

ORDINARY MEETING OF COUNCIL - 25 FEBRUARY 2025 ATTACHMENTS

8.1 CONSIDERATION OF PLANNING APPLICATION PLN22/0259 – 12 VANINA STREET HEPBURN SPRINGS.....	3
8.1.1 CONTOUR PLAN 12 AND 14 VANINA STREET HEPBURN.....	3
8.1.2 SUBDIVISION LAYOUT PLAN (AMENDED).....	4
8.1.3 ARBORICULTURAL REPORT 12 AND 14 VANINA STREET.....	5
8.1.4 12-14 VANINA STREET CONCEPT PLAN.....	24
8.3 QUARTER 2 FINANCE REPORTS 2024/2025.....	25
8.3.1 FINANCIAL REPORT FOR THE PERIOD ENDING 31 DECEMBER 2024.....	25
8.3.2 CAPITAL PROJECTS REPORT - YTD TO 31 DECEMBER 2024.....	50
8.3.3 SPECIAL OPERATING PROJECTS - YTD TO 31 DECEMBER 2024.....	55
8.5 H1 2024/2025 COUNCIL PLAN AND ANNUAL PLAN PROGRESS REPORTS.....	60
8.5.1 VISUAL REPRESENTATION COUNCIL PLAN PROGRESS 2021-2025 YR 4 H1.....	60
8.5.2 COUNCIL PLAN PROGRESS REPORT 2021/2025 YR 4 H1 V2.....	62
8.10 RECORDS OF COUNCILLOR ATTENDANCE.....	162
8.10.1 RECORD OF COUNCILLOR ATTENDANCE - COUNCILLOR BRIEFING - 10 SEPTEMBER 2024.....	162
8.10.2 RECORD OF COUNCILLOR ATTENDANCE - COUNCILLOR BRIEFING - 10 DECEMBER 2024.....	166
8.10.3 RECORD OF COUNCILLOR ATTENDANCE - PRE-COUNCIL MEETING BRIEFING - 26 NOVEMBER 2024.....	171
8.10.4 RECORD OF COUNCILLOR ATTENDANCE - PRE-COUNCIL MEETING BRIEFING - 16 SEPTEMBER 2024.....	173
8.10.5 RECORD OF COUNCILLOR ATTENDANCE - PRE-COUNCIL MEETING BRIEFING - 17 DECEMBER 2024.....	174
8.10.6 RECORD OF COUNCILLOR ATTENDANCE - DISABILITY ADVISORY COMMITTEE - 5 FEBRUARY 2024.....	175

8.10.7 RECORD OF COUNCILLOR ATTENDANCE - DISABILITY ADVISORY COMMITTEE - 6 MAY 2024.....	178
8.10.8 RECORD OF COUNCILLOR ATTENDANCE - LGBTIQA+ ADVISORY COMMITTEE - 18 MARCH 2024.....	181
8.10.9 RECORD OF COUNCILLOR ATTENDANCE - LGBTIQA+ ADVISORY COMMITTEE - 3 JUNE 2024.....	183
8.10.10 RECORD OF COUNCILLOR ATTENDANCE - LGBTIQA+ ADVISORY COMMITTEE - 2 SEPTEMBER 2024.....	185
8.10.11 RECORD OF COUNCILLOR ATTENDANCE - GENDER EQUITY ADVISORY COMMITTEE - 2 SEPTEMBER 2024.....	188
8.10.12 RECORD OF COUNCILLOR ATTENDANCE - SUSTAINABLE HEPBURN ADVISORY COMMITTEE - 5 SEPTEMBER 2024.....	192



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NOTATIONS	
Levels are to an Arbitrary Datum	
Contour interval 0.20 metres	
Title boundaries are shown by a continuous thick line.	
Bearings have been related to Map Grid Australia.	
ORIGINAL SCALE 1:500	SURVEYORS REF. 3582 SHEET 1 OF 1

LEGEND	
	BACK OF KERB
	EDGE VEGETATION
	FENCE
	TITLE BOUNDARY LINE
	EDGE BITUMEN
	HYDRANT
	SEWER PIT
	SURFACE POINT
	TELSTRA PIT
	POWER PIT
	WATER METER
	ELECTRICITY POLE
	TREE

SITE PLAN



TOWNSHIP OF HEPBURN
 SECTION 20A
 CROWN ALLOTMENTS 7 & 8

12 - 14 Vanina Street, Hepburn Springs
 March 2022
















Note: Common Property driveway will be designed in accordance with Council Specifications by approved Civil Engineering Consultant.
Standard pavement width to be approx. 5.5m.
Services to be provided in verge.

DIMENSIONS SHOWN ARE SUBJECT TO FINAL SURVEY.

-  Denotes Proposed Building Envelope: See Bushfire Management Statement
-  Denotes trees to be removed: See Report by Uberabor

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NOTATIONS	
Levels are to an Arbitrary Datum Contour interval 0.20 metres Title boundaries are shown by a continuous thick line. Bearings have been related to Map Grid Australia. E-1 DENOTES DRAINAGE & SEWERAGE EASEMENT	
ORIGINAL SCALE 1:500	SURVEYORS REF. 3582 V7 SHEET 1 OF 1

LEGEND	
	BACK OF KERB
	EDGE VEGETATION
	FENCE
	TITLE BOUNDARY LINE
	EDGE BITUMEN
	HYDRANT
	SEWER PIT
	SURFACE POINT
	TELSTRA PIT
	POWER PIT
	WATER METER
	ELECTRICITY POLE
	TREE

PLAN OF SURVEY
TOWNSHIP OF HEPBURN
SECTION 20A
CROWN ALLOTMENTS 7 & 8
12 - 14 Vanina Street, Hepburn Springs
August 2023



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Arboricultural Report

Tree Management Plan
12-14 Vanina Street,
Hepburn Springs, Victoria

Commissioned by James Iles of iPlanning Services Pty. Ltd.

Inspections commenced on Wednesday 5th April 2023
Report completed Thursday 20th April 2023

**Rachael Tonkin – Uber Arbor – Adv. Dip. App. Sci. Hort. (Arb)
Grad. Cert. Arb.**

rachael@uberarbor.com.au

Table of Contents

1. Introduction.....	p3
2. Executive Summary.....	p4
3. Methodology.....	p5
4. Site Map – 12-14 Vanina St, Hepburn Springs.....	p6
5. Observations.....	p7
6. Tree Origins.....	p15
7. Conclusion.....	p15
8. Appendix.....	p15
8.1. References.....	p15
8.2. Data Collection Definitions.....	p15
8.3. Limitation of Liability.....	p19

1. Introduction

This report was commissioned by James Iles of iPlanning services Pty. Ltd. to provide a Tree Management Plan in regard to a proposed subdivision at 12-14 Vanina Street, Hepburn Springs, Victoria.

This report is in response to the Bushfire Management Statement prepared by Regional Planning and Design Pty. Ltd.

The requirement in the above report is that trees within the defendable space:

- Must have a gap of at least 5 m between tree canopies.
- There must be a clearance of at least 2 m between the lowest tree branches and ground level.

This report also discusses tree protection zones to assist with future planning of the development.

Overlays on this property that are relevant to this report are Bushfire Management Overlay (BMO) and Schedule 1 of the Environmental Significance Overlay (ES01).

This site was inspected by Rachael Tonkin of Uber Arbor on Wednesday 5th April, 2023.

2. Executive Summary

In April 2023, Uber Arbor conducted tree assessments at 12-14 Vanina Street, Hepburn Springs, Victoria.

16 trees have been assessed according to the conditions of the Bushfire Management Statement. 5 trees have been recommended for retention whilst all others are recommended for removal to adhere with the conditions of the Bushfire Management Statement.

The criteria for trees to be removed to establish a 5 m canopy break within the defendable space are in order and as follows:

- Trees with a low Useful Life Expectancy and/or Retention Value – usually trees with structural issues or health issues that will cause the tree to fail in a short period of time.

If removal of trees is still required to ensure a 5 m canopy gap:

- Trees with a moderate Useful Life Expectancy and/or Retention Value
- Trees with high Useful Life Expectancy and/or Retention Value will only be recommended for removal if canopy clearance cannot be achieved any other way.

The majority of trees to be removed are of low and moderate Retention Value and Useful Life Expectancy. 1 tree has a high Retention Value and this tree is recommended for retention.

6 trees are native, 7 trees are indigenous and 3 trees are exotic.

All works and removals should be completed prior to commencement of the proposed development.

All trees that are retained should be protected in conjunction with AS4970-2009 Protection of Trees on Development Sites.

3. Methodology

For the purpose of this report the criteria for trees being assessed are those that are surveyed on the site plan provided by iPlanning Services Pty. Ltd.

Trees have been assessed visually and from the ground. The DBH (Diameter at Breast Height) and DAB (Diameter at Base) have been measured. No aerial inspections have been undertaken.

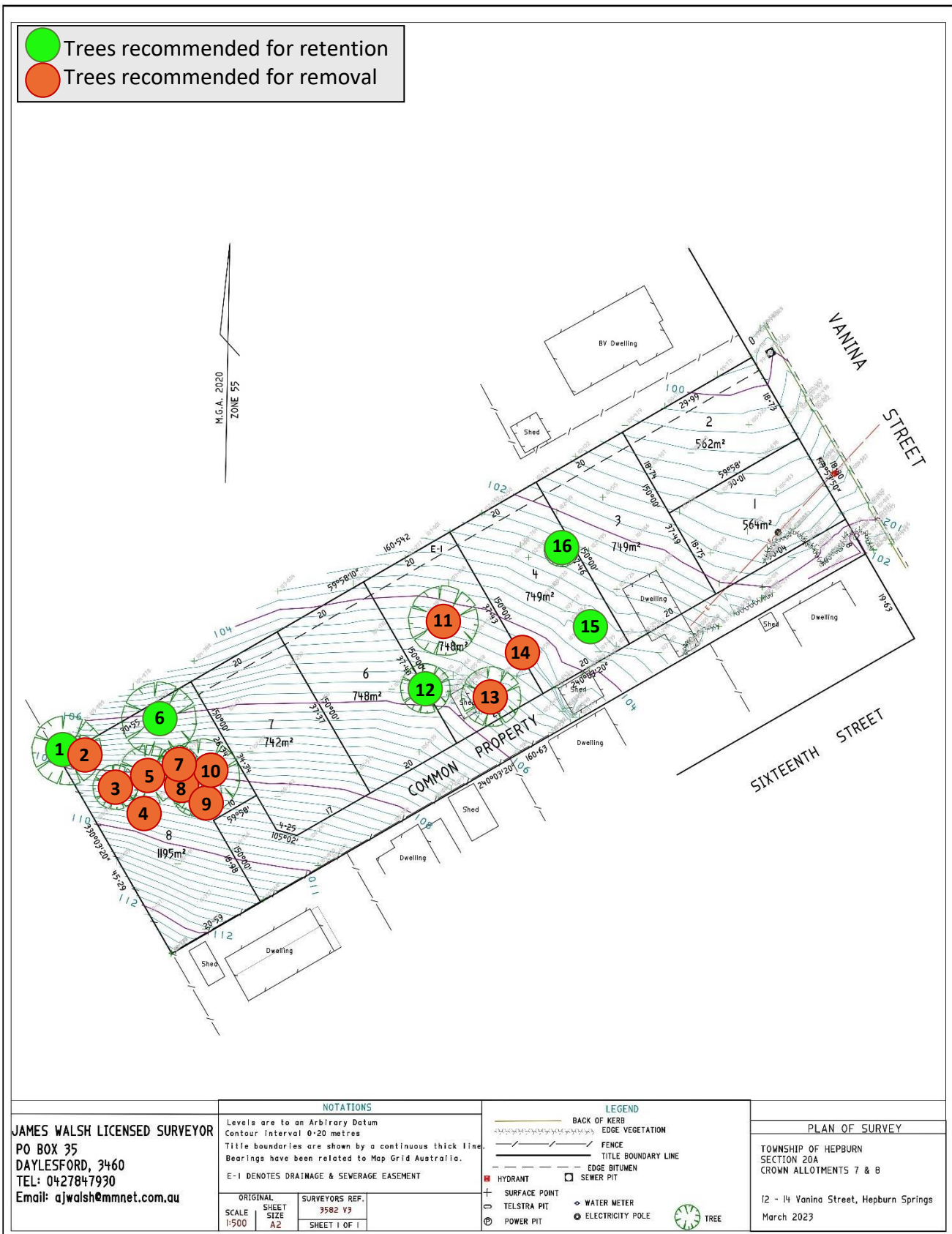
The trees have been numbered on a map which can be found on page 6.

Tools used during the site assessment include ranger finder, DBH tape, measuring tape, binoculars, sounding mallet and camera.

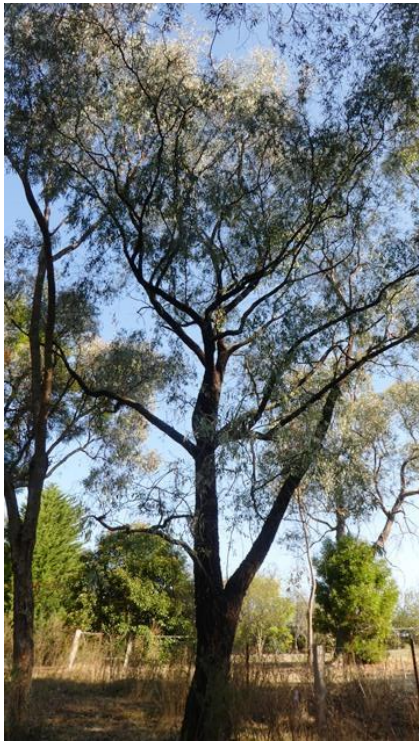
Advice offered in this report is in conjunction with AS 4970-2009 Protection of Trees on Development Sites.


All works should be carried out by a suitably qualified arborist in conjunction with Australian Standard Pruning of Amenity Trees AS 4373-2007.


4. Site Map – 12-14 Vanina Street, Hepburn Springs, Victoria




5. Observations


Tree #1																											
	<table border="1"> <tr> <td>Botanical name</td> <td><i>Eucalyptus sideroxylon subsp. sideroxylon</i></td> </tr> <tr> <td>Common name</td> <td>Red Ironbark</td> </tr> <tr> <td>Height (m)</td> <td>12</td> </tr> <tr> <td>DBH (cm)</td> <td>64</td> </tr> <tr> <td>DAB (cm)</td> <td>69</td> </tr> <tr> <td>TPZ (m)</td> <td>7.7</td> </tr> <tr> <td>SRZ (m)</td> <td>2.8</td> </tr> <tr> <td>Structure</td> <td>Fair</td> </tr> <tr> <td>Health</td> <td>Fair</td> </tr> <tr> <td>ULE (years)</td> <td>15-25</td> </tr> <tr> <td>Retention Value</td> <td>Moderate</td> </tr> <tr> <td>Retain/remove</td> <td>Retain</td> </tr> <tr> <td>Comments</td> <td>Multi trunked</td> </tr> </table>	Botanical name	<i>Eucalyptus sideroxylon subsp. sideroxylon</i>	Common name	Red Ironbark	Height (m)	12	DBH (cm)	64	DAB (cm)	69	TPZ (m)	7.7	SRZ (m)	2.8	Structure	Fair	Health	Fair	ULE (years)	15-25	Retention Value	Moderate	Retain/remove	Retain	Comments	Multi trunked
	Botanical name	<i>Eucalyptus sideroxylon subsp. sideroxylon</i>																									
	Common name	Red Ironbark																									
	Height (m)	12																									
	DBH (cm)	64																									
	DAB (cm)	69																									
	TPZ (m)	7.7																									
	SRZ (m)	2.8																									
	Structure	Fair																									
	Health	Fair																									
	ULE (years)	15-25																									
	Retention Value	Moderate																									
	Retain/remove	Retain																									
Comments	Multi trunked																										

Tree #2																											
	<table border="1"> <tr> <td>Botanical name</td> <td><i>Eucalyptus gonicalyx</i></td> </tr> <tr> <td>Common name</td> <td>Long-leaved Box</td> </tr> <tr> <td>Height (m)</td> <td>11</td> </tr> <tr> <td>DBH (cm)</td> <td>40</td> </tr> <tr> <td>DAB (cm)</td> <td>44</td> </tr> <tr> <td>TPZ (m)</td> <td>4.8</td> </tr> <tr> <td>SRZ (m)</td> <td>2.3</td> </tr> <tr> <td>Structure</td> <td>Poor</td> </tr> <tr> <td>Health</td> <td>Fair</td> </tr> <tr> <td>ULE (years)</td> <td>15-25</td> </tr> <tr> <td>Retention Value</td> <td>Moderate</td> </tr> <tr> <td>Retain/remove</td> <td>Remove</td> </tr> <tr> <td>Comments</td> <td>Multi trunked, decay</td> </tr> </table>	Botanical name	<i>Eucalyptus gonicalyx</i>	Common name	Long-leaved Box	Height (m)	11	DBH (cm)	40	DAB (cm)	44	TPZ (m)	4.8	SRZ (m)	2.3	Structure	Poor	Health	Fair	ULE (years)	15-25	Retention Value	Moderate	Retain/remove	Remove	Comments	Multi trunked, decay
	Botanical name	<i>Eucalyptus gonicalyx</i>																									
	Common name	Long-leaved Box																									
	Height (m)	11																									
	DBH (cm)	40																									
	DAB (cm)	44																									
	TPZ (m)	4.8																									
	SRZ (m)	2.3																									
	Structure	Poor																									
	Health	Fair																									
	ULE (years)	15-25																									
	Retention Value	Moderate																									
	Retain/remove	Remove																									
Comments	Multi trunked, decay																										

Tree #3																											
	<table border="1"> <tr> <td>Botanical name</td> <td><i>Eucalyptus gonicalyx</i></td> </tr> <tr> <td>Common name</td> <td>Long-leaved Box</td> </tr> <tr> <td>Height (m)</td> <td>9</td> </tr> <tr> <td>DBH (cm)</td> <td>26</td> </tr> <tr> <td>DAB (cm)</td> <td>35</td> </tr> <tr> <td>TPZ (m)</td> <td>3.1</td> </tr> <tr> <td>SRZ (m)</td> <td>2.1</td> </tr> <tr> <td>Structure</td> <td>Fair</td> </tr> <tr> <td>Health</td> <td>Fair</td> </tr> <tr> <td>ULE (years)</td> <td>15-25</td> </tr> <tr> <td>Retention Value</td> <td>Moderate</td> </tr> <tr> <td>Retain/remove</td> <td>Remove</td> </tr> <tr> <td>Comments</td> <td>Lean</td> </tr> </table>	Botanical name	<i>Eucalyptus gonicalyx</i>	Common name	Long-leaved Box	Height (m)	9	DBH (cm)	26	DAB (cm)	35	TPZ (m)	3.1	SRZ (m)	2.1	Structure	Fair	Health	Fair	ULE (years)	15-25	Retention Value	Moderate	Retain/remove	Remove	Comments	Lean
	Botanical name	<i>Eucalyptus gonicalyx</i>																									
	Common name	Long-leaved Box																									
	Height (m)	9																									
	DBH (cm)	26																									
	DAB (cm)	35																									
	TPZ (m)	3.1																									
	SRZ (m)	2.1																									
	Structure	Fair																									
	Health	Fair																									
	ULE (years)	15-25																									
	Retention Value	Moderate																									
	Retain/remove	Remove																									
Comments	Lean																										


Tree #4																											
	<table border="1"> <tr> <td>Botanical name</td> <td><i>Eucalyptus gonicalyx</i></td> </tr> <tr> <td>Common name</td> <td>Long-leaved Box</td> </tr> <tr> <td>Height (m)</td> <td>12</td> </tr> <tr> <td>DBH (cm)</td> <td>26</td> </tr> <tr> <td>DAB (cm)</td> <td>33</td> </tr> <tr> <td>TPZ (m)</td> <td>3.1</td> </tr> <tr> <td>SRZ (m)</td> <td>2.1</td> </tr> <tr> <td>Structure</td> <td>Poor</td> </tr> <tr> <td>Health</td> <td>Fair</td> </tr> <tr> <td>ULE (years)</td> <td>5-15</td> </tr> <tr> <td>Retention Value</td> <td>Low</td> </tr> <tr> <td>Retain/remove</td> <td>Remove</td> </tr> <tr> <td>Comments</td> <td>Lean, decay</td> </tr> </table>	Botanical name	<i>Eucalyptus gonicalyx</i>	Common name	Long-leaved Box	Height (m)	12	DBH (cm)	26	DAB (cm)	33	TPZ (m)	3.1	SRZ (m)	2.1	Structure	Poor	Health	Fair	ULE (years)	5-15	Retention Value	Low	Retain/remove	Remove	Comments	Lean, decay
	Botanical name	<i>Eucalyptus gonicalyx</i>																									
	Common name	Long-leaved Box																									
	Height (m)	12																									
	DBH (cm)	26																									
	DAB (cm)	33																									
	TPZ (m)	3.1																									
	SRZ (m)	2.1																									
	Structure	Poor																									
	Health	Fair																									
	ULE (years)	5-15																									
	Retention Value	Low																									
	Retain/remove	Remove																									
Comments	Lean, decay																										

Tree #5





Botanical name	<i>Eucalyptus goniocalyx</i>
Common name	Long-leaved Box
Height (m)	13
DBH (cm)	74
DAB (cm)	80
TPZ (m)	8.9
SRZ (m)	3
Structure	Poor
Health	Fair
ULE (years)	5-15
Retention Value	Moderate
Retain/remove	Remove
Comments	Significant trunk decay


Tree #6




Botanical name	<i>Eucalyptus goniocalyx</i>
Common name	Long-leaved Box
Height (m)	14
DBH (cm)	91
DAB (cm)	98
TPZ (m)	10.9
SRZ (m)	3.3
Structure	Fair
Health	Fair
ULE (years)	15-25
Retention Value	High
Retain/remove	Retain
Comments	Minor decay

Tree #7		
	Botanical name	<i>Eucalyptus obliqua</i>
	Common name	Messmate Stringybark
	Height (m)	11
	DBH (cm)	40
	DAB (cm)	45
	TPZ (m)	4.8
	SRZ (m)	2.4
	Structure	Fair
	Health	Fair
	ULE (years)	25+
	Retention Value	Moderate
	Retain/remove	Remove
	Comments	

Tree #8		
	Botanical name	<i>Eucalyptus obliqua</i>
	Common name	Messmate Stringybark
	Height (m)	7
	DBH (cm)	20
	DAB (cm)	24
	TPZ (m)	2.4
	SRZ (m)	1.8
	Structure	Poor
	Health	Fair
	ULE (years)	5-15
	Retention Value	Low
	Retain/remove	Remove
	Comments	Decay

Tree #9		
	Botanical name	<i>Eucalyptus obliqua</i>
	Common name	Messmate Stringybark
	Height (m)	8
	DBH (cm)	28
	DAB (cm)	32
	TPZ (m)	3.4
	SRZ (m)	2.1
	Structure	Poor
	Health	Fair
	ULE (years)	5-15
	Retention Value	Low
	Retain/remove	Remove
	Comments	Multi trunked, significant decay

Tree #10		
	Botanical name	<i>Eucalyptus obliqua</i>
	Common name	Messmate Stringybark
	Height (m)	11
	DBH (cm)	50
	DAB (cm)	61
	TPZ (m)	6.0
	SRZ (m)	2.7
	Structure	Poor
	Health	Fair
	ULE (years)	5-15
	Retention Value	Low
	Retain/remove	Remove
	Comments	Included bark in union, active split

Tree #11

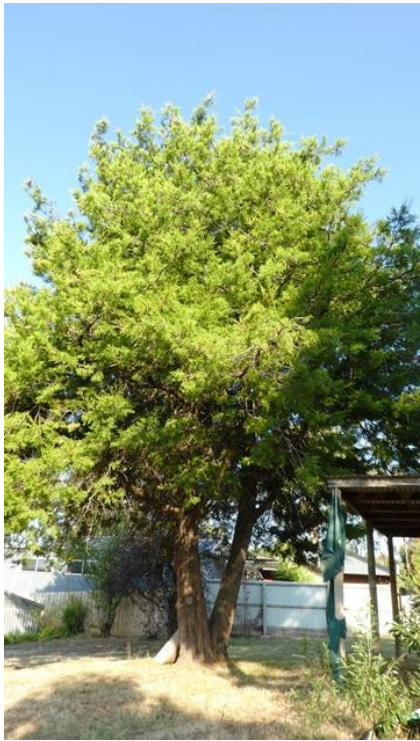



Botanical name	<i>Eucalyptus radiata</i>
Common name	Narrow-leaved Peppermint
Height (m)	13
DBH (cm)	71
DAB (cm)	74
TPZ (m)	8.5
SRZ (m)	2.9
Structure	Fair
Health	Fair
ULE (years)	15-25
Retention Value	Moderate
Retain/remove	Remove
Comments	Previous failures, trunk decay

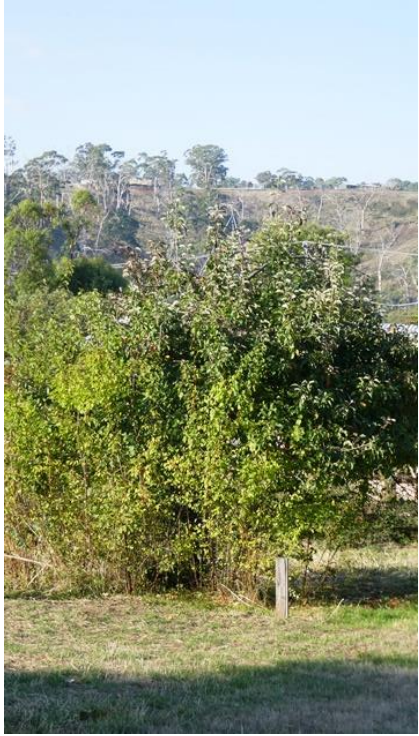
Tree #12




Botanical name	<i>Eucalyptus viminalis</i>
Common name	Manna Gum
Height (m)	10
DBH (cm)	42
DAB (cm)	45
TPZ (m)	5.0
SRZ (m)	2.4
Structure	Fair
Health	Good
ULE (years)	25+
Retention Value	Moderate
Retain/remove	Retain
Comments	

Tree #13																											
	<table border="1"> <tr> <td>Botanical name</td> <td><i>Cupressus macrocarpa</i></td> </tr> <tr> <td>Common name</td> <td>Monterey Cypress</td> </tr> <tr> <td>Height (m)</td> <td>11</td> </tr> <tr> <td>DBH (cm)</td> <td>70</td> </tr> <tr> <td>DAB (cm)</td> <td>80</td> </tr> <tr> <td>TPZ (m)</td> <td>8.4</td> </tr> <tr> <td>SRZ (m)</td> <td>3</td> </tr> <tr> <td>Structure</td> <td>Poor</td> </tr> <tr> <td>Health</td> <td>Good</td> </tr> <tr> <td>ULE (years)</td> <td>25+</td> </tr> <tr> <td>Retention Value</td> <td>Moderate</td> </tr> <tr> <td>Retain/remove</td> <td>Remove</td> </tr> <tr> <td>Comments</td> <td>Multi trunked at base</td> </tr> </table>	Botanical name	<i>Cupressus macrocarpa</i>	Common name	Monterey Cypress	Height (m)	11	DBH (cm)	70	DAB (cm)	80	TPZ (m)	8.4	SRZ (m)	3	Structure	Poor	Health	Good	ULE (years)	25+	Retention Value	Moderate	Retain/remove	Remove	Comments	Multi trunked at base
	Botanical name	<i>Cupressus macrocarpa</i>																									
	Common name	Monterey Cypress																									
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	SRZ (m)	3																									
	Structure	Poor																									
	Health	Good																									
	ULE (years)	25+																									
	Retention Value	Moderate																									
	Retain/remove	Remove																									
Comments	Multi trunked at base																										

Tree #14																											
	<table border="1"> <tr> <td>Botanical name</td> <td><i>Prunus cerasifera 'Nigra'</i></td> </tr> <tr> <td>Common name</td> <td>Black Cherry Plum</td> </tr> <tr> <td>Height (m)</td> <td>6</td> </tr> <tr> <td>DBH (cm)</td> <td>20</td> </tr> <tr> <td>DAB (cm)</td> <td>24</td> </tr> <tr> <td>TPZ (m)</td> <td>2.4</td> </tr> <tr> <td>SRZ (m)</td> <td>1.8</td> </tr> <tr> <td>Structure</td> <td>Poor</td> </tr> <tr> <td>Health</td> <td>Fair</td> </tr> <tr> <td>ULE (years)</td> <td>5-15</td> </tr> <tr> <td>Retention Value</td> <td>Low</td> </tr> <tr> <td>Retain/remove</td> <td>Remove</td> </tr> <tr> <td>Comments</td> <td></td> </tr> </table>	Botanical name	<i>Prunus cerasifera 'Nigra'</i>	Common name	Black Cherry Plum	Height (m)	6	DBH (cm)	20	DAB (cm)	24	TPZ (m)	2.4	SRZ (m)	1.8	Structure	Poor	Health	Fair	ULE (years)	5-15	Retention Value	Low	Retain/remove	Remove	Comments	
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Comments																											

Tree #15																											
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Comments																											

Tree #16																											
	<table border="1"> <tr> <td>Botanical name</td> <td><i>Acacia mearnsii</i></td> </tr> <tr> <td>Common name</td> <td>Late Black Wattle</td> </tr> <tr> <td>Height (m)</td> <td>8</td> </tr> <tr> <td>DBH (cm)</td> <td>24</td> </tr> <tr> <td>DAB (cm)</td> <td>32</td> </tr> <tr> <td>TPZ (m)</td> <td>2.9</td> </tr> <tr> <td>SRZ (m)</td> <td>2.1</td> </tr> <tr> <td>Structure</td> <td>Fair</td> </tr> <tr> <td>Health</td> <td>Good</td> </tr> <tr> <td>ULE (years)</td> <td>5-15</td> </tr> <tr> <td>Retention Value</td> <td>Low</td> </tr> <tr> <td>Retain/remove</td> <td>Retain</td> </tr> <tr> <td>Comments</td> <td></td> </tr> </table>	Botanical name	<i>Acacia mearnsii</i>	Common name	Late Black Wattle	Height (m)	8	DBH (cm)	24	DAB (cm)	32	TPZ (m)	2.9	SRZ (m)	2.1	Structure	Fair	Health	Good	ULE (years)	5-15	Retention Value	Low	Retain/remove	Retain	Comments	
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Comments																											

6. Tree origins

Native	Indigenous	Exotic
T1, T2, T3, T4, T5, T6	T7, T8, T9, T10, T11, T12, T16	T13, T14, T15

7. Conclusion

Tree assessments have been undertaken at 12-14 Vanina Street, Hepburn Springs, Victoria. in regard to a proposed subdivision.

16 trees have been assessed according to the conditions of the Bushfire Management Statement. 5 trees have been recommended for retention whilst all others are recommended for removal to adhere with the conditions of the Bushfire Management Statement.

All retained trees should be protected in conjunction with AS4970-2009 Protection of Trees on Development Sites. Protection zones have been stated in this report to enable safe retention and protection of trees.

All works should be carried out by a suitably qualified arborist in conjunction with Australian Standard Pruning of Amenity Trees AS 4373-2007.

8. Appendix

8.1 References

Brooker, M and Kleinig, D 2006, *Field Guide to Eucalypts – Volume 1 3rd edn*, Blooming Books Pty Ltd, Melbourne

Costermans, L 1981, *Native Trees and Shrubs of South-eastern Australia*, New Holland Publishers, Sydney

Dunster, J 2017 *ISA Tree Risk Assessment Manual 2nd edn*, Premier Print Group

Shigo, A 1991, *Modern Arboriculture – Touch Trees*, Sherwin Dodge Printers, Littleton, New Hampshire

8.2 Data Collection Definitions

The following are definitions of the assessment categories for data collected on trees. The data collected on each tree was based on the assessors experience and opinion of the tree.

DBH

The Diameter at Breast Height is measured at approximately 1.3m above ground level and is measured in centimetres.

Age

- Immature – The tree has been growing in this area for up to 5 years. This tree may have been planted or it may be self-seeded or regenerated.
- Semi-mature – A tree of between 10% and 50% of its maturity. This tree has not reached its full size potential and maturity for that particular site and is actively growing.
- Mature – A tree of between 50% and 100% of its maturity. Generally, this tree will have reached its expected height for that particular species and site.
- Over-mature – A tree that has reached 100% of its maturity for that particular site and is beginning to show signs of senescence.

Structure

- Good – There are no evident defects in the trunk or scaffold branches and the branch unions appear to be very strong.
- Fair – The tree has some minor structural defects e.g., evidence of previous branch failure or pruning, bark missing.
- Poor – The tree exhibits defects which are likely to fail in the next five years and may need management in the future e.g., poor branch attachment, bifurcated unions.
- Very poor – The tree exhibits major structural defects e.g., large areas of missing bark, evidence of multiple branch failures, root plate damage, active splits and co-dominant stems with included unions.
- Has failed – The tree or significant parts of the tree have actively failed.

Health

- Good – The tree exhibits a full and even canopy of growth and is free of disease and pest infestations.
- Fair – The tree exhibits canopy growth to the majority of the crown. It may be affected by minor pest or disease issues but not enough to prevent growth to the majority of the tree.
- Poor – The tree exhibits canopy growth to less than half of the crown. There may be obvious signs of pest or disease issues which are contributing to the poor health of the tree.
- Moribund – The tree is lacking vitality and vigour and is in terminal decline.
- Dead – The tree is dead.

Manage Priority

- Urgent – Recommended works should be performed within the next 4 weeks.
- High – Recommended works should be performed within 1 to 6 months.
- Medium – Recommended works should be performed within 6 to 12 months.
- Low – Recommended works should be performed within 1 to 2 years.

Defect Size

This is a measurement of the diameter of the hazardous limb and is measured in centimetres.

Useful Life Expectancy (ULE)

Useful Life Expectancy is the amount of time that the tree can be retained usefully and safely provided that any recommended works are carried out and that the environmental conditions remain the same.

Retention value

Retention values should be based on qualities of the individual tree and not biased in any way. Once assessed a tree can be given a retention value which can be used in the decision-making process.

The following retention values have been developed and can be used for practical applications in tree assessments.

Very High Retention Value

- The tree offers or exhibits cultural or community values.
- The tree may have a trunk diameter (DBH) of 100cm or greater.
- The tree is in good condition with good shape, health and structure.
- The tree is of high amenity value.
- The tree may be Heritage listed.
- The tree is worthy of significant auxiliary works to accommodate its' retention.
- The tree stump is located in an area with very high biodiversity value.
- Has established hollows important for nesting and homes.

High Retention Value

- The tree poses minimal risk to person or property and has a long useful life expectancy.
- The tree may have a trunk diameter (DBH) of 40cm or greater.

- The trees worthy of auxiliary works to accommodate its' retention.
- May have minimal long-term maintenance requirements.
- Tree is of medium to high amenity value.

Moderate Retention Value

- Tree that is desirable to retain and has the potential to be a medium to long term component of the landscape with a medium to long useful life expectancy (ULE).
- The tree is in good condition with reasonable health, shape and structure.
- Tree is of medium amenity value.
- Auxiliary works should be considered to accommodate retention.

Low Retention Value

- Tree is in decline and has short useful life expectancy (ULE).
- Tree is in poor condition with faults that pose an unacceptable risk.
- The tree is an environmental weed.
- The tree is dead or nearly dead.
- Tree requires high level of auxiliary works in comparison to amenity value.
- Tree is planted in poor location and not suitable for species.

Significant trees

Trees are considered significant for a number of different reasons:

- Scientific significance such as important seed stock, remanent vegetation, outstanding size or example for species.
- Social significance such as cultural, spiritual or community importance, unique location, contribution to landscape or important landmark.
- Historic significance such as part of an historic park, garden or town, connected with commemorative events, associated with important events, person, group or institution.
- Aesthetic significance such as an exceptional looking tree, better than average example of tree species, exhibits curious or unusual growth patterns.

8.3 Limitation of Liability

Arborists are tree specialists who use their qualifications, education, knowledge, training, diagnostic tools and experience to examine trees, we recommend measures to enhance the beauty of trees and attempt to reduce the risk of living near trees.

Clients may choose to accept or disregard the recommendations of this assessment or report.

An Arborist cannot detect every condition that could possibly lead to the structural failure of a tree.

Trees are living organisms that fail in ways the Arboricultural industry does not fully understand.

Conditions are often hidden in trees and below ground. Unless otherwise stated, observations have been made visually from ground level.

An Arborist cannot guarantee that a tree will be healthy or safe under all circumstances or for a specific period of time.

Likewise, remedial treatments cannot be guaranteed. Treatment and removal / pruning of trees can involve considerations beyond the scope of An Arborist, services such as property boundaries and ownerships, disputes between neighbours, site lines, landline tenant matters and related incidents.

The Arborist cannot take such issues into account unless complete and accurate information is given in writing prior to or at the time of the site inspection.

Likewise, an Arborist cannot accept responsibility for the authorisation or non-authorisation of any recommended treatment or remedial measures undertaken. In the event that we recommend re testing or inspection of trees at stated intervals or installs any cables, bracing systems and support systems we must inspect the system installed at intervals of not greater than 6 months, unless otherwise specified in written reports.

It is the client's responsibility to make arrangements with us to conduct the re inspection.

Trees can be managed but not controlled. To live or work near a tree involves a degree of risk.

The only way to eliminate all risk associated with a tree is to eliminate the tree.

All written reports must be read in their entirety.

At no time shall part of the written assessment be referred to unless taken in full context of the whole written report.

If this report is to be used in a court of law or a legal situation, we must be advised in writing prior to the written assessment being presented in any form to any other party.

At no time can Rachael Tonkin Arborist be held responsible for the compliance to any relevant council regulation or development condition arising from recommendations contained in this report or for the standard of work completed that other persons undertake.

While Arborists can have specific knowledge in some local laws it is the owners' responsibility to obtain the relevant approvals and information for any tree work.

If you require further information or clarification, please contact me.

Regards,

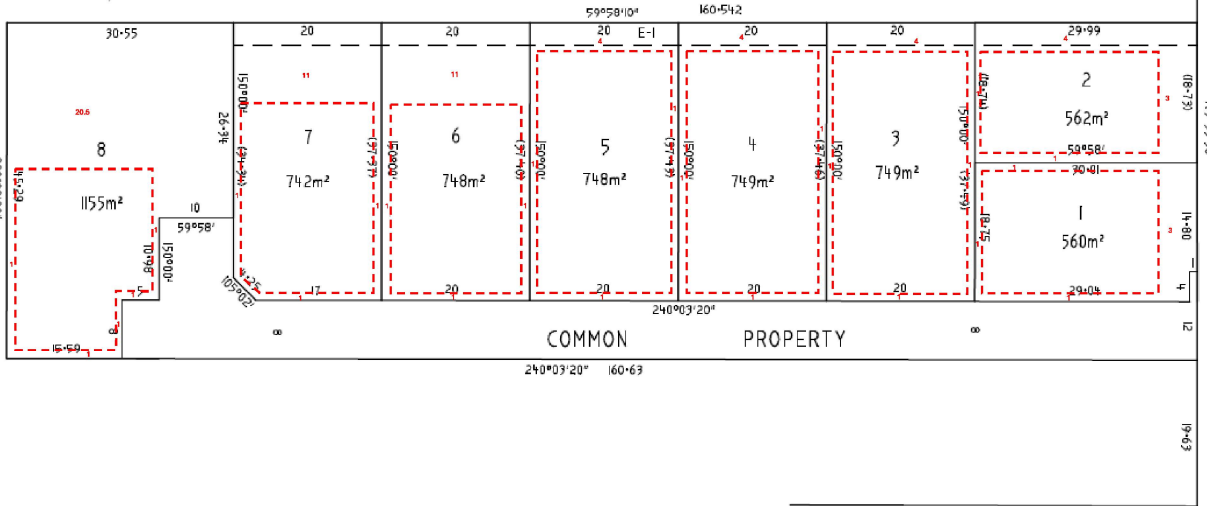
Rachael Tonkin

Uber Arbor

M : 0433 712 732

PLAN OF PROPOSED SUBDIVISION

**TOWNSHIP OF HEPBURN
SECTION 20A
CROWN ALLOTMENTS 7 & 8**



LEGEND :
DWELLING ENVELOPE BOUNDARY : [Red dashed box symbol]

JAMES WALSH LICENSED SURVEYOR
PO BOX 35
DAYLESFORD, 3460
TEL: 0427847930
Email: ajwalsh@mmnet.com.au

E-1 DENOTES DRAINAGE & SEWERAGE EASEMENT

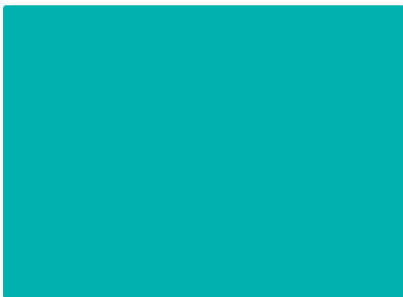
SCALE 1:500
LENGTHS ARE IN METRES

JAMES PATRICK WALSH / VER:7
REF: 3582

ORIGINAL SHEET SIZE: A3
SHEET 1



FINANCIAL REPORT
For the six months ending
31 December 2024



Contents

Contents	1
1. Overview	1
2. Financial Statements.....	2
2.1. Income Statement for three months ending 31 December 2024.....	3
Note 1 – Capital Grants.....	3
Note 2 – Materials and Service.....	3
Capital Works Expenditure	4
2.2. Balance Sheet as at 31 December 2024.....	6
Note 3 – Cash and cash equivalents	7
Note 4 – Other financial assets.....	7
Note 5 – Property, Infrastructure, plant and equipment	7
Note 6 – Trade and other payables	7
Note 7 – Trust funds and deposits.....	7
Note 8 – Interest-bearing liabilities	7
Note 9 – Reserves	7
2.3. Statement of Cash Flows as at 31 December 2024.....	8
Note 10 – User Fees.....	9
Note 11 – Grants Operating.....	9
Note 12 – Grants Capital.....	9
Note 13 – Contributions - monetary.....	9
Note 14 – Trust funds and deposits taken.....	9
Note 15 – Payments for property, infrastructure, plant and equipment.....	9
Note 16 – Payments for investments	9
Note 17 – Repayment of borrowings.....	9
3. Cash Holdings.....	10
3.1. Restrictions on Cash and Investments	11
3.2. Unrestricted cash (VAGO ratio).....	12
4. Financial Reserves.....	13
5. Investment Mix.....	15

6.	Financial Performance Indicators	16
6.1.	Adjusted underlying result	16
6.2.	Obligations.....	17
	Borrowing Ratio	17
	Debt Commitment	18
	Indebtedness	19
6.3.	Rates and charges.....	20
	Rates concentration.....	20
7.	Rates and Other Debtors	21
8.	Councillor Expenses	22

1. Overview

The December Quarterly Finance Report outlines the financial results for the six months ended 31 December 2024, along with a comparison to the amended budget including carry-forward projects (as adopted by Council on 16 September 2024). This report includes the following:

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

As per the *Local Government Act 2020 s97 (3)*, the Chief Executive Officer, Bradley Thomas has determined that there is no requirement for Council to issue a revised budget.

The current financial position needs to be read in the context of Council's financial plan contained within the 2024/2025 Budget, and the adopted Financial Vision (10 September 2024).

The ongoing impacts of current cost inflations on operational costs and support for the community will be monitored throughout the 2024/2025 financial year, as well as high CPI and contractor availability. The Australian Bureau of Statistics noted that the year-on-year CPI increase effective end of the November quarter rose to 2.3 per cent from 2.1 per cent in the September quarter.

This report represents six months of business in the 2024/2025 financial year.

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

- The operating surplus for the six months ended 31 December 2024 was \$17.2 million, which is \$1.9 million (or 12%) favourable to the amended budgeted surplus of \$15.3 million. This is primarily driven by materials and services expenditure budget being favourable by \$1.9 million.
- Year-to-date Capital works expenditure for the six months ended 31 December 2024 was \$3.04 million which is 17% of the \$17.48 million amended budget.
- Cash holdings as at 31 December 2024 are \$0.8 million higher than the same time last year, this is due to increased expenditure on capital works, special projects and storm recovery in the previous year.
- Trade and other receivables as at 31 December 2024 are \$0.5 million higher than the same time last year. This is due to a combination of the annual rate cap rise together with increased offerings of support packages relating to payment extensions on rates instalments.

2. Financial Statements

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

2.1. Income Statement for three months ending 31 December 2024

Hepburn Shire Council Comprehensive Income Statement For the Period Ended 31 December 2024

	Note	YTD Budget 2024/25	YTD Actual 2024/25	YTD Variance		FY Budget 2024/25
		\$'000	\$'000	\$'000	%	\$'000
Income						
Rates and charges		26,816	26,947	131	0%	26,936
Statutory fees and fines		462	489	27	6%	894
User fees		370	346	(24)	-6%	741
Grants - operating		7,651	7,845	194	3%	8,749
Grants - capital	1	1,188	1,081	(107)	-9%	7,796
Contributions - monetary		250	271	21	8%	530
Net gain/(loss) on disposal of assets		-	1	1	100%	24
Other income		749	820	70	9%	1,492
Total Income		37,486	37,799	313	1%	47,162
Expenses						
Employee costs		8,375	8,766	(392)	-5%	17,269
Materials and services	2	8,642	6,697	1,945	22%	16,556
Bad and doubtful debts		-	27	(27)	100%	15
Depreciation and amortisation		4,527	4,482	45	1%	9,092
Borrowing costs		172	202	(30)	-17%	401
Other expenses		483	441	42	9%	1,127
Total Expenses		22,199	20,615	1,584	7%	44,460
Surplus/(Deficit) for the year		15,288	17,184	1,897		2,678
Underlying result adjustment						
Contributions Monetary		(250)	(271)	21	-8%	(530)
Grants - Capital		(1,188)	(1,081)	(107)	9%	(7,796)
Total underlying adjustment		(1,438)	(1,352)	(86)		(8,326)
Adjusted underlying surplus/deficit		13,850	15,832	(1,983)		(5,648)

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

Note 1 – Capital Grants

Capital grants are unfavourable to budget due to the timing of the receipt of grants (\$107k) with this funding to be received throughout the year. There are no concerns these grants will not be received.

Note 2 – Materials and Service

Materials and services expenditure is favourable to YTD budget by \$1,945k. This is primarily due to lower than anticipated expenditure against the phased budget period on consultants for business transformation project (\$300k); contract payments (\$993k); waste services (\$448k) and general materials and services (\$204k). These costs are expected to align to the budget in future periods.

Statement of Capital Works for the six months ending 31 December 2024

Hepburn Shire Council Statement of Capital Works as at 31 December 2024

<i>Capital Works Category</i>	<i>Original Budget</i>	<i>Original inc C/F Budget</i>	<i>YTD Actual</i>	<i>% Spent YTD on C/F Budget</i>
Property				
Buildings	1,873,000	3,391,605	623,348	18%
Total Property	1,873,000	3,391,605	623,348	18%
Plant and Equipment				
Plant, machinery and equipment	1,287,000	1,287,000	151,572	12%
Computers and telecommunications	230,000	264,900	181,922	69%
Library books	50,000	50,000	13,894	28%
Total Plant & Equipment	1,567,000	1,601,900	347,388	22%
Infrastructure				
Roads	2,828,000	3,617,100	637,059	18%
Bridges	125,000	3,265,900	100,319	3%
Footpaths and cycleways	195,000	195,000	42,819	22%
Drainage	98,000	98,000	-	0%
Recreational, leisure and community facilities	1,592,370	2,019,770	222,746	11%
Parks, open space and streetscapes	-	3,177,700	1,038,261	33%
Other infrastructure	110,000	110,000	25,959	24%
Total Infrastructure	4,948,370	12,483,470	2,067,163	17%
Total Capital Works	8,388,370	17,476,975	3,037,899	17%
Represented by:				
New asset expenditure	64,970	2,510,570	878,179	35%
Asset renewal expenditure	6,765,400	12,191,482	1,846,093	15%
Asset upgrade/expansion expenditure	1,558,000	2,774,923	313,627	11%
Total Capital Works Expenditure	8,388,370	17,476,975	3,037,899	17%
% Spent YTD Original Budget				36%

Capital Works Expenditure

Capital works expenditure for the six months ended 31 December 2024 was \$3.04M or 36% of the \$8.39M original adopted budget. In addition to the original adopted budget, a carry forward of \$9.09M has been approved for the capital works program in 2024/25 with the percentage spend against the \$17.48M being 17%. Capital expenditure through the first half of 2024/25 has decreased on the previous four years as a percentage of the original budget including carry forwards and in actual spend as can be seen in the table below.

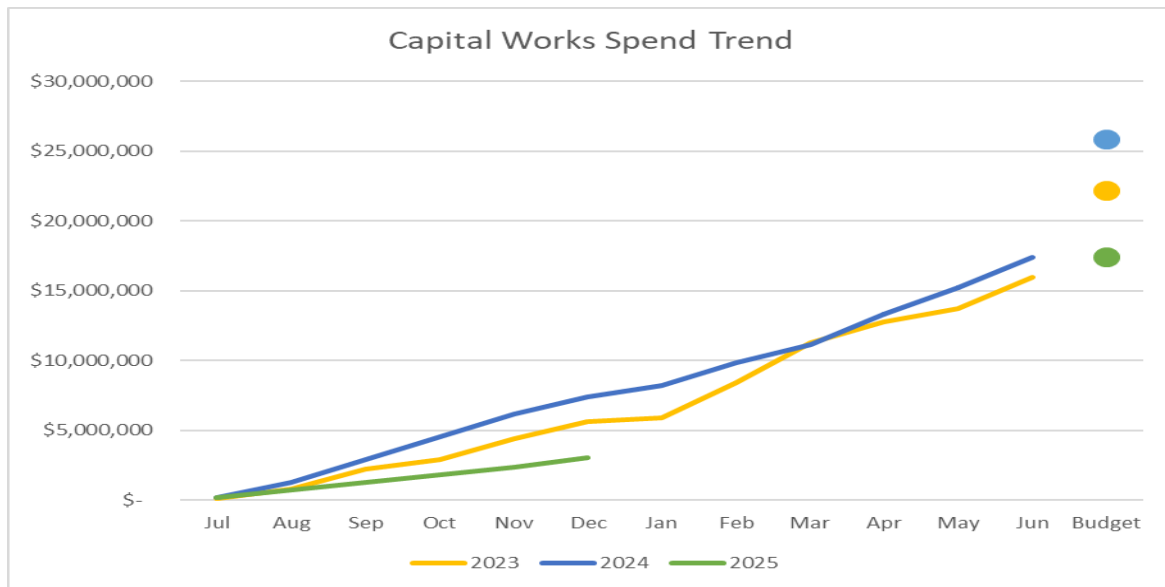
Year	Original Budget (inc. Carry Forwards)	YTD Actual at 31 December	Percentage delivery in first quarter
2024/25	\$17,476,975	\$3,037,899	17.4%
2023/24	\$25,824,725	\$7,353,558	28.5%
2022/23	\$22,155,778	\$5,622,569	25.4%
2021/22	\$23,313,092	\$4,395,576	18.9%
2020/21	\$23,265,773	\$3,754,038	16.1%

In addition to the actual expenditure of \$3.04M, Council has committed capital expenditure of \$4.59M as at 31 December 2024. These commitments are expected to increase as works for capital projects commence.

Spending in the first six months has been driven by Council’s investment in infrastructure projects, including Djuwang Baring (\$848k), Wombat Hill Botanic Gardens (\$163k), Building Renewals & Upgrades (\$619k), and Pool Building Renewals (\$190k).

Early indications show that there will be a few capital projects that need to be a budget carry forward to 2025/2026, however overall we expect a high percentage of total projects to be delivered in the current financial year.

The graph below shows the current and previous financial year’s capital expenditure showing the gap between amended budget and the trend in spend across these years.



Despite positive results in the period to 31 December 2024, conditions in the building construction sector remain challenging, however all capital projects will continue to be regularly reviewed to ensure that they remain within budget and as per the scope of the agreed project.

2.2. Balance Sheet as at 31 December 2024

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

Hepburn Shire Council Balance Sheet As at 31 December 2024

	Note	Current Year Actual \$'000	Prior Year Actual \$'000	Variance Year on Year \$'000 %	
Assets					
Current Assets					
Cash and cash equivalents	3	7,502	2,657	4,845	65%
Trade and other receivables		20,797	20,304	493	2%
Other financial assets	4	2,190	6,186	(3,996)	-182%
Inventories		56	2	53	96%
Other assets		37	97	(61)	-166%
Total Current Assets		30,582	29,246	1,334	4%
Non-Current assets					
Property, infrastructure, plant and equipment	5	483,447	367,484	115,963	24%
Total Non-Current Assets		483,447	367,484	115,963	24%
TOTAL ASSETS		514,028	396,730	117,299	23%
Liabilities					
Current liabilities					
Trade and other payables	6	959	1,179	220	23%
Trust funds and deposits	7	3,353	3,058	(295)	-9%
Provisions		2,881	2,919	38	1%
Interest-bearing loans and borrowings	8	883	408	(475)	-54%
Other Liabilities		9	18	9	100%
Total Current Liabilities		8,085	7,583	(503)	-6%
Non-Current Liabilities					
Provisions		447	540	93	21%
Interest-bearing loans and borrowings	8	8,062	3,292	(4,770)	-59%
Other Liabilities		10	42	32	306%
Total Non-Current Liabilities		8,519	3,874	(4,645)	-55%
TOTAL LIABILITIES		16,604	11,457	(5,148)	-31%
NET ASSETS		497,424	385,273	112,151	23%
Equity					
Accumulated surplus		157,380	159,757	(2,377)	-2%
Reserves	9	340,044	225,516	114,529	34%
TOTAL EQUITY		497,424	385,273	112,151	23%

Note 3 – Cash and cash equivalents

Cash and cash equivalents are higher than at the same time last year. This is primarily due to a higher value of cash being held in short-term investments in the prior year as compared to the current financial year. Section 3 of the report provides additional information in relation to the cash holding and position of Council.

Note 4 – Other financial assets

Other financial assets are lower than at the same time last year, this is due to investments maturing and resulting cash being utilised to fund council operations. When combined with note 3 – cash and cash equivalents – the overall position shows a favourable \$849k of cash resources as compared to the same time last year.

Note 5 – Property, Infrastructure, plant and equipment

Full revaluations for land and buildings, and infrastructure occurred as at 30 June 2024 resulting in an upward movement to the opening balances of these asset categories in 2024/25.

Note 6 – Trade and other payables

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

Note 7 – Trust funds and deposits

Trust funds and deposits are higher than the previous year due to an increased fire services levy balance (\$295k) which is transferred to State Government as ratepayers pay the fire services levy. There has been a corresponding increase in trade and other receivables from prior year.

Note 8 – Interest-bearing liabilities

Current and non-current interest-bearing loans have increased in comparison to last year as a result of Council drawing down the loan for \$5.887 million in May 2024 per the 2023/24 adopted budget.

Note 9 – Reserves

Reserves are \$114.5M higher than at the same time last year. This movement is the result of a \$114.9M revaluation of assets last year, along with a transfer of \$0.4M from other reserves. The majority of reserve accounting occurs as part of the year-end processing.

2.3. Statement of Cash Flows as at 31 December 2024

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

Hepburn Shire Council Statement of Cash Flows For the Period Ended 31 December 2024

		Current Year	Prior Year	Variance Year on Year	
		Actual	Actual	\$'000	%
		Inflows/ (Outflows) \$'000	Inflows/ (Outflows) \$'000		
Cash flows from operating activities					
Rates and charges		14,004	13,306	(698)	-5%
Statutory fees and fines		481	454	(26)	-5%
User fees	10	901	233	(668)	-74%
Grants - operating	11	6,957	1,277	(5,680)	-75%
Grants - capital	12	751	651	(100)	-13%
Contributions - monetary	13	271	422	151	56%
Interest received		346	346	-	0%
Rent received		549	540	(8)	-1%
Trust funds and deposits taken	14	150	400	250	167%
Other receipts		70	144	73	104%
Net GST refund/payment		197	316	120	61%
Employee costs		(8,643)	(8,821)	(178)	2%
Materials and services		(9,889)	(10,771)	(881)	9%
Other payments		(441)	(450)	(9)	2%
Net cash provided by/(used in) operating activities		5,702	(1,951)	(7,654)	-134%
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	15	(3,204)	(7,371)	(4,167)	130%
Proceeds from sale of property, infrastructure, plant and equipment		1	31	31	3100%
Payments for investments	16	3,997	(1,984)	(5,981)	-150%
Net cash provided by/(used in) investing activities		794	(9,323)	(10,117)	-1274%
Cash flows from financing activities					
Finance costs		(202)	(60)	143	-71%
Repayment of borrowings	17	(437)	(203)	234	-54%
Net cash provided by/(used in) financing activities		(639)	(262)	377	-59%
Net increase (decrease) in cash and cash equivalents		5,857	(11,537)	(17,394)	-297%
Cash and cash equivalents at the beginning of the financial year		1,645	14,274	12,629	768%
Cash and cash equivalents at the end of the period		7,502	2,737	(4,765)	-64%

Note 10 – User Fees

User fees are higher than the prior year due to increases in the receipts of general debtors.

Note 11 – Grants Operating

Operating grants are higher than prior year due to the financial assistance grants being realigned for receipt in the year applicable, so no advanced payment was received in 2023/2024.

Note 12 – Grants Capital

Capital grants are higher than prior year due to government grants being received for infrastructure and recreation capital projects.

Note 13 – Contributions - monetary

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

Note 14 – Trust funds and deposits taken

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

Note 15 – Payments for property, infrastructure, plant and equipment

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

Note 16 – Payments for investments

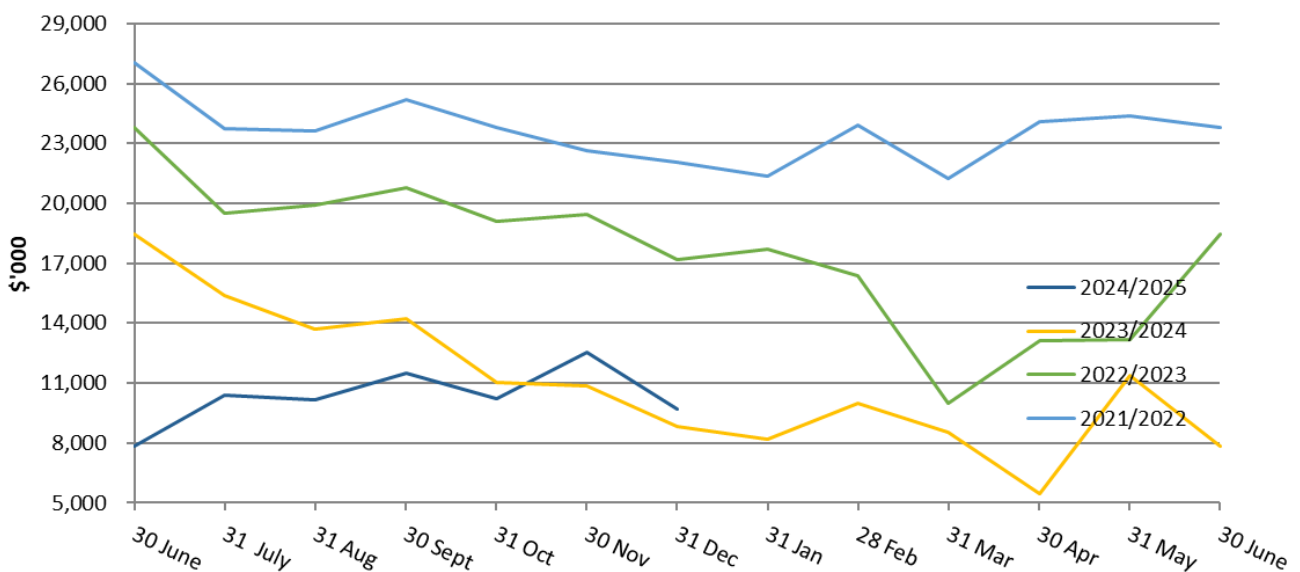
Council has redeemed \$3.997M of short-term investment back to cash, during this current financial year. During the same period last year, Council had redeemed \$1.98M of cash to short-term investment.

Note 17 – Repayment of borrowings

Repayment of borrowings is higher as Council drew down a new loan in May 2024 (\$5.887M) with repayments from Quarter 1 of 2024/2025 onwards.

3. Cash Holdings

The following graph shows the monthly balances of cash and investments combined over time. Cash and term deposits held at 31 December 2024 were \$9.7m. Cash holdings in the 2021/2022 financial year were above normal levels due to COVID and challenges completing projects, cash holdings have decreased primarily due to increased capital project expenditure and additional costs from increased inflation.



The table below shows the balances of cash and investments as at 31 December 2024.

Cash and investments	Amount \$'000	%
Cash and cash equivalents		
Cash on hand	4	0.0%
Cash at Bank	497	5.1%
At call funds	1,977	20.4%
Community Asset Committee Cash at Bank ¹	14	0.1%
Total Cash and cash equivalents	2,492	25.7%
Other financial assets		
Investments	7,077	73.1%
Community Asset Committee Term Deposits ¹	113	1.2%
Total Other financial assets	7,190	74.3%
Total Cash and investments	9,681	100.0%

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

3.1. Restrictions on Cash and Investments

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

The table below should be considered in the context of Council's 2023/2024 financial results and financial plan contained within the 2024/2025 Budget.

The unrestricted cash will be continually monitored and is expected to improve towards the end of the financial year. The negative unrestricted cash at 31 December 2025 is not a major concern, given the high working capital ratio and therefore trade receivables will become cash during the second half of the financial year.

We are budgeted to have \$295k unrestricted cash at 30 June 2025.

	Actuals 31-Dec-23 \$'000	Actuals 30-Jun-24 \$'000	Actuals 31-Dec-24 \$'000
Cash and Investments			
Cash and cash equivalents	2,657	1,645	2,491
Other financial assets	6,186	6,187	7,190
Total Cash and Investments	8,843	7,832	9,681
Restrictions on Cash and Investments¹			
Trust Funds and Deposits	1,276	1,736	1,182
Statutory Reserves	1,842	1,967	1,967
Other Restrictions ²	6,299	8,967	7,373
Total Restricted Cash and Investments	9,417	12,670	10,522
Total Unrestricted Cash and Investments	(574)	(4,838)	(841)

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

2. Other restrictions.

Other Restrictions	\$'000	\$'000	\$'000
Cash held to fund carry forward projects	1,434	4,930	3,336
Grants and other income received in advance	341	-	-
Discretionary Reserves	4,524	4,037	4,037
Total other restricted amounts	6,299	8,967	7,373

3.2. Unrestricted cash (VAGO ratio)

Measure:

unrestricted cash / current liabilities

2024/25 Budget Calculation:

\$3,699K / \$8,540K = 43.3%

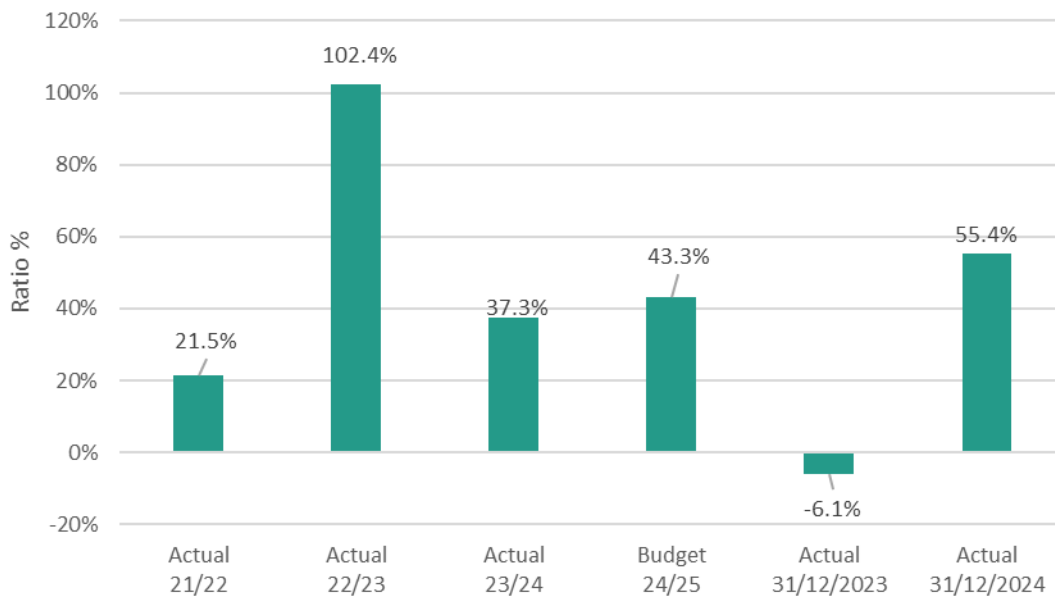
31 December 2024 Actual Calculation:

\$4,479K / \$8,085K = 55.4%

Purpose of ratio:

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

The current forecasted KPI of 55.4% sits just within the target of between 50-100%. This will be a consideration in the setting of the 2025/26 budget and will also be a factor in the Long-Term Financial Plan (Financial Plan).



4. Financial Reserves

The below table shows reserve balances expected as at 30 June 2025.

Reserve Balances	Actual 30 June	Forecast 30 June
	2024 \$'000	2025 \$'000
Statutory Reserves		
Open Space Recreation Reserve *	1,967	1,753
Discretionary Reserves		
Mineral Springs Financial Reserve	983	974
Clunes Caravan Park	7	-
Heritage Advisory Fund Reserve	20	-
Mt Beckworth Pit Reserve	28	28
Smeaton Hill Pit Reserve	74	74
Waste Management Reserve	816	583
Staff Accommodation & Community Facilities	2,109	1,745
Total Discretionary Reserves	4,037	3,404
Total Reserves	6,004	5,157

Public Open Space Reserve

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

Clunes Caravan Park Reserve

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

Heritage Advisory Reserve

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

Mineral Springs Financial Reserve

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

Smeaton Hill Pit Reserve

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

Mt Beckworth Pit Reserve

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

Waste Management Reserve

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

Staff Accommodation and Community Facilities Reserve

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

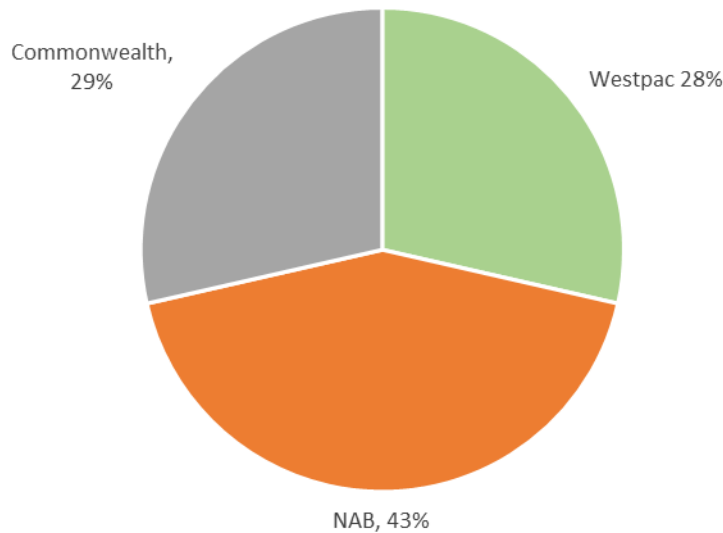
5. Investment Mix

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

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

As at 31 December 2024 investments consisted of the following term deposits and are compliant based on the below short-term investments:

Institution	Maturity Date	Interest Rate	Term (months)	Amount \$'000
NAB	10-Feb-25	4.55%	2	1,000
NAB	10-Jan-25	4.95%	3	2,000
Commonwealth	09-Jan-25	4.46%	2	2,000
Westpac	10-Mar-25	4.93%	3	2,000
Total Investments				7,000



6. Financial Performance Indicators

6.1. Adjusted underlying result

Measure:

adjusted underlying surplus (deficit) / adjusted underlying revenue

2024/25 Budget Calculation:

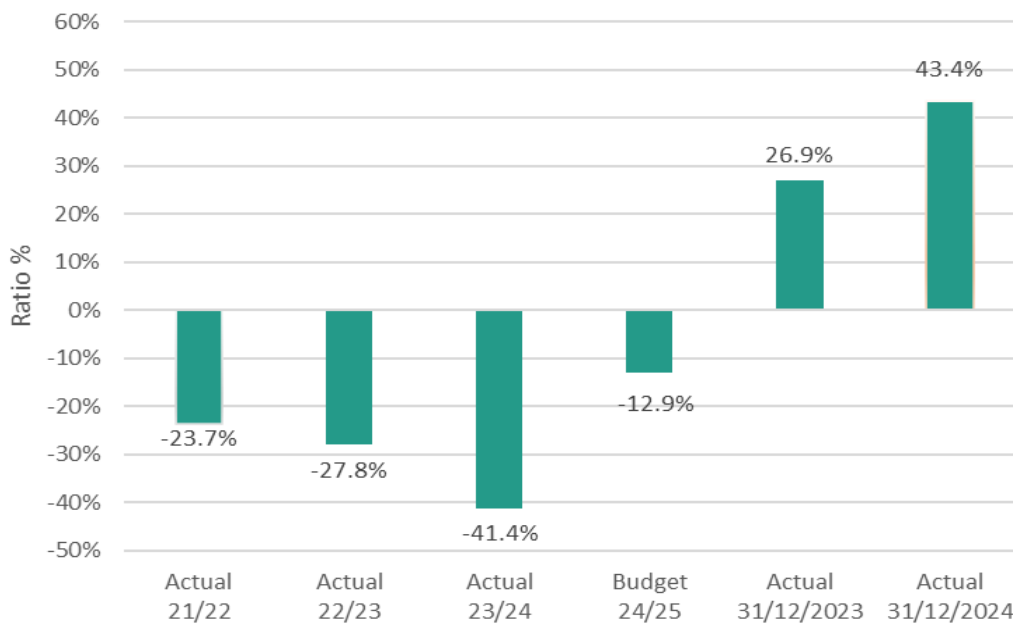
$$\$-4,894\text{K} / \$37,871\text{K} = -12.9\%$$

31 December 2024 Actual Calculation:

$$\$15,832\text{K} / \$36,447\text{K} = 43.4\%$$

Purpose of ratio:

This ratio measures Council’s ability to meet operating expenditure with operating revenue. The current budget of -12.9% sits below the State Government target of between 0-10%.



Actual calculation is within the State Government target, this is due to recognition of rates revenue in the first quarter of the 2024/25 financial year. As expenditure increases throughout the year this percentage is expected to decrease.

6.2. Obligations

Borrowing Ratio

Measure:

interest bearing loans and borrowings / rate revenue

2024/2025 Budget Calculation:

\$14,022K / \$26,936K = 52.1%

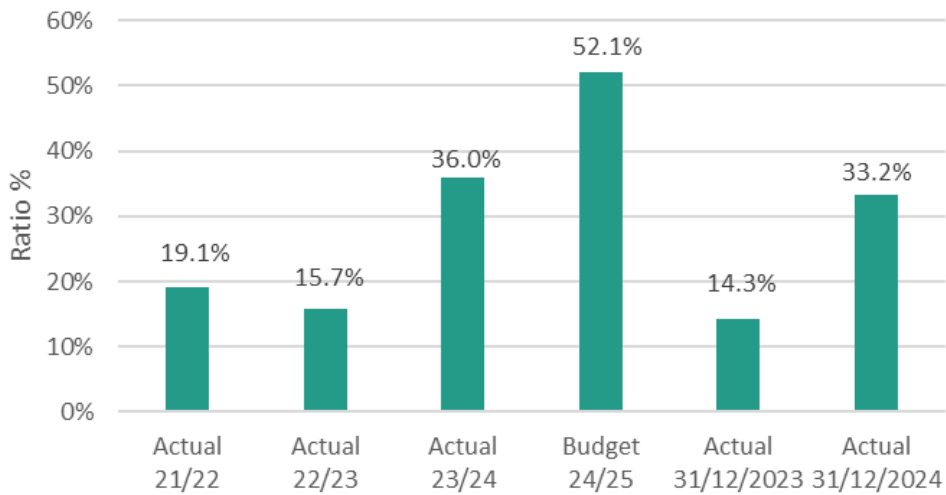
31 December 2024 Actual Calculation:

\$8,945K / \$26,947K = 33.2%

Purpose of ratio:

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

The budget ratio of 52.1% and the actual ratio as at 31 December 2024 of 33.2% sits within the State Government target of between 0-60%.



Debt Commitment

Measure:

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

2024/2025 Budget Calculation:

\$1,163K / \$26,936K = 4.3%

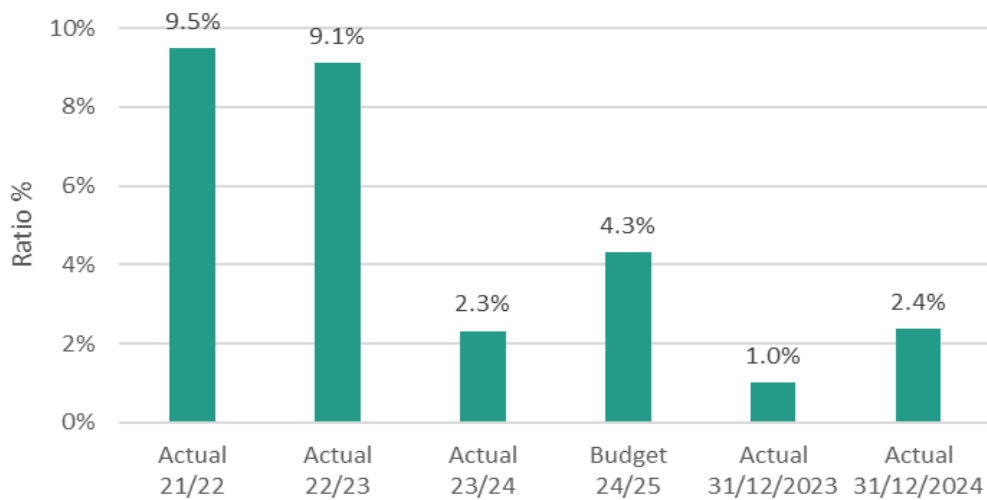
31 December 2024 Actual Calculation:

\$639K / \$26,947K = 2.4%

Purpose of ratio:

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

The budget ratio of 4.3% and the actual ratio as at 31 December 2024 of 2.4% sits within the State Government target of between 0-5%.



Indebtedness

Measure:

non-current liabilities / own source revenue

2024/2025 Budget Calculation:

\$12,603K / \$30,063K = 41.9%

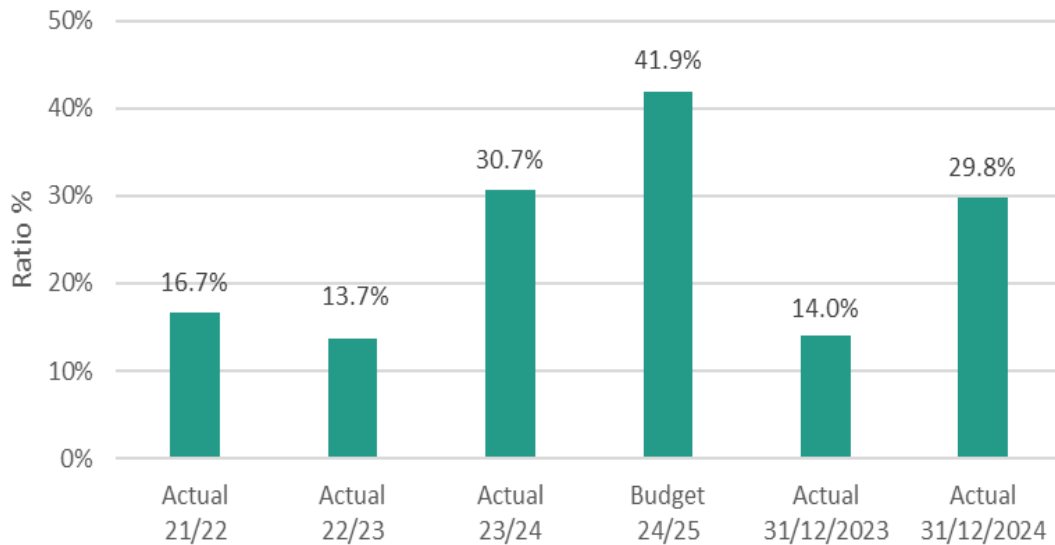
31 December 2024 Actual Calculation:

\$8,519K / \$28,602K = 29.8%

Purpose of ratio:

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

This measure is relatively static over time and remains just out-with the State Government target of between 0-40% based on the budgeted calculation.



6.3. Rates and charges

Rates concentration

Measure:

rates and charges / adjusted underlying revenue

2024/2025 Budget Calculation:

$\$26,936K / \$37,871K = 71.1\%$

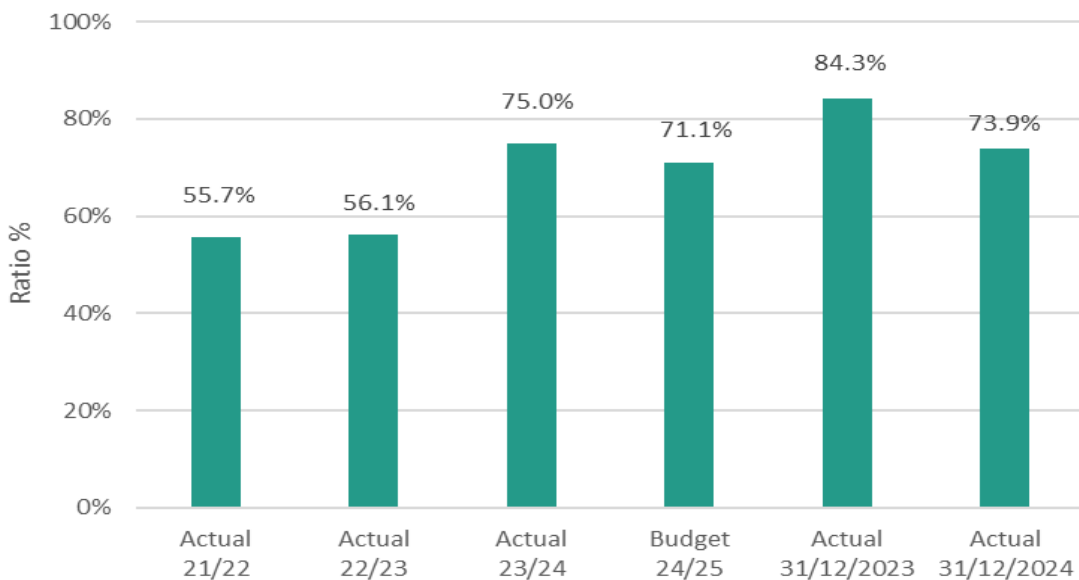
31 December 2024 Actual Calculation:

$\$26,947K / \$36,447K = 73.9\%$

Purpose of ratio:

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

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



7. Rates and Other Debtors

As at 31 December 2024, Council's debtors are summarised below:

Debtor	December 2023 \$'000	December 2024 \$'000	Current \$'000	> 30 Days \$'000
Rates (including FSL debtors) ¹	17,699	19,429	15,899	3,530
Sundry	1,408	463	121	342
Other Debtors	867	486		
-GST	207	212		
-Pension Concession	208	327		
Less: provision for doubtful debts	(16)	(124)		
TOTAL	20,372	20,792	16,020	3,872

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

Overdue rates debtors were \$3.5M (including Fire Services Levy collected on behalf of the State Government) at 31 December 2024. At the same time last year overdue rates were \$2.9M, and the increase of \$600K in overdue rates debtors represents a 21% increase. This is due to a combination of the annual rate cap rate rise, the impacts of increased inflationary pressures and offering a support package of payment extensions on instalments.

It should be noted that there has been a significant reduction (\$899k) in the overdue rates from the 1st quarter reporting to 31 December 2025 primarily due to the engagement campaign with our ratepayers.

An engagement campaign has been underway since November 2023 to improve the collection rates for overdue rates with 1,504 records totalling \$5.2M having been transferred to a third-party agency. From commencement of this campaign, returns show arrears of \$3.72M having been receipted to 31 December 2024 being the equivalent of 71% collected on the overdue amounts that were referred.

Outstanding sundry debtors of \$463k comprise the following:

Debtor Details	December 2023 \$'000	December 2024 \$'000
Government Grants	907	31
Leases	63	88
Planning	5	1
Environmental Health	40	51
Building	2	2
Fire Hazards	14	13
Local Laws	202	154
Other	175	124
Total	1,408	463

8. Councillor Expenses

Councillor Expenses for the six months ended 31 December 2024.

Councillor	Councillor Allowance	Mobile and Data	Conferences and Training	Travel and Accom	Mayoral Car Allowance	Childcare	Total
Cr Clark	3,074	-	-	75	-	-	3,149
Cr Cornish	3,074	-	20	-	-	-	3,094
Cr Drylie	11,852	252	490	-	-	-	12,594
Cr Henderson	16,871	252	-	-	-	-	17,123
Cr Hewitt	10,643	252	77	-	-	-	10,972
Cr Hockey	3,074	-	-	211	-	-	3,285
Cr Hood	32,036	252	442	624	4,452	-	37,806
<i>Non Returning:</i>							
Cr Bray	8,994	252	-	-	-	-	9,246
Cr Halliday	8,994	252	-	2,277	-	966	12,488
Cr Simpson	3,321	252	-	-	-	-	3,573
Total	101,933	1,764	1,029	3,187	4,452	966	113,331

Councillor Allowances and Expenditure

The Victorian Government sets upper and lower limits for all allowances paid to Councillors and Mayors. Hepburn Shire Council is classified as a category one Council and allowances are paid in accordance with section 39 of the *Local Government Act 2020*. These allowances increased on 1 July 2024 (3.5%) with a further increase from 18 December 2024 (3.5%).

Mobile and Data

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

Travel and Accommodation

This category covers expenses associated with attendance by Councillors at approved short-term training, conferences and/or functions. The travel costs associated with the Mayor from the prior term (Cr Hood) are associated with the provision of a council vehicle for the period July to October.

**Hepburn Shire Council
Capital Projects Portfolio as at 31 December 2024**

ATTACHMENT 8.3.2

Project Number	Project Name	Current Approved Budget FY25	Actual Expenses FY25 YTD	FY25 Full Year Forecast	FY25 Current Income Budget	FY25 YTD Actual Income	FY25 Full Year Income Forecast	Project Status (select from drop down)	Current Expected Completion Date (to be updated)	Project Sponsor (SLT Rep.)	Comments on Forecast and Completion Date (4 Lines maximum)
PERFORMANCE AND TRANSFORMATION											
000557	IT Hardware / Technology Renewal Program	264,900	181,922	306,922	-	-	-	In Progress and On Track	30 July 2025	C Whyte	In progress. Major purchase made in December with unbudgeted amount of \$100k spent for Council Chambers systems. Trying to limit spend in second half to make up for this but may need additional funding given the spend not account for within site construction budget.
Total Information Technology & Transformation		264,900	181,922	306,922	-	-	-				
Total Finance Services		-	-	-	-	-	-				
TOTAL PERFORMANCE AND TRANSFORMATION PROJECT		264,900	181,922	306,922	-	-	-				
DEVELOPMENT AND COMMUNITY SAFETY											
000423	Library Collection and Technology Renewal Program	50,000	13,894	50,000	-	-	-			J Horwood	
Total Communications and Customers		50,000	13,894	50,000	-	-	-				
TOTAL DEVELOPMENT AND COMMUNITY PROJECTS		50,000	13,894	50,000	-	-	-				
INFRASTRUCTURE AND OPERATIONS											
000497	Mechanics at Trentham	45,800	20,566	26,566	316,000	58	316,000	Close Out tasks Completed	31 March 2025	B Lucas	Handrail complete. New works planned to address water ingress under sliding doors, expected to be completed in first quarter 2025
001190	Creswick Trails - Construction	2,355,700	848,531	2,355,700	-	-	-	In Progress and On Track	30 June 2025	B Lucas	Trails construction is complete, formally opened on Saturday 30 November 2024. Completion date extended to account for WIP including permanent signage, footbridge and road crossing construction and installation of safety fencing. These are within the approved budget and expected for delivery by EOFY.
Total Director Infrastructure and Delivery		2,401,500	869,097	2,382,266	316,000	58	316,000				
Parks, Open Space and Streetscapes											
001144	Dog Parks Master Planning	10,700	1,670	10,700	-	-	-	In Progress and Delayed	TBC	B Grounds	Finalisation of the plan is to be completed after final internal consultation with service owners in Q3. The plan is anticipated to be presented to ELT in March and Council in April.
Total Manager Projects		10,700	1,670	10,700	-	-	-				
Buildings											
001198	Buildings - 2023-24 Renewal Program - Works	40,000	5,320	40,000	-	-	-			S Ludeke	Assesment of works cost allocation being completed after journal works completed. Significant variance due to budget originally over due to office works charges to account which has now been journeled.
001235	Newlyn Pavilion - Kitchen Floor Replacement	60,000	-	60,000	-	-	-	Project On Hold	30 June 2026	S Ludeke	Project to be carried forward with increase budget to be captured in the 25/26 capital program. Project is \$120,000 and to be funded over 2 years.
001239	Buildings - 2024-25 Renewal Program - Works	50,000	19,156	50,000	-	-	-			S Ludeke	Upgrade Mt Prospect Tennis Club Kitchen approved and is a co-contribution project. Works to be on time within budget. Retaining works undertaken at Daylesford Community Childcare in December.
001240	Buildings - 2025-26 Renewal Program - Forward Design	35,000	-	35,000	-	-	10,000	In Progress and On Track	30 June 2025	S Ludeke	All design projects anticipated to be complete early 2025, on time and within budget. Income as part of the Mt Prospect agreement.
Building Improvements											
000287	Building and Structures Renewal Program	-	3,750	3,750	-	-	-			S Mennie	Cost to be transferred to PJ001198 or 1239 and project closed.

**Hepburn Shire Council
Capital Projects Portfolio as at 31 December 2024**

ATTACHMENT 8.3.2

Project Number	Project Name	Current Approved Budget FY25	Actual Expenses FY25 YTD	FY25 Full Year Forecast	FY25 Current Income Budget	FY25 YTD Actual Income	FY25 Full Year Income Forecast	Project Status (select from drop down)	Current Expected Completion Date (to be updated)	Project Sponsor (SLT Rep.)	Comments on Forecast and Completion Date (4 Lines maximum)
Fixtures Fittings and Furniture											
001233	Office Upgrades 2024	211,160	272,015	272,015	-	-	-	In Progress and On Track	28 February 2025	S Ludeke	Meeting room conversion works are in progress with completion anticipated in February 2025. Racking in Bay 1 to be delayed due to budget constraints. Overspend has been highlighted, to be absorbed within the overall program renewal and parks budgets. (specifics to be determined).
Heritage Buildings											
000975	Creswick Mechanics Institute Building upgrades	33,600	1,850	26,850	-	-	-	In Progress and On Track	30 December 2025	S Ludeke	Detailed design for Stage 2 upgrade works in progress with completion anticipated in early 2025. QS report will outline the expected cost of works and scope will be based on the available budget. Movement monitoring will be completed in August 2025 and works are unable to commence prior. Expected completion date for implementation is dependent on available funds.
001182	Hepburn Bath House Drainage Upgrade	499,000	53,149	499,000	-	-	-	In Progress and On Track	30 April 2025	S Ludeke	Project Documentation and procurement approvals are complete. An RFT was released early Jan with contract award anticipated at the March ordinary Meeting of Council with construction expected to be on time and within budget.
001183	Daylesford Town Hall Rework - Stage 1	1,840,700	136,713	1,840,700	727,000	291,069	727,000	In Progress and On Track	31 July 2025	S Ludeke	Works in progress with chimney, parapet and ballustrade repairs well underway, and paint samples approved by the architect. Anticipated completion by EOFY, on time and within budget.
001234	Daylesford Community Facilities - Design	300,000	83,717	193,717	-	-	-	In Progress and On Track	1 September 2025	S Ludeke	Schematic design commenced and internal consultation underway. Broad community engagement anticipated to be undertaken in March/April 2025 and consolidated feedback fed into an endorsed schematic design by July/August 2025. Carry forward expected for the next phase of design.
001238	Mineral Springs Pavilion Floor Replacement	200,000	43,696	200,000	-	-	-	Not yet Started but On Track		S Ludeke	Grant application outcome has been delayed, expected January 2025. Heritage Victoria permit advertising was complete December 2024. Project is on-track, however delays in permit approval would reduce likelihood of grant approval which is critical to delivering the project.
Other Infrastructure											
001237	Big Rainbow Renewal 2024-25	10,000	19,515	19,515	-	-	-	Close Out tasks Completed		S Ludeke	Works have been completed. Overspend has been highlighted, to be absorbed within the overall building renewal program. (specifics to be determined).
Plant and Machinery											
001196	Fleet and Plant Renewal Program - 2023-24	-	121	121	-	-	-			S Ludeke	Any costs to be journeled to PJ 00196
001226	Fleet and Plant Renewal Program - 2024-25	1,287,000	151,451	1,287,000	23,500	699	23,500			S Ludeke	Utilities ordered in October due by end of Jan-25. Plant CAT Grader order placed 7 January with commitment including trade in.
Recreational, Leisure and Community Facilities											
001084	Lee Medlyn Bottle Museum	-	4,320	4,320	-	-	-	Close Out tasks Completed	TBC	S Ludeke	The project is complete and maintenance works can be undertaken by the Facilities team.
001236	Creswick Holiday Park Pipe Replacement	100,000	2,125	100,000	-	-	-	In Progress and On Track	TBC	S Ludeke	Consultation is currently in progress with works anticipated mid 2025.
Total Facilities and Circular Economy		4,666,460	796,897	4,631,986	750,500	291,768	760,500				
Bridges											
000753	Bridge Renewal - Wheelers Bridge	3,140,900	49,664	3,140,900	2,560,000	-	2,560,000	In Progress and On Track	1 May 2026	B Grounds	Detailed design is currently being finalised. Some additional scope regarding scaffolding and guardrail footings will be finalised separately. Grant funding program extension has been approved to match the current project timeline.
001242	Bridge Renewal - Vaughan Springs Rd	125,000	50,655	160,655	-	-	-	In Progress and On Track	28 February 2025	T Powell	Tender awarded with construction to commence in January 2025, anticipated to take four weeks to complete. Overspend due to emergency works at Soldiers Bridge, costs to be drawn from Mineral Springs Reserve.
Buildings											
001227	Mechanics Trentham Landscaping	44,100	2,276	44,100	-	-	-	Close Out tasks Completed		B Grounds	Works completed have been funded from the Parks & Open Space maintenance budget, 'costs still to be incurred' to be journalled across to balance.
Drainage											

**Hepburn Shire Council
Capital Projects Portfolio as at 31 December 2024**

ATTACHMENT 8.3.2

Project Number	Project Name	Current Approved Budget FY25	Actual Expenses FY25 YTD	FY25 Full Year Forecast	FY25 Current Income Budget	FY25 YTD Actual Income	FY25 Full Year Income Forecast	Project Status (select from drop down)	Current Expected Completion Date (to be updated)	Project Sponsor (SLT Rep.)	Comments on Forecast and Completion Date (4 Lines maximum)
001243	Drainage Upgrade - East Street, Daylesford	98,000	-	98,000	-	-	-	In Progress and On Track	30 June 2025	T Powell	Project anticipated to be tendered in February 2025 with construction to be completed by EOFY, within budget.
Footpaths and Cycleways											
001244	Footpath Renewal - Main Rd, Hepburn Springs	171,600	-	152,181	-	-	-	In Progress and On Track	30 May 2025	T Powell	Project anticipated to be tendered in January 2025 with construction to be completed by May 2025, on time and within budget.
001245	Footpath Renewal - High St, Trentham	23,400	42,819	42,819	-	-	-	Close Out tasks Completed	30 September 2024	T Powell	Works complete. An overspend has been highlighted due to the replacemnt of three asbestos Telstra pits. Overspend to be offset by savings achieved in the Main Road, Hepburn Springs, project.
Parks, Open Space and Streetscapes											
001073	Wombat Hill Botanic Gardens	765,500	163,383	765,500	300,000	68,494	300,000	In Progress and Delayed	30 June 2025	B Grounds	Heritage Victoria permit amendment has been approved and discussions with the Friends of Wombat Hill and RDV in relation to funding contributions and project timing are occurring. Commencement of construction will be determined following a resolution of those items.
001171	Central Springs Reserves Renewal	-	4,111	16,345	115,000	115,000	115,000	Close Out tasks Completed	31 January 2025	B Grounds	Remaining commitments relate to the installation of Djandak signage and has been delayed due to signage content not being provided. Overspend has been highlighted, to be absorbed within the overall program.
Roads											
000100	Road Reseals Program	800,000	91,562	780,102	968,000	-	968,000	Close Out tasks Completed	31 January 2025	B Grounds	Construction works completed in December with linemarking to be undertaken in January 2024. Anticipated to be delivered on time and within budget.
000102	Road Reseal Preparation	200,000	4,174	145,735	-	-	-	In Progress and On Track	30 June 2025	B Grounds	Road patching complete with shoulder works for future years programs to be completed in the coming weeks. Project anticipated to be fully completed by Easter, delivered on time and within budget.
000103	Gravel Road Resheet Program	630,000	450,888	450,888	-	-	-	Close Out tasks Completed	1 April 2025	B Grounds	Works completed and overall the program is underbudget. Expenditure is currently being reviewed to ensure all costs have been captured, given the significant variance.
001201	Roads & Bridges - 2024-25 Program - Forward Design	-	18,503	18,503	-	-	-	Close Out tasks Completed	30 June 2025	B Grounds	Expenditure relates to PJ1246, costs to be journalled.
001202	Road Rehab - Chanters Lane	739,100	-	739,100	558,842	223,537	558,842	In Progress and Delayed	TBC	B Grounds	Project delayed due to updated cultural heritage advice, with options for delivery, timing and funding currently being worked through by HSC and Macedon Ranges. Outcome of these discussions to determine construction timeframes and funding sources, with a potential LRCI variation required.
001204	Road Rehab - Road Safety Upgrade	100,000	5,101	100,000	-	-	-	In Progress and On Track	30 May 2025	B Grounds	This project comprises the Daylesford speed zone implementation, anticipated to commence in April 2025.
001205	Kerb and Channel Renewal - Cambridge St Creswick	250,000	5,619	250,000	-	-	-	In Progress and On Track	30 September 2025	B Grounds	Design complete with scope expanded to incorporate TAC elements of Victoria Street crossing. Tender is anticipated to be awarded by Easter and the project delivered on time and within budget.
001241	Road Rehab - Back Glenlyon Rd, Coomoora	-	14,892	0	-	-	-	Project On Hold		T Powell	This project was deferred based on new network condition data received, replaced with Dean-Newlyn Road reconstruction. Expenditure to be journalled to PJ001264
001246	Roads & Bridges - 2025-26 Program - Forward Design	120,000	46,319	120,000	-	-	-	In Progress and On Track	30 June 2025	T Powell	Works are in progress to undertake pre-planning and design work for current and future projects. All anticipated to be completed on time and within budget.
001264	Road Rehab - 2024-25 Works	423,100	-	423,100	-	-	-	In Progress and On Track	30 May 2025	B Grounds	The tender for Dean-Newlyn Road reconstruction is out to market, with a report anticipated to be presented to the February Ordinary Meeting of Council. Construction is expected to be completed on time and within budget.
001265	Road Rehab - 2024-25 Sealed Road Patching	354,900	-	350,000	-	-	-	In Progress and On Track	30 May 2025	B Grounds	Patching contract has been awarded and the reseal prep portion of these works has been completed, with residual works anticipated to be complete by May 2025, on time and within budget.
Total Operations		7,985,600	949,966	7,797,930	4,501,842	407,031	4,501,842				
Total Emergency Management		-	-	-	-	-	-				

**Hepburn Shire Council
Capital Projects Portfolio as at 31 December 2024**

ATTACHMENT 8.3.2

Project Number	Project Name	Current Approved Budget FY25	Actual Expenses FY25 YTD	FY25 Full Year Forecast	FY25 Current Income Budget	FY25 YTD Actual Income	FY25 Full Year Income Forecast	Project Status (select from drop down)	Current Expected Completion Date (to be updated)	Project Sponsor (SLT Rep.)	Comments on Forecast and Completion Date (4 Lines maximum)
Buildings											
001072	Bullarto Station Project	-	75	75	-	-	-	Close Out tasks Completed	1 December 2023	K Sinclair	Project complete.
Building Improvements											
001185	Hepburn Kindergarten Refurbishment	-	1,633	389,682	-	47,282	389,682	Not yet Started and Delayed	30 June 2025	K Sinclair	A review of the project scope is in progress, to be completed during January 2025. Next steps involve an EOT variation with the funding body and procurement of an architect to develop the approved scope.
Recreational, Leisure and Community Facilities											
001081	Pool Building Renewal Works Program	318,800	190,367	318,800	-	-	-	In Progress and On Track	30 June 2025	K Sinclair	Leak remediation works completed in October 2024. Outdoor Pools painting complete in November 2024. Urgent OHS & compliance works completed at Creswick Splash Park November 2024. Remaining high priority works resulting from the Engineers Audit, to be completed by 30 June 2025 as well as other works coming out of 2024/2025 season to be undertaken once pool closes in March.
001088	Glenlyon Pavilion Redevelopment Project	258,600	46,305	131,305	150,000	-	150,000	In Progress and Delayed	31 March 2026 (design of new pavilion)	K Sinclair	Project delayed due to alternative Council resolution. Establishment of the Community Project Advisory Group is in progress, with Expressions of Interest having closed in December 2024. A report regarding the renovation or replacement of the pavilion is anticipated to be presented at the May Ordinary Meeting of Council. Following this, the design can recommence. Expect to carry forward underspend to complete the design.
001137	Creswick Bowls Club - Green Redevelopment	-	(72,515)	(72,515)	430,000	-	430,000	Close Out tasks Completed	Complete	K Sinclair	Project complete.
001208	Clunes Master Plan Project Implementation	-	4,274	4,274	-	-	-	Project On Hold	TBC	K Sinclair	Transfer of the project's intellectual property to Council from Liquidators has been completed, and the development of a work plan to complete the project commenced in December 2024. A project update and work plan to progress the project is being prepared and will be presented to Council for consideration by March 2025. A 2025/2026 Operational Project Budget Bid for \$20,000 to engage consultants to undertake the completion of the project was prepared and lodged in December 2024.
001220	Victoria Park Oval and Netball Lighting	440,000	12,094	440,000	270,000	218,944	270,000	In Progress and On Track	30 April 2025	K Sinclair	Building permit has been received, along with light fittings and footing cages. Construction works to commence January 2025 with completion anticipated by end April 2025, on time and within budget.
001247	Doug Lindsay Oval Irrigation and Drainage Renewal	350,000	15,837	350,000	320,450	-	320,450	In Progress and On Track	1 September 2026	K Sinclair	New drainage and irrigation designs have been received and assessed. Due to complexity of drainage works, it is likely that project may stage the delivery of drainage and irrigation, to avoid disruption to sports use of the oval. Drainage works are anticipated to commence in September 2025 and the project is still on track to meet funding milestones with completion by September 2026.
001248	Victoria Park Lighting - Soccer Fields	300,000	900	300,000	260,000	-	260,000	Project On Hold	TBC	K Sinclair	A funding submission under Round 2 of Sport and Recreation Victoria's, Regional Community Sports Facility Funding Program is being prepared for lodging by 17 March 2025. Funding outcome is anticipated to be announced in July 2025. Carry forward to 2025/26 will be required if external funding is successful.
001249	Glenlyon Rec. Reserve - Accessible Horse Ramp	50,000	4,725	50,000	37,500	25,000	37,500	In Progress and On Track	30 June 2025	K Sinclair	Procurement documentation is currently being finalised and the project is on track to be completed by 30 June 2025, ahead of the RDV milestone.
001250	Victoria Park Daylesford Masterplan	100,000	-	100,000	50,000	25,000	50,000	In Progress and On Track	30 March 2026	K Sinclair	Preparation of a Communications and Engagement Plan to commence the first phase of the master plan development is currently being undertaken. Community and key stakeholder engagement is anticipated to commence in February 2025. Procurement to engage consultant will commence in mid January 2025. Project is on track to be completed by 30 March 2026 in line with the Tiny Towns Funding Agreement.
001251	Clunes Medlyn Playspace Renewal	12,000	-	12,000	-	-	-	In Progress and On Track	30 June 2025	K Sinclair	Quotations received to undertake playspace renewal works are currently being assessed. Project is on track to be completed by 30 June 2025, on time and within budget.
001252	Lyonville Community Playspace Renewal	20,400	-	20,400	-	-	-	In Progress and On Track	30 June 2025	K Sinclair	Quotations received to undertake playspace renewal works are currently being assessed. Project is on track to be completed by 30 June 2025, on time and within budget.
001253	Trentham Outdoor Fitness Equipment Installation	64,970	6,685	64,970	44,970	25,000	50,000	In Progress and On Track	30 March 2026	K Sinclair	Procurement procedures to engage a contractor to undertake works is in progress. Project is on track to be completed by 30 March 2026 in line with the Tiny Towns Funding Agreement.

Hepburn Shire Council
Capital Projects Portfolio as at 31 December 2024

ATTACHMENT 8.3.2

Project Number	Project Name	Current Approved Budget FY25	Actual Expenses FY25 YTD	FY25 Full Year Forecast	FY25 Current Income Budget	FY25 YTD Actual Income	FY25 Full Year Income Forecast	Project Status (select from drop down)	Current Expected Completion Date (to be updated)	Project Sponsor (SLT Rep.)	Comments on Forecast and Completion Date (4 Lines maximum)
001254	Queens Park Clunes Playspace Shade Structure	60,000	-	60,000	45,000	25,000	50,000	In Progress and On Track	30 March 2026	K Sinclair	The Project remains on track to be completed by 30 March 2026 in line with the Tiny Towns Funding Agreement.
001255	Newlyn Rec. Reserve Playspace Upgrade	25,000	4,786	25,000	18,750	18,750	18,750	In Progress and On Track	30 March 2026	K Sinclair	Procurement procedures to engage a contractor to undertake playspace planning is in progress. Project is on track to be completed by 30 March 2026 in line with the Tiny Towns Funding Agreement.
001256	Recreation Assets - Forward Design 2025-26 Renewal Program	20,000	9,286	20,000	-	-	-	In Progress and On Track	30 June 2025	K Sinclair	No forward design for renewal projects was procured in December 2024. Procurement to engage sports infrastructure specialist/s to prepare a conditions report for the Clunes Recreation Reserve netball court and delivery ready documentation for the renewal of the Trentham Cricket Nets will be undertaken in January 2025 to inform future funding consideration and to explore external funding opportunities for these projects.
Total Recreation, Community and Economic Development		2,019,770	224,454	2,213,993	1,626,670	384,976	2,026,382				
TOTAL INFRASTRUCTURE AND DELIVERY		17,084,030	2,842,083	17,036,874	7,195,012	1,083,833	7,604,724				
TOTAL CAPITAL WORKS PORTOLIO		17,398,930	3,037,899	17,393,796	7,195,012	1,083,833	7,604,724				
Represented by:											
New asset expenditure		2,510,570	878,179	2,491,457	360,970	25,058	366,000				
Asset renewal expenditure		11,812,960	1,846,093	12,119,087	5,157,792	562,587	5,547,474				
Asset upgrade/expansion expenditure		3,075,400	313,627	2,783,253	1,676,250	496,188	1,691,250				
Total capital works expenditure		17,398,930	3,037,899	17,393,796	7,195,012	1,083,833	7,604,724				

Hepburn Shire Council
Operating Projects Portfolio Report as at 31 December 2024

ATTACHMENT 8.3.3

Project Number	Project Name	FY25 Current Budget FY	FY25 Actual Expenses YTD	FY25 Full Year Forecast	FY25 Current Income Budget	Actual Income YTD	Full Year Forecast Income	Project Status (select from drop down)	Current Expected Completion Date (to be updated)	Project Sponsor (OMT Rep.)	Comments on Forecast and Completion Date (4 Lines maximum)	
2024/25 Expenditure				2024/25 Income								
Special Operating Projects												
EXECUTIVE SERVICES												
001232	Integrated Council Planning 2025	90,000	5,577	90,000	-	-	-	In Progress and On Track	30 June 2025	B Thomas	Costs associated with the development of key plans and strategies associated with the Integrated Planning Framework such as the Council Plan, Financial Plan, Asset Plan and others is underway. Costs will be incurred throughout the year with bulk in quarter 4, 2024/25.	
Total CEO		90,000	5,577	90,000	-	-	-					
Total Director Community and Corporate		-	-	-	-	-	-					
TOTAL EXECUTIVE SERVICES PROJECTS		90,000	5,577	90,000	-	-	-					
PERFORMANCE AND TRANSFORMATION												
001230	Local Government Election 2024	240,000	5,658	190,658	-	-	-	In Progress and On Track	30 June 2025	R Smith	Revised estimate from the VEC identified approx. \$50k reduction in election costs as Council has provided the venue. It is proposed that this underspend be allocated to offset legal and insurance costs.	
001231	Councillor Inductions 2024	50,000	31,346	46,346	-	-	-	In Progress and On Track	30 June 2025	R Smith	Induction program is on track and most costs should be incurred by the end of March 2025.	
Total Governance		290,000	37,003	237,003	-	-	-					
001150	Technology One Development	320,900	52,494	252,494	-	-	-	In Progress and On Track		C Whyte	Significant underspend on the project. Method of delivery, and timelines being reviewed with an intent to forecast the spend, should be in place by end of January with time frame for project contemplated.	
001211	Protective Data Security Plan (PDSP) Implementation	13,000	9,125	9,125	-	-	-	Close Out tasks Completed		C Whyte	Can be closed out. Project completed.	
Total Information Technology & Transformation		333,900	61,619	261,619	-	-	-					
Total Finance Services		-	-	-	-	-	-					
TOTAL PEOPLE & TRANSFORMATION PROJECTS		623,900	98,622	498,622	-	-	-					
DEVELOPMENT AND COMMUNITY												
001210	Short Term Rental Regulation	30,000	-	30,000	-	-	-			R Torres		
Total Director Development & Community		30,000	-	30,000	-	-	-					
000676	Implement biodiversity strategy actions	46,700	38,520	46,700	-	-	-	Hand Over Completed	31 March 2025	B Southee	Drafting of Vegetation Management Plans has commenced using Ecological assessments target end March 2025	

Hepburn Shire Council
Operating Projects Portfolio Report as at 31 December 2024

ATTACHMENT 8.3.3

Project Number	Project Name	FY25 Current Budget FY	FY25 Actual Expenses YTD	FY25 Full Year Forecast	FY25 Current Income Budget	Actual Income YTD	Full Year Forecast Income	Project Status (select from drop down)	Current Expected Completion Date (to be updated)	Project Sponsor (OMT Rep.)	Comments on Forecast and Completion Date (4 Lines maximum)	
		2024/25 Expenditure			2024/25 Income							
001054	Streamlining for Growth	1,478	14,987	14,987	1,478	1,478	1,478	Hand Over Completed	31 January 2025	B Southee	Initial Neighbourhood Character Statements, Urban Design Framework and Preferred Character Statements for the five townships now completed.	
001147	Western Transmission Line Strategy	48,900	-	48,900	-	-	-	In Progress and Delayed	30 June 2025	R Torres	Timing of ongoing activities dependent on Environmental Effects Statement expected to be released early 2025	
001160	Settlement Strategy and Township Structure Plans	199,000	38,888	185,367	-	-	-	In Progress and Delayed	31 March 2025	B Southee	Additional costs incurred due to extensive engagement and additional contracts, low density land review target completion end March 2025	
001166	Integrated Transport Strategy	30,500	30,624	30,624	-	-	-	In Progress and Delayed	30 June 2025	B Southee	Planned that draft Strategy to be workshopped with Councillors in March 2025 and Community June 2025	
Total Strategic Planning & Environment		326,578	123,019	326,578	1,478	1,478	1,478					
001187	Enhancing Hepburn's Digital Planning and Reporting	-	17,550	17,550	18,855	18,855	18,855			A Boyd		
Total Planning and Building		-	17,550	17,550	18,855	18,855	18,855					
001113	Storm Recovery 2021 BRV	12,480	1,440	12,480	12,480	12,480	12,480	In Progress and On Track	1 June 2025	A Wright	EM Officer to finalise Township resilience plan by June 2025	
001169	Storm Recovery - Community Led Recovery Projects	-	8,680	8,680	-	-	-	In Progress and On Track	na	A Wright	Need to review this	
001177	Community Recovery Officer AGRN 1037	128,000	9,829	128,000	128,000	124,527	128,000	In Progress and On Track	1 December 2025	A Wright	Recruitment commencing week of Jan 10.	
001180	Council Flood Support Fund	308,392	43,860	308,392	308,393	308,393	308,393	In Progress and On Track	30 June 2025	A Wright	Expectation that the Council Flood Support Fund will be fully expended by 30 June 2025.	
001191	Onsite Domestic Wastewater Management Plan	40,000	-	40,000	20,000	20,000	20,000	In Progress and On Track	30 June 2025	A Wright	Waiting on DH to send acquittal	
001199	Community Recovery Hub	179,754	30,497	179,754	179,754	177,844	177,844	In Progress and On Track	30 December 2025	A Wright	Quotes received for training and confirmaiton will occur with CRO commencement	
001258	Cat Desexing Program	18,000	11,877	18,000	18,000	17,618	17,618	In Progress and On Track	30 June 2025	A Wright	In progress and meeting all delivery criteria	
001267	Bushfire – December 2024	-	6,117	6,117	-	-	-	In Progress and On Track	30 June 2025	A Wright	ARGN Claim submitted for acquittal to recover costs.	
Total Health & Community Safety		686,626	112,300	701,423	666,627	660,863	664,335					
001225	Hepburn Open Access Libraries Program	185,000	-	185,000	185,000	185,217	185,217			J Horwood		
Total Communications and Customers		185,000	-	185,000	185,000	185,217	185,217					

**Hepburn Shire Council
Operating Projects Portfolio Report as at 31 December 2024**

ATTACHMENT 8.3.3

Project Number	Project Name	FY25 Current Budget FY	FY25 Actual Expenses YTD	FY25 Full Year Forecast	FY25 Current Income Budget	Actual Income YTD	Full Year Forecast Income	Project Status (select from drop down)	Current Expected Completion Date (to be updated)	Project Sponsor (OMT Rep.)	Comments on Forecast and Completion Date (4 Lines maximum)
2024/25 Expenditure				2024/25 Income							
TOTAL DEVELOPMENT AND COMMUNITY PROJECTS		1,228,204	252,869	1,260,550	871,960	866,413	869,885				
INFRASTRUCTURE AND DELIVERY											
000616	Creswick Trails - Planning & Preliminaries	-	2,010	2,010	-	-	-	Close Out tasks Completed		B Lucas	Project completed.
Total Director Infrastructure and Delivery		-	2,010	2,010	-	-	-				
001217	Council Land Assessment	6,600	2,058	6,600	-	-	-			B Grounds	
Total Major Projects		6,600	2,058	6,600	-	-	-				
001109	Sustainable Hepburn Implementation	24,770	-	24,770	-	-	-	Not yet Started but On Track	30 June 2025	S Ludeke	On track and expected to be completed end of financial year.
001135	Regenerative Agriculture	4,900	-	4,900	-	-	-			S Ludeke	Project to begin March 2025 to be completed end of financial within budget
001176	Grampians Climate Adaptation Regional Workshops 2023	-	1,100	1,100	-	-	-	In Progress and Delayed	30 January 2025	S Ludeke	Second draft of video supplied and review returned to videographer in December. January expenses to be journeled GL1105-1001-63304
001215	Kerbside Refrom Support Fund	36,402	-	36,402	36,402	36,402	36,402	In Progress and On Track	30 June 2025	S Ludeke	Funds to be journeled from operating costs for bin lids and replacement with FOGO rollout. Acquittal to be completed June 2025.
001216	Circular Economy Household Education Fund	32,183	4,610	19,180	32,183	13,943	20,631	In Progress and On Track	30 June 2025	S Ludeke	Bin audits and truck art works completed. Short term rentals works ongoing to be completed within budget on time. Project is only funded for \$20,631 and budget needs updating
001257	Lyonville Hall Landscaping	50,000	-	50,000	50,000	25,000	50,000			S Ludeke	Project delegate, sponsor and manager needs reviewing with appropriate officers
001261	Circular Organic Composting Initiative	-	22,298	22,298	-	10,000	92,949	In Progress and On Track	30 June 2025	S Ludeke	Compost testing works underway. Initial videos complete. To be completed on time within Budget
Total Facilities & Circular Economy		148,255	28,009	158,651	118,585	85,345	199,982				
000370	Tree Risk Mitigation	-	909	909	-	-	-	Close Out tasks Completed		B Grounds	Tree risk mitigation budget has been incorporated into the Parks & Open Space operational budget.
000628	Roadside Weeds and Pests Program	40,235	8,800	8,800	40,235	40,235	40,235	In Progress and On Track	30 June 2025	B Grounds	All works contracted. Grooming works completed and receipted. Main herbicide works to be completed in Q3
001118	WHBG Collections Policy and Plant Labels	10,383	-	-	10,383	10,383	10,383	Close Out tasks Completed		B Grounds	Works completed and acquittal finalised in 2023/24.

Hepburn Shire Council
Operating Projects Portfolio Report as at 31 December 2024

ATTACHMENT 8.3.3

Project Number	Project Name	FY25 Current Budget FY	FY25 Actual Expenses YTD	FY25 Full Year Forecast	FY25 Current Income Budget	Actual Income YTD	Full Year Forecast Income	Project Status (select from drop down)	Current Expected Completion Date (to be updated)	Project Sponsor (OMT Rep.)	Comments on Forecast and Completion Date (4 Lines maximum)	
		2024/25 Expenditure			2024/25 Income							
001189	Creswick Flood Mitigation Study	104,000	27,380	104,000	24,000	-	24,000	In Progress and Delayed	30 May 2025	B Grounds	Mitigation study is nearing completion with NCCMA reviewing models. A variation to the grant timeframe has been extended.	
001222	Willow Removal - Creswick Creek Clunes	-	662	662	-	30,000	30,000	In Progress and On Track	30 January 2025	S Ludeke	Project delegate, sponsor and manager needs reviewing with appropriate officers . (i.e. Matt-Grant Allen, Lauren Linke). Additional NCCMA funds have extended woody weed control to complete 'Priority 2' works.	
001223	Bright-eyed Brown Butterfly Habitat Restoration Program	88,019	38,943	88,019	88,019	65,519	88,019	In Progress and On Track	30 November 2026	B Grounds	Final delayed action from Year 1 funding have commenced and expected to finalise in January. Second year works have been scoped and will be progressed by Environmental Works Officer re-commencing Jan 2025	
Total Operations (not RMP)		242,637	76,694	202,390	162,637	146,137	192,637					
Total Emergency Management		-	-	-	-	-	-					
000570	Innovate RAP	17,400	3,460	17,400	-	-	-		31st Feb 2025	K Sinclair	Drafted design completed. RAP approved by Council with Reconciliation Australia amendments. Received feedback and incorporating final design changes from Reconciliation Australia. Once final designed document completed will require final approval from Reconciliation Australia	
001181	Best Start Best Life refrom	62,070	19,722	62,070	62,070	52,072	52,072	In Progress and On Track	1 March 2025	K Sinclair	Workforce Development Plan completed. Final draft KISP sent to Department of Education. Further modifications required prior to signing, Final submission date extended to 1st March 2025.	
001194	Mineral Springs Awareness	8,900	-	-	8,900	8,900	8,900			K Sinclair	Delayed - Website to be launched in coming months, work on brochure has commenced. Grant is extended until March 2025	
001209	HSC Aquatics Strategy - Business Case Development	60,200	50,438	60,200	-	-	-	In Progress and Delayed	30 March 2025	K Sinclair	Project planning to undertake the further investigation required on future works required to the existing aquatics facilities for future funding consideration and inclusion in the forthcoming Council Plan. was undertaken between October to December 2024. Preparation of the required additional information will commence in January 2025 for further consideration by Council in March 2025.	
001224	Creswick Trails Activation	100,000	53,663	100,000	100,000	100,000	100,000	In Progress and On Track	30 June 2025	K Sinclair	On track, launch event complete, website & brochure complete, marketing campaign with DMT and TMV underway	
001262	Hepburn Mineral Springs Reserve Masterplan	100,000	-	100,000	80,000	36,000	100,000	In Progress and On Track	31 March 2026	K Sinclair	A Project Manager has been appointed and a PCG formed. Procurement for a consultant to undertake engagement and draft a concept masterplan will commence in February 2025.	
Total Community & Economic Development		348,570	127,283	339,670	250,970	196,972	260,972					
TOTAL INFRASTRUCTURE AND DELIVERY		746,062	236,052	709,320	532,192	428,454	653,592					
TOTAL NON-RECURRENT PROJECTS		2,688,166	593,119	2,558,492	1,404,152	1,294,867	1,523,477					
Recurrent Maintenance Programs												
000258	Building Maintenance (3258)	417,000	241,267	241,267	-	503	503			S Ludeke	Vandalism repetitive in Creswick Public toilets and costs being spent. Water leaks unforeseen being repaired. E.g. Duke St. Daylesford Holiday Park.	
000342	Public Convenience Building Maintenance (3258)	66,000	21,341	21,341	-	-	-			S Ludeke		
Total Building Maintenance (RMP-BLD)		483,000	262,607	262,607	-	503	503					
000259	Large Plant Maintenance (3259)	705,499	218,767	218,767	-	8,392	8,392			B Grounds		
000260	Fleet Maintenance (3259)	184,800	20,438	20,438	-	-	-			B Grounds		
000369	Small Plant Maintenance (3259)	-	3,992	3,992	-	-	-			B Grounds		
Total Plant and Fleet Maintenance (RMP-PFM)		890,299	243,196	243,196	-	8,392	8,392					
000305	Street Cleaning (Internal Staff) (3244)	89,374	36,062	89,374	-	-	-			B Grounds		
000359	Signs Maintenance	-	509	-	-	-	-			B Grounds		
000368	Emergency Management Response - Signet Camera (3244)	-	12,890	12,890	-	-	-			B Grounds		

Hepburn Shire Council
Operating Projects Portfolio Report as at 31 December 2024

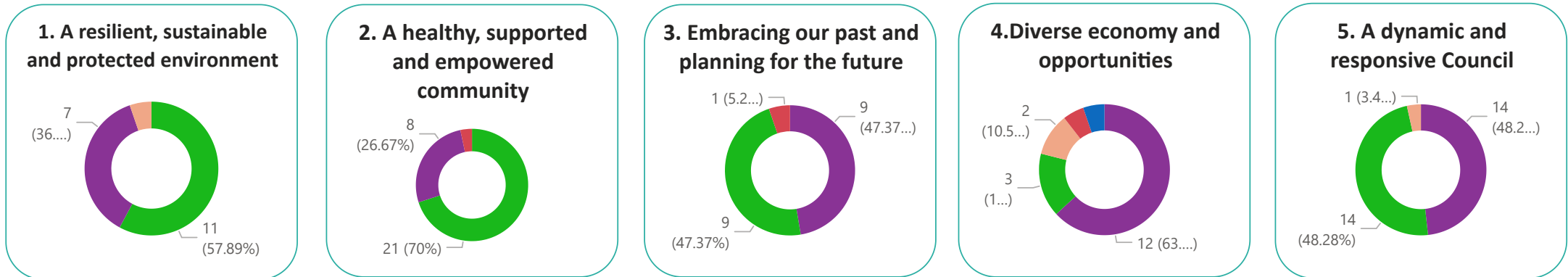
ATTACHMENT 8.3.3

Project Number	Project Name	FY25 Current Budget FY	FY25 Actual Expenses YTD	FY25 Full Year Forecast	FY25 Current Income Budget	Actual Income YTD	Full Year Forecast Income	Project Status (select from drop down)	Current Expected Completion Date (to be updated)	Project Sponsor (OMT Rep.)	Comments on Forecast and Completion Date (4 Lines maximum)
2024/25 Expenditure				2024/25 Income							
000587	Waste Management Operations (1010)	-	4,953	4,953	-	-	-			B Grounds	
000591	Weed Eradication	134,642	2,494	134,642	-	-	-			B Grounds	
000691	Sealed Road Management	503,469	180,345	503,469	-	-	-			B Grounds	
000692	Unsealed Road Management	991,536	384,011	991,536	-	-	-			B Grounds	
000693	Footpath Management	62,058	27,281	62,058	-	-	-			B Grounds	
000694	Drainage Management (Urban & Rural)	776,743	363,369	776,743	-	-	-			B Grounds	
000695	Road Furniture Management	211,740	78,501	211,740	-	1,211	1,211			B Grounds	
000696	Roadside Management	444,568	204,424	444,568	-	-	-			B Grounds	
000697	Emergency Management (Response)	79,581	20,967	79,581	-	-	-			B Grounds	
000698	Works Coordination	-	122	122	-	-	-			B Grounds	
000699	Works Maintenance Supervision	218,885	98,086	218,885	-	-	-			B Grounds	
000700	Non Chargeable Time - Works Maintenance	90,823	46,474	90,823	-	-	-			B Grounds	
001179	Works - Recoverable Costs	-	8,264	8,264	-	-	-			B Grounds	
Total Works Maintenance (RMP-WKS)		3,603,419	1,468,755	3,630,157	-	1,211	1,211				
000356	DO NOT USE - CLOSED - Trentham Garden & Reserves	-	192	192	-	-	-			Not Applicable	
000521	P&OS - Open Spaces	362,989	208,434	362,989	-	65	65			B Grounds	
000522	P&G - Garden Beds	253,479	116,571	253,479	-	-	-			B Grounds	
000523	P&OS - Trees	661,464	430,333	661,464	-	400	400			B Grounds	
000524	P&G - Spraying	-	3,688	3,688	-	-	-			B Grounds	
000525	P&OS - Paths	112,150	11,965	112,150	-	-	-			B Grounds	
000526	P&OS - Turf	192,807	80,556	192,807	-	-	-			B Grounds	
000527	P&OS - Mineral Springs (incl. BBQ/Furniture)	65,120	30,911	65,120	-	-	-			B Grounds	
000528	P&G - Tree Inspections	-	18,043	18,043	-	-	-			B Grounds	
000529	P&OS - BBQ's/Furniture (Excl. Mineral Springs)	89,664	53,799	89,664	-	-	-			B Grounds	
000531	P&OS - Utilities	150,000	54,116	150,000	-	-	-			B Grounds	
000532	Non Chargeable Time - Parks and Open Space	60,531	16,113	60,531	-	-	-			B Grounds	
000533	P&OS - Playground/Outdoor Fitness	22,106	39,669	39,669	-	-	-			B Grounds	
000534	P&OS - Trails Maintenance	222,908	65,950	222,908	-	-	-			B Grounds	
000538	P&OS - Recoverable costs	-	10,903	10,903	-	-	-			B Grounds	
Total Parks and Open Space Maintenance (RMP-POS)		2,193,218	1,141,244	2,243,608	-	465	465				
TOTAL RECURRENT MAINTENANCE PROGRAMS		7,169,936	3,115,802	6,379,569	-	10,572	10,572				
TOTAL SPECIAL PROJECTS		9,858,102	3,708,922	8,938,060	1,404,152	1,305,439	1,534,049				

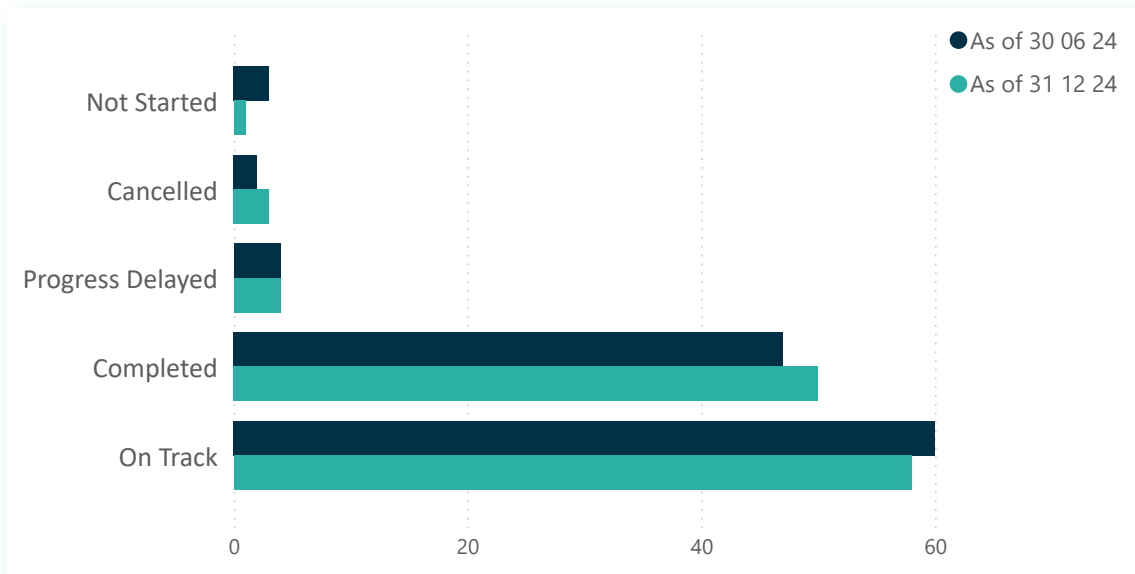


Hepburn Shire Council Plan 2021-2025 Progress: Year 4/Half 1

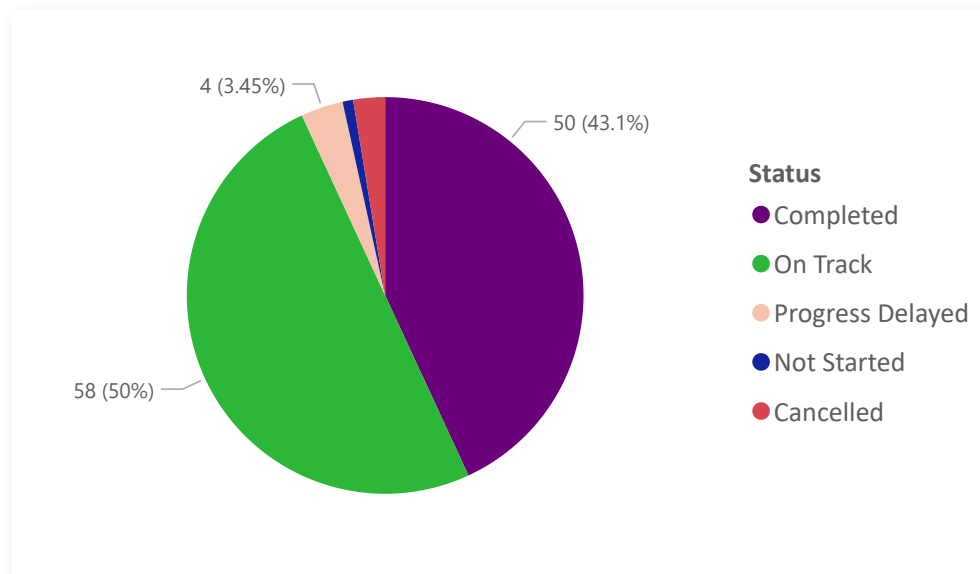
Action Progress: Individual focus areas



Action Progress Comparison: 30 June 24 and 31 December 2024

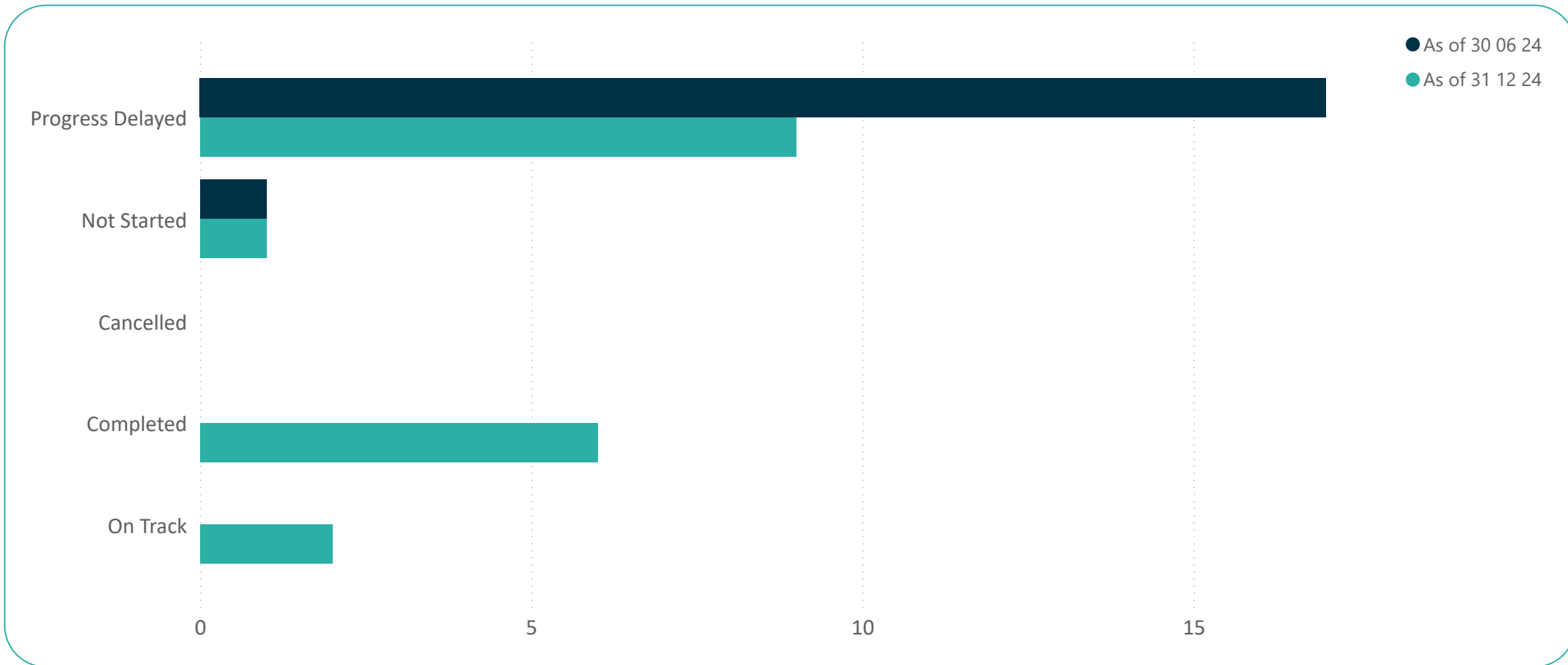


Action Progress: Total



Remaining Actions Progress: Annual Plan 2022/2023 and 2023/2024

Action Progress Comparison: Between 30 June 2024 and 31 December 2024



Note: Only outstanding actions have been carried over. Therefore those completed by 30 June 2024 are not included.

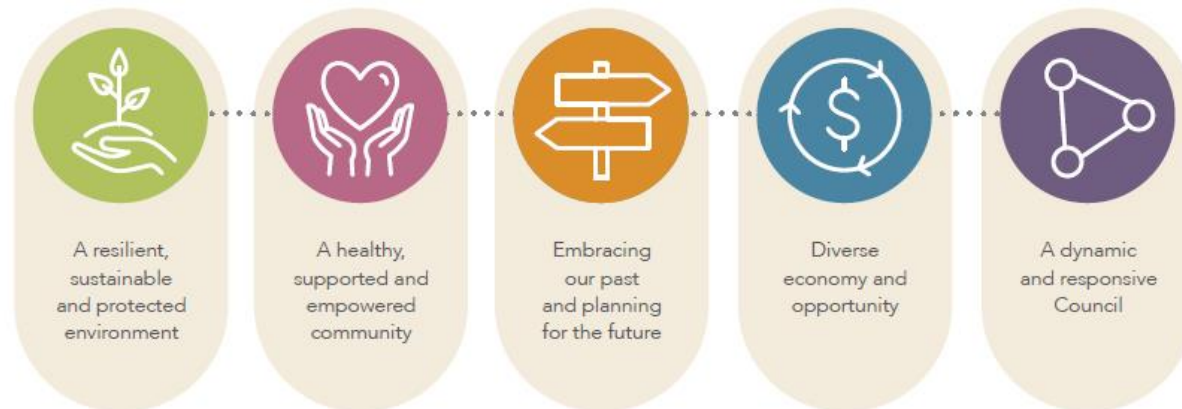
2024/25 H1 Progress Report

Council Plan 2021-2025 including
Municipal Health & Wellbeing Plan & Annual Plan 23/24



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

Our five focus areas:



STATUS



On Track



Progress Delayed



Completed



Not Started




Cancelled

Other Plans and Strategies

All other Council Plans and Strategies

A resilient, sustainable and protected environment

A responsive, adaptive, and resilient community that addresses climate change and biodiversity.

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP23.1	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Vehicle Charging Stations: Partner with Hepburn Energy and Chargefox to install three electric charging stations in Creswick, Hepburn Springs and Trentham.	Operations	1/01/2023	30/06/2024	All three charging stations installed as of July 2024.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP24.1	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Hepburn Shire Council Sustainability and Climate Change Policy: Adopt a Hepburn Sustainability and Climate Change Emergency policy and commence embedding this into Councils operations and decision-making processes.	Operations	28/06/2024	17/09/2024	The Hepburn Shire Climate Risk Management Policy was adopted by Council in September 2024. Further work is being undertaken to provide capacity building across Council teams to assist with embedding climate risk management decision making and practices.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP24.4	1.5	Protect and regenerate the natural resources of the Shire including soils, water and ecological systems, from both current and future threats	Roadside Conservation: Continue environmental services with an increased focus on weed management and roadside vegetation management including development and implementation of a Roadside Conservation Strategy.		28/06/2024		Council has appointed a Biodiversity Officer and the assessment and development of a multi-year roadside weed management program has been completed. A Roadside Conservation Management Plan in the early stages of development.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.1.1.1	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Undertake actions to support Council's declaration of a climate emergency including bi-annual reporting to community on local actions and projects which are delivering upon climate change mitigation, while ensuring that the levels of activity remain consistent with the importance of the climate emergency	Operations	30/06/2025		The two climate action strategies - Sustainable Hepburn, and the Hepburn Z-NET strategy continue to deliver strong results in the climate mitigation space (emissions reduction), and a quickly emerging area of focus, climate adaptation (community and ecosystem resilience to climate shocks). The Hepburn Z-NET Community Roundtable acts as a conduit for all Council progress updates and typically takes place at least 6 times per year. The newly established Sustainable Hepburn Advisory Committee also brings local community members into collaboration with Council and enables us to provide progress updates and seek partnerships to maximise our impact.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.1.1.2	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Review procurement policies and procedures to ensure they provide a focus on sustainable practices.	Financial Services	30/06/2025		The current procurement policy was adopted in September 2023 and a review will be undertaken in 2024/2025 to ensure that it continues to adhere to best practice guidelines with a focus on sustainable practices.	
CP25.1.1.3	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Continue to support the objectives of Hepburn Z-NET and the Hepburn Wind MOU to achieve the target of net zero community emissions by 2030	Operations	30/06/2025		The collaboration between Hepburn Shire Council and local community-owned renewable energy group Hepburn Energy continues to provide results in the emissions reduction space. The last 12 month audit of emissions reduction in the electricity sector showed a 10% reduction on the previous year, and Hepburn Z-NET remains one of the best-practice examples in Australia for collaboration between Council and community on climate action.	

STATUS



On Track



Progress Delayed






Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.1.1.4	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Promote the use of environmentally sustainable practices through planning processes and the Environmentally Sustainable Development Policy	Strategic Planning	30/06/2025		The preparation of a separate policy will be dependent on the final adoption of the Future Hepburn implementation plan in March 2025.	
CP25.1.1.5	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Pursue the environment and sustainability objectives outlined in Council's Municipal Planning Scheme	Strategic Planning	30/06/2025		Sustainability initiatives have been included in the recently adopted Future Hepburn Strategies. This will be further strengthened as the implementation of Future Hepburn progresses.	
CP25.1.1.6	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Support community transition to zero emissions through the Towards Zero Community Grants Program and or any other applicable grant funding program.	Operations	30/06/2025		The Sustainable Hepburn Community Grants replaced the 'Towards Zero' grants in FY23/24. After a successful first year, a further \$35,000 is available in 2025 to eligible local non-profit organisations. The grant round opens in February 2025 and will be delivered this financial year.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.1.1.7	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Contribute to the implementation of the Grampians Region Climate Adaption Strategy.	Operations	30/06/2025		<p>Council delivered two projects with the Department of Energy, Environment and Climate Action (DEECA). Grampians in 2022/23. A climate adaptation toolkit was developed in partnership with Hepburn Energy, Central Highlands Water, Djaara and other local stakeholders to help respond to climate impacts.</p> <p>Council developed and ran a series of workshops to assist Grampians Region Local Government Areas (LGAs) to respond to climate change by understanding adaptations options. Workshops were held in Ararat and Creswick.</p>	
CP25.1.1.8	1.1	Adapt to and mitigate climate change to reach net-zero community emissions by 2030	Publish Council's emission profile annually	Operations	30/06/2025		<p>A corporate emissions profile is published each year, soon after the end of the financial year. A second emissions profile which looks at the whole of the shire's greenhouse gas emissions is also consistently published each year.</p>	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.1.2.1	1.2	Prioritise environmental management, protection, and regeneration	Review Environmental Significance Overlays.	Strategic Planning	30/06/2025		Future Hepburn provided a high level review of ESOs, in the preparation of structure plans and the rural strategy. This resulted in, amongst others, a request to the Minister for Planning to approve an interim ESO for Mt Franklin and surrounds. The Future Hepburn implementation plan to be presented to Council in March 2025 will inform whether a further, more comprehensive review will take place.	
CP25.1.2.2	1.2	Prioritise environmental management, protection, and regeneration	Undertake appropriate Municipal Emergency Management Planning to prepare for and respond to natural disasters.	Emergency Management	30/06/2025		Community Emergency Risk Assessment (CERA) completed and Municipal Emergency Management Committee quarterly workplan in place to develop plans and sub plans to prepare for and respond to emergencies by 30/06/2025. Pre-season briefings undertaken and a number of community information sessions in partnership with various agencies	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.1.2.3	1.2	Prioritise environmental management, protection, and regeneration	Adopt and implement a Tree Management Strategy to protect existing trees and increase planting of new trees.	Operations	30/06/2025		Hepburn Shire's Tree Management Plan was endorsed by Council's Executive Team in July 2022. The plan was developed to provide guidance for the management of public trees to ensure a consistent approach whilst providing a safe environment for the community and increase township tree canopy cover.	
CP25.1.3.1	1.3	Transition to ecologically sustainable and accountable tourism	Develop and implement a sustainable and accountable Visitor Economy Strategy that balances sustainability goals whilst supporting the economy.		30/06/2025		Worked with our Visitor Economy Partners (Daylesford Macedon Tourism and Tourism Midwest Victoria) and adopted Destination Management Plans	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.1.4.1	1.4	Develop meaningful policies and strategic partnerships that link sustainability and public health	Strengthen and protect existing agriculture to support the availability, sustainability and accessibility of local food sources.	Community and Economy	30/06/2025		The Artisan Agricultural pilot is completed and resulted in strengthened relationships and contacts amongst the agricultural section. A shire wide Agricultural Forum was also held.	
CP25.1.4.2	1.4	Develop meaningful policies and strategic partnerships that link sustainability and public health	Promote community adaptation to the public health risks of climate change		30/06/2025		Council has provided community adaptation through health and wellbeing messages, Emergency response, staff community adaptation awareness training, emergency preparation training and awareness messages.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.1.4.3	1.4	Develop meaningful policies and strategic partnerships that link sustainability and public health	Increase community understanding of the risks of climate change to public health through communication and education		30/06/2025		Ongoing meetings with the external and internal Health and Wellbeing working groups completed. Ongoing communication plan to raise awareness continues. Staff awareness training provided. Sustainable youth and middle years activities embedded in school holiday programs and Sustainable Hepburn day. Community awareness initiatives, events and training offered throughout the year.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.1.4.4	1.4	Develop meaningful policies and strategic partnerships that link sustainability and public health	Develop a meaningful and strategic partnership with Dja Dja Wurrung to identify and collaborate on our shared environmental priorities	Operations	30/06/2025		Further progress has been made on this action through the continued growth of a strong relationship with Djaara through key contacts, particularly those involved in the climate change and caring for country aspects of Djaara's work. Council's Coordinator Sustainability and Climate has been invited by Djaara to review draft versions of related strategies, and there has been collaboration around several actions in Sustainable Hepburn 2022-2026.	
CP25.1.5.1	1.5	Protect and regenerate the natural resources of the Shire including soils, water and ecological systems, from both current and future threats	Develop and implement the 'Sustainable Hepburn Strategy' to align waste, sustainability, and biodiversity strategies	Operations	30/06/2025		Sustainable Hepburn Strategy endorsed at the August 2022 Ordinary Council Meeting. All five action plans of the strategy have been implemented by the responsible teams. Across the five action plans, 74 actions currently are active with 65 on track or completed by 30 June 2024.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.1.5.2	1.5	Protect and regenerate the natural resources of the Shire including soils, water and ecological systems, from both current and future threats	Continue environmental services with an increased focus on weed management and roadside vegetation management including development and implementation of a Roadside Conservation Strategy.		30/06/2025		Council has appointed a Biodiversity Officer and the assessment and development of a multi-year roadside weed management program has been completed. A Roadside Conservation Management Plan in the early stages of development.	
CP25.1.5.3	1.5	Protect and regenerate the natural resources of the Shire including soils, water and ecological systems, from both current and future threats	Support the implementation of priorities of the Integrated Water Management Plans		30/06/2025		Council continues to advocate for and pursue funding opportunities to support implementation of projects identified within the Integrated Water Management Plans.	

STATUS



On Track



Progress Delayed



Completed





Not Started



Cancelled

A healthy, supported and empowered community

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

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP23.10	2.3	Optimise the use of public spaces to increase participation and community connection	Walking and Cycling Strategy: Develop and adopt a Walking and Cycling Strategy.	Community and Economy	1/06/2023		The action has now been incorporated into the development of a Shire Wide Integrated Transport Strategy, which is due to be completed in 2025.	
AP24.5	2.1	Support appropriate land use and accommodate more affordable long-term housing within townships that conforms with the character of the area.	Review of Short Term Accommodation: Review possible regulation of short-term rental accommodation to assist with permanent rental housing supply, while still allowing for a diverse and sustainable base of tourist accommodation to support the local economy.	Strategic Planning	30/06/2024		A report will be presented to a Councillor Briefing in Feb/March 2025 to obtain a position on Council's next steps. This is in the context of the State Government levy being introduced in January.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP24.11	2.3	Optimise the use of public spaces to increase participation and community connection	Central Springs Mineral Reserve, Daylesford - Stage One Development: Enhance the visitor experience of our Mineral Springs by delivering accessibility and water quality improvements at Central Springs Mineral Reserve at Lake Daylesford.		30/06/2024	30/07/2024	Construction works including drainage improvements, new mineral spring bores, installation of a shelter and landscaping have been completed.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP24.12	2.3	Optimise the use of public spaces to increase participation and community connection	Recreation Masterplans for Clunes and Glenlyon: Prepare detailed designs for Clunes Recreation Reserve Masterplan and Glenlyon Recreation Reserve Masterplan, including detailed designs on the new Glenlyon Pavilion.		31/03/2024	30/04/2024	The completion of the Clunes Masterplanning Project was put on hold in August 2024 due to the Consultancy engaged being put into Liquidation. Officers successfully negotiated the provision of the Project's Intellectual Property to Council in November 2024. Officers commenced work on a project plan in December 2024 to achieve completion of the Project for future consideration by Council in early 2025. The progress of the Glenlyon Recreation Reserve Pavilion was considered by Council in September 2024. Officers undertook the expression of interest process to establish a Project Advisory Group (PAG) during November and December 2024. PAG nominations and membership will be considered by Council in early 2025.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP24.13	2.3	Optimise the use of public spaces to increase participation and community connection	Aquatics Business Case Development: Finalise a business case on aquatics provision within the Shire, as informed by the 2022 Hepburn Shire Aquatics Strategy.		31/12/2023	30/09/2024	A progress report on the Indoor Aquatics Provision Feasibility Study and Business Case was considered at the September 2024 Council Meeting. A key resulting action included undertaking further investigation and consolidating the future works required to the existing aquatics facilities for future funding consideration and inclusion in the forthcoming Council Plan. Planning on the additional information required was undertaken between October to December 2024. Preparation of the required additional information will commence in January 2025 for further consideration by Council in March 2025.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.1.1	2.1	Support appropriate land use and accommodate more affordable long-term housing within townships that conforms with the character of the area.	Develop an Integrated Affordable Housing Policy and Strategy.	Strategic Planning	30/06/2025		Informed by township character assessments, growth targets, demographic needs and of course 'A Home in Hepburn' our township structure plans have been structured to encourage more diversity in housing delivery whilst protecting the precious characteristics of our towns. There are recommendations in the plans on how infill development can better accommodate a variety of housing. We have also looked at the inclusion of small parcels of additional land into our towns to provide more options for the housing market.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.1.2	2.1	Support appropriate land use and accommodate more affordable long-term housing within townships that conforms with the character of the area.	Deliver the strategic planning program from the adopted Municipal Planning Scheme.	Strategic Planning	30/06/2025		An implementation plan is to be presented to Council for endorsement in March 2025.	
CP25.2.1.3	2.1	Support appropriate land use and accommodate more affordable long-term housing within townships that conforms with the character of the area.	Advocate for involvement in the Victorian State Government's Big Housing Build program.	Strategic Planning	30/06/2025		The recently appointed, fixed-term housing officer will further Hepburn's advocacy and engagement with housing agencies	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.2.1	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Conduct a gap and needs analysis of local health and community services to support advocacy for funding parity		30/06/2025		Council officers are working with the external Health and Wellbeing working group to complete a stakeholder matrix to assess gaps and opportunities for collaboration.	
CP25.2.2.2	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Promote partnerships with health service providers to improve shared community health outcomes		30/06/2025		External Health and wellbeing working group has completed stakeholder mapping, local data analysis and priority mapping for the Hepburn Shire that will inform the new Health and Wellbeing plan. Officers attend ongoing stakeholder meetings to ensure a collaborative approach across the Central Highlands region.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.2.3	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Support advocacy for a new facility for Central Highlands Rural Health.		30/06/2025		Hepburn Council offers ongoing support and advocacy for the upgrade to Daylesford Hospital.	
CP25.2.2.4	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Develop services networks to increase community awareness and access to local services		30/06/2025		The Community Services Support Network has regular attendance of 20 - 30 members and has increased to include many community groups working with venerable people. Collaborative local solutions is the focus and has achieved many outcomes for community e.g. Emergency preparedness support, increased food security supply, Daylesford showering facility, and hoarding support services.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.2.5	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Develop, adopt and implement an Early Years Strategy		30/06/2025		The Early Years Strategy 'Starting Blocks' was adopted in 2022. Council continues to work with partners to deliver on objectives outlined in the strategy.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.2.6	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Develop, adopt and implement a Positive Ageing Strategy.		30/06/2025		Annual action plans and reviews track the implementation of the eight focus areas of the strategy: 1. Community and Information, 2. Community and Health services, 3. Housing, 4. Outdoor spaces and Buildings, 5. Transport, 6. Social Participation, 7. Civic Participation and Employment, 8. Respect and Respectful. Key achievements over the 12 months have been Advocacy, Senior's festival events, Positive Ageing expo, stakeholder support and improvements in access to community information	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.2.7	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Work with our partners to support the provision of Early Years Services, e.g. Maternal Child Health, Kindergartens, Childcare and Playgroup.		30/06/2025		Successful advocacy has supported the new Clunes Early Years hub which will include a playgroup room and Maternal Child Health consultation room. Council is currently upgrading Hepburn Kindergarten and has received a scoping grant to consult and design a future plan for Daylesford Community Childcare. Ongoing advocacy continues for Early Years services in Trentham.	
CP25.2.2.8	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Continue services to build strong, safe and resilient communities (emergency management, local laws, animal control, environmental health).	Emergency Management	30/06/2025		Community Safety has held multiple community sessions on local laws, footpath trading, environmental health and cat desexing in July - December 2024. CS aim to hold two public sessions each quarter until end of 24/25FY.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.2.9	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Deliver actions identified in the Disability Action and Inclusion Plan (DAIP) 2018-2022.		30/06/2025		Disability Action and Inclusion Plan 2018-2022 was reviewed, and incomplete actions were carried forward in the new Disability Action Plan.	
CP25.2.2.10	2.2	Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing	Develop, adopt and implement a new Disability Action and Inclusion Plan post-2022		30/06/2025		Disability Action and Inclusion plan reviewed and used to create new Disability Action Plan 2022-2026.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.3.1	2.3	Optimise the use of public spaces to increase participation and community connection	Increase female health and wellbeing by implementing the Hepburn Shire Active Women and Girls Strategy		30/06/2025		In August 2024, Officers commenced collaborating with the Northern Grampians Health Service and the Daylesford and Hepburn United Soccer Club to integrate the Act@Play program within the club environment. The program is ongoing and will predominantly be undertaken during the Club's 2025 Winter Season during April to September 2025. Year 1 Fair Access Policy Actions including the collection of club participation data, will be initiated throughout the first half of 2025.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.3.2	2.3	Optimise the use of public spaces to increase participation and community connection	Implement appropriate actions from the 'Play is for everyone' Hepburn Shire Playspace Strategy.		30/06/2025		A 2024/2025 budget allocation to undertake renewal works to the Clunes Medlyn and Lyonville Community Playspaces was endorsed by Council in June 2024. In July 2024, playspace projects including the Trentham outdoor fitness space installation, Clunes Queens Park shade structure and Newlyn Recreation Reserve playspace planning were successful in receiving Victorian Government co-funding through the Tiny Town Fund, The annual Hutchinson's safety audit of playspaces was undertaken in September 2024 and resulted in priority renewal works projects to be considered in Council's 2025/2026 capital works program.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.3.3	2.3	Optimise the use of public spaces to increase participation and community connection	Support access and participation through strong asset management practices aligned with developing a long-term Asset Plan		30/06/2025		Council's current Asset Plan was developed in consultation with the community and is currently being reviewed. The 10-year plan seeks to provide effective and efficient management of public assets in the most cost-effective manner. Council officers continue to undertake the development of masterplans in conjunction with key stakeholder groups and taking into account community input, and advocate for projects and programs which encourage and support community participation and improved access.	
CP25.2.3.4	2.3	Optimise the use of public spaces to increase participation and community connection	Facilitate walking and cycling infrastructure by implementing works outlined in the Walking and Cycling Strategy		30/06/2025		The action has now been incorporated into the development of a Shire Wide Integrated Transport Strategy, which is due to be completed in 2025.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.3.5	2.3	Optimise the use of public spaces to increase participation and community connection	Promote the use of libraries and hubs throughout Hepburn Shire.		30/06/2025		For 2024/25, the Libraries team will work with the Communications team to upgrade and revitalise the libraries webpage, and to develop a Social media strategy.	
CP25.2.3.6	2.3	Optimise the use of public spaces to increase participation and community connection	Maintain our open spaces for the enjoyment of our community and visitors.		30/06/2025		Maintenance of Council's open spaces including parks and reserves, sportsfields and township areas throughout the Shire is ongoing.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.3.7	2.3	Optimise the use of public spaces to increase participation and community connection	Design, develop and advocate for funding to enhance or build sport and active recreation facilities identified through Master Planning. Ensure design and construct projects comply with Universal Design principles, including compliance with the Design for Everyone Guide	Community and Economy	30/06/2025		Federal funding commitment of \$1.25m will co-fund priority projects from the Doug Lindsay and Glenlyon Recreation Reserves Master Plans. Council were successful in gaining a Victorian Government Grant of \$185,500 to co-fund new sports lighting at the Newlyn Recreation Reserve. Universal design elements were incorporated into the delivery of both the Trentham Sportsground Pavilion and Calemben Park Amenities Projects that will support the development of diverse participation in a range of sport and active recreation participation opportunities.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.3.8	2.3	Optimise the use of public spaces to increase participation and community connection	Deliver key projects including Wombat Hill Botanic Gardens enhanced visitation experience, Bullarto Station Precinct development and Creswick Town Hall restoration		30/06/2025		The Bullarto Station Upgrade Project and the Creswick Town Hall Project have been completed. Wombat Hill Botanical Gardens works have been delayed, however are ready to commence in early 2025.	
CP25.2.3.9	2.3	Optimise the use of public spaces to increase participation and community connection	Finalise and implement the Hepburn Shire Aquatic Strategy.		30/06/2025		OHS, Compliance and Leak Remediation works on the existing swimming pools and splash park are 90% complete and due to be fully completed by June 2025.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.4.1	2.4	Assist our community to increase access to healthy food to improve nutrition, reduce chronic disease, improve mental wellbeing and strengthen the local food production system.	Lead by example, by supplying and promoting local healthier food and drink options across Council-run meetings, events, activities, facilities and programs.		30/06/2025		Healthy Eating policy to be presented to Executive Leadership Team and Council in early 2025. This policy will guide food and drink options for internal meetings and training. Continued to provide healthy food choices at Hepburn Shire outdoor community pools kiosks at season commencement in December 2024.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.4.2	2.4	Assist our community to increase access to healthy food to improve nutrition, reduce chronic disease, improve mental wellbeing and strengthen the local food production system.	Support initiatives that encourage healthier lifestyles and habits across the lifespan, particularly in children's early years.		30/06/2025		Hepburn Council offers Children's grants to local providers to support young families. Hepburn Council 'Starting Blocks' Early and Middle Years Strategy focuses on encouraging healthier lifestyles and improving outcomes for young families. Free family events, awareness campaigns and healthy lifestyle programs are offered throughout the year including Healthy Choices in the pools, Children's cooking classes, Skate competitions and partnerships with Daylesford College on the Youth Mental Health program Live4Life.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.4.3	2.4	Assist our community to increase access to healthy food to improve nutrition, reduce chronic disease, improve mental wellbeing and strengthen the local food production system.	Partner with local organisation/s to increase access to healthy and affordable food (including for vulnerable groups) and to support positive food system change		30/06/2025		Council officers are working with local Neighbourhood houses. Good Grub Club, 5000 Club and other food security groups to build better food access for vulnerable groups. We have also updated information on community websites to increase awareness of programs available.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.4.4	2.4	Assist our community to increase access to healthy food to improve nutrition, reduce chronic disease, improve mental wellbeing and strengthen the local food production system.	Partner with key health agencies to support initiatives and services to improve health and wellbeing		30/06/2025		External Municipal Public Health and Wellbeing Working Group continues to work together to improve health and wellbeing outcomes within Hepburn Shire. MOU continued with Central Highlands Rural Health to support links with health promotion and allied health professionals Live4Life and Daylesford College to support youth mental health. New MOU with Neighbourhood houses will continue with this collaborative approach.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.5.1	2.5	Improved mental wellbeing within the community	Raise awareness and understanding of mental health services and resources, and work with other levels of government to localise and improve mental health services available to residents with a specific focus on youth mental health		30/06/2025		Mental health awareness campaign throughout Council's social media. Seniors Festival supported events to combat social isolation for older people. Hepburn Council has signed a partnership with Daylesford College around the Live4Life program addressing youth mental health through a collaborative community-based approach.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.5.2	2.5	Improved mental wellbeing within the community	Strengthen partnerships and support education, programs, events and prevention activities that focus on community participation, diversity and inclusion		30/06/2025		Gender Equity, Reconciliation, Disability and Rainbow Advisory Committees met regularly providing advice to Council on projects, programs and policy to ensure all services promote community participation, diversity and inclusion. Council officers facilitate and attend a wide range of committees and networks to support a collaborative approach across Council to raise community awareness.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.5.3	2.5	Improved mental wellbeing within the community	Adopt a co-benefit approach to improving mental wellbeing, supporting active living and healthy eating initiatives		30/06/2025		Active lifestyle programs supported through positive ageing groups, volunteer program (VIC's, Museums and L2P driver program), youth programs. Active in pools sessions and ongoing sporting facility upgrades. Healthy eating initiatives through Council run events and activities such as Healthy Choices in pools, cooking classes, healthy eating showbags (free family events, Sustainable Hepburn Day and Positive Ageing Expo) and seed planting packs for school holidays. Council also continues to advocate through actions such as a submission to the "Inquiry into Securing the Victorian Food Supply"	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.2.5.4	2.5	Improved mental wellbeing within the community	Ensure Council services, activities and facilities are accessible and inclusive to remove barriers to participation		30/06/2025		All new and upgraded buildings compliant, in line with DDA standards.	

STATUS



On Track



Progress Delayed



Completed




Not Started



Cancelled

Embracing our past and planning for the future

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

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP23.13	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	COVID Stimulus Infrastructure Projects: Continue to deliver key stimulus funded projects including, Bullarto Station Tourist Precinct, Creswick Town Hall and Wombat Hill Botanical Gardens		1/06/2023	30/07/2024	The Bullarto Station Upgrade Project and the Creswick Town Hall Project have been completed. Wombat Hill Botanical Gardens works have been delayed, however are ready to commence in early 2025.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP23.16	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Strategic Planning Work Program: Implement year 2 of council program of strategic planning work to be delivered in accordance with financial budget allocations, including continued work on Creswick Structure Plan and commencement of Trentham Structure Plan.	Strategic Planning	1/06/2023		Adopted September 2024	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP24.15	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Innovate Reconciliation Action Plan: Develop and adopt a new Reconciliation Action Plan to ensure an inclusive community, reduce racial discrimination, identify and acknowledge issues requiring actions of reconciliation.	People and Culture	30/06/2024	20/08/2024	The Innovate RAP has been fully endorsed by Council and is with Reconciliation Australia for final review. Expected feedback on endorsement due 17 January.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP24.16	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Future Hepburn: Continuation of Hepburn's key strategic planning program through the development of town structure plans, agricultural land and rural settlement strategy, integrated transport strategy and other supporting technical studies.	Strategic Planning	30/06/2024		Adopted September 2024	
AP24.17	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Daylesford Town Hall Restoration Stage 1: Award tender for the delivery of priority structural and electrical repair works to the Daylesford Town Hall to conserve our important heritage asset.	Operations	30/06/2024		Structural tender awarded September 2024. Construction currently underway. Electrical works to be tendered separately.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP24.19	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Shire Wide Integrated Transport Strategy: Adopt a 10-year integrated transport strategy for improved connections for the community through the various modes of transport including active transport such as walking and cycling.	Strategic Planning	31/05/2024	30/06/2024	Intended to be adopted with the suite of structure plans and rural strategy. Was required to be completed separately due to resourcing constraints.	
AP24.21	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Historic Wheelers Bridge in Lawrence: With financial assistance from the Australian Government, begin construction on the historic Wheelers Bridge in Lawrence.		31/03/2024	31/03/2025	Detailed design is in the process of being finalised and engineering checks completed, including additional scope relating to scaffolding and guardrail. An extension to the grant funding agreement has been obtained acknowledging the further work required.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.1.1	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Continue to implement and review the Reconciliation Action Plan (RAP) and build strong partnerships through the RAP Advisory Committee		30/06/2025		Our new Innovate RAP was endorsed by Council in August 2024 we are working on the final design phase and once approved from Reconciliation Australia we will look to launch the new RAP.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.1.2	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Hold annual strategic meetings with Dja Dja Wurrung to share and align projects and priorities		30/06/2025		Relationships and collaboration with Dja Dja Wurrung peoples is strong, thanks to our collaborative work with DJAARA. We have met often across the year to share and align projects and priorities including work on the Innovate RAP (Reconciliation Action Pan), the Djuwang Baring Trails and The Mechanics Trentham including the fish traps indigenous artwork, Cultural Values Assessment, and returning language to Dja Dja Wurrung Country, known as Djandak. We have a new Innovate Reconciliation Action Plan that steps out our commitment and direction moving forward.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.1.3	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Develop and implement an Arts and Culture Strategy to support local artists to provide creative cultural experiences to enrich community wellbeing		30/06/2025		Arts and Culture Strategy was adopted in June 2024 and implementation will now commence. Status updated as complete as per annual report 23/24 EV	
CP25.3.1.4	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Develop and implement an Indigenous Heritage Strategy to support the recognition and preservation of Aboriginal cultural heritage	Strategic Planning	30/06/2025		Will be considered further in March 2025 when an implementation plan is presented to Council for adoption.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.1.5	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Manage and support our heritage buildings in accordance with the adopted Hepburn Heritage Strategy 2020-2030	Strategic Planning	30/06/2025		Considered as part of the recently adopted Future Hepburn work. Next steps will be informed by an implementation plan that will be presented to Council for adoption in March 2025.	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.1.6	3.1	Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs	Partner with other Council's to advocate for UNESCO World Heritage Listing of the Central Victorian Goldfields	Community and Economy	30/06/2025		The Victorian Goldfields UNESCO World Heritage bid was given a boost thanks to \$3.8 million announced in the Victorian Budget for championing Victoria's outstanding heritage. Officers provided input into the draft World Heritage Sustainable Tourism Master Plan and all feedback has been accepted. The Steering Committee have postponed plan finalisation to allow for the shift to the "Victorian Goldfields" approved by the Minister Planning as this name is recognised better internationally. The Steering Committee will be called on to accept the report once this variation has been completed.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.2.1	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Develop and complete Town Structure Plans as per Council's strategic planning program.	Strategic Planning	30/06/2025		Adopted September 2024	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.2.2	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Support community planning to enable local communities to determine their priorities for the future.		30/06/2025		Community Planning actions are no longer directly actioned by Council.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.2.3	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Conduct a study of land development supply	Strategic Planning	30/06/2025		Land Demand & Supply study was prepared by Nation Partners in 2022 with an addendum provided in 2023. The reports are available through Participate Hepburn.	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.2.4	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Develop an Agricultural Land Use and Settlement Strategy.	Strategic Planning	30/06/2025		Council adopted structure plans and rural strategy in September 2024.	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.2.5	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Undertake strategic land use planning to identify access to commercial and industrial land.	Strategic Planning	30/06/2025		Formed an integral component of the adopted structure plans and rural strategy.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.2.6	3.2	Protect and enhance the existing character of our towns and rural settings through community-inclusive strategic planning to strengthen planning controls on growth and development	Develop and implement a local Environmentally Sustainable Design (ESD) Planning Policy.	Strategic Planning	30/06/2025		Draft ESD policy was included in the C80 Hep Planning Scheme review. Further Environmentally Sustainable Design outcomes have been recommended through our Future Hepburn suite of work.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.3.1	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Continue to provide strong management and maintenance of our infrastructure.		30/06/2025		Council has an Asset Management framework which, along with associated plans, guide the management and maintenance of community infrastructure and future asset planning. The Asset Management Policy and Plan are currently being reviewed in line with Council's other integrated strategies. In order to improve Council's asset management maturity and inform future levels of service, data collection and validation is undertaken on an ongoing basis, with open space asset and valuation data being the focus in 2024/25.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.3.2	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Support the amenity of our towns through the maintenance, replacement and development of streetscapes.		30/06/2025		Multiple streetscape projects across the Shire have been delivered over recent years and ongoing maintenance of open spaces and civil infrastructure in township areas continues to be undertaken. Further projects improving road safety and pedestrian connectivity are currently being planned, with supplementary grant funding sought where possible.	
CP25.3.3.3	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Advocate, plan and deliver pedestrian, cycling and recreation paths and trails that reduce reliance on vehicles.	Community and Economy	30/06/2025		Over 55.5kms of works have been delivered on shared footpaths and trails throughout the Shire within the 2022-2023 Financial Year.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.3.4	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Advocate to the State and Federal Government to improve cycling connections, public transport infrastructure and roll out of a public electric vehicle (EV) charging network across city boundaries and the broader region.	Operations	30/06/2025		<p>Progress has been made on this action via the completion of the Hepburn Shire EV charging station roll-out of 3 new public fast chargers located at Hepburn Springs, Creswick and Trentham, and primarily funded by the Victorian Government. There is another charger currently being installed in Clunes which will bring the number of public EV chargers in the shire to 5.</p> <p>A study undertaken by a dozen neighbouring councils, led by the Central Victorian Greenhouse Alliance has resulted in a regional roadmap and municipal 'future EV charging needs' for each council, with results to be presented to Council in early 2025. A group advocacy piece aimed at unlocking future funding including active and sustainable transport is being developed.</p>	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.3.3.5	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Ensure sustainable and accessible infrastructure that promotes healthy recreation, physical activity and social connection	Community and Economy	30/06/2025		Sustainable and accessible infrastructure has been achieved in delivered sport and active recreation projects and through the master plan development undertaken on community sport and active recreations places and spaces.	
CP25.3.3.6	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Maintain and improve the amenity and cleanliness of townships, roadsides and public spaces.		30/06/2025		Maintenance of Council's open spaces including parks and reserves, sportsfields and township areas throughout the Shire is ongoing.	
CP25.3.3.7	3.3	Build and maintain quality infrastructure that supports and promotes liveability and active living in the community	Advocate for and partner in the delivery of Council's priority projects.	Financial Services	30/06/2025		Development of the 10-year long term financial plan and future budgets provides the basis for the identification and delivery of Council's priority projects.	

STATUS



On Track



Progress Delayed



Completed




Not Started



Cancelled

Diverse economy and opportunities

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

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP24.23	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Enhancing Hepburn's Digital Planning and Reporting Capability: With the financial assistance from the Victorian Government, deliver digital enhancements to modernise Council's planning services and improve the customer experience.	Planning and Building	30/06/2024		Grant funding acquitted. Separately work is being done to finalise the webpage.	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP24.25	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Mineral Springs Awareness Campaign: Through funding from the Victorian Government, develop marketing tools to raise the awareness and understanding of Mineral Springs in the region for locals and visitors.		30/06/2024		The marketing tools to support the Mineral Springs Awareness Campaign include the development of the Mineral Springs Victoria Website, a brochure and a display in the Daylesford Visitor Information Centre. The website is complete and will launch in early 2025, the brochure is under development and the delay on completion is due to key stakeholders needing extra time to review.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.1.1	4.1	Work in partnership to attract and retain young people in our area through the provision of improved digital connectivity, education opportunities, employment pathways, affordable housing, improved public and active transport options, and leadership opportunities	Develop and implement a Youth Strategy 2021-25 to support the delivery of services and opportunities to young people in Hepburn Shire		30/06/2025		"ACE" Youth Development Strategy 2022-2030 created and during 2023/24 implementation included a number of key actions: Youth mental health training, apprenticeship program, free freeza events, ongoing youth programs, school holiday programming, youth advocacy and creating a youth advisory group.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.1.3	4.1	Work in partnership to attract and retain young people in our area through the provision of improved digital connectivity, education opportunities, employment pathways, affordable housing, improved public and active transport options, and leadership opportunities	Advocate to government to assist with funding of the business case for the establishment of Institute of Gastronomy within the shire.		30/06/2025		Advocacy to government and support for the growth of the gastronomy industry within our shire continues.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.1.4	4.1	Work in partnership to attract and retain young people in our area through the provision of improved digital connectivity, education opportunities, employment pathways, affordable housing, improved public and active transport options, and leadership opportunities	Investigate the formation of a Youth Council or Youth Advisory Committee.		30/06/2025		Investigations completed and Council has partnered with Foundation for Young Australians to implement the Young Mayors Program. The Young Mayors Program has pivoted to ensure a higher level of engagement from young people living, working, studying or playing in Hepburn Shire. We have implemented a Youth Advisory Group to assist in building momentum and awareness for the program.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.2.1	4.2	Advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area	Support implementation of Central Highlands Digital Plan.	ICT	30/06/2025		All opportunities to Advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area. New high speed fixed wireless NBN tower being planned for Sailors Falls, at a cost of \$430,374 funded by NBN. A number of other upgrade projects taking place in the region, including a number of 5G upgrades, power resilience programs, greenfield tower in Drummond, and upgrades to NBN fixed wireless in Clunes. Advocacy work will continue as an ongoing BAU activity. Public Wi-Fi available in all customer experience and library locations. Rollout will continue to other areas when budget or grant funding allows this.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.2.2	4.2	Advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area	Review the impact of the co-working space at the Hepburn Hub at the Rex and explore the feasibility of a local co-working spaces in other parts of the Shire.	Community and Economy	30/06/2025		Project cancelled and external funding returned to funding body.	
CP25.4.2.3	4.2	Advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area	Install public wi-fi in appropriate areas.	ICT	30/06/2025		Public Wi-Fi available in all customer experience and library locations. Rollout will continue to other areas when budget or grant funding allows this.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.2.4	4.2	Advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area	Advocate to ensure that our community has access to, and benefits from reliable digital services.	ICT	30/06/2025		All opportunities to Advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area. New high speed fixed wireless NBN tower being planned for Sailors Falls, at a cost of \$430,374 funded by NBN. A number of other upgrade projects taking place in the region, including a number of 5G upgrades, power resilience programs, greenfield tower in Drummond, and upgrades to NBN fixed wireless in Clunes. Advocacy work will continue as an ongoing BAU activity.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.3.1	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Implement a Business Concierge model (Customer Service, Planning and Economic Development) to enhance the permit approvals process.		30/06/2025		There is no formal Business Concierge Model in place. Instead, the Planning and Economic Development Teams have established regular meetings and communication regarding business permits and applications. Council's Economic Development Officer continues to provide support to businesses.	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.3.2	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Invest in streetscapes and infrastructure in commercial and retail areas across the Shire.	Community and Economy	30/06/2025		The following streetscapes works / investments were completed in FY22/23: <ul style="list-style-type: none"> • Vincent St, Daylesford round-a-bout garden redevelopment. • Pearman Street, Creswick kerb and channel, road upgrade, pedestrian connections. • Albert St, Trentham drainage upgrade • Albert St, Creswick Street furniture renewal • Various locations, street planter box installations. 	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.3.3	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Finalise the pilot project of the Artisan Agriculture Project to support producers more broadly.	Community and Economy	30/06/2025		The Artisan Agriculture Pilot is completed and has resulted in strengthened relationships and contacts amongst the agricultural sector.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.3.4	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Develop and implement an Economic Development Strategy that ensures diverse offerings.		30/06/2025		The development of an Economic Development Strategy did not receive a budget allocation. Other initiatives that have been implemented to support businesses includes the development of a Business Survey Implementation Plan, Development of Central Highlands Growers and Producers Hub website, established partnerships with Industry Bodies and local Business and Tourism Associations, a comprehensive business workshop program and regular communication via a Business newsletter.	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.3.5	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Develop and implement a Commercial Land Use Policy.	Strategic Planning	30/06/2025		Will form part of the consideration with the upcoming implementation plan.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.3.6	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Develop and implement a HSC Shire Wide Agricultural and Rural Settlement Strategy.	Strategic Planning	30/06/2025		Strategy adopted by Council. Implementation will require a planning scheme amendment, which if endorsed by Council, will commence late 2025	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.3.7	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Support local and regional tourism campaigns and initiatives to support the local offer.	Community and Economy	30/06/2025		Council has formalised a partnership with Tourism Midwest, the inaugural Visitor Economy Partnership in Victoria to improve exposure, branding and product development in the West of the Shire. This augments Council's existing partnership with Daylesford Macedon Tourism which continues to showcase the region to travellers at a high level.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.3.8	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Implement the Events Strategy 2020-2025 building on existing brand pillars including Indulge (Food & Drink), Refresh (Escape & Rejuvenate), Learn (History & Culture) and Make (Art & Artisans).	Community and Economy	30/06/2025		Council supported 60 events in FY23 with significant social, community and economic benefits coming to the region. Three signature events (Spudfest, Chillout and Booktown) and two regional events (Motorfest and Cresfest) combined brought an estimated 60,000 visitors to the region.	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.3.9	4.3	Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social, economic and environmental impacts	Review procurement policy to ensure a focus on sustainable practices, a meaningful partnership with Dja Dja Wurrung and support local business.	Financial Services	30/06/2025		The current policy has a focus on and provides incentives to support Djaara and other traditional owner organisations.	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.4.1	4.4	Develop and promote the circular economy to diversify our local economy and support our sustainability goals	Review waste services to ensure alignment with the new State Government's Circular Economy program	Operations	30/06/2025		Food and garden organics service successfully rolled out to the Shires township April 2024 with commercial businesses ability to opt in from July 2024. Glass disposal and recycling services offered at the shires Transfer Stations and CDS machines. Officers currently scoping possible 4 bin kerbside services for all households in line with Circular Economy draft standards however, still awaiting finalised standards from State Government. Hepburn Shire officers continue to advocate to State Government on softening regulations on a mandatory 4 bin kerbside service to all households.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.4.4.2	4.4	Develop and promote the circular economy to diversify our local economy and support our sustainability goals	Develop and promote the circular economy to diversify our local economy and support our sustainability goals	Operations	30/06/2025		Continued work monitoring numerous recyclable materials including soft plastics with scoping nearing completion with a proposed trail 25/26 financial year. Scope works underway for Daylesford transfer station master planning to include circular economy hub with new circular services including textiles and improved community access to reusable material. Successful SV grant funding acquired for circular organics project with project currently on track showing best use for our FOGO compost to Council reserves and community.	

STATUS



On Track



Progress Delayed



Completed




Not Started



Cancelled

A dynamic and responsive Council

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

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP23.30	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Review of Council Services and Programs: Providing options to Councillors for undertaking service reviews of programs, and services offered by Council.	People and Transformation	1/04/2023		Annual Plan 22-23 Initiative has been rolled over into new annual plan action AP24.29.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP23.31	5.4	Improve staff resourcing, support, and capacity building	Employer Value Proposition: Develop Employer Value Proposition and tools to market HSC more effectively as an employer.	People and Culture	1/03/2023	30/06/2024	Development of the EVP is still ongoing. It became apparent that with the work connected to the Financial Vision, we had to ensure the EVP was appropriately aligned. We are working through the development, in connection to our Employee Engagement Survey results and the establishment of a Cultural Champions group, and internal group, who can help determine our recruitment brand.	
AP24.30	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Review of 10-year Long Term Financial Plan: Conduct a review of Council's 2021-2031 Long Term Financial Plan to ensure that Council is investing in the assets and services that reflect the communities' values.	Financial Services	30/06/2024		Council's Financial Vision was adopted in September 2024 as part of the long-term financial planning covering 2024-2027. The 10-year Long Term Financial Plan is being reviewed and updated in conjunction with the development of the 2025/26 budget for adoption in June 2025.	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP24.33	5.5	Strong asset management and renewal	Staff Accommodation and Community Facilities: Undertake scoping and planning of staff accommodation and Birch Ward facilities.		31/03/2024	17/09/2024	Medium term staff accommodation works are complete with 24 Vincent Street occupied, following the relocation from Daylesford Town Hall. Server room and office alterations at the Daylesford Depot site are also complete, with meeting room conversion in progress, anticipated to be complete in early February 2025. Design feasibility for the Daylesford Community Facility has been completed and schematic design in progress, scheduled for completion mid 2025 pending consultation outcomes.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
AP24.34	5.6	Be a leader in gender equality and equity and promote respect and safety in our community	Gender Equity: Continue to implement Council's Gender Equity Plan with a focus on embedding an inclusive culture that respects diversity by providing a safe workplace for Council Staff and ensuring that we have transparent, fair and gender diverse recruitment practices.	People and Culture	30/06/2024		Gender Equality work, as scheduled for 2024 was undertaken including participation in the Gender Equality Commission's 2-year Gender Audit which show's Hepburn's progress in gender equality measures.	
CP25.5.1.1	5.1	Harness community expertise	Conduct a Community Skills Session to capture community skills and interest for future engagements.		30/06/2025		With staff changes, this has been delayed. Work will commence in 2025.	

STATUS



On Track



Progress Delayed






Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.1.2	5.1	Harness community expertise	Strengthen processes to create strong alignment with community-led engagement.		30/06/2025		The current policy has a focus on and provides incentives to support Djaara and other traditional owner organisations.	
CP25.5.1.3	5.1	Harness community expertise	Continue to value, support and implement Community Reference Groups, where appropriate.		30/06/2025		A Community panel for the next Council Planning period will be established to ensure community voices are included. The panel will be recruited in January and February 2025.	
CP25.5.1.4	5.1	Harness community expertise	Actively participate in community and government networks and regional alliances.		30/06/2025		Hepburn Council officers participate in a wide range of community and government networks. Including Early Years Network, Hepburn Engaging Youth, Prevention of Violence Network and Community Service Support network. Council also participates in MOU's with Daylesford College, Young Mayors, Live4life and Central Highlands Rural Health.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.2.1	5.2	Actively communicate, inform and engage with our community about events and decision-making	Implement the Community Engagement Policy and procedures to improve community engagement practices and relationship building		30/06/2025		Completed Engagement Framework and toolbox to support community engagement projects. Continuing to add new processes as they are identified in line with commitment to continuous improvement.	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.2.2	5.2	Actively communicate, inform and engage with our community about events and decision-making	Communicate in a timely, clear, responsive and accessible way about decisions and circumstances that impact our community		30/06/2025		The Communications Team uses various channels to communicate with our residents, ratepayers, businesses and stakeholders. Council has over 6,300 followers on Facebook, over 3,100 on LinkedIn and just under 4,000 subscribers to Hepburn Life. In addition to these digital means of communicating, we publish a Council News page in all the community newsletters around our Shir. Our corporate website generates around 90,000 views per quarter and Participate Hepburn is used our engagement platform. Council received positive trends in relation to Consultation and Engagement as part of the annual statewide Community Satisfaction Survey.	

STATUS



On Track



Progress Delayed






Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.2.3	5.2	Actively communicate, inform and engage with our community about events and decision-making	Implement the recommendations of Hepburn Shire Council Service Review - Customer Experience		30/06/2025		Staff consultation has been completed. Changes to commence 1 March 2025. Community engagement will commence in January 2025.	
CP25.5.2.4	5.2	Actively communicate, inform and engage with our community about events and decision-making	Create an online database of Community Groups and contacts from across the Shire accessible to relevant Council Departments		30/06/2025		The online Business and Community Directories were launched in August 2024. Both Businesses and Community Groups can add and update their listing and contact details as required and this information is publicly available on Council's website.	
CP25.5.2.5	5.2	Actively communicate, inform and engage with our community about events and decision-making	Increase public participation in council meetings by continuing to live stream meetings	Governance and Risk	30/06/2025		All Council Meetings held in 2023/2024 were live streamed via Council's Facebook page. The recordings remain available for people to view.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.3.1	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Strengthen the Integrated Strategic Planning and Reporting Framework, including a programmed service review of all Council services	People and Culture	30/06/2025		Extensive work undertaken on the development of the HSC Integrated Planning Framework and how this will connect the Council Plan to Council Officers work, and how this will influence strategies, work plans and service reviews. Expected to be fully developed to implement with the new Council Plan in July 2025	
CP25.5.3.2	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Develop and implement an Annual Plan to set the operational direction of Council year on year.	People and Transformation	30/06/2025		Annual Plan for 2023-2024 was developed and delivered. In 2024-2025, as this is the final year of the Council Plan, there won't be a separate Annual Plan as focus will be on delivery and finalisation of all outstanding actions.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.3.3	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Enhance long-term financial planning and forecasting through the development and implementation of a Long-Term Financial Plan	Financial Services	30/06/2025		The Financial Plan was adopted in October 2021. Community engagement on service priorities and appetite for options to address the financial sustainability of Council is underway in July with Councillor workshops scheduled for August, to develop and financial vision for the next 10 years.	
CP25.5.3.4	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Effectively advocate, scope projects, prepare applications and ensure delivery of major initiatives and projects	Projects	30/06/2025		Improved projects development, using the Project Management Framework has led to the progression of highly complex projects (Creswick Trails, Trentham Hub) and the delivery of a record amount of capital works expenditure.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.3.5	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Development and implementation of an Information, Communications and Technology (ICT) Strategy to ensure staff have quality equipment and software to deliver high quality services to our community	ICT	30/06/2025		ICT Strategy has been completed, ratified and in place. Work now progressing on relevant transformation and project items.	
CP25.5.3.6	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Ensure Council practices, processes and decision making is compliant with the Local Government Act 2020 provisions and other related legislation and regulations	Governance and Risk	30/06/2025		Throughout 2023-2024, Council meetings and decisions have been conducted in compliance with the Local Government Act 2020. Council's instruments of delegation and authorisation are reviewed twice a year to account for changes to legislations, as well as changing roles and responsibilities.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.3.7	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Strengthen internal Governance and Risk through ongoing Councillor and staff capacity building and skill development	Governance and Risk	30/06/2025		Councillors have been provided information and training regarding the Governance Rules, conflicts of interest, Councillor and staff interaction, rating and valuations, critical infrastructure and emergency management. All new staff receive induction in relations to privacy conflicts of interest, record keeping, decision making, and gifts. Refresher courses are offered throughout the year for existing staff.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.3.8	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Embed Council's risk management framework and risk appetite into project management and decision making	Governance and Risk	30/06/2025		The Risk Management Policy was adopted by Council in November 2023. Council has also reviewed its risk appetite, reviewed its strategic and operational risks, and implemented software to manage its risk registers. Procedures and templates have been developed and training was held in May and June 2024 for staff in embedding risk practice in their daily work	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.3.9	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Ensure the procurement practices of staff are in line with set policies, procedures and guidelines that have a focus on transparency, accountability and probity	Financial Services	30/06/2025		The current procurement policy was adopted in September 2023 to which all staff adhere to the policy, procedure and guidelines when undertaking their procurement practices. Mandatory procurement training will be rolled out on an annual basis commencing in the second half of 2024/25 to all staff involved in and associated with procurement activities.	
CP25.5.3.10	5.3	A sustainable and agile organisation with strong corporate governance that supports excellent operations	Respond and adapt to requirements set out by the Victoria Electoral Commission in relation to representation reviews and general elections	Governance and Risk	30/06/2025		Council participated in and provided feedback to the Electoral Structure Review. Council received the decision that from the 2024 Local Government elections, Hepburn Shire will move to an un-warded structure.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.4.1	5.4	Improve staff resourcing, support, and capacity building	Develop Workforce Plan to promote gender equity, diversity, inclusion, with an appropriate organisational structure to deliver the Council Plan.	People and Culture	30/06/2025		We are in the final year of the existing Workforce Plan and are on-track. A new Workforce Plan will be developed to be implemented with the new Council Plan to cover 2025 - 2029	
CP25.5.4.2	5.4	Improve staff resourcing, support, and capacity building	Ensure appropriate training and development of staff to ensure continuous improvement and access to the required skills.	People and Culture	30/06/2025		Significant work undertaken to build on our L&D program. We are in the final stages of implementing the online e-Learning platform, ELMO, and with this will launch our L&D Framework and Capability Framework prior to 30 June. This is in addition to the changes made to best support professional development and upskilling of staff.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.4.3	5.4	Improve staff resourcing, support, and capacity building	Strengthen the organisational approach to project management and delivery.	Projects	30/06/2025		A Project Management Framework was developed and is use. Capital work programming was strengthened, and improvements made to a suite of templates and forms. This also included improvements in processes and an increased delivery of annual capital works	
CP25.5.4.4	5.4	Improve staff resourcing, support, and capacity building	Ensure that 100% of staff are offered the opportunity to undertake Cultural Awareness training.	People and Culture	30/06/2025		Delivery of Cultural Awareness training is ongoing, with new staff captured in these sessions. Broadening our approach to training delivery, refresher training, and ongoing development of awareness through other means will be supported by the Innovate RAP implementation.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.5.1	5.5	Strong asset management and renewal	Continue to invest in asset maintenance, renewal and upgrade programs.		30/06/2025		Council commits ongoing investment into the maintenance, renewal and upgrade of its community assets. In line with Council's asset management practices, periodic data collection and validation, condition assessments and valuations, feed into and improve decision making around investment requirement.	

STATUS



On Track



Progress Delayed




Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.5.2	5.5	Strong asset management and renewal	Review and modernise Council's Asset Management practices in alignment with the development of Council's Asset Plan.		30/06/2025		The development of Council's asset data and asset management practices is ongoing, facilitated by ongoing condition audits, valuations, validation and update of asset data (including spatial information), and periodic data collection exercises. In 2024/26 the collection of open space asset data and review of stormwater assets is being undertaken. Discussions are also occurring in relation to the implementation of a centralised electronic asset management system and asset management model, which will continue over the coming months.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.5.3	5.5	Strong asset management and renewal	Deliver the annual Capital Works program.	Projects	30/06/2025		A record amount of capital works expenditure has been delivered. Several large multi-year projects continue in delivery phase, including Creswick Trails Network and The Mechanics Trentham. This is a positive result give the very challenging constructions sector regarding pricing, availability, COVID 19 impacts and inflation.	
CP25.5.6.1	5.6	Be a leader in gender equality and equity and promote respect and safety in our community	Implement provisions of the Gender Equality Act 2020, including a Gender Equity Action Plan.	People and Culture	30/06/2025		Ongoing work and focus on Gender Equality is being implemented.	

STATUS



On Track



Progress Delayed





Completed



Not Started



Cancelled

Action Code	Council Plan Priority Ref.	Priority Statement	Annual Plan Strategic Action	Business Unit	Due Date	Adjusted Due Date	Progress Update	Status
CP25.5.6.2	5.6	Be a leader in gender equality and equity and promote respect and safety in our community	Provide strong Council leadership, both internally and in the community, to build understanding of safe, respectful and equitable relationships through education and awareness raising.	People and Culture	30/06/2025		Ongoing actions in support of gender equality, along with being a community role model, is ongoing.	
CP25.5.6.3	5.6	Be a leader in gender equality and equity and promote respect and safety in our community	Review and update the Act@Work Plan and continue to strengthen Gender Equity on Council.	People and Culture	30/06/2025		Act @ Work program was in place in Council from 2019 to 2021. The program was absorbed into the Gender Equality Action Plan (GEAP) with an ongoing action to deliver the GEAP on track.	

STATUS



On Track



Progress Delayed



Completed



Not Started



Cancelled

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Tuesday, September 10, 2024
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 – 12:36pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes <input checked="" type="checkbox"/> Executive Manager Development – Ron Torres Others (Position Title and Name): Manager Emergency Management – Adam Wright Coordinator Engineering – Tim Powell Manager Governance and Risk – Rebecca Smith Coordinator Governance – Dannielle Kraak Manager Financial Services – Natalie Martin		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/24/46211

OR

List matters considered:

Click or tap here to enter text.

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:

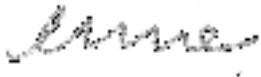
RECORD COMPLETED BY

▶ RECORD OF COUNCILLOR ATTENDANCE

Other:

Governance Advisor – Catherine Nurse

Signed:



Tuesday 10 September 2024
Council Chamber - 24 Vincent Street, 24 Vincent Street Daylesford
10:15am – 1:45pm

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

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

BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

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

APOLOGIES:

No	Time	Type	Agenda Item	Presenter	Page No
1.1	10:15am	Presentation/Discussion	Election Period arrangements	Manager Governance and Risk	5
1.2	10:45am	Presentation/Discussion	Annual Financial Statements	Manager Financial Services	34
1.3	11:15am	Presentation/Discussion	Traffic Management Options to Enhance Community Safety and Anniversary of Daylesford Vehicle Incident	Coordinator Engineering Manager Community Safety and Health	35
1.4	12:00pm	Discussion	Read-Only Reports	Chief Executive Officer	53
1.5		Read Only Report	Sustainable Hepburn Update	Coordinator Sustainability and Climate Resilience	54
	12:30pm		Lunch		
1.6	1:15pm	Presentation/Discussion	Pre-Briefing for Special Meeting of Council	Chief Executive Officer	101
2	1:45pm		Close of Meeting		102

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	DATE	Tuesday, December 10, 2024
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 – 3:00pm
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 Manager Financial Services – Natalie Martin Manager Planning and Building – Amy Boyd Manager Governance and Risk – Rebecca Smith Coordinator Governance – Dannielle Kraak Manager Communications and Customers – Jacqui Horwood		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/24/61957

OR

List matters considered:

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

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Cr Lesley Hewitt	1.11 IWD 2025 Heather Mutimer Honour Roll Inductee Recommendations 2025	Nil – read only item	Nil
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 Tony Clark in apology.

▶ 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:

Governance Administration Officer – Brigitte Longmore

Signed:

Tuesday 10 December 2024
Council Chamber - 24 Vincent Street, 24 Vincent Street Daylesford
10:15am – 3:00pm

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

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

BRADLEY THOMAS

CHIEF EXECUTIVE OFFICER

INVITED:	Councillors	Councillor Tony Clark Councillor Shirley Cornish Councillor Tim Drylie Councillor Don Henderson Councillor Lesley Hewitt Councillor Pat Hockey Councillor Brian Hood
	Officers	Bradley Thomas – Chief Executive Officer Bruce Lucas – Director Infrastructure and Delivery Ron Torres – Director Development and Community Brooke Holmes – Director Performance and Transformation
CHAIR:		Councillor Don Henderson – Mayor Bradley Thomas – Chief Executive Officer

APOLOGIES:

No	Time	Type	Agenda Item	Presenter	Page No
1.1	10:15am	Presentation/Discussion	Financial Vision and Quarterly Finance Reports – Quarter 1 2024/2025	Manager Financial Services	6
1.2	11:15am	Presentation/Discussion	Building Services - Shared Service with Mount Alexander Shire	Manager Planning and Building	9
1.3	11:35am	Presentation/Discussion	Report to Council on Temporary Extended Financial Delegations	Manager Financial Services	14
1.4	11:45am	Presentation/Discussion	Proposal to Increase Planning Delegations	Director, Development and Community Manager, Planning and Building	16
1.5	12:05pm	Discussion	Nominations for the Community Awards 2025	Manager Governance and Risk Coordinator Governance	22
	12:25pm		Lunch		
1.6	1pm	Presentation/Discussion	Councillor Communications Discussion	Director, Development and Community Manager Communications and Customers	27
1.7	1:30pm	Presentation/Discussion	Governance Rules and Meeting Procedures	Manager Governance and Risk Coordinator Governance	31
1.8	2:30pm	Discussion	Councillor and CEO- Only Time	Chief Executive Officer	32

		Read only reports			33
1.9		Read Only Report	Recommendations from the Audit and Risk Committee meeting held on 9 September 2024	Manager Governance and Risk Chair - Audit and Risk Committee	33
1.10		Read Only Report	Report to Council on Temporary Extended Planning Delegations	Manager Planning and Building Director Development and Community	36
1.11		Read Only Report	International Women's Day (IWD) Heather Mutimer Honour Roll inductee recommendations 2025	Events Officer Coordinator Economic Development and Visitor Economy Manager Community and Economy	40
2	3pm	Close of Meeting			44

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Pre-Council Meeting Briefing	DATE	Tuesday, November 26, 2024
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: <i>Click or tap here to enter text.:</i>	TIME	4:30pm – 5:00pm
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 Coordinator Governance – Dannielle Kraak		

MATTERS CONSIDERED

Agenda attached – CM Reference: doc/24/59633

OR

List matters considered:

Click or tap here to enter text.

CONFLICT OF INTEREST DISCLOSURES

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

NOTES:

Nil

RECORD COMPLETED BY

- CEO – Bradley Thomas
- Director Infrastructure and Delivery – Bruce Lucas
- Director Performance and Transformation – Brooke Holmes

▶ RECORD OF COUNCILLOR ATTENDANCE

Director Development and Community – Ron Torres

Other:

Coordinator Governance – Dannielle Kraak

Signed:



▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Pre-Council Meeting Briefing	DATE	Monday, September 16, 2024
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Jen Bray <input checked="" type="checkbox"/> Cr Tim Drylie <input checked="" type="checkbox"/> Cr Tessa Halliday <input checked="" type="checkbox"/> Cr Don Henderson <input checked="" type="checkbox"/> Cr Lesley Hewitt <input checked="" type="checkbox"/> Cr Brian Hood		
OFFICERS PRESENT	<input checked="" type="checkbox"/> CEO – Bradley Thomas <input checked="" type="checkbox"/> Director Infrastructure and Delivery – Bruce Lucas <input checked="" type="checkbox"/> Director Community and Corporate – Karina Lamb <input checked="" type="checkbox"/> Executive Manager Development and Community Safety – Ron Torres <input checked="" type="checkbox"/> Acting Executive Manager Performance and Transformation – Anna Bennallack Others (Position Title and Name): Manager Governance and Risk – Rebecca Smith		

MATTERS CONSIDERED

As per the Council Meeting agenda for 16 September 2024.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Cr Don Henderson	11.1 PLN23/0025, 423 Clunes Road, Creswick	Not discussed	Click or tap here to enter text.

NOTES:

Nil.

RECORD COMPLETED BY

Manager Governance and Risk – Rebecca Smith



Signed:

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Pre-Council Meeting Briefing	DATE	Tuesday, December 17, 2024
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	3:00pm – 4:30pm
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 Manager Planning and Building – Amy Boyd		

MATTERS CONSIDERED

As per the Council Meeting Agenda for 17 December 2024.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Cr Lesley Hewitt	Conf. 1.2 – International Women's Day (IWD) Heather Mutimer Honour Roll Inductee Recommendations 2025	Item not discussed	Click or tap here to enter text.
Cr Tim Drylie	11.2 Report on Temporary Extended planning delegations	Item not discussed	Click or tap here to enter text.

NOTES:

Cr Clark an apology.

RECORD COMPLETED BY

Manager Governance and Risk – Rebecca Smith

Signed: 

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Disability Advisory Committee	DATE	Monday, February 05, 2024
LOCATION	<input checked="" type="checkbox"/> Doug Lindsay Reserve, Creswick:	TIME	11.30am-2.00pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Lesley Hewitt		
OFFICERS PRESENT	<input checked="" type="checkbox"/> Inclusion Officer, Brett Dunlop		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/24/4606

Click or tap here to enter text.

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

Other:

Inclusion Officer, Brett Dunlop

Signed:

AGENDA

▶ DISABILITY ADVISORY COMMITTEE

Date: 5 February 2024
Time: 11.30am-2.30pm
Location: Doug Lindsay Reserve, Creswick
Chair: Cr L Hewitt

AGENDA ITEMS:

1. ACKNOWLEDGEMENT OF CUSTODIANS OF THE LAND

Hepburn Shire Council acknowledges the Dja Dja Wurrung as the Traditional Owners of the lands and waters on which we live and work. On these lands, Djaara have performed age-old ceremonies of celebration, initiation and renewal.

We recognise their resilience through dispossession and it is a testament to their continuing culture and tradition, which is strong and thriving.

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

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

2. ATTENDEES

Committee Members: Andrew Brown, John Condon, Graham Downey, Kaylene Howell, Darren Manning, Jo Pegg, Peter Waters.

Council Representatives: Cr Lesley Hewitt (Chair), Kate Procter (Coordinator Healthy Communities), Brett Dunlop (organiser).

3. APOLOGIES

David Moten*

4. MINUTES OF THE PREVIOUS MEETING

5. ACTIONS ARISING FROM PREVIOUS MEETING

5.1. MEETING WITH DAYLESFORD COLLEGE

6. OTHER ITEMS OF BUSINESS

6.1. FAIR ACCESS IN SPORT POLICY (WOMEN & GIRLS)

6.2. SIGNAGE IN PARKS & RESERVES

6.3. MEETING DATES 2024 – UPDATED

5 February, Creswick Pavilion

6 May, Trentham (venue to be decided)

5 August, Clunes Warehouse

9 December, Daylesford, Victoria Park Pavilion

6.4. REPORTS FROM MEMBERS

7. NEXT MEETING

Monday 6 May 2024, 11.30am–2.30pm, **Trentham**

Would members prefer to meet in the Neighbourhood Centre or the Sportsground Pavilion?

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Disability Advisory Committee	DATE	Monday, May 06, 2024
LOCATION	<input checked="" type="checkbox"/> Victoria Park Pavilion, Daylesford	TIME	12.30pm-2.30pm
COUNCILLORS PRESENT	<input checked="" type="checkbox"/> Cr Lesley Hewitt		
OFFICERS PRESENT	Coordinator Healthy Communities, Kate Procter Inclusion Officer, Brett Dunlop Click or tap here to enter text.		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/24/22087

Click or tap here to enter text.

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

Click or tap here to enter text.

Signed:

AGENDA

▶ DISABILITY ADVISORY COMMITTEE

Date: 6 May 2024
Time: 12.30pm-3.00pm
Location: Victoria Park Pavilion, Daylesford
Chair: Cr L Hewitt

AGENDA ITEMS:

1. ACKNOWLEDGEMENT OF CUSTODIANS OF THE LAND

Hepburn Shire Council acknowledges the Dja Dja Wurrung as the Traditional Owners of the lands and waters on which we live and work. On these lands, Djaara have performed age-old ceremonies of celebration, initiation and renewal.

We recognise their resilience through dispossession and it is a testament to their continuing culture and tradition, which is strong and thriving.

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

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

2. ATTENDEES

Committee Members: Andrew Brown, John Condon, Graham Downey, Kaylene Howell, Darren Manning, David Moten, Jo Pegg, Peter Waters.

Council Representatives: Cr Lesley Hewitt (Chair), Kate Procter (Coordinator Healthy Communities), Brett Dunlop (organiser).

3. APOLOGIES

4. MINUTES OF THE PREVIOUS MEETING

5. ACTIONS ARISING FROM PREVIOUS MEETING

5.1. MEETING WITH DAYLESFORD COLLEGE

Update on invitation to Principal to meet with DAC.

DOC/24/22087

6. OTHER ITEMS OF BUSINESS

6.1. RAINBOW ACTION PLAN (LGBTIQA+ INCLUSION) DISCUSSION

6.2. PARTICIPATE HEPBURN –CURRENTLY OPEN FOR FEEDBACK: HEALTH & WELLBEING SURVEY GOVERNANCE POLICIES REVIEW CAMBRIDGE STREET STREETScape, CRESWICK CLUNES CROSSINGS TRIAL

6.3. FUTURE HEPBURN, UPDATE

6.4. INTEGRATED TRANSPORT STRATEGY, UPDATE

6.5. REPORTS FROM MEMBERS

7. NEXT MEETINGS

Monday **5 August** 2024, Trentham (venue TBC), 11.30am-2.30pm

Monday **9 December** 2024, Clunes (venue TBC), 11.30am-2.30pm

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	LGBTIQA+ Advisory Committee	DATE	Monday, March 18, 2024
LOCATION	Creswick Neighbourhood Centre	TIME	10am-12noon
COUNCILLORS PRESENT			
	None (Apology, Cr Halliday)		
OFFICERS PRESENT			
	Inclusion Officer, Brett Dunlop		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/24/11613

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
None	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

Signed:

AGENDA

▶ LGBTIQA+ ADVISORY COMMITTEE

Date: Monday 18 March 2024
Time: 10am – 12noon
Location: Creswick Neighbourhood Centre, 19-21 Victoria Street, Creswick
Chair: Cr Tessa Halliday

AGENDA ITEMS:

1. ACKNOWLEDGEMENT OF CUSTODIANS OF THE LAND

Hepburn Shire Council acknowledges the Dja Dja Wurrung as the Traditional Owners of the lands and waters on which we live and work. On these lands, Djaara have performed age-old ceremonies of celebration, initiation and renewal. We recognise their resilience through dispossession and it is a testament to their continuing culture and tradition, which is strong and thriving. We also acknowledge the neighbouring Traditional Owners, the Wurundjeri to our South East and the Wadawurrung to our South West and pay our respect to all Aboriginal peoples, their culture, and lore. We acknowledge their living culture and the unique role they play in the life of this region.

2. ATTENDEES

Committee Members: Belinda Brain, Grace Lee, Ian McKnight, Trish Power, Max Primmer
Council Representatives: Cr Tessa Halliday (Chair), Brett Dunlop (A/Coordinator Healthy Communities)

3. APOLOGIES

Tass Mousaferiadis, Jac Nancarrow, Kendall Sinclair (Manager Community & Economy)

4. MINUTES OF THE PREVIOUS MEETING

That the Committee adopts the Minutes of the previous meeting held on 4 September 2023.

5. ACTIONS ARISING FROM PREVIOUS MEETING

- 5.1. **RAINBOW ACTION PLAN** – discussion and feedback
- 5.2. **TERMS OF REFERENCE** - review

6. OTHER ITEMS OF BUSINESS

- 6.1. **FAIR ACCESS POLICY (Women and Girls in Sport)** – for feedback
- 6.2. **ARTS AND CULTURE STRATEGY** – for information

7. NEXT MEETING

10am-12noon, 3 June 2024, “The Mechanics Trentham”, 66 High Street Trentham

DOC/24/11613

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	LGBTIQA+ Advisory Committee	DATE	Monday, June 03, 2024
LOCATION	Council Chamber, 76 Vincent St Daylesford	TIME	10am-12noon
COUNCILLORS PRESENT	Cr Tessa Halliday		
OFFICERS PRESENT	Manager Community and Economy, Kendall Sinclair Inclusion Officer, Brett Dunlop		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/24/27679

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:

Cr Halliday arrived at 10.45am. Kendall Sinclair chaired the meeting until 10.45am.

RECORD COMPLETED BY

Inclusion Officer, Brett Dunlop

Signed:

AGENDA

▶ LGBTIQA+ ADVISORY COMMITTEE

Date: Monday 3 June 2024
Time: 10am – 12noon
Location: Council Chambers, 76 Vincent Street, Daylesford
Chair: Cr Tessa Halliday

AGENDA ITEMS:

1. ACKNOWLEDGEMENT OF CUSTODIANS OF THE LAND

Hepburn Shire Council acknowledges the Dja Dja Wurrung as the Traditional Owners of the lands and waters on which we live and work. On these lands, Djaara have performed age-old ceremonies of celebration, initiation and renewal. We recognise their resilience through dispossession and it is a testament to their continuing culture and tradition, which is strong and thriving. We also acknowledge the neighbouring Traditional Owners, the Wurundjeri to our South East and the Wadawurrung to our South West and pay our respect to all Aboriginal peoples, their culture, and lore. We acknowledge their living culture and the unique role they play in the life of this region.

2. ATTENDEES

Committee Members: Belinda Brain, Grace Lee, Ian McKnight, Tass Mousaferiadis, Jac Nancarrow, Trish Power, Max Primmer

Council Representatives: Cr Tessa Halliday (Chair), Kendall Sinclair (Manager Community and Economy), Brett Dunlop (Inclusion Officer)

3. APOLOGIES

4. MINUTES OF THE PREVIOUS MEETING

That the Committee adopts the Minutes of the previous meeting held on 18 March 2024.

5. ACTIONS ARISING FROM PREVIOUS MEETING

5.1. **RAINBOW ACTION PLAN** – the next steps

6. OTHER ITEMS OF BUSINESS

6.1. **ISSUES RAISED IN COMMUNITY ENGAGEMENT SURVEY** – seeking advice on:
LGBTIQA+ days of significance (eg, International Lesbian Day)
Resources and support for detransitioners.

6.2. **LGBTIQA+ INCLUSION TRAINING FOR LEADERSHIP TEAM, 8 MAY** – seeking feedback

6.3. **IDAHOBIT 2024 EVENTS, 16 MAY** – seeking feedback

6.4. **WEAR IT PURPLE, 31 AUGUST 2024**– seeking advice

7. NEXT MEETING

10am-12noon, Monday 2 September,
The Warehouse, 36 Fraser Street, **Clunes**

DOC/24/27679

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING LGBTIQA+ Advisory Committee **DATE** Monday, September 02, 2024

LOCATION Online (due to Extreme Weather warning): **TIME** 10am-12noon

COUNCILLORS PRESENT Cr Tessa Halliday

OFFICERS PRESENT Manager Community & Economy, Kendall Sinclair
 Acting Inclusion Officer, Em Ireland
 Youth Development Officer, Annie Robinson-Vidal
[Click or tap here to enter text.](#)

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/24/48054

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

Signed:

AGENDA

▶ LGBTIQA+ ADVISORY COMMITTEE

Date: 2 September 2024
Time: 10:00am – 12:00m
Location: Trentham Neighbourhood house
Chair: Cr Tessa Halliday

AGENDA ITEMS:

1. ACKNOWLEDGEMENT OF CUSTODIANS OF THE LAND

Hepburn Shire Council acknowledges the Dja Dja Wurrung as the Traditional Owners of the lands and waters on which we live and work. On these lands, Djaara have performed age-old ceremonies of celebration, initiation and renewal. We recognise their resilience through dispossession and it is a testament to their continuing culture and tradition, which is strong and thriving. We also acknowledge the neighbouring Traditional Owners, the Wurundjeri to our South East and the Wadawurrung to our South West and pay our respect to all Aboriginal peoples, their culture, and lore. We acknowledge their living culture and the unique role they play in the life of this region.

2. ATTENDEES

Committee Members: Belinda Brain, Grace Lee, Ian McKnight, Trish Power, Max Primmer, Tass Mousaferiadis and Jac Nancarrow

Council Representatives: Cr Tessa Halliday (Chair), Kendall Sinclair (Manager), Emma Ireland (organiser) and Annie Tann (Youth Development Officer).

APOLOGIES

Kate Procter (Coordinator)

3. MINUTES OF THE PREVIOUS MEETING

That the Committee adopts the Minutes of the previous meeting - 3 June 2024. Minutes have been attached to meeting invite.

4. ACTIONS ARISING FROM PREVIOUS MEETING

4.1. **RAINBOW ACTION PLAN LAUNCH** – discussion and feedback

4.2 Annual review of the days of significance – P&C responsibility.

AGENDA

▶ LGBTIQA+ ADVISORY COMMITTEE

5. OTHER ITEMS OF BUSINESS

5.1. **WEAR IT PURPLE DAY EVENTS** – Presentation from Annie Tann

5.2. **UPDATE ON LATTE WITH AN LLO** – LLO has advised they are able to start this program. Council will fund coffee's and promote program through social and networks. Inclusion officer will share information once dates are set.

5.3. **UPCOMING DAYS OF SIGNIFICANCE** – Update from Em Ireland and discussion.

- **WORLD AIDS DAY**
- **TRANS AWARENESS**

5.4 **WHAT FLAGS TO FLAG ON DAYS OF SIGNIFICANCE 2025** – Discussion and advice sort from Members.

- Transgender Day of Visibility
- IDAHOBIT
- International Day Against LGBTIQA+ Discrimination
- Transgender Awareness Week
- World Aids Day

5.5 **CARETAKER PERIOD UPDATE** – Kendall Sinclair

6. ITEMS ARISING FROM MEMBERS

7. NEXT MEETING

10am-12noon, 11 November 2024, location TBA.

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Gender Equity Advisory Committee Meeting	DATE	Monday, September 02, 2024
LOCATION	<input type="checkbox"/> Council Chamber <input checked="" type="checkbox"/> Video Conference <input type="checkbox"/> Other: Click or tap here to enter text.:	TIME	10.30am
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 checked="" type="checkbox"/> Cr Lesley Hewitt <input type="checkbox"/> Cr Brian Hood		
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 type="checkbox"/> Executive Manager Performance and Transformation – Brooke Holmes <input type="checkbox"/> Executive Manager Development and Community Safety – Ron Torres Others (Position Title and Name): Health and Wellbeing Officer - Tamara Patterson Coordinator People and Culture – Veronica Hart Manager People and Culture – Anna Bennallack Project Manager – Elizabeth Atkin		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/24/35410

OR

List matters considered:

Click or tap here to enter text.

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.
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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

▶ RECORD OF COUNCILLOR ATTENDANCE

- Director Infrastructure and Delivery – Bruce Lucas
- Director Community and Corporate – Karina Lamb
- Executive Manager Performance and Transformation – Brooke Holmes
- Executive Manager Development and Community Safety – Ron Torres

Other:

Health and Wellbeing Officer – Tamara Patterson

Signed:

Tamara Patterson

Gender Equity Advisory Committee

Date: 02/09/2024 @ 10.30AM

Location: 94 Vincent Street, Daylesford

Attendees: Cr. Lesley Hewitt (Chair)

Sue Dyson
 Lynda Poke
 Devon Taylor
 Mika Padiaditis

Tamara Patterson
 Kate Procter
 Anna Bennallack
 Veronica Hart
 Elizabeth Atkin

Apologies: Kendall Sinclair

AGENDA

Item	Owner	Time
1. Welcome & Acknowledgement	Chair	10.30am
2. Apologies & Housekeeping	Chair	10.30am
3. Daylesford Community Facilities Project	Projects	10.35am
4. Update on Council Election process and GEAC	Chair	10.55am
5. General Business	All	11.10am
6. Next meeting and close of meeting	Chair	11.25am

ITEM 3:

Background information:

- Daylesford Community Facilities project encompasses the delivery of a new library and multipurpose facilities on the site of the Daylesford Town Hall

▶ MEETING AGENDA

- The project is broken up into stages. We are currently in the first stage – feasibility and schematic design. The project will only proceed beyond Stage 1 once further funding is secured
- The project team is assisted by a Project Advisory Group (PAG) made up of two Councillors and 7 community members
- The PAG members were selected to provide diversity – gender, age, profession/skill sets, community roles, special interests
- As well as providing input into the design, the PAG will provide input into the comms and engagement plan and the gender impact assessment during this first stage

▶ RECORD OF COUNCILLOR ATTENDANCE

MEETING	Sustainable Hepburn Community Advisory Committee	DATE	Thursday, September 05, 2024
LOCATION	<input checked="" type="checkbox"/> Council Chamber <input type="checkbox"/> Video Conference <input type="checkbox"/> Other: Daylesford Large Meeting Room – 24 Vincent Street:	TIME	
COUNCILLORS PRESENT	<input type="checkbox"/> Cr Jen Bray <input checked="" 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 type="checkbox"/> Executive Manager People and Transformation – Brooke Holmes <input type="checkbox"/> Executive Manager Development – Ron Torres Others (Position Title and Name): Jodi Newcombe, Circular Economy Officer Manny Pasqualini, Coordinator Climate Resilience and Sustainability Sean Ludeke, Manager Circular Economy and Facilities		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/24/48568

OR

List matters considered:

Click or tap here to enter text.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
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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

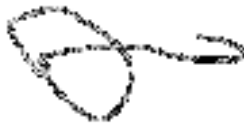
▶ RECORD OF COUNCILLOR ATTENDANCE

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

Other:

Jodi Newcombe, Circular Economy Officer

Signed:



AGENDA

▶ SUSTAINABLE HEPBURN ADVISORY COMMITTEE

Date: 5 September 2024
Time: 5 - 7pm
Location: 24 Vincent Street, Large Meeting Room
Chair: Cr Hood

AGENDA ITEMS:

1. ACKNOWLEDGEMENT OF CUSTODIANS OF THE LAND

2. ATTENDEES

Councillors

Councillor Hood (Chair)

Councillor Drylie

Community members:

Nikki Marshall

Diana Martinez Valadez

Stuart Jonas

Karl Fitzgerald

Michelle Stephenson

Jo-Beth Taylor

Katherine Lewisohn

Linda Hancock

Council staff:

Jodi Newcombe, Circular Economy Officer

Manny Pasqualini, Coordinator Sustainability and Climate Resilience

3. APOLOGIES

Peter Rice

Sandra Nichols

4. MINUTES OF THE PREVIOUS MEETING

4.1 Move motion that minutes are approved. (5 mins)

5. ACTIONS ARISING FROM PREVIOUS MEETING

30 mins allowed for reporting back on these items:

ACTION: investigate going beyond Test and Tag system to process and proactively recycle e-waste items that haven't passed the test and tag. Investigate options for taking up Taylor Hay's offer of collaboration.

ACTION: motion raised - SHAC Recommends that Council pauses on the more contentious Structure Plans until the new council is elected to enable more interaction between the community and council on those issues

6. MAIN ITEMS OF BUSINESS

- 6.1. Opportunity for Committee members to share updates on their projects or initiatives (15 mins)
- 6.2. Sustainable Hepburn Team updates – Report back on TAG game, Good for the Hood decision, update on FOGO grant outcome, Sustainable Hepburn month, and other updates (15 mins)
- 6.3. Report back from Karl Fitzgerald re progress of the AirBNB cap and trade scheme (15 mins)
- 6.4. Inspiration from Circular Economy in Bega - Discussion (15 mins)
- 6.4. Next steps for the SHAC during caretaker and new councillor induction period (15 mins)