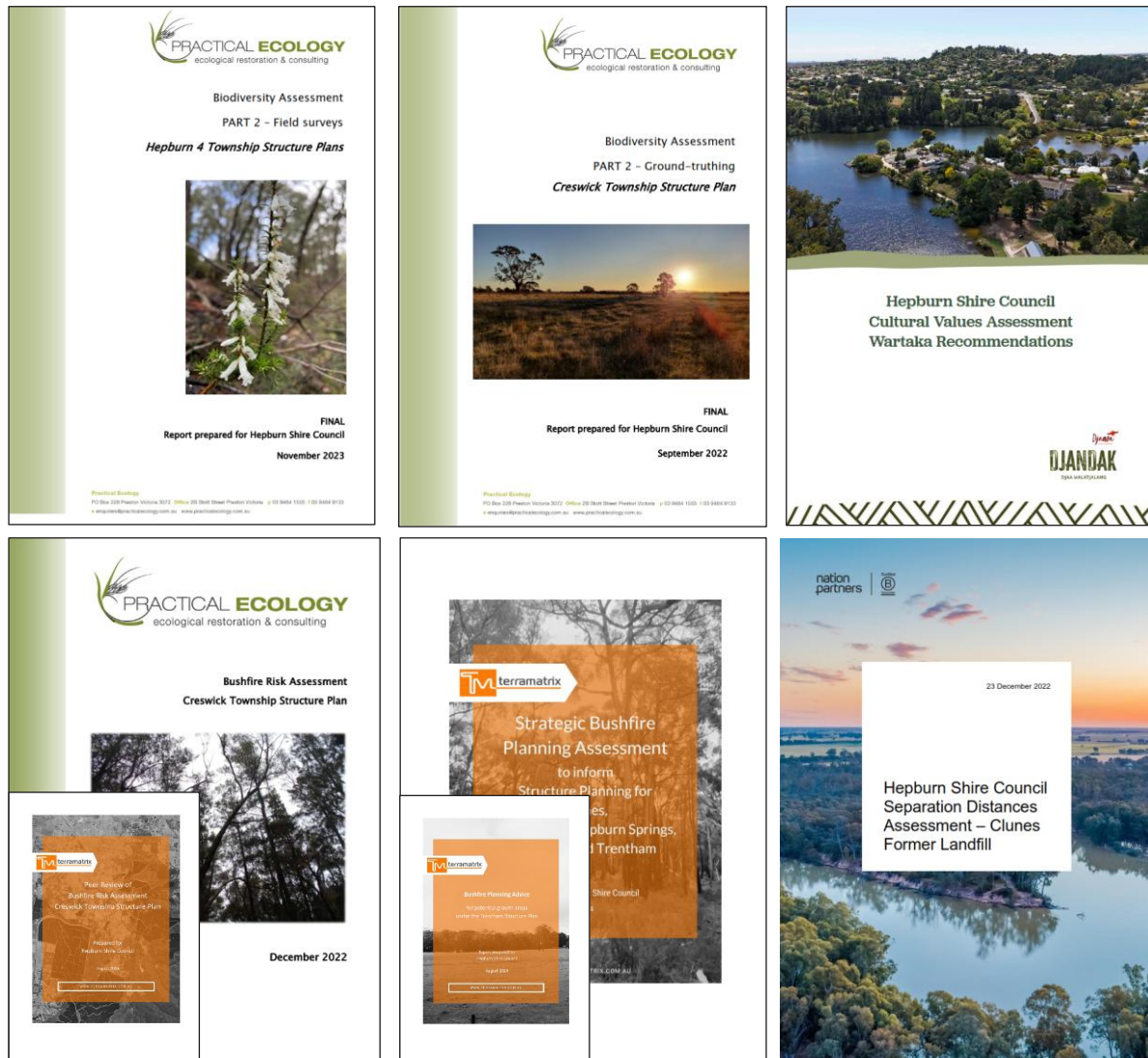
TABLE 6: ADDITIONAL DWELLING DEMAND IN HEPBURN SHIRE IN POLICY-ON SCENARIO

Location	2021	2026	2031	2036	2041	Change 21-41
Clunes	1,030	1,130	1,240	1,340	1,440	410
Creswick	1,570	1,710	1,850	1,980	2,120	550
Daylesford-Hepburn	2,630	2,800	2,970	3,140	3,310	680
Glenlyon	250	260	280	290	300	50
Trentham	760	830	900	960	1,030	270
Non-townships	3,240	3,430	3,620	3,810	4,000	760
Hepburn Shire	9,480	10,160	10,840	11,520	12,200	2,720

Source: SGS Economics and Planning (2022-23)

⁶ SGS, 2023, p15

⁷ SGS 2023, Figure 6



Future Hepburn is informed by survey and assessments in:

Practical Ecology's: *Biodiversity Assessment Part 2 - field surveys Hepburn 4 Township Structure Plans* November 2023; and *Biodiversity Assessment Part 2 – ground -truthing Creswick Township Structure Plan*, September 2022,

DJandak's *Hepburn Shire Council Cultural Values Assessment Wartaka Recommendations* v37 June 2024,

Practical Ecology's *Bushfire Risk Assessment Creswick Township Structure Plan*, December 2022 and, at CFA's request, Terramatrix's *Peer Review of Bushfire Risk Assessment Creswick Township Structure Plan*, August 2024,

Terramatrix's *Strategic Bushfire Planning Assessment to inform structure planning for Clunes, Daylesford / Hepburn Springs, Glenlyon and Trentham*, April 2024 and a supplementary *Bushfire Planning Advice for potential growth areas under the Trentham Structure Plan*. Augst 2024,

Nation Partner's *Hepburn Shire Council Separation Distances Assessment – Clunes [sic] Former Landfill*, 2022 (Note: four former landfills assessed).

Environment, landscape and environmental risks

Three broad landscapes dominate the Shire – the volcanic peaks and plains stretching west from Eganstown to Clunes cooler and wetter higher elevation hilly forests across much the Shire's southeast and drier, lower elevation woodlands and forests to the northeast. There are some smaller volcanic plains associated with cones scattered through valleys in the east. To the north-west of

Clunes, the plains landscape gives way to the forests of the Dunach Nature Conservation Reserve, while the granitic Mount Beckworth rises in the southwest with substantial areas of semi-depleted remnant forest between these features. The upper catchments of the Loddon River, Coliban River Birch and Creswick Creek flow north from their headwaters in the Shire's southeast.

The forests and plantations bring beauty and biodiversity, industry and tourism, as well as potential bushfire risk to Daylesford-Hepburn Springs, Trentham, Glenlyon and other small settlements. Creswick Creek flows through the centre of Clunes and Creswick adding beauty and biodiversity potential to the towns but also periodic localised flooding.

Substantial biodiversity, fostered by Dja Dja Wurrung's age-old care for Country, remains present across the Shire. Traditional Owners are regaining a key role in public land management through the provisions of Recognition and Settlement Agreements.

The Hepburn Regional Park and Wombat State Forest occupy much of the Shire's east with the Dunach Nature Conservation Reserve, Mount Beckworth Scenic Reserve and Creswick State Forest and Regional Park in the west – altogether constituting a quarter of the Shire's area. The Victorian government plans to designate Wombat State Forest as National Park and Regional Park owing to its significance as a large, contiguous forest supporting high-elevation flora and fauna west of Melbourne. An almost equivalent area of remnant vegetation remains in private ownership – in areas of lower agricultural value on soils of non-volcanic origin. Biodiversity has been degraded through the ending of Traditional Owner ecological management practices, by township development mining, forestry, and farming impacts.

With large areas of forest near many settlements, bushfire risk remains substantial in Hepburn. Clunes is the only town with an obviously low risk bushfire setting. Creswick has substantial risks to its south and east but less so to its north and west. Daylesford-Hepburn Springs is at risk with the Hepburn Regional Park's forests and steep topography lining its western edge, although Daylesford's eastern flank, facing open farmland, is relatively free of risk. Trentham is subject to high bushfire risk but has substantial areas of zoned town land already in risk areas.

Mining has occurred in and around Clunes, Creswick and Daylesford with evidence such as mullock heaps remaining in these towns and their surrounds. Some mining continues in parts of the Berry Deep Lead to the northwest of Creswick while speculative exploration licenses are common across the Shire.

The Shire has no active municipal landfills. The former landfill at Clunes is closed. Former landfills at Creswick, Daylesford and Trentham now operate as transfer stations. Each former landfill historically serviced its host town.

Relationship with nearby cities and towns

The graph of municipal population growth rates above under *Population, labour force and wealth* showing selected peri-urban (purple) and edge of peri-urban rural municipalities (green) indicates some positive correlation of population growth rates with proximity to Melbourne and increasingly to Ballarat and Bendigo.

Hepburn is situated between the State's main western and northern road and rail corridors. *Victoria in Future* projects an additional 655,000 people living in surrounding towns and cities on these corridors by 2036.

Current and projected populations for Hepburn and surrounding towns and cities (Victoria in Future 2019)

Surrounding town/cities

395,000 in 2021

655,000 by 2036

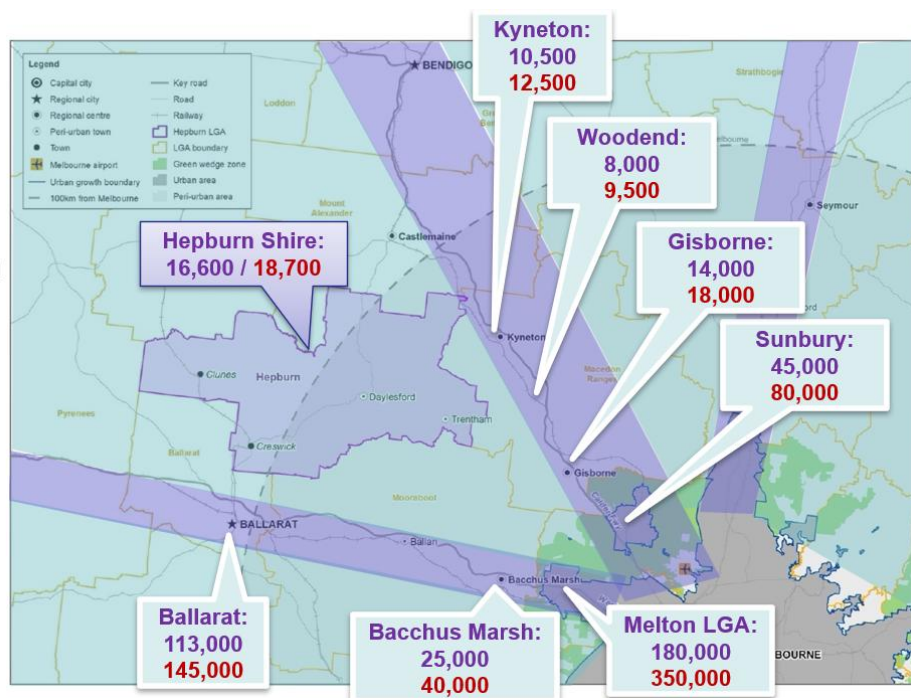
+260,000 additional people between Hepburn and Melbourne

Hepburn

16,600 in 2021

18,700 by 2036

+2,100 additional people



Melbourne's west and north growth corridor populations also have ready and improving access to the Shire. Plan for Victoria targets 713,500 new dwellings in these areas over the 28 year plan period, meaning a potential for an *additional* 1.5 million people within a 60-90 minute drive of the Shire by 2051.

Growth in these areas will also provide access to improved services for Hepburn residents and business in those areas. It will also likely result in more visitation from those places to experience Hepburn's natural and cultural offerings. It may also continue to partly meet demand for holiday homes or retirement living for people living in those places given Hepburn's proximity to their established community networks and family.

Approximate distance for 1 hour (green) and 1.5 hour (yellow) drive to/from Creswick and Daylesford are shown below as generated by *Remplan*. These are likely to improve over time as the Outer Metropolitan Ring Transport Corridor and other regional road projects progress.

40 minutes and 90 minutes by car to Daylesford in ideal traffic (Remplan)



Policy influences

Town planning policy influences on the strategy are wide-ranging and comprise most of the Planning Policy Framework themes in the Hepburn Planning Scheme including Clauses:

- 02.03-1 Settlement
- 02.03-2 Environmental and landscape values
- 02.03-3 Environmental risks and amenity
- 02.03-4 Natural resource management
- 02.03-5 Built environment and heritage
- 02.03-6 Housing
- 02.03-7 Economic development
- 02.03-8 Transport
- 02.03-9 Infrastructure
- 11.01-1R Settlement – Central Highlands
- 11.01-1L Townships and settlements
- 11.02-2S-Structure Planning
- 11.02-3S- Sequencing of development
- 12.01-1L- Native vegetation and habitat protection
- 12.01-2S- Native vegetation management
- 12.05-2L- Landscape management
- 13.04-2S- Erosion and landslip
- 13.04-3S- Salinity
- 13.07-2S- Major hazard facilities
- 14.01-1L- Protection of agricultural land
- 14.01-2S- Sustainable agricultural land use
- 14.01-2L- Sustainable agricultural enterprises
- 14.01-3S- Forestry and timber production
- 14.02-1L- Catchment and land protection
- 14.02-2S- Water quality
- 14.02-2L- Mineral Springs and Fresh Water Springs Protection – Hepburn

- 14.02-3S- Protection of declared irrigation districts
- 16.01-2S- Housing affordability
- 16.01-2L- Affordable housing
- 16.01-3S- Rural residential development
- 17.03-2S- Sustainable industry.

The following Victorian Government plans and policy positions are relevant:

- *Planning for Melbourne's Green Wedges and Agricultural Land Action Plan 2024*, Department of Transport and Planning, 2024
- *Plan for Victoria*, Victorian Government, 2025 (and Plan Melbourne 2017-2050)
- *Central Highlands Growth Plan*, Victorian Government, 2014 – while this plan is to be 'retired' upon the introduction of Plan for Victoria policies into the Victoria Planning Provisions, it retains an influence over planning in the Shire).
- *Central Highlands Regional Economic Development Strategy*, Department of Jobs, Precincts and Regions, 2022

Council policy influences include:

- Council Plan 2021-2025
- Hepburn Heritage Strategy 2020-2030
- Hepburn Biodiversity Strategy 2018-2021
- Positive Ageing strategy 2022-2030
- Recreation and Open Space Strategy 2016-2021
- Sustainable Hepburn 2022-2026
- Artisan Agriculture Project: Unblocking the gate 2023.

Taken together these policies aim for settlement patterns to:

- protect the Shire's productive agricultural land, drinking water catchments and biodiversity,
- grow the Shire's local service economy and tourism economy,
- enable moderate population and business growth in and around serviced towns commensurate with the available infrastructure and cognizant of natural hazards,
- sustain the cultural heritage, character and post-contact heritage of the Shire.

2.1. Issues identified in background studies

Increased residential and tourism activity in farming and rural areas

Rural living is projected to remain an attractive living option in the Shire with potential to undermine the Shire's agricultural economy.

Background studies show that while the five main towns continue to grow there is evidence of disproportionate residential activity in farming areas over the past 15 years. While many farms host homes that support on-site farming, the past 15 years have seen a notable increase in isolated lifestyle residential living on farming and other rural land. This appears to be induced by historically small farming parcel sizes in parts of the Shire being suitably disposed to residential uses, the Shire's proximity to Melbourne and attractive landscapes making it an attractive destination for a holiday home or change of lifestyle and the state-wide relaxation of land use controls on non-farming activity in the rural zones.

Farming and nature-related tourism are proving an attractive and profitable adjunct to farming in rural parts of the Shire. Tourism uses are moving out of the historic towns to rural areas of the east and increasingly the west servicing demand for on-site food and rural products and visitors seeking access to nature and rural landscapes. These uses are less impactful on agriculture than permanent residential occupation due to their transient occupation and lower ongoing amenity expectations.

The strategy should also seek to protect opportunities for growth in small-scale, high-value producers, described as 'artisan agriculture', which are capable of producing high value exports from smaller plots of farming land. There are over 3,000 properties in the 2-30 hectare area range, observed as a broad preference for artisan agriculture, with many on mid-high capability agriculture land and many with as-of-right dwelling use such as in the Rural Living Zone and Low Density Living Zone.

Selection of artisan agriculture enterprises with planning zone and land size (2024)

Tumpinyeri Growers	Farming Zone	28 hectares
Jonae Farm and Meatsmiths	Farming Zone	27 hectares
Brookland Free Range Farms	Farming Zone	18 hectares
Morningswood Farm	Farming Zone	10 hectares
Danny's Farm	Farming Zone	9 hectares
Black Cat Truffles	Farming Zone	8 hectares
Springmount Fine Foods	Rural Conservation Zone	1.7 hectares
Fleur De Lyonville	Rural Living Zone	3.5 hectares
Two Good Acres	Rural Living Zone	1.8 hectares
Forest Hill Farm	Rural Living Zone	1.8 hectares
Brenlissa Nursery	Rural Living Zone	1.8 hectares
Allendale Native and Habitat Plants	Low Density Residential Zone	1.8 hectares

AGRICULTURAL CAPABILITY AND IRRIGATION DEVELOPMENT

Data sources:
Agricultural capability: EnPlan (2007) Agricultural Land and Rural Land Use in Hepburn Shire
Irrigation licenses: DEWLP <https://data.water.vic.gov.au>

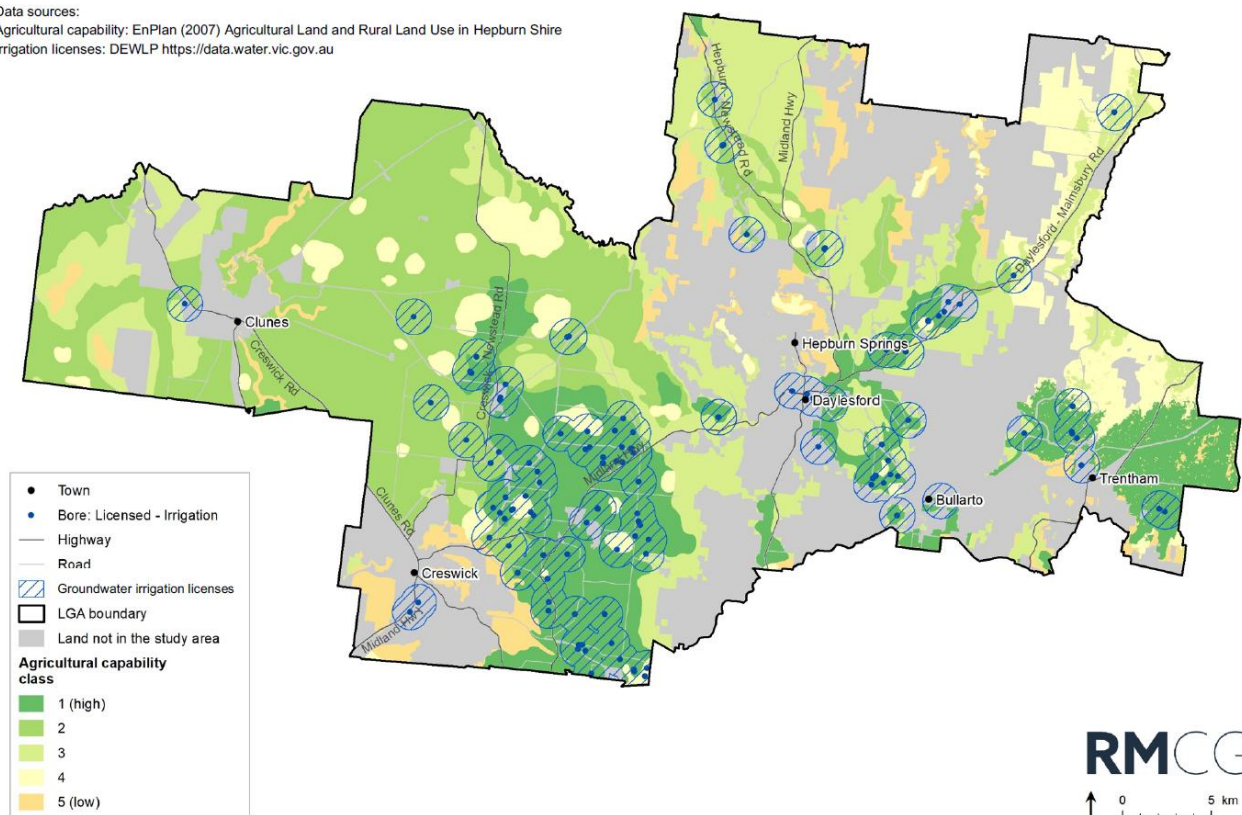
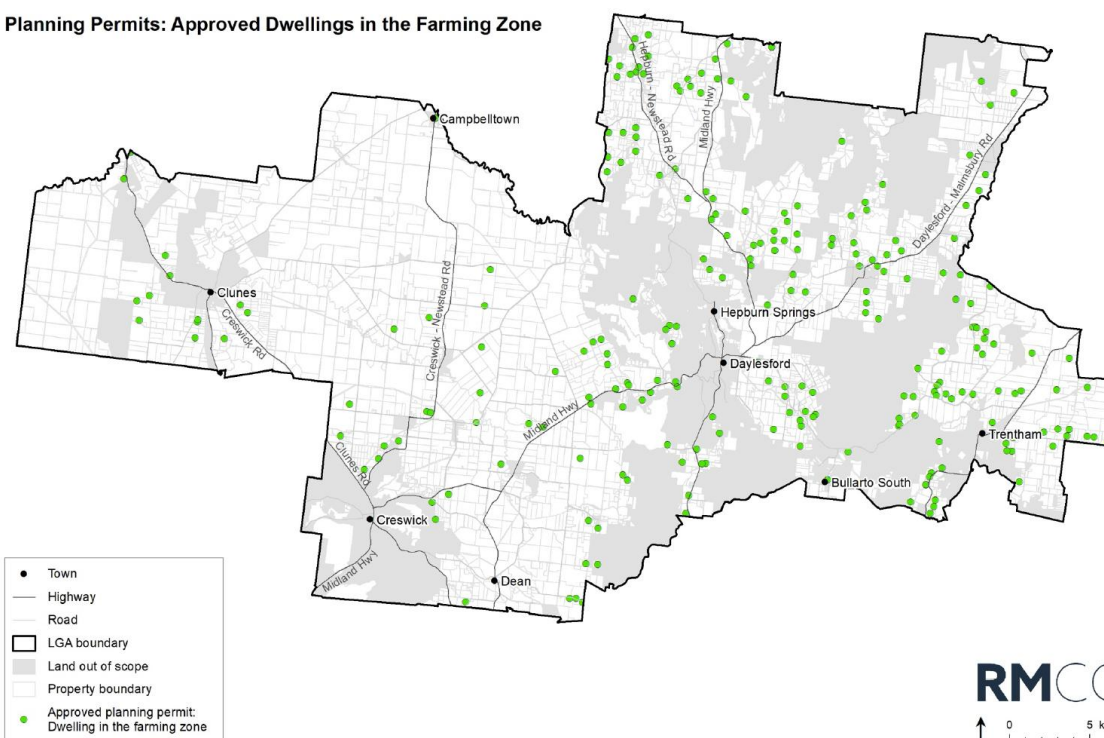
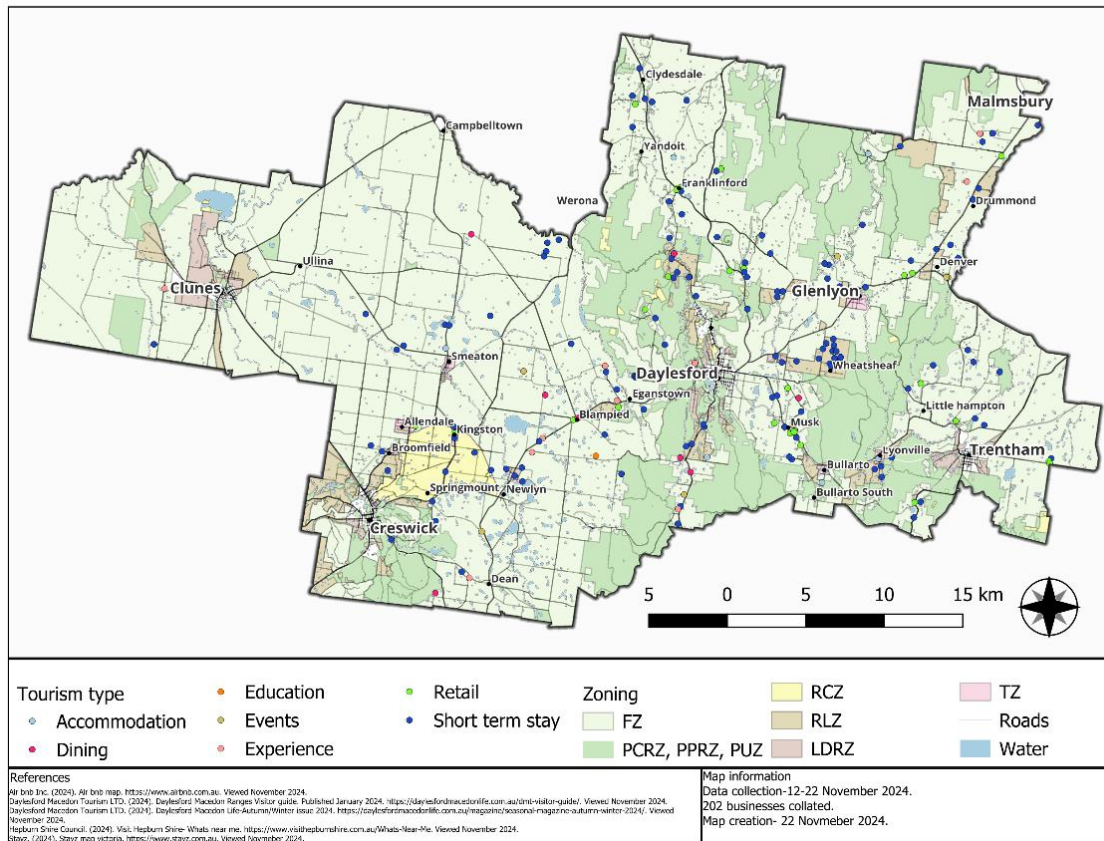


FIGURE 23: DWELLING DEVELOPMENT IN THE FARMING ZONE 2013-2022

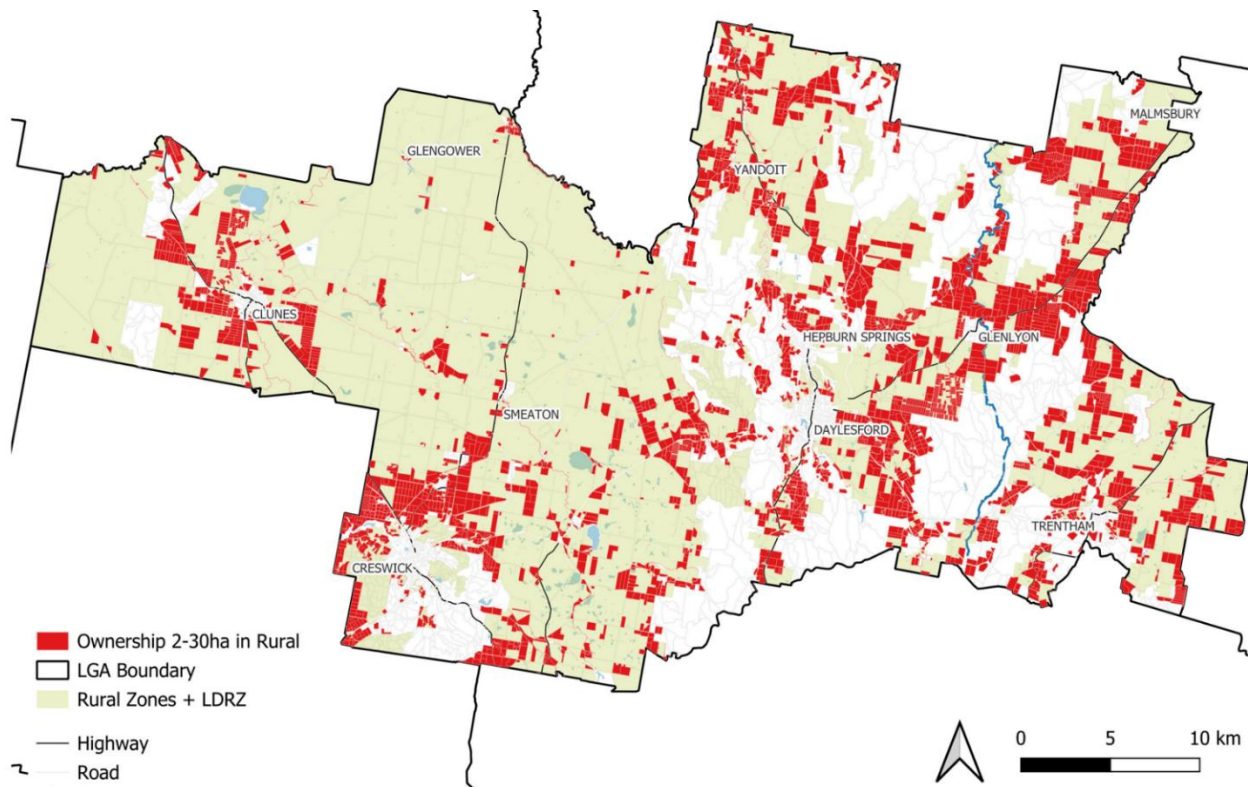
Planning Permits: Approved Dwellings in the Farming Zone



Existing tourism activities across the rural settlements of Hepburn Shire



Location of rural zones and Low Density Residential Zone land between 2 and 30 hectares in area



Narrowing land supply in towns

It has been some time since Hepburn undertook strategic settlement planning. Since the new format planning scheme in 2000 there has been one small private rezoning in Daylesford, the rezoning of the Creswick resort land and public land rezonings.

Residential occupation in towns has steadily grown over the past 20 years and is projected to continue growing. Daylesford-Hepburn Springs and Trentham experience robust demand, and their tourism trade results in low dwelling occupation rates. Glenlyon is also in high demand, but the absence of town water and sewer will limit its growth.

Creswick and Clunes have experienced lesser demand – but with strong functional relationships to Ballarat, active rural hinterlands and lesser environmental constraint they have good potential to host more population and business activity.

There is a current and projected undersupply of local industrial land in Clunes, Creswick and Daylesford-Hepburn Spring main towns excepting Trentham. Only Daylesford-Hepburn Springs is reported as suffering a significant projected commercial land undersupply.

Local demand can be difficult to demonstrate. For example, in Creswick industrial and service uses are in part locating in rural living settings and town fringe areas due the absence of usable industrial land. During consultation, feedback was that Clunes had issues with accommodating modern commercial and local industry premises due to the significant heritage constraints on its main street (Fraser Street). Similar consultation feedback reported anecdotal undersupply of suitable industrial land with observed ad hoc use of rural living and other areas for depots and vehicle repair services, vehicle storage and maintenance, and other enterprises compatible with industrial areas.

Strong relationships exist between rural areas and the towns. The five main towns are distributed across the shire enabling good access from surrounding rural communities via a well-formed road network – albeit with a limited public transport service.

The Table overleaf summarises the overall land use category demand for each town.

Capacity and demand conclusions – five townships (SGS 2022-2023)

Township	Use	Conclusion
Clunes	Residential	Sufficient capacity beyond 2041 to meet growth objectives, however only with a small surplus. Further opportunities should be investigated, given there are shortfalls elsewhere in the Shire and constraints with infrastructure.
	Commercial	Sufficient capacity beyond 2041, modest demand forecast.
	Industrial	No capacity, modest growth – a small industrial area of approx. 2-3ha required.
Creswick	Residential	Capacity shortfall by 2041, investigate future opportunities.
	Commercial	Capacity shortfall by 2041; demand could be met by intensification and redevelopment but additional opportunities for modest commercial / retail floorspace in town centre should be considered in future structure planning.
	Industrial	No capacity, but no demand forecast over the next 20 years. Nevertheless, provision could be made for a small industrial area (of say 1-2 ha) to facilitate local activity not anticipated by the forecasts.
Daylesford-Hepburn	Residential	There will continue to be strong demand for dwellings to 2041, including some overflow development from constrained towns in eastern settlements and towns under a “policy-on” scenario.
		Investigate opportunities for infill and medium-long term development in Daylesford (noting limits to further growth in Hepburn Springs).
	Commercial	Capacity shortfall in next 10 years. Demand could be met through redevelopment; additional opportunities for modest commercial / retail floorspace expansion in town centre should be considered in future planning.
	Industrial	Shortfall in short term (within say 5 years) due to limited vacant capacity – investigate opportunities for expansion of 5-6 ha including absorbing Glenlyon demand – subject to understanding developability of existing Trentham area.
Glenlyon	Residential	No additional capacity beyond 2041, limit future growth.
	Commercial	No capacity, while commercial demand is expected to marginally increase to 2041, so slight shortfall. Likely to be accommodated without rezoning.
	Industrial	No capacity, increase in demand for industrial land expected to 2041; but could be met in Trentham and/or Daylesford.
Trentham	Residential	Capacity shortfall by 2041, investigate future opportunities that consider existing services and infrastructure. For example, consider orderly development and intensification in the south west fringe area.
	Commercial	Sufficient capacity to 2041 and beyond.
	Industrial	Large surplus of vacant industrial land, with most of the shire’s industrial capacity located here. Reduced demand is expected. Surplus may accommodate eastern area demand not met elsewhere (depending on developability of existing zoned area which should be).

Source: SGS Economics and Planning (2022-23)

Housing

The actual numbers resulting for 2041 housing surplus/shortfall after SGS's assessment of realisable capacity on already zoned land in towns is:

TABLE 10: ADDITIONAL DWELLING REALISABLE CAPACITY IN HEPBURN SHIRE, 2021-41

Location	Realisable Capacity	Demand ('Policy on')	Gap	Years Capacity past 2041
Clunes	420	410	10	0.7
Creswick	330	550	-220	-13.4
Daylesford-Hepburn Springs	1,370	680	690	10.0
Glenlyon	40	50	-10	-3.2
Trentham	120	270	-150	-25.4
Townships	2,280	1,740	540	6.2
Non-townships	*	980		
Towns	2,280	2,720	-440	-3.2

Source: SGS Economics and Planning (2022-23)

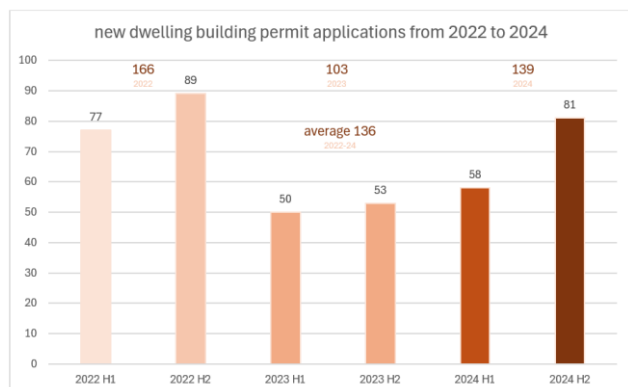
In a physical context of strong farmland and landscape values, high natural hazard risks and servicing constraints, SGS deliberately avoided assessing capacity outside the towns to emphasise the focus on towns as the primary locations for new housing. The result is a notional further demand for 980 new dwellings outside the towns that also needs to be accommodated.

Even following SGS's 'policy on' position, seeking to re-direct more housing from rural areas to towns, would see 64% (1,740) of new dwellings occurring in towns and 36% (980) of new dwellings dispersed outside towns.

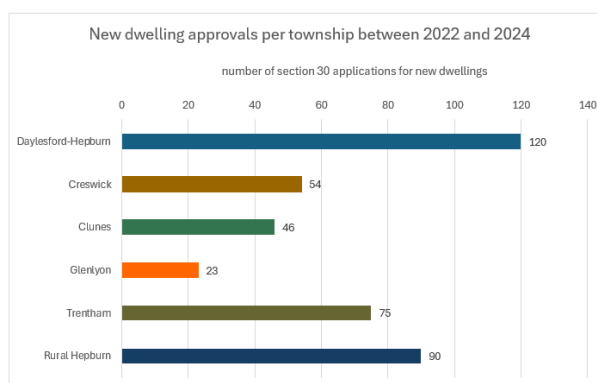
The assessed 'realisable capacity' of 2,280 lots/dwellings (760 vacant lots and 1,520 potential lots by subdivision) in the five townships would leave 6.2 years of township residential land supply by 2041 – with effectively all towns but Daylesford-Hepburn Springs without residential land supply.

While SGS did not assess projected rolling supply of zoned land, Council has tracked building permits issued for dwellings in each town in the 2022-24 period. This follows the 2021 census figure starting point for *Future Hepburn* and SGS as below:

Dwelling building permits – all of Shire 2022-24



Dwelling building permits by town 2022-24



Comparing this with SGS's assumed capacity by town and the rest of Shire we can estimate remaining years capacity at 2024:

Location	realisable capacity (SGS 2021)	Total dwelling building permits 2022-24 (annual average – % of total)	2024 realisable capacity	yrs capacity at 2022-24 average*	Est. 2041 capacity using 2022-24 average
Clunes	420	46 (15.3 – 11.3%)	374	24.4 years	7.4 years
Creswick	330	54 (18 – 13.2%)	276	15.3 years	– 2 years
Daylesford-Hepburn Springs	1,370	120 (40 – 29.4%)	1,150	28.7 years	14 years
Glenlyon	40	23 (7.6 – 5.6%)	17	2.3 years	–13.5 years
Trentham	120	75 (25 – 18.4%)	45	1.8 years	–15.2 years
All towns	2,280	318 (106 – 78%)	1,872	17.7 years	3.8 years
Non-towns	--	90 (30 – 22%)	--	--	--
Total	--	408 (136 – 100%)	--	--	--

*Rounded down. Formula = realisable capacity / yearly average, less three years for the 2022-24 period.

The above is a simple extrapolation and, as noted in SGS 2023 the higher lifestyle housing demand in the east of the Shire and potential transfer of demand to Daylesford-Hepburn Springs resulting from the reduction in lifestyle of opportunities in Glenlyon, Trentham and small settlements in the east. It also does not account for potential overspill of demand from the enormous population increases anticipated in northern and western Melbourne and Ballarat to both the east and west of the Shire.

In saying that, the above update is close to the SGS projections and reinforces the focus on Daylesford-Hepburn Springs, Creswick and Clunes as the locations with the capacity to deliver on housing demand over the plan period.

It is clear that Trentham and Glenlyon will shortly run out of realisable housing land supply. Glenlyon has no sewer or water supply and Trentham has major natural risks and serviceability limitations – there is no plan to increase the available land in these towns although some existing town land in Trentham could produce more redevelopment housing – potentially above the SGS estimate.

Creswick is on the cusp of the recommended minimum 15 years supply with affordability likely to reduce unless addressed. Daylesford-Hepburn Springs and Clunes have a comfortable level of supply at 2024 but would be below the 15 year minimum policy supply before 2041.

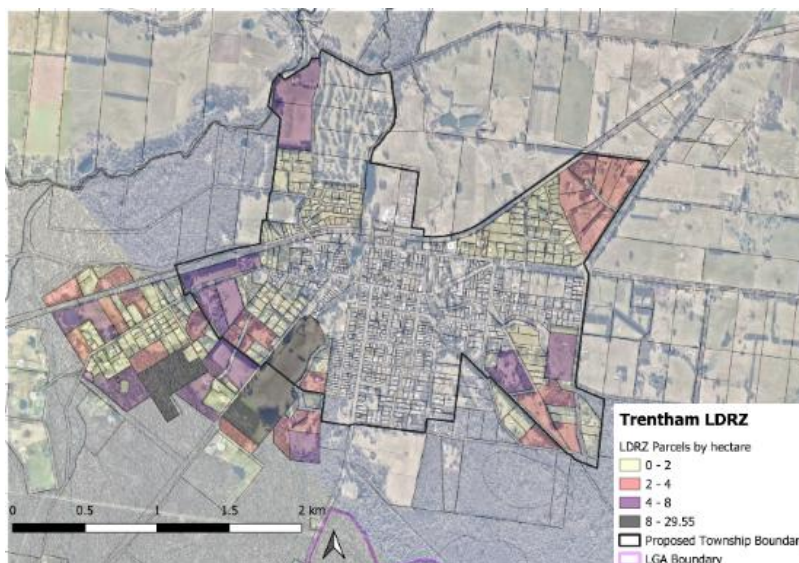
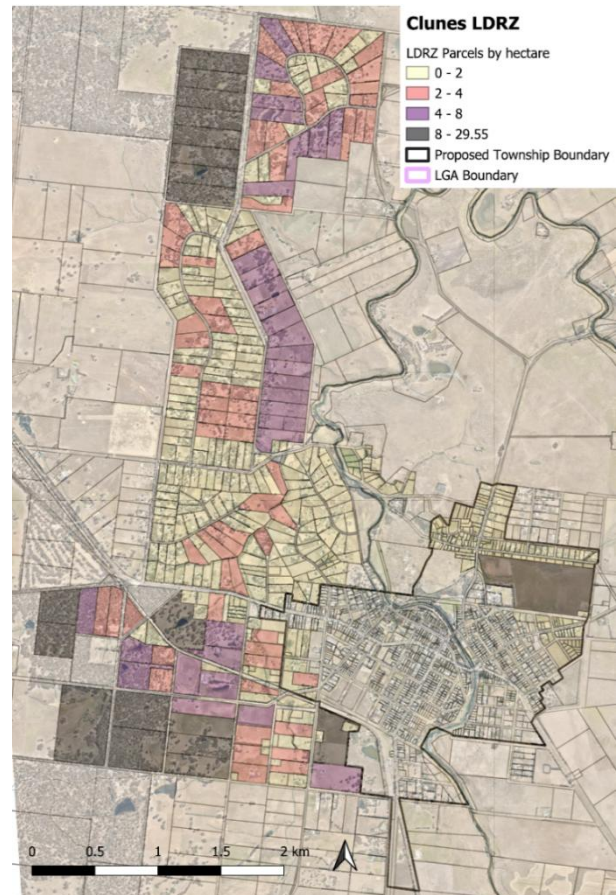
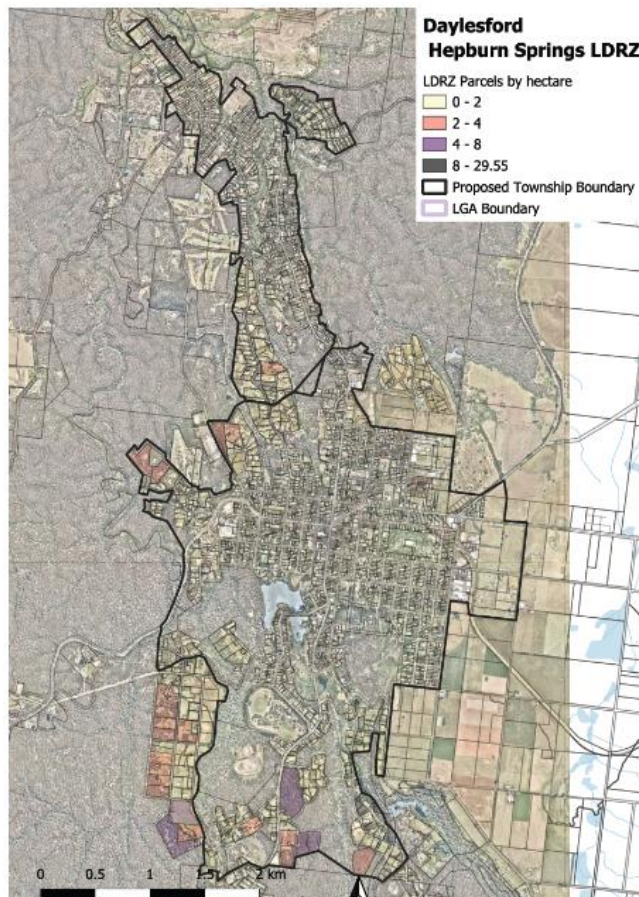
Note that SGS's 'realisable capacity' describes land that is readily developable i.e. where zoning encourages housing, site constraints can be efficiently managed and for which there is a purchaser market. Whether land is taken up for new housing will also depend on the profitability of doing so, building costs, lending availability and costs and other financial factors informing individual and business decisions to develop.

Overall, change is needed to ensure enough space for new housing distributed mostly in serviced towns. It is towns where services and facilities are available. It is the towns where community and business entities can grow knowing that there is a population and infrastructure base to sustain community and economic life. A focus on the towns also serves to maintain farmland supply and reduce wider and unmanaged environmental impacts associated with dispersed housing. Achieving this requires careful management to:

- To protecting rural and landscape areas from the impacts of dispersed housing establishment
- To identify sufficient suitable land in and around towns to accommodate projected dwelling demand in the Shire consistent with policy positions 70%+ of new housing in established locations.
- To recognise the environmental risks and service limitations of non-town areas and towns
- To acknowledging expressed market preferences for location and dwelling types
- To ensure land supply does not act as a constraint when the market is ready to deliver new housing supply over the coming 15-20 years and beyond.

Substantial areas of underdeveloped and hazardous low density living zoned land

Maps of Daylesford-Hepburn Springs, Clunes and Trentham showing Low Density Residential Zone land by parcel size



While approximately 4% of the Shire is zoned Rural Living Zone many other areas are used for rural living, including:

- underdeveloped or undeveloped Low Density Residential Zone.
- Small Farming Zone lots with residential occupation.

Some Low Density Residential zoned areas adjacent towns serve as township residential areas.

Clunes has tracts of low-density zoned land to its west stretching to the Dunach Forest in the north and comprising somewhere between 2-3 times the size of the town proper. Clunes also contains several zoned and unzoned rural living areas. In 2021 the broader locality of Clunes hosted 1,844 people 886 of whom lived in the town proper, while the broader locality of Trentham hosted 1,382 people 827 of whom lived in the town proper.

Trentham has long-standing underdeveloped low-density zonings at its edge. Daylesford contains substantial, but well occupied, low-density zonings along its western edge. Large areas of rural living land are located on the west side of Creswick out to the Shire boundary with Ballarat. Coomoora, between Daylesford and Glenlyon, has a zoned low density living area with the overall locality hosting a 2021 population of 308. Additional areas of Farming Zone land throughout the shire are subdivided into rural living scale lots with residential occupation.

As noted in the *Hepburn Planning Scheme Audit and Review Report* planning to reduce areas of rural living and larger areas of low density to better align with agricultural land and town consolidations policies is challenging (Plan 2 Place 2020, p44). However, review of the areas around Clunes and Trentham are warranted given their potential for increased population in the face of exposure to bushfire hazard, impacts on biodiversity and potential outsized increase in servicing costs.

Transport access and services

The two-lane sealed main road network in the Shire provides reasonably direct routes between towns and to other regions. Public transport services are highly variable and predominantly daytime. They are generally uncompetitive with private vehicles with very poor services between towns in the Shire, low-quality bus stops and interchange facilities and poor timetable and signage communication. The Creswick to Ballarat route is best serviced, with the Daylesford-Trentham-Woodend corridor reasonably serviced, service and settlements outside towns being the least well serviced.

Environmental risks and amenity in settlement areas

Bushfire risk, biodiversity and water protection issues in the Shire are generally elevated with substantial areas of forest and grasslands as well as the Shire's location in a water supply catchment. Evidence of mining history is present in the main towns, excepting Trentham, impacting land availability in otherwise well serviced locations – significantly affected land is often under Crown ownership or management.

Neighbourhood character and heritage are a strong part of the identity of Hepburn's towns with most having been established and surveyed in the mid 1800's. No new heritage listings are proposed as part of the settlement strategy, but existing listings are recognized in planning for growth. New

neighbourhood character assessments have been prepared for all towns with character descriptions and mapped areas.

Cultural heritage

Dja Dja Wurrung (Djaara) people have traditionally used the lands in Hepburn, although since colonisation most Djaara people were displaced from country within the Shire of Hepburn. Djaara undertook significant work to provide their understanding of the land as part of the settlement strategy. For many participants it was the first time they had come back to this part of their country. There is much to do in terms of reconnection to the area, its history and stories.

Djaara identified as a primary concern the destructive effects of development on land, water, plants, historical land use patterns and cultural life. Djaara proposed many specific actions to reduce and reverse these effects including restoration of natural systems and environments, particularly around water and significant landscapes as well as placing more emphasis on development responding to and restoring the natural features and vegetation of the area.

Servicing

Powercor distributed electricity throughout the Shire with farming areas generally need to self-fund property connections. Ausnet supplies mains gas to Daylesford, Creswick and parts of their surrounds.

Residents of towns and settlements obtain water from a series of small surface reservoirs and underground reservoirs from water retailers Central Highlands Water and Coliban Water. Goulburn Murray Water license and allocate rural and town water from underground reservoirs to landholders and water retailers respectively. Water retailers also provide sewer services to Clunes, Creswick, Daylesford-Hepburn Springs and Trentham with the rest of the Shire servicing wastewater onsite.

Digital access is variable across the Shire with a high proportion of residents accessing private satellite services to connect to the internet.

3. The planning response

The importance of rural productivity and the natural landscape, a relatively low and dispersed population base, established and reasonably services towns with local character, and a high exposure to natural hazards inform Hepburn Shire's approach to settlement.

Below are the strategy's vision and guiding principles as described in *Rural Hepburn* (p24) and the overarching strategies that respond to those principles distilled from Rural Hepburn, planning policy, town structure plans and supporting background documents.

Vision

Hepburn is a rural shire with a hierarchy of settlements set in an attractive and productive rural landscape.

A premier food producing Shire underpinned by a diverse agricultural sector. Innovation and sustainable management enable the sector to adapt to changing market and climate conditions. Protection of agricultural land facilitates investment and growth in commercial scale agricultural enterprises and agribusiness.

Hepburn is a renowned rural tourism destination that celebrates its history, agricultural, natural and cultural values. Careful planning has ensured that rural tourism developments are sympathetic to and enhance the protection of these rural values.

Significant environmental and landscape values are identified and protected. Development in the rural areas has delivered high quality environmental outcomes balanced with bushfire risk considerations and contributes to improved habitat and ecological connectivity through good design and on-site environmental improvement works.

Protection of water quality and quantity, especially potable water supply, is fundamental.

Land use and development, particularly un-serviced development in open water supply catchments, is minimised and managed to ensure water quality and quantity is not compromised.

A network of attractive and sustainable rural settlements provides opportunities to live in a rural setting. Infill development within defined boundaries maintains clear distinctions and separation between settlements and efficient use of infrastructure. The opportunity for living in a rural setting, small scale farming and artisan agriculture is afforded by the Rural Living Zone. Planning has ensured that rural settlements and rural living contribute positively to the rural character and the risk of conflict with adjoining agriculture is minimised.

The continuing connection of the Dja Dja Wurrung to country is supported and celebrated and important cultural landscapes and sites have been identified and protected.

Certainty and consistency in planning decisions has meant that competing demands for use and development of rural land are managed and land use conflict is avoided.

Principles and actions

P1 The highest priority in decision making is given to protection of productive agricultural land, significant landscapes, biodiversity and water catchments.

- a Identify two strategic rural policy areas: Policy Area 1 Agricultural Engine Area and Policy Area 2 Mixed Rural Activity.
- b Retain the Farming Zone in Policy Area 1.
- c Rezone Farming Zone land to Rural Activity Zone in Policy Area 2 where farming and tourism already mix; and in three precincts at Clunes, Creswick and Eganstown to facilitate farming and tourism growth.
- d Rezone forested private rural land to Rural Conservation Zone.
- e Establish and improve habitat corridors in and through towns to connect with surrounding landscapes including along waterways.

P2 The precautionary principle will apply in relation to bushfire. Development will be directed to the lowest risk locations and future development will be avoided in high-risk locations.

- a In Clunes direct town growth primarily to the east of the town on higher land away from bushfire risks to the town's west.
- b In Creswick, direct new residential growth primarily to the west and northwest of the town and adjacent forested areas and away from Creswick Creek.
- c In Daylesford there focus new residential development in the east of the town.
- d In Hepburn, Hepburn Springs and Glenlyon restrict residential expansion.
- e In Trentham reduce the town boundary in the south and southeast retract the town boundary and consolidate residential development in line with settlement edge principles.
- f Review zoning at settlements and rural living areas with high natural hazard risks.

P3 Housing and employment will be accommodated in established towns within clearly defined settlement boundaries and substantial non-urban green breaks between settlements.

- a Increase Clunes, Creswick, Daylesford-Hepburn Springs, Glenlyon and Trentham's share of the Shire's total projected new dwellings in the 2021-2041 period to comfortably over 70% from its 67% share over the 2016-2021 period.
- b Grow the population and self-sufficiency of Clunes and Creswick including provision for new industrial and commercial land.
- c Enable consolidated growth of population and services at Daylesford, including recognising and planning for the established industrial precinct at Leitches Creek Road and the mixed commercial precinct at the corner of Raglan Street and East Street.
- d Constrain town expansion at Glenlyon in the absence of sewer and water services, the catchment values of the adjacent Loddon River and the bushfire risk from the Wombat State Forest.
- e Reduce the physical boundary of Trentham to reflect the presence of a major hazard facility, bushfire risk from the Wombat State Forest, flooding of ephemeral waterways through the town, and available zoned residential land with potential for consolidation.
- f Enable continued development of vacant zoned township and low density residential land in small settlements, but constrain residential expansion into rural hinterlands and review areas in settlements with high natural hazard exposure.

P4 Planning policy will not be used to solve issues that are the domain of good business planning and management, including succession planning and farm viability.

- a Set a 40-hectare minimum subdivision area on Farming, Rural Conservation and Rural Activity Zoned land.
- b Allow as-of-right dwellings in the Farming Zone only on lots of 80 hectares or more in area.
- c Facilitate rural residential development to planned locations with better access to mains towns and low natural risk profiles.

P5 Legacies of past planning decisions are not justification for maintaining inappropriate planning policy.

- a Facilitate rural residential development in planned locations with better access to mains towns and low natural risk profiles.

4. Future Hepburn implementation plan

This implementation plan addresses 235 actions arising from the Future Hepburn strategy documents. Each action is in one of three streams:

Planning scheme changes – require a formal change to the Hepburn Planning Scheme with full prior community consultation and public hearings. This stream will address most actions and provide the clearest means of communicating and embedding Council’s settlement policy to landowners, business and developers, including:

- Rezoning of land and adjustment of subdivision controls.
- Application of environmental and development management overlays.

This stream comprises around half of all implementation plan actions, with 90% of those to be actioned through planning scheme amendments by 2028.

Council planning and delivery – can form part of existing Council projects and programs, such as day-to-day works and planning activity. This stream forms part of ordinary Council business as existing delivery is carried out and at times of review of other Council strategy. Some actions are already underway, including:

- Planning for renewed infrastructure and enabling new infrastructure by others.
- Preparation of a shire wide landscape strategy.

Advocacy and partnership – where the focus is encouraging government, stakeholder and community partners to act or work together with Council. Much advocacy and partnership activity is ongoing work and will arise in concert with ordinary Council business and as engagement and lobbying opportunities arise. Actions include:

- Advocating for funding towards design and planning of specific projects i.e. Albert Street Creswick and Burke Square Daylesford and implementation of the integrated transport strategy.
- Working with the Greater Ballarat Alliance of Councils to identify and lobby for regionally important projects and infrastructure and attract government and private investment in the Shire.

4.1. Broad timing of implementation streams

	Short term				Medium term				Long term		
Stream	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035+
1 Planning scheme changes											
Rural											
Towns											
*Proponent/ landowner requests											
2 Council planning +delivery											
3 Advocacy + partnerships											

*anticipated timeframes for potential requests i.e. ahead of Council initiated planning scheme amendment processes.

4.2. Breakdown of actions by stream

A full list of the 235 actions with timing and responsibilities is provided in the **Appendix**. Below is the number of actions in each stream by timing:

Stream 1 Planning scheme change, 107 actions

2 completed	1 commenced	5 ongoing	95 short term	0 medium term	4 long term
-------------	-------------	-----------	---------------	---------------	-------------

Stream 2 Council planning and delivery, 86 actions

4 completed	1 commenced	48 ongoing	15 short term	10 medium term	12 long term
-------------	-------------	------------	---------------	----------------	--------------

Stream 3 Advocacy and partnerships, 42 actions

1 completed	2 commenced	28 ongoing	4 short term	4 medium term	1 long term
-------------	-------------	------------	--------------	---------------	-------------

Totals*

7 completed	4 commenced	81 ongoing	114 short term	14 medium term	17 long term.
-------------	-------------	------------	----------------	----------------	---------------

*6 timing measures are noted as 'timing by others' as they follow the timing in other Council strategies.

The substantial short term workload is the planning scheme amendments. The second largest tranche of work is ongoing – these involved integrating the directions of Future Hepburn into other Council planning and delivery and advocating for actions consistent with Future Hepburn by outside entities.

4.3. Resourcing

‘Advocacy and partnership’ actions are low cost and can be taken up as opportunities arise with State, Federal, community and stakeholder groups.

‘Council planning and delivery’ actions are from, or can be integrated with, existing council plans or programs with or without minor adjustments of content e.g. adding an environmental design consideration at Council’s next infrastructure standards review, ensuring the Daylesford town hall design takes account of the urban design directions in the structure plan. Some actions are new and will require commencement funding at some stage in line with Council priorities.

The planning scheme amendments can, if necessary, be staged to facilitate sustainable short-term financing and promote action on priorities to promote rural area protection and business and residential growth in towns.

As the main source of newly arising costs, this plan focusses on planning scheme amendment changes. Further costs should be considered following or during stage 1 work with other Council units.

4.4. Strategy guidance for implementing planning scheme changes

To implement strategies for the Shire's rural and town settlement patterns, Council is guided by:

- Its own strategic directions expressed in the Council Plan,
- Council's Municipal Planning Strategy in the Hepburn Planning Scheme that are reflected in *Future Hepburn*,
- planning scheme policies focused on the timing and sequencing of urban/town growth including:

Clause 02.02 Vision, Hepburn Planning Scheme

Protect agricultural land as a valued resource to support jobs and opportunities into the future.

Carefully manage the development of housing and services for residents in keeping with the heritage and rural feel of those areas.

Preserve the heritage character and strong sense of place of the townships.

Protect and manage the municipality's valued landscapes from unsympathetic development or major change.

Manage the Shire's natural resources sustainably and protect them for future generations.

Support tourism as an important industry based on the Shire's beautiful townships and countryside.

Facilitate infrastructure across the Shire to meet the needs of the community.

Clause 02.03-4 Natural resource management, Hepburn Planning Scheme

Reduce the impacts of climate change, by supporting alternative energy sources, carbon farming, micro-grids, reducing greenhouse gas emissions and adopting environmentally sustainable development principles.

Minimise landscape and water quality impacts on the catchments through careful location and design of development and wastewater systems.

Protect streamsides, catchments, flood plains and wetlands from the impacts of development.

Support future development that adapts to the impacts of climate change and contributes to meeting Council's targets for reducing greenhouse gas emissions.

Protect water resources in the Shire through integrated water and catchment management including stormwater.

Protect mineral springs, their aquifers and environs from the impacts of waste disposal and drainage.

Protect high quality productive agricultural land for agricultural uses over the long term.

Protect rural land for agricultural uses and compatible rural uses.

Support the evolution of agriculture in response to improved practices and climate change.

Clause 02.03-1 Settlement, Hepburn Planning Scheme

Concentrate development into defensible parts of existing township boundaries and settlements to mitigate bushfire risk, protect agricultural land, and limit natural and environment risks.

Facilitate growth in Creswick and Clunes within the designated township boundaries.

Consolidate development in Daylesford within the designated township boundary.

Contain growth of Trentham and Hepburn Springs within the designated township boundaries.

Discourage residential development in settlements within existing residentially zoned boundaries where bushfire risks cannot be mitigated.

Prevent residential and commercial development between settlements along major roads.

Direct rural residential development that is not associated with rural enterprises into established townships and settlements.

State strategic direction should also inform the implementation path including specifically *Plan for Victoria's 3,150 new dwelling target to 2051* and:

Clause 11.02-1S Supply of urban land, Hepburn Planning Scheme

Ensure the ongoing provision of land and supporting infrastructure to support sustainable urban development.

Ensure that sufficient land is available to meet forecast demand.

Plan to accommodate projected population growth over at least a 15 year period and provide clear direction on locations where growth should occur. Residential land supply will be considered on a municipal basis, rather than a town-by-town basis.

Planning for urban growth should consider:

- *Opportunities for the consolidation, redevelopment and intensification of existing urban areas.*
- *Neighbourhood character and landscape considerations.*
- *The limits of land capability and natural hazards and environmental quality.*
- *Service limitations and the costs of providing infrastructure.*

Monitor development trends and land supply and demand for housing and industry.

Maintain access to productive natural resources and an adequate supply of well-located land for energy generation, infrastructure and industry.

Restrict rural residential development that would compromise future development at higher densities.

Clause 11.02-3S Sequencing of development, Hepburn Planning Scheme

Define preferred development sequences in areas of growth to better coordinate infrastructure planning and funding.

Ensure that new land is released in areas of growth in a timely fashion to facilitate coordinated and cost-efficient provision of local and regional infrastructure.

Require new development to make a financial contribution to the provision of infrastructure such as community facilities, public transport and roads.

Improve the coordination and timing of infrastructure and service delivery in areas of growth.

Support opportunities to co-locate facilities.

Ensure that planning for water supply, sewerage and drainage works receives high priority in early planning for areas of growth.

4.5. Staged planning scheme changes

A staged planning scheme approach considers the listed policies above, on-the-ground policy priorities, and Council's ability to fund and resource the planning scheme amendment process. Each amendment will enact the zoning, overlay, development management and protective planning controls in Future Hepburn by:

- Enacting rural protection and land management provisions, and managed growth provisions for Creswick and Clunes, and
- Facilitating contained growth provisions in the eastern towns.
- Ensuring new settlement and development is located in areas of lower environmental risk and contributes to environmental improvement and the protection of character and heritage.

The planning scheme amendments are intended to implement the strategic settings for each area by 2028 enabling settlement planning direction to 2041 and beyond.

Council will be aware of the potential need to:

- consider landowner requests for planning scheme amendments having regard to:
 - the adopted Future Hepburn documents
 - this implementation plan
 - the Hepburn Planning Scheme including the selected extracts below
 - the availability resources to fulfil Council's planning authority duties
 - any other matter the Council considers relevant.
- adjust as necessary to planning scheme changes made by State government and emerging or changing trends that may influence the implementation plan.

4.6. Council initiated planning scheme changes

The two stage approach to planning scheme changes envisages a conventionally 18-24 month process of:

- *Authorise and prepare:* Council requesting authority from the Minister for Planning to prepare, consult on and decision on all relevant planning scheme changes.
- *Consultation and review:* Put out the draft planning scheme changes for community and stakeholder consultation and receiving, considering and seeking independent review of submissions.
- *Consider and decide:* Consider all of the community and independent review inputs and adopt, with any acceptable adjustments arising from the consultation process, or abandon the amendment.

Council will be responsible for funding or accessing funding to undertake the planning scheme amendment process.

4.7. Proponent requested planning scheme changes

In addition to Council programming its own implementation streams, development proponents and landowners may independently request Council to commence a planning scheme amendment identified in an adopted Future Hepburn document subject to the qualifications in the 3 September 2024 Council resolutions on Future Hepburn. Council has full discretion whether to agree to prepare a landowner requested planning scheme amendment. While the Future Hepburn documents themselves provide some guidance on considering a request, Council does not currently have any general or specific decision guidelines for considering planning scheme amendment requests. Planning scheme amendment fees are payable to Council by applicants and proponents must prepare evidentiary and planning material as in a planning permit application. Council would still need to administer and resource any amendment requested it accepted with staff time, community consultation and potentially external expert advice.

A typical scenario for a landowner request arises in scenarios of higher land values with single or small group ownership capable of resourcing a planning scheme amendment process.

4.8. Monitoring and review

Council will continue to monitor the rate of new dwellings granted a building permit from its internal building permit records on a 6 monthly cycle. As a general rule, a proposed dwelling granted a building permit would be completed to occupation standard in 95% of cases and so provides a reliable data point for dwelling growth. This will be broken down by town each of the five town areas and the remainder of the Shire to understand the share of new housing occurring in town and rural areas.

Council will set up a monitoring program for rural residential areas including Rural Living Zoned and Low Density Residential Zoned land outside towns to understand the balance of supply and demand in this market that has particular relevance to protecting rural values.

Council will monitor progress of the 235 actions in the strategy through its internal performance reporting system.

Strategy implementation is intended to occur by 2028. As the shire's experiences a low rate of development growth, a more fulsome review of the strategy outcomes is recommended in 2032 i.e. ten years from the initial 2022 start time of the strategy. This would enable reflection on development outcomes after the first three years of full implementation and consideration of the 2031 national census figures, changes in other policy areas at various levels of government, and the consequent need for any policy adjustment.

Appendix: itemised Implementation tables

Theme	no.	action	timing		Council lead
			short	2025-28	
			medium	2029-32	
			long	2033-36	
rural and settlement framework	1	Include the Hepburn settlement hierarchy in local policy (RH, p66) by retaining the existing settlement hierarchy with minor adjustments on the Settlement Plan at Clause 02.04 of the Municipal Planning Strategy, Hepburn Planning Scheme.	short		strategic planning
	2	In the Municipal Planning Strategy, map 'Policy Area 1 – Agricultural Engine Area' and 'Policy Area 2 – Mixed Rural Activity' on the Strategic Framework Plan and Economic Development Plan as per mapping in Rural Hepburn. (derived from RH, p24)	short		strategic planning
	3	In Policy Area 1, Retain land in the Farming Zone where it currently applies. (RH, p32)	short		strategic planning
	4	In Policy Area 2 apply the Rural Activity Zone to land currently zoned Farming. (RH, p34)	short		strategic planning
	5	Update local policy to reflect the land use and development outcomes of Policy Area 1. (RH, p32)	short		strategic planning
	6	Update local policy to reflect the intent of Policy Area 2. (RH, p32)	short		strategic planning
	7	Introduce a new local policy for the consideration of non-agricultural and tourism uses in the Farming Zone. (RH, p32)	short		strategic planning
	8	Set a minimum subdivision area of 40ha in rural Policy Areas 1 and 2. (RH, pp32, 34)	short		strategic planning
	9	Revise/introduce a schedule to the Farming Zone for land in Policy Area 1 specifying a minimum lot size for subdivision of 40ha and a minimum lot size above which a planning permit for a dwelling is not required of 80ha. (RH, p66)	short		strategic planning
	10	In a schedule to the Rural Activity Zone specifying a local purpose statement, objectives, and a minimum lot size for subdivision of 40ha. (RH, p66)	short		strategic planning
	11	Implement structure plan town boundaries (see D below). Continue to identify Clunes and Creswick as the preferred location for housing growth on the Settlement Plan. Update to identify Daylesford-Hepburn Springs and Trentham for consolidation. (Settlement Plan, Clause 02.04 Hepburn Planning Scheme) (see also individual town actions below)	short		strategic planning
	12	In Policy Area 1: Revise the Schedule to the Farming Zone: - Minimum subdivision size: 40ha - Minimum lot size to construct a dwelling without a permit: 80ha (RH, p32)	short		strategic planning
	13	In Policy Area 2: - Rezone land in the Farming Zone to Rural Activity Zone (FH, p34) (Note: The zone requires a use permit for all dwellings regardless of land size). - Amend Clause 14.01-1L Protection of agricultural land, and Clause 14.01.2L Sustainable agricultural enterprises to increase the burden of proof on applicants for a dwelling use on farming land; and, provide further guidance on assessment of applications for subdivision, dwelling excisions, small lot subdivision and rural workers accommodation in the Farming Zone. (RH, p66)	short		strategic planning
	14	Describe Rural Policy Areas 1 and 2 on the Economic development plan including reference to policy updates. (derived from RH, p24)	short		strategic planning

Theme	no.	action	timing		Council lead
			short	2025-28	
			medium	2029-32	
			long	2033-36	
	15	Amend Clause 14.01-1L Protection of agricultural land, and Clause 14.01.2L Sustainable agricultural enterprises to provide guidance on encouraged and discouraged permissible non-agricultural uses in Policy Areas 1 and 2. (based on examples at RH, p39)	short		strategic planning
	16	Introduce a new local policy for the consideration of non-agricultural and tourism uses in the Farming Zone. (RH, p32)	short		strategic planning
	17	In Policy Area 2, rezone land in the Farming Zone to Rural Activity Zone including objectives and schedules that reflect the tourism outcomes for Policy Area 2. (RH, 40)	short		strategic planning
	18	Introduce local policies or MPS to provide further guidance on assessment of planning permit applications with regard to subdivision, including dwelling excisions and small lot subdivision and dwellings in the Rural Activity Zone. (RH, p66)	short		strategic planning
	19	Develop and implement a rural events policy. (RH, p40)	medium		strategic planning
	20	Rezone land with 90% or above remnant forest cover in both policy areas to Rural Conservation Zone. (RH, p49)	short		strategic planning
	21	Retain ESO1 and ESO2 in the planning scheme to protect water assets and their land environment. (Hepburn Planning Scheme)	short		strategic planning
	22	Reinforce the application of 12.01-1L Native vegetation and habitat protection. (Hepburn Planning Scheme)	short		strategic planning
	23	Identify strategic regional scale wildlife corridors including links to land outside the Shire borders	short		biodiversity
	24	Reinforce the application of Clause 12.05-2L Landscape management through internal and community education. (Hepburn Planning Scheme)	short		statutory planning
	25	Undertake further strategic work to provide appropriately scaled mapping as the basis for planning controls to identify, protect and enhance environmental assets. (RH, p49)	long		strategic planning
	26	Review the form and content of the EMO to ensure it is consistent with the Ministerial Direction. (RH, p49)	long		strategic planning
	27	Liaise with the North Central Catchment Management Authority and Department of Energy, Environment and Climate Action to identify strategic work that may support expansion of the EMO. (RH, p49)	long		strategic planning
	28	Request that the Minister for Planning apply a Significant Landscape Overlay to Lalgambuk (Mount Franklin) and the surrounding Larni Barramal landscape. (Council resolution 3 September 2024)	completed		strategic planning
	29	Undertake a shire-wide strategic landscape assessment that addresses land use, cultural, biodiversity and aesthetic influences to inform land use, development and landscape protection measures. (RH, p51)	long		strategic planning
	30	Partner with Djaara to identify key areas and sites and recommendations for their protection to augment cultural heritage assessment of land around key townships. (RH, p52)	completed		strategic planning
	31	Rezone Clunes Common from Rural Living Zone to Farming Zone. (RH, p62)	short		strategic planning

Theme	no.	action	timing		Council lead
			short	2025-28 medium 2029-32 long 2033-36	
	32	Consider reducing the subdivision limit on Rural Living Zone areas north of Creswick Creek in Creswick (FH, p62)	short		strategic planning
	33	Identify planned rural living areas on the Settlement Plan at Clause 02.04 Strategic framework plans including identifying where undeveloped rural living zonings should be reviewed per Rural Hepburn.	short		strategic planning
	34	Amending clauses 14.01-1L and 14.01-2L to identify suitable agriculture uses in RLZ consistent with the rural-residential character and do not compromise farming on adjacent land.	short		strategic planning
	35	Specify a setback of 100m of agriculture from a dwelling on adjoining land in the Rural Living Zone. (RH, p66)	short		strategic planning
	36	Carry out an annual review of rural living zone land supply and demand to 2029 with a baseline report as at 2024 supply and availability.	short		strategic planning
	37	In the small settlements of Bullarto, Lyonville, Muskvale and Newlyn - Newlyn North, further expansion or subdivision is not supported in these locations; however, the zoning of these settlements requires review to ensure the subdivision lot size reflects the pattern of rural living / dwellings that has been supported in these locations up until now. (See also B2 above for Rural Living Zone consideration in these locations)	medium		strategic planning
	38	In the rural localities of Allendale, Blampied, Drummond, Drummond North, Eganstown, Franklinford, Kingston, Smeaton, Wheatsheaf and Yandoit, Dwelling development in the Farming Zone that is not associated with a productive agricultural use is not supported in these locations. Further expansion is not supported in these locations. (see also A2, A5, A6, A7 and A8 above for zoning considerations in these localities)	short		strategic planning
	39	Move the Clunes southwestern town boundary east to Cocks Lane and Lothair Reserve to: a) reduce development impacts on Kilkenny Creek and remnant biodiversity values; and, b) reduce residential exposure to bushfire and flooding risk, c) recognize servicing constraints. (CLSP boundary analysis)	short		strategic planning
	40	Extend the Clunes town boundary south between the Ballarat rail line and Ballarat-Maryborough Road to facilitate land for local industry with good road and rail access and at a distance from township housing. (CLSP boundary analysis)	short		strategic planning
	41	Allow for incremental transition of serviceable rural living land to town land by bringing 9 Flood Street Clunes within the town boundary and rezoning to LDRZ (see also housing below). (CLSP boundary analysis)	short		strategic planning
	42	Extend the northern Creswick town boundary from Geddes Road to Barbys Road to provide new land for residential and industrial development. (CRSP boundary analysis)	short		strategic planning
	43	Bring the Creswick golf resort and its associated housing, and land on the south side of Oswin Drive (west of Gardiner Street), within the Creswick town boundary to recognise that it provides, or can provide, well-located and serviced town housing. (CRSP boundary analysis)	short		strategic planning
	44	Include in the town boundary land currently zoned General Residential Zone at 95 Bald Hills Road. (CRSP boundary analysis)	short		strategic planning
	45	Recognise the capacity of the existing developed area of the town to provide most new residential supply. (DHSSP boundary analysis)	short		strategic planning
	46	Enable a supplementary residential expansion on the eastern edge of the town with good service and road access. (DHSSP boundary analysis)	short		strategic planning
	47	Recognise the industrial use of land on Letches Creek Road that services the town and hinterland. (DHSSP boundary analysis)	short		strategic planning
	48	Bring vacant residential zoned land within the town boundary at Hepburn. (DHSSP boundary analysis)	short		strategic planning
	49	Include Hepburn House (a significant aged care facility) within the town boundary. (DHSSP boundary analysis)	short		strategic planning
	50	Recognise the capacity of the existing developed and zoned area of the town to provide part of projected new housing supply. (TSP boundary analysis)	short		strategic planning
	51	In the southwest of the town move the town boundary north away from the forest to reduce exposure to bushfire risk and consolidate residential growth closer to the town centre. (TSP boundary analysis)	short		strategic planning

Theme	no.	action	timing		Council lead
			short	2025-28 medium 2029-32 long 2033-36	
housing and character	52	Implement Minimal Housing Change Areas where heritage, environmental and physical constraints and neighbourhood character result in reduced capacity for housing change and growth. (CLSP A1, CRSP A1, DHSSP A1, TSP A1, GSP A1) Implement Managed Housing Change Areas in residential areas with established neighbourhood character values that have capacity for housing change and growth. (CLSP A2, CRSP A2, DHSSP A2, TSP A2)	short		strategic planning
	53	Utilise the Sustainable Subdivisions Framework to guide all new residential subdivisions. (CLSP A6, CRSP A13, DHSSP A9, TSP A40)	long		statutory planning
	54	Apply Neighbourhood Residential and Low Density Residential Zone to town residential areas shown in the structure plan. (DTP, PPN91)	short		strategic planning
	55	Encourage housing co-location with commercial premises consistent with design and heritage guidance. (CLSP A6, CRSP A9, A5, TSP A3)	ongoing		strategic planning
	56	Facilitate the development of adaptable and affordable housing by: - Encouraging housing diversity, including secondary dwellings in appropriate locations. - Advocating and partnering with government, developers and other parties to provide greater housing diversity including social housing. - Advocate to all levels of government to introduce an effective regulatory framework for short-term housing to reduce the impacts of vacant houses on the town's rental market challenges. - Support opportunities to develop alternative housing models. (CLSP A3, CRSP A8, DHSSP A3, TSP A4)	ongoing		strategic planning
	57	Enable sufficient land for housing to maintain the town's population and community services. (CLSP A4)	short		strategic planning
	58	Rezone land on the east and west sides of Angus Street, and part of the north and south sides of Albert Street and adjacent lots on Flood Street, as well as the east side of West Street, to Neighbourhood Residential Zone to facilitate additional housing and increase diversity within the township boundary. (CLSP A7)	short		strategic planning
	59	Promote mixed-use developments that combine residential, commercial, and recreational spaces, fostering vibrant, walkable communities including Council assets. (CRSP A3)	short		strategic planning
	60	Require a greater density and diversity of development and new forms and greater diversity of housing to be located on strategic redevelopment sites. (CRSP A4)	short		strategic planning
	61	Facilitate higher density housing around Creswick Train Station through preparation of a masterplan in conjunction with VicTrack and Homes Victoria. (CRSP A5)	long		strategic planning
	62	Encourage sustainable and climate responsive retirement homes and serviced villages within walking distance of the town centre and train station. (CRSP A6)	short		strategic planning
	63	Encourage increased tourist accommodation options within and around the town centre. (CRSP A7)	short		strategic planning
	64	Encourage social and affordable housing of a high quality build that is well integrated with the surrounding neighbourhood character. (CRSP A8)	short		strategic planning
	65	Rezone land on the north side of Broomfield Road and the Creswick Cemetery to Neighbourhood Residential Zone to facilitate new residential development in the town and apply a Development Plan Overlay. (CRSP A10)	short		strategic planning


Theme	no.	action	timing		Council lead
			short	2025-28	
			medium	2029-32	
			long	2033-36	
	66	Rezone residential land to the Neighbourhood Residential Zone (NRZ) to reflect the development outcome of minimal housing change areas. (CRSP A11)	short		strategic planning
	67	Rezone land between Whitehills Road and Oswin Drive to the Neighbourhood Residential Zone. (CRSP A12)	short		strategic planning
	68	Encourage secondary dwellings in the rear of properties where canopy trees and remnant vegetation impacts can be managed. (DHSSP A4)	short		strategic planning
	69	Support the development of boutique accommodation to meet the needs of the visitor economy and reduce pressure for housing in the towns. (DHSSP A7)	short		strategic planning
	70	Rezone industrial and farming zoned land to a residential zone on Daylesford-Trentham Road and Daylesford-Malmsbury Road. (DHSHP housing theme map)	short		strategic planning
	71	Focus more affordable housing into areas adjacent to the Daylesford town centre to provide a greater diversity of housing to enable ageing in place and for key workers. (DHSHP A8)	medium		strategic planning
	72	Prepare and implement the following planning actions: • Rezone low density residential land in the south-west corner of the town including 16 Mulcahys Road, 11A Falls Road, 30 Blue Mount Road, lots fronting northwest side of Blue Mount Road and along Falls Road opposite the golf course to Neighbourhood Residential Zone to make best use of existing infrastructure and to better protect the town from bushfire. • Preserve the undeveloped low density residential zoned land along Falls Road for future long term neighbourhood residential opportunities beyond 2041. (TSP A5)	short		strategic planning
	73	Apply planning scheme controls to land along Cosmo Road and Albert Street to manage development in this special character area as shown on Figure 12. (TSP A6)	short		strategic planning
	74	Support multi generational and key worker housing by enabling small secondary dwellings on properties with adequate space and services, particularly for water supply and septic treatments, to manage environmental impacts. (GSP A2)	ongoing		statutory planning
	75	Limit subdivision of new lots to a minimum size of 4,000sqm. (GSP A3)	long		strategic planning

Theme	no.	action	timing		Council lead
			short	2025-28	
business and economy	76	Continue to identify opportunities to support and strengthen the local economy, encouraging the activation of a thriving and diverse town centre. (CLSP A8, DHSSP A10, TSP A25)	Ongoing		economic development
		Ensure that the proposed UNESCO World Heritage site further enhances Clunes' local economy and tourism offerings while safeguarding its extraordinary heritage assets. (CLSP A9)	Ongoing		economic development
		Develop short term activation strategies to encourage markets and events. (CLSP A10)	Ongoing		economic development
		Ensure that new developments reinforce pedestrian amenity, business and streetscape activation through locating buildings and their entries at the front of properties and car parking to the rear or sides (see Appendix C for Design Guidelines for the town centre). (CLSP A11)	short		statutory planning
		Support adaptive re-use of heritage buildings that encourage sympathetic and respectful additions activating the town centre and consider ways to economically incentivise land owners to improve commercial buildings to be fit for purpose. (CLSP A12)	Ongoing		statutory planning
		Rezone identified land at 3225 Ballarat-Maryborough Road to Industrial 3 Zone providing local employment opportunities and transport connections. (CLSP A13)	short		strategic planning
		Undertake environmental assessment of the former Clunes Landfill and investigate how best to mitigate potential risks. (CLSP A14)	long		resource recovery
		Continue to identify opportunities and work with the community to encourage and support an innovative, vibrant and diverse local economy through the development of an Economic Development Strategy. (CRSP A14)	medium		economic development
		Accommodate demand for commercial and retail land in the town centre through the development of existing vacant and development opportunity sites. (CRSP A15)	ongoing		statutory planning
		Facilitate low impact industry including artisan activities, with appropriate conditions, in the Commercial 1 Zone on North Parade, Creswick. (CRSP A16)	ongoing		statutory planning
		Facilitate higher density housing around Creswick Train Station through preparation of a masterplan in conjunction with VicTrack and Homes Victoria. (CRSP A17)	long		strategic planning
		Ensure that new developments reinforce pedestrian amenity, business presentation and streetscape activation through locating buildings and their entries at the front of properties and car parking to the rear or sides of sites. See Appendix 2 for Design Guidelines for the town centre. (CRSP A18)	ongoing		statutory planning
		Support adaptive re-use of heritage buildings that encourage sympathetic and respectful additions. (CRSP A19)	ongoing		statutory planning
		Encourage housing co-location with existing commercial premises creating a finer grain street network, encouraging links and connection. (CRSP A 20)	ongoing		statutory planning

		 Future Hepburn: settlement strategy overview and implementation plan	
Theme	no. action	timing	Council lead
		short 2025-28 medium 2029-32 long 2033-36	
	90	Investigate opportunities to encourage the utilisation of existing spaces and places in Creswick as creative co-spaces as outlined in Council's Arts & Culture Strategy (2024) creating vibrant community spaces. (CRSP A21)	Ongoing economic development
	91	Continue to work with University of Melbourne to promote and expand its educational activities in the town and explore employment, and business opportunities and synergies in the region. (CRSP A22)	Ongoing economic development
	92	Rezone land on the west side of the Cemetery to the Industrial 3 Zone to facilitate a new industrial precinct. (CRSP A23)	short strategic planning
	93	Rezone the Creswick Transfer Station to Public Use Zone 6 (Municipal Uses) and the land south at 1 Anne Street to Industrial 3 Zone. (CRSP A23)	short strategic planning
	94	Rezone the Creswick Woollen Mills to Industrial 3 Zone to reflect its current land use and minimise impacts on surrounding residential land uses. (CRSP A23)	short strategic planning
	95	Undertake environmental assessment of the Creswick Transfer Station and investigate how best to mitigate potential risks to sensitive uses. (CRSP A23)	medium resource recovery
	96	Ensure zoning provides sufficient land for appropriate retail and/or commercial floorspace. (DHSSP A11)	ongoing strategic planning
	97	Accommodate demand for commercial and retail land in the town centre through the development of existing vacant and development opportunity sites. (DHSSP A12)	ongoing statutory planning
	98	Support development in the town centres which provides opportunities for night-time dining, entertainment, arts, cultural and tourism uses with residences in upper levels. (DHSSP A13)	ongoing statutory planning
	99	Ensure that new developments reinforce pedestrian amenity, business presentation and streetscape activation through locating buildings and their entries at the front of properties and car parking to the rear or sides. See Appendix B for Design Guidelines for the township centres. (DHSSP A14)	short statutory planning
	100	Continue to advocate to telecommunications providers to improve infrastructure that supports the local economy and community amenity. (DHSSP A15)	ongoing executive
	101	Support the growth of regional food industry links such as training, retail opportunities, paddock to plate partnerships. (DHSSP A16)	ongoing economic development
	102	Support adaptive re-use of heritage buildings that encourage sympathetic and respectful additions. (DHSSP A17)	ongoing statutory planning
	103	Consider rezoning land at 57 Leitches Creek Road to Industrial 3 Zone to provide additional land for employment in the town such as small scale manufacturing and other industrial/ commercial services for the town (subject to further investigation). (DHSSP A18)	short strategic planning
	104	Rezone the existing Industrial 1 Zone land to the Industrial 3 Zone to better reflect the types of employment uses and ensure compatibility with residential land uses. (DHSSP A18)	short strategic planning
	105	Rezone land at 69, 70, 76, 77(whole site), 78, 82, 84, 99, 112, 114, 120, 122 and 124 Main Road and 9 Seventh Street in Hepburn Springs to the Commercial 1 Zone to better reflect the existing land uses. (DHSSP A18)	short strategic planning
	106	Undertake environmental assessment of the Daylesford Transfer Station and investigate how best to mitigate potential risks to sensitive uses. (DHSSP A18)	commenced resource recovery

Theme	no.	action	timing		Council lead
			short	2025-28	
			medium	2029-32	
			long	2033-36	
	107	Rezone 2 Knox Street and 1, 5, 7 and 9 East Street Daylesford to Mixed Use Zone. (DHSSP A18)	short		strategic planning
	108	Rezone 2, 4, 8, 10 and 12 Raglan Street and 6 East Street Daylesford to Commercial 2 Zone. (DHSSP A18)	short		strategic planning
	109	Rezone the Industrial 1 zoned land on Station Street and Victoria Street to Industrial 3 zone to better respond to the towns employment needs and ensure compatibility with surrounding residential land uses. (TSP A24)	short		strategic planning
	110	Rezone land 7-13 and 4-10 Market Street to Mixed Use Zone to better reflect their current land uses and to link the two commercial areas of the town. (TSP A24)	short		strategic planning
	111	Consider rezoning of land at 6-8 Victoria Street subject to an environmental audit being completed to determine appropriate uses of the site, and the rezoning of IN1Z to IN3Z. (TSP A24)	short		strategic planning
	112	Investigate options to extend the Domino Rail Trail to Bullarto. (TSP A26)	ongoing		major projects
	113	Support implementation of any actions in the Destination Management Plan as they relate to the Trentham township. (TSP A27)	ongoing		economic development
	114	Consider opportunities to support small to medium enterprises including agriculture diversifying Trentham's economy. (TSP A28)	ongoing		economic development
	115	Investigate options for undercover event or market space such as a covered area located in the town square. (TSP unnumbered)	ongoing		economic development
	116	Ensure that new developments reinforce pedestrian amenity, business presentation and streetscape activation through locating buildings and their entries at the front of properties and car parking to the rear or sides. (See Appendix C for Design Guidelines for the town centre)(TSP A29)	short		statutory planning
	117	Preserve and retain the strong heritage and streetscape qualities of the High Street precinct, whilst allowing sympathetic and responsive infill development in accordance with heritage and built form guidelines developed specifically for Trentham. (TSP A30)	long		strategic planning
	118	Accommodate demand for commercial and retail land in the town centre through the development of existing vacant and development opportunity sites. (TSP A31)	completed		strategic planning
	119	Advocate to telecommunications providers to improve infrastructure that supports working from home and home-based businesses. (GSP A5)	ongoing		executive
	120	Continue to identify opportunities to support and develop businesses in and around Glenlyon. (GSP A6)	ongoing		statutory planning
	121	Support the findings of the Rural Land Strategy to protect the agricultural land and remnant bushland surrounding the Glenlyon boundary. (GSP A7)	medium		strategic planning

		 Future Hepburn: settlement strategy overview and implementation plan	
Theme	no. action	timing	Council lead
		short 2025-28 medium 2029-32 long 2033-36	
environment	122	Work in partnership with DJAARA to provide education opportunities for local community engagement and information such as interpretive signage. (CLSP A18, CRSP A45, TSP A16, GSP A14)	ongoing reconciliation
	123	Develop interpretive signage and other engagement to raise awareness of natural heritage. (CLSP A15, CRSP A26, DHSSP A21)	ongoing biodiversity
	124	Investigate options to implement the findings of the Cultural Values Assessment to appropriately emphasise the Dja Dja Wurrung cultural footprint in Glenlyon's town centre and open spaces. (GSP A15)	completed reconciliation
	125	Protect and enhance the biodiversity values of Creswick Creek, Wombat Creek, Sailors Creek and Spring Creek, their tributaries and wetlands by restoring natural vegetation in the channel and addressing local threats to water quality and quantity including stormwater, sewerage and septic systems in adjacent areas. (CLSP A16, CRSP A24, DHSSP A19, TSP A22, GSP, A18)	ongoing biodiversity
	126	Update mapping of mineral springs and the town's drinking water aquifer and protect these areas from contamination through planning and compliance processes. (TSP A21)	ongoing strategic planning
	127	Work with the North Central Catchment Management Authority to lead an updated flood study and implement into the Hepburn Planning Scheme. (GSP, A13)	ongoing strategic planning
	128	Increase street tree and understorey planting within the town to enhance canopy cover for pedestrian health and comfort, increase shade and increase biodiversity where possible. (CLSP A19, CRSP A29, DHSSP A24, DHSSP A44, TSP A9)	ongoing parks and open space
	129	Develop planting guidelines to strengthen biodiversity, manage fire risk and reduce environmental weeds. (CRSP A35, CLSP A23, GSP A8, TSP A10)	ongoing biodiversity
	130	Discourage development in areas of higher bush fire risk as identified in Figure 11, by limiting development and sources of flammability. (CRSP A33, TSP A15, GSP, A12)	ongoing strategic planning
	131	Work with Parks Victoria and DEECA to manage bushfire, promote biodiversity and manage weeds and feral animals in National Parks and state parks and reserves at the edges of the towns to prevent impacts on the towns and their environs. (CRSP, A34, TSP A12)	ongoing biodiversity
	132	Continue to identify and implement the findings of the Shire Wide Heritage Gaps Study by incorporating future findings into the Schedule to Cl 43.01 of the Hepburn Planning Scheme and apply heritage policy on all applications such as alterations, additions or demolition. (CLSP A20, CLSP A21, CRSP A30, DHSSP A24, TSP A13, GSP, A16)	long strategic planning
	133	Gradually prepare new statements of significance for all heritage places to strengthen and clarify the heritage value of the place. (CRSP A31, TSP A14)	ongoing strategic planning
	134	Advocate for heritage grants to promote and maintain heritage buildings within the town for tourism. (CRSP A28, DHSSP A23)	ongoing economic development
	135	Collaborate with the Dja Dja Wurrung to develop planning and practice of caring for Country recognising and respecting priorities in Djehlanya Dja (Djaara Country plan) Land Use Area Agreement (LUAA), legislation, Dja Dja Wurrung capacity, and timeframes. (CRSP, A37)	ongoing statutory planning

		 Future Hepburn: settlement strategy overview and implementation plan	
Theme	no. action	timing	Council lead
		short 2025-28 medium 2029-32 long 2033-36	
	136	Ensure areas of Aboriginal cultural sensitivity identified in the Cultural Values Assessments are appropriately protected from development impacts. (CRSP A38, CLSP A25, TSP A17)	completed strategic planning
	137	Implement the biodiversity assessment for medium to high biodiversity values and wildlife corridors through appropriate zones and overlays in the Hepburn Planning Scheme to protect these areas from clearing and manage development outcomes. (CLSP A22, CRSP, A32, TSP A7, GSP A11, GSP, A10)	completed strategic planning
	138	Utilise and strengthen the Vegetation Protection Overlay (or Environmental Significance Overlay), significant tree register, native vegetation legislation and non-planning processes to protect and proactively manage significant native trees and roadside habitat corridors shown in Figure 12 and exotic trees that contribute to the landscape of the towns. (DHSP A20, CRSP A25, GSP A9)	ongoing strategic planning
	139	Include all occurrences of endangered Brookers Gums and locally significant Snow Gums within the town boundaries with an appropriate overlay and associated reference document. Develop arborist management plan for the trees within reserves and road reserves. (TSP A8)	short strategic planning
	140	Promote and celebrate Trentham's biodiversity through localised environmental engagement, high quality environmental management ('cues of care') and support of local environment groups. (TSP A11)	ongoing biodiversity
	141	Undertake a lighting review in the town boundary to ensure appropriate lighting design both to attain environmentally sensitive design (ESD) imperatives and to minimise light pollution impacts on wildlife following the guidelines outlined in The National Light Pollution Guidelines for Wildlife (Commonwealth of Australia 2020). (CLSP A17, TSP A36)	medium biodiversity
	142	Encourage innovative and quality developments that include climate responsive technologies and respond appropriately to the landscape. (CLSP A24, TSP A18, GSP, A17)	ongoing statutory planning
	143	Require development to provide appropriate ESD assessments and encourage all new buildings to incorporate zero carbon best practice environmentally sustainable design features that respond to climate change. (CRSP, A36)	ongoing statutory planning
	144	Encourage the incorporation of biophilic design elements in new developments to strengthen residents' connection to nature, improve mental well-being, and enhance aesthetic values. (CRSP, A42)	ongoing statutory planning
	145	Provide additional guidance in Council's engineering standards, guidelines or other appropriate types of information for both private and public infrastructure to incorporate best practice ESD approaches such as raingardens Water Sensitive Urban Design and other forms of green infrastructure. (CLSP A26, CRSP A40, TSP A19)	medium engineering
	146	Explore opportunities to increase the use of renewables and improve flexibility and reliability of power supply such as rooftop solar, micro-grids, large scale batteries or potential community energy systems. (CRSP, A39)	ongoing sustainability
	147	Advocate to State and Commonwealth government to energy proof town populations at risk of energy network failure due to environmental events. (CLSP A27, CRSP A41, TSP A23, GSP A19)	ongoing strategic planning
	148	Formulate and implement adaptation plans that address the impacts of climate change on Creswick's natural and built environments, ensuring resilience is integrated into all planning and development processes. (CRSP, A43)	short sustainability

Theme	no.	action	timing		Council lead
			short	2025-28	
			medium	2029-32	
			long	2033-36	
urban design	149	Develop a local Signage Policy to ensure that signage is sympathetic and harmonious with the surrounding environment and heritage places. (CLSP A34, CRSP A49, DHSSP A40, TSP A37)	long		strategic planning
	150	Implement the design guidelines for town centres at Appendix C, to ensure new development is sensitive to and reflects the existing character while allowing the town centres to adapt. (CLSP A32)	short		strategic planning
	151	Implement the design guidelines for town centres at Appendix C, to ensure new development is sensitive to and reflects the existing character while allowing the town centres to adapt. (CRSP A48)	short		strategic planning
	152	Implement the design guidelines for town centres at Appendix C, to ensure new development is sensitive to and reflects the existing character while allowing the town centres to adapt. (DHSSP A42)	short		strategic planning
	153	Implement the design guidelines for town centres at Appendix C, to ensure new development is sensitive to and reflects the existing character while allowing the town centres to adapt. (TSP A35)	short		strategic planning
	154	Implement the design guidelines for town centres at Appendix C, to ensure new development is sensitive to and reflects the existing character while allowing the town centres to adapt. (GSP A22)	short		strategic planning
	155	Implement the neighbourhood character guidelines in Appendix D, to provide greater clarity of expectations for housing and subdivision including form and layout, design, site coverage, and space for canopy trees. (CLSP A33)	short		strategic planning
	156	Implement the neighbourhood character guidelines in Appendix D, to provide greater clarity of expectations for housing and subdivision including form and layout, design, site coverage, and space for canopy trees. (CRSP A33)	short		strategic planning
	157	Implement the neighbourhood character guidelines in Appendix D, to provide greater clarity of expectations for housing and subdivision including form and layout, design, site coverage, and space for canopy trees. (DHSSP A39)	short		strategic planning
	158	Implement the neighbourhood character guidelines in Appendix D, to provide greater clarity of expectations for housing and subdivision including form and layout, design, site coverage, and space for canopy trees. (TSP A34)	short		strategic planning
	159	Implement the neighbourhood character guidelines (See Appendix C) to provide greater clarity of expectations for housing and subdivision including form and layout, design, site coverage, and space for canopy trees. (GSP A4)	short		strategic planning
	160	Improve wayfinding around the town, ensure development contributes to walking infrastructure, and investigate the development of walking trails linking notable features and key community places such as the Clunes Primary School. (CLSP A30)	short		engineering
	161	Improve links between key town features through connected pathways. (CRSP A47)	short		engineering
	162	Ensure new development is appropriately integrated into heritage streetscapes. (CLSP A28)	long		statutory planning

Theme	no.	action	timing		Council lead
			short	2025-28	
			medium	2029-32	
			long	2033-36	
	163	Preserve and retain the strong heritage and streetscape qualities of the Fraser Street historic precinct, whilst allowing sympathetic and responsive infill development in accordance with heritage and built form guidelines developed specifically for Clunes. (CLSP A29)	medium		strategic planning
	164	Retain space around housing for planting of canopy trees. (CLSP A31)	short		strategic planning
	165	Apply planning scheme controls to manage development on key entries to the town. (CLSP A35)	short		strategic planning
	166	Enhance the importance of the Creswick Creek as a town resource, by encouraging development to interface with the creek through implementation of design guidelines. (CRSP A44)	short		strategic planning
	167	Apply the Neighbourhood Character Overlay to land identified along Albert Street. (CRSP A50)	short		strategic planning
	168	Identify options to implement streetscape water sensitive urban design interventions in priority pedestrian areas and streets subject to flooding, incorporating innovative stormwater management solutions, like rain gardens and permeable pavements, to improve water quality and reduce runoff. (CRSP A46)	commenced		engineering
	169	Investigate options for enhancing Vincent Street, Albert Street and Raglan Street to improve pedestrian amenity and an environment worthy of its heritage beauty. (DHSSP A36)	ongoing		parks and open space
	170	Review the Burke Square intersection layout around the War Memorial to improve pedestrian and cyclist safety by reducing pedestrian-vehicle conflict, provide an expanded park setting, and improve the image and amenity of this important place, and rationalise and reduce sign clutter.	ongoing		strategic planning
	171	Review the Vincent Street and Central Springs Road intersection layout to improve pedestrian and cyclist safety by reducing pedestrian-vehicle conflict.	medium		engineering
	172	Improve east west connections from Duke Street through to Bridport Street via Vincent Street to enhance movement of pedestrians from community facilities on Duke Street, and further links up to Wombat Hill and the Botanic Gardens to the retail and commercial activities on Vincent Street and through to Bridport Street. Pedestrian connections should build on existing links and may require facilitation through private development sites. (DHSSP A37)	short		strategic planning
	173	Investigate opportunities to establish outdoor spaces throughout the towns from gathering spaces through to additional seating and pausing locations. (DHSSP A38)	medium		major projects
	174	Implement planning controls in the Hepburn Planning Scheme to protect areas identified as a Special Character Area in Figure 13. (DHSSP A41)	short		strategic planning
	175	Implement the Wombat Hill Botanic Gardens Master Plan. (DHSSP A43)	ongoing		parks and open space
	176	Support the findings of the Rural Land Strategy to protect the agricultural land and remnant vegetation surrounding the township boundaries. (DHSSP A45)	short		statutory planning
	177	Ensure new subdivision is designed to maximise orientation and deliver sustainability in new development. (TSP A32)	ongoing		statutory planning
	178	Limit the use of solid fencing to support the treed character and allow biodiversity and floodwaters to move through the landscape. (TSP A33)	short		statutory planning
	179	Undertake a lighting review in the town boundary to ensure appropriate lighting design both to attain Environmentally Sensitive Design (ESD) imperatives and to minimise light pollution impacts on wildlife following the guidelines outlined in The National Light Pollution Guidelines for Wildlife (Commonwealth of Australia 2020). (TSP A36)	medium		biodiversity

Theme	no.	action	timing		Council lead
			short	2025-28 medium 2029-32 long 2033-36	
	180	Support the findings of the Rural Land Strategy to protect the agricultural land and remnant land surrounding the town boundary. (TSP A38)	short		strategic planning
	181	Investigate enhanced usage of the Trentham Town Square ensuring that safety, universal access, townscape image and identity, consistency in materials and traditional detailing guide any changes to the public space. (TSP A39)	medium		strategic planning
	182	Preserve heritage elements of the settlement while improving the accessibility and environmental performance. (GSP A20)	ongoing		engineering
	183	Undertake regular maintenance and continue to extend the avenue of trees along Barkly Street which are important to the settlement's image. (GSP A21)	ongoing		parks and open space
	184	Advocate for ecologically sensitive recreation and landscape management at the spring fed wetland on Molesworth Street. (GSP A23)	ongoing		biodiversity
	185	Implement improved shading through vegetation and in the settlement along key pedestrian routes and reserves (*note link to Street Tree Planting Plan 2022). (GSP A24)	medium		parks and open space
	186	Explore alternatives to septic systems (for example waste to energy, composting toilets/ grey water technology). (GSP A25)	ongoing		sustainability

Theme	no.	action	timing		Council lead
			short	2025-28	
			medium	2029-32	
			long	2033-36	
access and movement	187	Advocate to the Department of Transport and Planning for improved and increased public transport services, reduced speed limits, and improved truck route management. (CLSP A40, CRSP A54, CRSP A58, CRSP A59, DHSSP A60, GSP A27)	short		executive
	188	Facilitate the installation of electric vehicle charging stations in areas of the town where the visual impacts can be minimised. (CLSP A41, CRSP A61, DHSSP A58, TSP A45, GSP A32)	ongoing		engineering
	189	Advocate to vehicle share schemes providers to implement a scheme in towns. (CLSP A42, CRSP A60, DHSSP A57)	Ongoing		sustainability
	190	Prepare a car parking strategy for towns guided by the following principles: Preserve and enhance streetscapes and heritage character, Ensure safety to other road/street users (especially walkers and wheelers) and avoid conflicts between them and vehicles using parking spaces, Balance demands between Shire residents and visitors at busy times and places, Encourage use of Low Emission Vehicles and Electric Vehicles (LEVs and EVs) by providing charging points in central locations.(CLSP A43, DHSSP A59, TSP A46, GSP A33)	long		strategic planning
	191	Investigate measures to slow traffic in and around the township including the consideration of a Local Area Traffic Management study. (CLSP A38, DHSSP A54, TSP A42, GSP A31)	medium		engineering
	192	Plan a network of town footpaths expansions in each town that improves connections and safety for pedestrians to everyday and weekly services and township recreational opportunities. (CLSP A36 A37 A39, CRSP A53 A55 A56, DHSSP A50 A52, TSP A43, GSP A26 A28 A29 A30)	short		engineering
	193	Installation of pedestrian crossing infrastructure at the intersection of Frasier and Service Streets.	commenced		engineering
	194	Pursue State government joint funding for a pedestrian crossing at the corner of Bailey and Templeton Streets.	commenced		engineering
	195	In partnership with Department of Transport and Planning develop Albert Street into a more pedestrian friendly environment by limiting U-turns with safer turn areas and better manage car parking. (CRSP A51)	short		engineering
	196	Improve car parking arrangements on Cambridge Street. (CRSP A52)	commenced		engineering
	197	Work with the landowner of the RACV resort to finalise path connections into the town as required by the site's development plan. (CRSP A57)	short		executive
	198	Implement the Integrated Transport Strategy. (DHSSP A47)	commenced		executive
	199	Provide bike parking infrastructure in both town centres. (DHSSP A48)	short		engineering
	200	Ensure new infrastructure is designed to respond to local township character through application of appropriate overlay provisions. (DHSSP A49)	ongoing		engineering

Theme	no.	action	timing		Council lead
			short	2025-28	
			medium	2029-32	
			long	2033-36	
	201	Investigate the development of a community bus service around the towns that provide connection to community and transport services. (DHSSP A51)	commenced		executive
	202	Reconfigure the entrance to Victoria Park to improve sight lines and safety when entering and exiting the park. (DHSSP A53)	medium		engineering
	203	Investigate accessibility improvements in Vincent Street ensuring these are carefully designed to enhance the character of Daylesford and make it safer and more accessible. (DHSSP A55)	ongoing		engineering
	204	Advocate for improved public transport links to Ballan, Woodend, Ballarat and Castlemaine for improved frequency and alignment of services. (DHSSP A56)	ongoing		executive
	205	Investigate the provision of an overflow tourist parking area away from town centre during weekends. (TSP A41)	long		engineering
	206	Develop a world class rail trail between Daylesford and Hanging Rock for people of all abilities. (TSP A44)	Ongoing		strategic planning
	207	Facilitate a new road link along the south-west boundary of the town through a Development Contributions Plan to provide an urban edge to the town and improve egress and safety in bushfire events. (TSP A47)	short		engineering

Theme	no.	action	timing		Council lead
			short	2025-28	
			medium	2029-32	
			long	2033-36	
community and cultural infrastructure	208	Work with institutions (Wesley College and University of Melbourne) and Council community and recreation facility managers to identify opportunities for co-use of institutional and council facilities for students, the community and other groups for recreation, learning and culture. (CLSP A46, CRSP A66, DHSSP A62)	ongoing		facilities
	209	Develop and implement a Kindergarten Infrastructure and Services Plan [for Creswick and Daylesford]. (CRSP A65, DHSSP A73)	completed		healthy communities
	210	Demonstrate environmentally sustainable development and climate responsive design in community asset enhancement projects ensuring they are fully accessible and equipped with amenities that cater to all, including those with disabilities. (CLSP A45, CRSP A63, DHSSP A61, TSP A52)	ongoing		engineering
	211	Better utilise available resources and venues for community activities and events broadening their function as multifunctional community spaces that can adapt to various events and activities, fostering a sense of community and encouraging greater public engagement. (CLSP A47, CRSP A64 A67)	Ongoing		facilities
	212	Implement the Masterplans for Clunes Recreation Reserve, Pioneer Park and Queens Park to enhance their community, recreational and biodiversity values. (CLSP A44)	ongoing		Major projects
	213	Better integrate North Creswick with the rest of Creswick commencing with improved connections along Clunes Road/Albert Street. (CRSP A62)	short		strategic planning
	214	Enhance and diversify public parks and spaces including Park Lake, St Georges Lake, Le Gerche Gully, Nuggety Gully and Calambeen Park including through master planning.	long		major projects
	215	Explore opportunities to incorporate shared community spaces for all ages within Council's community facilities.(CRSP A64)	ongoing		facilities
	216	Implement the actions of Council's Arts & Culture Strategy (2024) activating community environments enabling creative and cultural engagement. (DHSSP A63)	ongoing		strategic planning
	217	Establish and/or formalise dog off-leash areas according to the Dog Off-Leash Plan. (DHSSP A64)	long		major projects
	218	Expand the library and its services increasing its role as an anchor of community life. (DHSSP A65)	short		major projects
	219	Investigate how local and Victorian communities can contribute to improving water quality and facilities such as a lawn for picnics and enhanced places to gather and visit at the Hepburn natural pool. (DHSSP A66)	timing by others		major projects
	220	Investigate opportunities to install community notice boards at key points through the towns. (DHSSP A68)	medium		economic development
	221	Continue to facilitate Daylesford's role as a location for regional access to health care and wellbeing facilities including the Daylesford Hospital and Central Highlands Rural Health. (DHSSP A69)	short		strategic planning

Theme	no.	action	timing	Council lead
			short 2025-28 medium 2029-32 long 2033-36	
	222	Prepare a masterplan to guide Council assets in the town centre including the town hall, swimming pool, bowling club, library, and neighbourhood house. (DHSSP A71)	timing by others	strategic planning
	223	Rezone the Daylesford Hospital to the Special Use Zone to reflect its current and future use. (DHSSP A72)	short	strategic planning
	224	Continue to identify opportunities to activate the new community hub The Mechanics Trentham in response to identified community needs. (TSP A48)	ongoing	healthy communities
	225	Continue to implement Council's Play space Strategy (2020-2030) in Trentham. (TSP A49)	timing by others	major projects
	226	Ensure future service planning and partnership opportunities address community needs, strengths and interests. (TSP A50)	ongoing	healthy communities
	227	Continue to consider how 14A Victoria Street can best contribute to community life. (TSP A51)	ongoing	strategic planning
	228	Advocate to DTP to deliver improved school bus services for the town's secondary students to surrounding towns. (TSP A53)	ongoing	executive
	229	Rezone the community hub The Mechanics Trentham at 66 High Street Trentham from Commercial 1 Zone to Public Use Zone 6. (TSP A54)	short	strategic planning
	230	Implement the Masterplan for Glenlyon Recreation Reserve. (GSP A34)	timing by others	works
	231	Increase community resilience to power shortages through investigating options such as a community battery. (GSP A35)	short	strategic planning
	232	Ensure future service planning and partnership opportunities address community needs, strengths and interests. (GSP A36)	ongoing	healthy communities
	233	Improve community facilities and amenities within the Glenlyon settlement. (GSP A37)	timing by others	works
	234	Upgrade the Glenlyon sports pavilion including accessibility features. (GSP A38)	timing by others	major projects
	235	Rezone the CFA and Glenlyon Town Hall to Public Use Zone 7 (PUZ7). (GSP A39)	short	strategic planning

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 – Director Development and Community
Amy Boyd– Manager Planning and Building
Bronwyn Southee – Manager Strategic Planning
Matt Rogers – Principal Strategic Planner
Brayden Crutchfield – Strategic Planner
Alexandra Jefferies – Coordinator Statutory Planning
Andrew Littlejohn - Administration Officer - Strategic Planning
Natalie Faulkhead - Administration Support Statutory Planning
Adam Browett – Planning Compliance Officer
Andrew Page – Senior Statutory Planner
Amanda Firenze – Statutory Planner

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 Month 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 Month 2025

Bradley Thomas
Chief Executive Officer
Date: XX May 2025

▶ **RECORD OF COUNCILLOR ATTENDANCE**

MEETING	Reconciliation Advisory Meeting	DATE	Thursday, February 06, 2025
LOCATION	<input type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input checked="" type="checkbox"/> Other: Daylesford Neighbourhood Centre	TIME	9.30-11.30am
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Jen Bray <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input type="checkbox"/> Cr Don Henderson <input type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes Reconciliation Officer – Carolyn Sanders		

MATTERS CONSIDERED

Minutes from the previous meeting.

Business arising from previous meeting:

- New Reconciliation Advisory member applications
- Red Rock Mining company – LiDAR mapping of Mt Franklin area – Update
- Reconciliation Action Plan – Innovate Actions for discussion
- New flagpole for Aboriginal flag.

Other Business:

- New Yarning Circle for Calembeen Park in Creswick
- Fair access policy – girls and women in sport
- Update on Six Peaks Book/International Mountain Day/Educating about important native species – Tree violet
- Reports from members.

CONFLICT OF INTEREST DISCLOSURES

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

NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

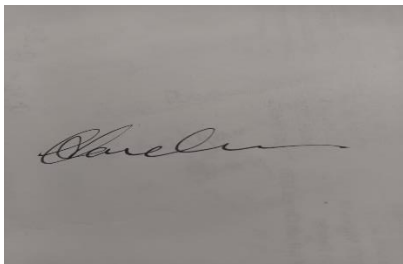
▶ RECORD OF COUNCILLOR ATTENDANCE

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

Other:

[Click or tap here to enter text.](#)

Signed:

A photograph of a handwritten signature in black ink on a light-colored surface. The signature appears to be 'Carolyn' followed by a long horizontal flourish.

Carolyn Sanders

Reconciliation Officer

▶ **RECORD OF COUNCILLOR ATTENDANCE**

MEETING	Reconciliation Advisory Meeting	DATE	Wednesday, April 10, 2024
LOCATION	<input type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input checked="" type="checkbox"/> Other: Creswick Neighbourhood House	TIME	9.30-11.30am
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Jen Bray <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input type="checkbox"/> Cr Don Henderson <input type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes Reconciliation Officer – Carolyn Sanders		

MATTERS CONSIDERED

Adoption of minutes from the previous meeting.

Business arising from previous meeting:

- New Reconciliation Advisory member – Youth Council Young Mayors program
- Red Rock Mining company – LiDAR mapping of Mt Franklin area – Update
- Reconciliation Action Plan – Innovate – Actions for discussion
- New flagpole location for Aboriginal flag.

Other Business:

- Sensitive native species to be protected
- Update on Six Peaks Book/International Mountain – Plans for celebrating International Mountain Day on Country
- Update on the Tree Violet/Education for road works
- Arts and Culture Strategy – online for review
- Extra meeting on Wednesday 8 May to discuss the draft RAP INNOVATE
- Reports from members.

CONFLICT OF INTEREST DISCLOSURES

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

NOTES:

<Record late arrivals or early departures>

▶ RECORD OF COUNCILLOR ATTENDANCE

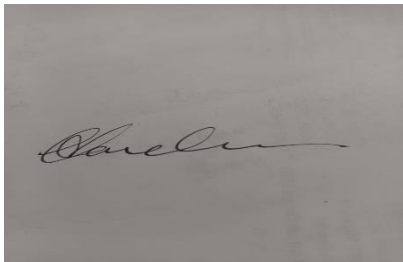
RECORD COMPLETED BY

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

Other:

Click or tap here to enter text.

Signed:

A photograph of a handwritten signature in black ink on a light-colored surface. The signature appears to be 'Carolyn' followed by a long horizontal stroke.

Carolyn Sanders

Reconciliation Officer

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Reconciliation Advisory Meeting	DATE	Thursday, June 06, 2024
LOCATION	<input type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input checked="" type="checkbox"/> Other: Daylesford Neighbourhood Centre	TIME	9.30-11.30am
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Jen Bray <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input type="checkbox"/> Cr Don Henderson <input type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes Reconciliation Officer – Carolyn Sanders		

MATTERS CONSIDERED

Adoption of minutes from the previous meetings – April/May.

Business arising from previous meeting:

- New Reconciliation Advisory member – Youth Council Young Mayors program/New Member Dja Dja Wurrung representative, Madison Connors
- Update – Reconciliation Action Plan – Innovate.

Other Business:

- NAIDOC WEEK Update
- Six Peaks Book/International Mountain – Plans for celebrating International Mountain Day on Country – In partnership with DJAARA, GDT, Outdoors Vic and Fed Uni
- Update on NAIDOC walk on Country
- Reports from members.

CONFLICT OF INTEREST DISCLOSURES

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

NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

☐ Director Infrastructure and Delivery – Bruce Lucas

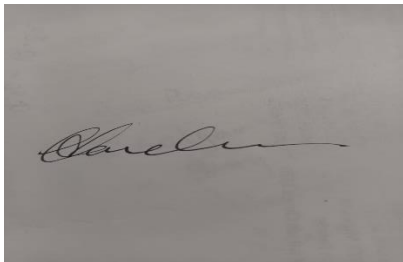
▶ RECORD OF COUNCILLOR ATTENDANCE

- ☐ Director Community and Corporate – Karina Lamb
- ☐ Executive Manager People and Transformation – Brooke Holmes
- ☐ CEO – Bradley Thomas

Other:

Click or tap here to enter text.

Signed:

A photograph of a handwritten signature in black ink on a light-colored surface. The signature appears to be 'Carolyn' followed by a long, horizontal flourish.

Carolyn Sanders

Reconciliation Officer

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Reconciliation Advisory Meeting	DATE	Wednesday, August 07, 2024
LOCATION	<input type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input checked="" type="checkbox"/> Other: Creswick Neighbourhood House	TIME	9:30am – 11:30am
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Jen Bray <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tessa Halliday <input type="checkbox"/> Cr Don Henderson <input type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood <input type="checkbox"/> Cr Juliet Simpson		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes Reconciliation Officer – Carolyn Sanders		

MATTERS CONSIDERED

Minutes from the previous meetings – June

Business arising from previous meeting:

- New Reconciliation Advisory Application
- Update - Reconciliation Action Plan – Innovate
- Update Franklinford Glamping application.

Other Business:

- NAIDOC WEEK Presentation of “Reconciliation in Hepburn Shire – A look at what we have achieved and where to from here
- New tourism opportunity could be developed in Hepburn honouring the legacy and ongoing culture of the Dja Dja Wurrung connection to Country
- Reports from members.

CONFLICT OF INTEREST DISCLOSURES

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

NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

☐ Director Infrastructure and Delivery – Bruce Lucas

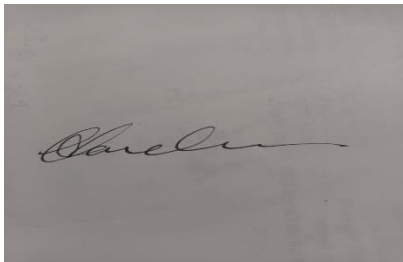
▶ RECORD OF COUNCILLOR ATTENDANCE

- ☐ Director Community and Corporate – Karina Lamb
- ☐ Executive Manager People and Transformation – Brooke Holmes
- ☐ CEO – Bradley Thomas

Other:

Click or tap here to enter text.

Signed:

A photograph of a handwritten signature in black ink on a light-colored surface. The signature appears to be 'Carolyn' followed by a long, horizontal flourish.

Carolyn Sanders

Reconciliation Officer

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Reconciliation Advisory Committee	DATE	Monday, December 02, 2024
LOCATION	<input type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input checked="" type="checkbox"/> Other: The Daylesford Neighbourhood Centre	TIME	1pm-3pm
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Brian Hood <input type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Don Henderson <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tony Clark <input type="checkbox"/> Cr Pat Hockey <input type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Kendall Sinclair – Manager Community and Economy Kate Proctor – Coordinator Healthy Communities Carolyn Sanders – Reconciliation Officer		

MATTERS CONSIDERED

Minutes from the previous meeting – June.

Business arising from previous meeting:

- Update on Council Elections and new Mayor
- Update - Reconciliation Action Plan – Innovate
- New Reconciliation Advisory Applications/process
- International Mountain Day Events.

Other Business:

- Young Mayors
- Opening Creswick Trails/DJAARA – New Corporate and Community Centre
- Opportunities for Landscape/yarning circles – Trent Creek reserve/Creswick Tourist Centre
- Nalderun connection for education
- Tourism opportunity (Forwarded from May meeting)
- Djaara C80 Hepburn Shire Council submission.
- Reports from members.

CONFLICT OF INTEREST DISCLOSURES

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

▶ RECORD OF COUNCILLOR ATTENDANCE

NOTES:

<Record late arrivals or early departures>

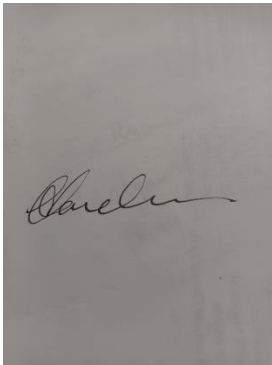
RECORD COMPLETED BY

- ☐ CEO – Bradley Thomas
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Performance and Transformation – Brooke Holmes
- ☐ Director Development and Community – Ron Torres

Other:

Carolyn Sanders – Reconciliation officer

Signed:

A rectangular box containing a handwritten signature in dark ink. The signature appears to be 'Carolyn' followed by a stylized surname.

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Reconciliation Advisory Committee	DATE	Wednesday, February 12, 2025
LOCATION	<input type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input checked="" type="checkbox"/> Other: Daylesford Neighbourhood Centre:	TIME	9.30am-11.30am
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Brian Hood <input type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Don Henderson <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tony Clark <input type="checkbox"/> Cr Pat Hockey <input type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input type="checkbox"/> Director Development and Community – Ron Torres Kate Procter – Co Ordinator Healthy Communities Brian Bainbridge – Biodiversity officer Carolyn Sanders – Reconciliation officer		

MATTERS CONSIDERED

Approval of Minutes from the previous meeting

Actions arising from previous meeting:

- Biodiversity officer will present to the Committee providing an update on his work and answer questions
- Mayor to discuss the opportunity for street names and the overall name of 'THE BLOCK' development to reflect Dja Dja Wurrung language
- The four libraries now have copies of the following publications: Six Peaks Speak, Unsettling Changes in southern Dja Dja Wurrung Country, B. Golding; My Country all gone, The White Men Have Stolen It, F. Cahir; 'They Rescued Us! Aboriginal Heroes on Country', F. Cahir
- Reconciliation officer update on potential RAPs in the region to work with on Reconciliation Australia's online platform.

Other Business:

- A review of Councils approach to Australia Day
- An update of Council's Acknowledgement of Country
- NAIDOC Week/Reconciliation Week events
- Healthy Hepburn Trails network underway
- Advisory Group for the new Council Plan, EOI closes 24 Feb
- Introduction of the New Acting Community and Economy Manager
- Manager Strategic Planning answering any questions or discussions that might arise from the 'Future Hepburn project'.

Reports from members.

CONFLICT OF INTEREST DISCLOSURES

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

▶ RECORD OF COUNCILLOR ATTENDANCE

Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

<Record late arrivals or early departures>

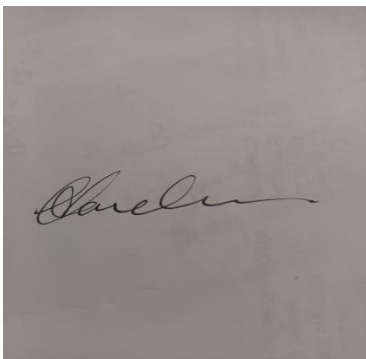
RECORD COMPLETED BY

- ☐ CEO – Bradley Thomas
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Performance and Transformation – Brooke Holmes
- ☐ Director Development and Community – Ron Torres

Other:

Carolyn Sanders – Reconciliation Officer

Signed:



▶ **RECORD OF COUNCILLOR ATTENDANCE**

MEETING	Reconciliation Advisory Committee	DATE	Wednesday, May 07, 2025
LOCATION	<input type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input checked="" type="checkbox"/> Other: Clydesdale Hall, Clydesdale	TIME	9.30am
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Brian Hood <input type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Don Henderson <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tony Clark <input type="checkbox"/> Cr Pat Hockey <input type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input type="checkbox"/> Director Development and Community – Ron Torres Kate Procter – Co Ordinator Healthy Communities Ben Grounds- Acting Manager Community and Economy Carolyn Sanders – Reconciliation officer <small>Click or tap here to enter text.</small>		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/25/18365

OR

List matters considered:

Approval of Minutes from the previous meeting.

Actions arising from previous meeting:

- Consultation for Council Plan and Municipal Public Health and Wellbeing Plan
- Follow up to get the booklets to groups
- Follow up on possible project for the island in the Daylesford Lake
- Mayor discussed the opportunity for street names and the overall name of 'THE BLOCK' development to reflect Dja Dja Wurrung language
- Reconciliation Officer to update on Middleton Field development/DJAARA language
- Update on Consultation with relevant stakeholders
- Reconciliation Officer update on schools and representatives of the committee
- Reconciliation Officer to update on projects for NAIDOC week/Reconciliation Week with a focus on education in schools and early years/Nulderon.

Other Business:

- Australia Day Statement.
- Update on the Reconciliation Action Plan Innovate.
- Frankford Cemetery seating for Elders update.
- RSA and LUAA Training for Planning team and Public Cultural Training opportunity.
- Town Hall upgrade.
- Reports from members.

▶ **RECORD OF COUNCILLOR ATTENDANCE**

CONFLICT OF INTEREST DISCLOSURES

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

NOTES:

<Record late arrivals or early departures>

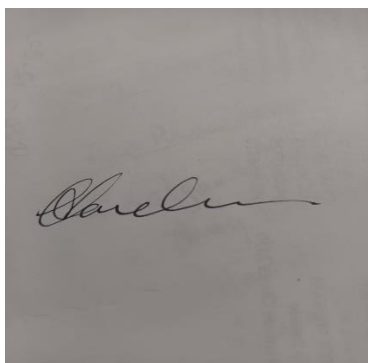
RECORD COMPLETED BY

- ☐ CEO – Bradley Thomas
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Performance and Transformation – Brooke Holmes
- ☐ Director Development and Community – Ron Torres

Other:

Carolyn Sanders – Reconciliation Officer

Signed:



▶ **RECORD OF COUNCILLOR ATTENDANCE**

MEETING	Disability Advisory Committee	DATE	Monday, August 05, 2024
LOCATION	<input checked="" type="checkbox"/> The Mechanics Trentham	TIME	11.30am-2.30pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Lesley Hewitt		
OFFICERS PRESENT	Inclusion Officer, Brett Dunlop		

MATTERS CONSIDERED

Adoption of minutes from previous meeting.

Actions arising from previous meeting:

- Clunes Pedestrian Crossing Trial – Pedestrian islands, corner of Fraser and Service Streets, Clunes.

Other business:

- Building Tour – The Mechanics Trentham
- Community Facilities Project – Advice on access issues to consider in future development of Daylesford Town Hall as a community facility
- International Day of People with Disability 2024 – Suggestions – E.g. Education campaign for young people with Autism ('Not the Norm')
- Access Plan Achievements in 2023-2024 – Discussion.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
None declared	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

Inclusion Officer, Brett Dunlop

▶ **RECORD OF COUNCILLOR ATTENDANCE**

MEETING	LGBTIQA+ Advisory Committee	DATE	Monday, December 16, 2024
LOCATION	<input checked="" type="checkbox"/> Video Conference	TIME	10am-12noon
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input checked="" type="checkbox"/> Kate Procter, Coordinator Healthy Communities <input checked="" type="checkbox"/> George Martin, Acting Inclusion Officer		

MATTERS CONSIDERED

Adoption of minutes of the previous meeting held on 2 September 2024

Actions arising from previous meeting:

- Welcome to the new chair and introduction of members
- Calendar of significant rainbow dates in 2025

Other items of business:

- Feedback on trans awareness week event
- Feedback on world aids day event
- LGBTIQA+ inclusion training for leadership team, councillors
- Meeting dates for 2025 (propose 3 Feb, 5 May, 4 Aug, 10 Nov)
- Reports from members.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
None declared	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

Meeting held online due to Extreme Weather Warning

RECORD COMPLETED BY:

Brett Dunlop, Inclusion Officer

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	International Women's Day - Heather Mutimer Honour Roll Event - Advisory Committee Meeting	DATE	Monday, February 17, 2025
LOCATION	<input type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	1pm – 2pm
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Brian Hood <input type="checkbox"/> Cr Lesley Hewitt <input type="checkbox"/> Cr Don Henderson <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tony Clark <input type="checkbox"/> Cr Pat Hockey <input checked="" type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Lucie Curry Cheenne, Bridgette O'Brien, Adam Ford Click or tap here to enter text.		

MATTERS CONSIDERED

- Update on progress
- Invitation to Heather Mutimer, MP's, Nominees and Nominators, past inductees
- Online registration to event
- Citations feedback
- Speaker/run sheet/roles on the day
- Buses – Bookings essential/are any members on bus to check names)
- Infrastructure (stage, ramp)
- Student participation from Daylesford Secondary College
- Welcome to Country
- Event flyer/Marketing/program
- Flowers, tablecloths, catering, certificates, ribbons
- Gifts

CONFLICT OF INTEREST DISCLOSURES

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

NOTES:

<Record late arrivals or early departures>

▶ RECORD OF COUNCILLOR ATTENDANCE

RECORD COMPLETED BY

- ☐ CEO – Bradley Thomas
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Performance and Transformation – Brooke Holmes
- ☐ Director Development and Community – Ron Torres

Other:

Click or tap here to enter text.

Signed: Lucie Curry Cheenne



▶ **RECORD OF COUNCILLOR ATTENDANCE**

MEETING	Mineral Springs Reserve Advisory Committee	DATE	Monday, February 17, 2025
LOCATION	<input type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input checked="" type="checkbox"/> Other: Large Meeting Room 24 Vincent Street :	TIME	10am – 11.30am
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Brian Hood <input type="checkbox"/> Cr Lesley Hewitt <input type="checkbox"/> Cr Don Henderson <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tony Clark <input checked="" type="checkbox"/> Cr Pat Hockey <input type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Manager Circular Economy and Facilities – Sean Ludeke Coordinator Parks & Open Spaces – Simon Fishlock EA to Director Infrastructure and Delivery – Paulette Pleasance Reconciliation Officer – Carolyn Sanders		

MATTERS CONSIDERED

Adoption of 2 December Meeting Minutes.

Outstanding Actions.

Presentation on the proposed DJAARA VGO Hepburn Healthy Peoples Trails Project.

Update on proposed 2025/2026 Budget Submissions Process.

Project Updates:

- Tenth St Bridge Works
- HMSR Pavilion Flooring Grant
- HMSR Cottage update
- HMSR Lighting Upgrade update
- Hepburn Bathhouse works update.

Land Manager Meetings – No update as next meeting in March.

Other Business.

CONFLICT OF INTEREST DISCLOSURES

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

NOTES:

RECORD COMPLETED BY

Other:

EA Director Infrastructure and Delivery – Paulette Pleasance

▶ RECORD OF COUNCILLOR ATTENDANCE

Signed:



▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Monday, February 03, 2025
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	9:35am–12:48pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tony Clark <input checked="" type="checkbox"/> Cr Pat Hockey <input checked="" type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Acting CEO – Bruce Lucas <input checked="" type="checkbox"/> Acting Director Infrastructure and Delivery – Sean Ludeke <input checked="" type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Manager Governance and Risk – Rebecca Smith Manager Planning and Building – Amy Boyd		

MATTERS CONSIDERED

- Item 1.1 – Recommendations from the Audit and Risk Committee meeting held on 9 December 2024 and appointment of a Chair
 Item 1.2 – The Victorian Government's Housing Statement and ShortStay Levy Impacts
 Item 1.3 – Introduction to Statutory Planning
 Item 1.4 – Appointment of Members to the Reconciliation Advisory Committee

CONFLICT OF INTEREST DISCLOSURES

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

NOTES:

CEO Bradley Thomas was an apology.
 Cr Lesley Hewitt arrived at 9:37am.

RECORD COMPLETED BY

Other:
 Governance Advisor – Catherine Nurse

▶ RECORD OF COUNCILLOR ATTENDANCE

Signed: 

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Monday, February 10, 2025
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	10:18am–12:06pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tony Clark <input checked="" type="checkbox"/> Cr Pat Hockey <input checked="" type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Acting CEO – Bruce Lucas <input checked="" type="checkbox"/> Acting Director Infrastructure and Delivery – Sean Ludeke <input checked="" type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Manager Governance and Risk – Rebecca Smith Coordinator Governance – Dannielle Kraak A/Manager Community and Economy – Ben Grounds Manager Financial Services – Natalie Martin Coordinator Sustainability and Climate Resilience – Manny Pasqualini Circular Economy Officer – Jodi Newcombe		

MATTERS CONSIDERED

- Item 1.1 – Draft Councillor Integrity Policy and Internal Resolution Procedures
- Item 1.2 – Daylesford Community Facilities – Project Update and Proposed Community Engagement
- Item 1.3 – Financial Report - Quarter 2 2024/2025
- Item 1.4 – Appointment of Members to the Sustainable Hepburn Advisory Committee
- Item 1.5 – Councillor Induction: Community Demographics and Engagement
- Item 1.6 – H1 2024/2025 Council Plan and Annual Plan Progress Reports

CONFLICT OF INTEREST DISCLOSURES

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

NOTES:

CEO Bradley Thomas was an apology.

▶ RECORD OF COUNCILLOR ATTENDANCE

RECORD COMPLETED BY

Governance Advisor – Catherine Nurse

Signed: 

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Pre-Council Meeting Briefing	DATE	Tuesday, February 25, 2025
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	4:30pm – 5:15pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tony Clark <input checked="" type="checkbox"/> Cr Pat Hockey <input checked="" type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Manager Governance and Risk – Rebecca Smith		

MATTERS CONSIDERED

As per Council Meeting agenda for 25 February 2025.

CONFLICT OF INTEREST DISCLOSURES

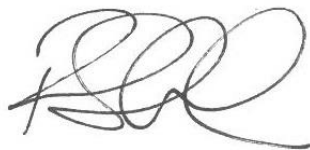
Nil.

NOTES:

Nil.

RECORD COMPLETED BY

Manager Governance and Risk – Rebecca Smith



Signed:

▶ **RECORD OF COUNCILLOR ATTENDANCE**

MEETING	Councillor Briefing	DATE	Tuesday, March 11, 2025
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	10:15am – 12:15pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tony Clark <input checked="" type="checkbox"/> Cr Pat Hockey <input type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Governance Administration Officer – Brigitte Longmore Manager Planning and Building – Amy Boyd Manager Strategic Planning – Bronwyn Southee Principal Strategic Planning Officer – Matt Rogers		

MATTERS CONSIDERED

Item 1.1 – External Presenter: Principal of Daylesford College
 Item 1.2 – Dan Murphy's VCAT Proceedings
 Item 1.3 – Implementation Plan for Future Hepburn

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Cr Lesley Hewitt	1.2 – Dan Murphy's VCAT Proceedings	10:52am	11:15am
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

Crs Cornish and Clark were in apology.

RECORD COMPLETED BY

- ☐ CEO – Bradley Thomas
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Performance and Transformation – Brooke Holmes
- ☐ Director Development and Community – Ron Torres

▶ RECORD OF COUNCILLOR ATTENDANCE

Other:

Governance Administration Officer – Brigitte Longmore

Signed:



▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Pre-Council Meeting Briefing	DATE	Tuesday, March 25, 2025
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	4:15pm – 5:30pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tony Clark <input checked="" type="checkbox"/> Cr Pat Hockey <input checked="" type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Acting Manager Governance and Risk – Dannielle Kraak		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/25/11174

List matters considered:

As per the Agenda for the Ordinary Council Meeting on 25 March 2025.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Cr Lesley Hewitt	Confidential item 1.2 VCAT Proceedings endeavour group	5:10pm	5:30pm
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:

<Record late arrivals or early departures>

RECORD COMPLETED BY

- ☐ CEO – Bradley Thomas
☐ Director Infrastructure and Delivery – Bruce Lucas
☐ Director Performance and Transformation – Brooke Holmes
☐ Director Development and Community – Ron Torres
 Other:

▶ RECORD OF COUNCILLOR ATTENDANCE

Acting Manager Governance and Risk – Dannielle Kraak

Signed:



▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Monday, April 07, 2025
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	10:15am – 2:30pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tony Clark <input checked="" type="checkbox"/> Cr Pat Hockey <input checked="" type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Manager Governance and Risk – Rebecca Smith Coordinator Governance – Dannielle Kraak Governance Advisor – Catherine Nurse Governance Administration Officer – Brigitte Longmore Manager Strategic Planning – Bronwyn Southee Principal Strategic Planner – Matt Rogers Manager Community Safety – Khalid Wright Coordinator Environmental Health – Mark Jennings		

MATTERS CONSIDERED

- Item 1.1 – CEO Annual Report to Council on the Activities and Performance of Community Asset Committees 2024/2025
- Item 1.2 – Future Hepburn Project Update
- Item 1.3 – Draft Councillor Integrity Policy and Internal Resolution Procedures
- Item 1.4 – Revision of Instruments of Delegation from Council to the CEO (S5) and Council to Council Staff (S6)
- Item 1.5 – Instruments of Appointment to Authorised Officers under the Planning and Environment Act 1987 & Environment Protection Act 2017
- Item 1.6 – Sunset of Local Law No 3 and Adoption of Onsite Wastewater Management Plan 2024 2029

CONFLICT OF INTEREST DISCLOSURES

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

▶ RECORD OF COUNCILLOR ATTENDANCE

NOTES:

Cr Clark and Ron Torres in apology.

RECORD COMPLETED BY

- ☐ CEO – Bradley Thomas
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Performance and Transformation – Brooke Holmes
- ☐ Director Development and Community – Ron Torres

Other:

Governance Administration Officer – Brigitte Longmore

Signed:



▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Monday, April 14, 2025
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	10:15am – 1:15pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tony Clark <input type="checkbox"/> Cr Pat Hockey <input checked="" type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Governance Administration Officer – Brigitte Longmore Manager Strategic Planning – Bronwyn Southee Manager Governance and Risk – Rebecca Smith Coordinator Governance – Dannielle Kraak		

MATTERS CONSIDERED

- Item 1.1 – Quarterly Finance Report - Quarter 3
- Item 1.2 – Integrated Strategic Planning Update
- Item 1.3 – WRL Update
- Item 1.4 – Financial Options for WRL EES Representation
- Item 1.5 – Recommendations from the Audit and Risk Committee meeting held on 18 March 2025
- Item 1.6 – Daylesford Community Cinema Group potential loan

CONFLICT OF INTEREST DISCLOSURES

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

NOTES:

Cr Hockey in apology.

RECORD COMPLETED BY

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

▶ RECORD OF COUNCILLOR ATTENDANCE

☐ Director Performance and Transformation – Brooke Holmes

☐ Director Development and Community – Ron Torres

Other:

Governance Administration Officer – Brigitte Longmore

Signed:



▶ **RECORD OF COUNCILLOR ATTENDANCE**

MEETING	Mineral Springs Reserve Advisory Committee	DATE	Monday, April 28, 2025
LOCATION	<input type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input checked="" type="checkbox"/> Other: Large Meeting Room 24 Vincent Street	TIME	10am – 11.30am
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Brian Hood <input type="checkbox"/> Cr Lesley Hewitt <input type="checkbox"/> Cr Don Henderson <input type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tony Clark <input checked="" type="checkbox"/> Cr Pat Hockey <input type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input type="checkbox"/> CEO – Bradley Thomas <input type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Coordinator Parks and Open Spaces – Simon Fishlock Manager Facilities and Circular Economy – Sean Ludeke		

MATTERS CONSIDERED

☒ Agenda CM Reference: DOC/25/19696

Matters considered:

Adoption of previous meeting minutes.

Outstanding Actions.

Update on Hepburn Bathhouse Repairs.

Update on Mineral Springs Strategic Plan.

Project Updates:

- HMSR Pavilion Flooring Grant
- HMSR Lighting Upgrade update.

Land Manager Meetings.

Other Business.

CONFLICT OF INTEREST DISCLOSURES – Nil

Declared by	Item being considered	Time left meeting	Time Returned

NOTES: Bruce Lucas (Director Infrastructure and Delivery) and Paulette Pleasance (Executive Assistant to Director Infrastructure and Delivery) were both an apology for the Mineral Springs Reserve Advisory Committee Meeting on Monday 28 April 2025.

▶ RECORD OF COUNCILLOR ATTENDANCE

RECORD COMPLETED BY

- ☐ CEO – Bradley Thomas
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Performance and Transformation – Brooke Holmes
- ☐ Director Development and Community – Ron Torres

Other:

Executive Assistant to Director Performance and Transformation – Jessica Kop

Signed: **Jessica Kop**

▶ **RECORD OF COUNCILLOR ATTENDANCE**

MEETING	Pre-Council Meeting Briefing	DATE	Tuesday, April 29, 2025
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	4:15pm – 5:15pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tony Clark <input checked="" type="checkbox"/> Cr Pat Hockey <input checked="" type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Manager Governance and Risk – Rebecca Smith Manager Community Safety – Khalid Wright		

MATTERS CONSIDERED

As per agenda for 29 April 2025 Ordinary Meeting of Council.

CONFLICT OF INTEREST DISCLOSURES

Nil.

NOTES

Nil.

RECORD COMPLETED BY

Manager Governance and Risk – Rebecca Smith

Signed: 

▶ **RECORD OF COUNCILLOR ATTENDANCE**

MEETING	Councillor Briefing	DATE	Monday, May 19, 2025
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	10:15am – 2:15pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Brian Hood <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Tim Drylie <input type="checkbox"/> Cr Tony Clark <input checked="" type="checkbox"/> Cr Pat Hockey <input checked="" type="checkbox"/> Cr Shirley Cornish		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Performance and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Director Development and Community – Ron Torres Others (Position Title and Name): Governance Administration Officer – Brigitte Longmore Coordinator Statutory Planning – Alexandra Jefferies Principal Strategic Planner – Matt Rogers Interim Manager Operations and Delivery – Lace Daniel Coordinator Engineering – Tim Powell		

MATTERS CONSIDERED

Agenda CM Reference: DOC/25/18996

List matters considered:

- Item 1 – 1 Sartori Road, Franklinford (PLN23/0268) Use and development of the land for glamping (camping and caravan park)
- Item 2 – Integrated Transport Strategy (ITS)
- Item 3 – Infrastructure Grants
- Item 4 – Councillor & CEO only time.

CONFLICT OF INTEREST DISCLOSURES

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

▶ RECORD OF COUNCILLOR ATTENDANCE

NOTES

Cr Clark in apologies

Cr Drylie arrived late at approx. 10:40am

Cr Hood attended virtually

RECORD COMPLETED BY

- ☐ CEO – Bradley Thomas
- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Performance and Transformation – Brooke Holmes
- ☐ Director Development and Community – Ron Torres

Other:

Governance Administration Officer – Brigitte Longmore

Signed:





15 May 2025

Nick Staikos
Minister Local Government
Sent via email | [REDACTED]

Minister Staikos,

Limited protection and support for Councillors and staff from social media abuse

We are writing to you to express our deep concern regarding the increasing prevalence of inaccurate, hurtful, and inappropriate comments directed at Councillors and staff on social media platforms.

This issue has become a significant challenge for our local government sector, leading to the loss of valuable staff and Councillors who feel unprotected and unsupported in the face of such online abuse.

Despite the critical role that Councillors and staff play in serving our communities, there are currently very limited legal options available to address and mitigate the impact of these harmful comments. The lack of adequate protection not only affects the mental and emotional well-being of those targeted but also undermines the effectiveness and stability of our local government institutions.

We urge you to work collaboratively with your ministerial colleagues to introduce legislation that provides better protection for Councillors and staff against social media abuse. Such legislation should aim to:

- Establish clear guidelines and standards for acceptable online conduct.
- Implement mechanisms for swift and effective removal of harmful content.
- Provide simplified legal recourse for individuals targeted by online abuse.
- Promote awareness and education about the impact of social media abuse on public servants.

By taking decisive action, we can create a safer and more supportive environment for those dedicated to serving our communities. It is imperative that we address this issue promptly to prevent further loss of talented and committed individuals from the local government sector.

► HEPBURN SHIRE COUNCIL

ABN: 76 845 763 535
PO Box 21 Daylesford 3460
shire@hepburn.vic.gov.au
hepburn.vic.gov.au

► DAYLESFORD

76 Vincent Street
Daylesford
03 5348 2306
Corner Duke
& Albert Streets
Daylesford
03 5348 1577

► CRESWICK

68 Albert Street
Creswick
03 5345 8399

► CLUNES

The Warehouse
36 Fraser Street
Clunes
03 5345 3359



Thank you for your attention to this matter. I look forward to your positive response and to working together to ensure the well-being and protection of our Councillors and staff.

We would be happy to discuss our concerns.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Don Henderson", with a long horizontal flourish extending to the right.

Cr Don Henderson
Mayor

A handwritten signature in black ink, appearing to read "Bradley Thomas", with a long horizontal flourish extending to the right.

Bradley Thomas
Chief Executive Officer

► HEPBURN SHIRE COUNCIL

ABN: 76 845 763 535
PO Box 21 Daylesford 3460
shire@hepburn.vic.gov.au
hepburn.vic.gov.au

► DAYLESFORD

76 Vincent Street
Daylesford
03 5348 2306

Corner Duke
& Albert Streets
Daylesford
03 5348 1577

► CRESWICK

68 Albert Street
Creswick
03 5345 8399

► CLUNES

The Warehouse
36 Fraser Street
Clunes
03 5345 3359