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# SOUTHERN GRAMPIANS SHIRE COUNCIL

**Council Meeting Minutes  
Wednesday 14 February 2024**

Held in MJ Hynes Auditorium  
5 Market Place, Hamilton at 5:30pm





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The Meeting opened at 5.30pm

## 1 Membership

### Councillors

Cr David Robertson, Mayor  
Cr Helen Henry, Deputy Mayor  
Cr Mary-Ann Brown  
Cr Albert Calvano  
Cr Bruach Colliton  
Cr Fran Malone  
Cr Katrina Rainsford

### Officers

Mr Tony Doyle, Chief Executive Officer  
Mr Darren Barber, Director People and Performance  
Mr Rory Neeson, Director Wellbeing, Planning and Regulation  
Ms Marg Scanlon, Director Infrastructure and Sustainability  
Ms Karly Saunders, Governance Coordinator

## 2 Welcome and Acknowledgement of Country

The Mayor, Cr Robertson read the acknowledgement of country:

*“Our meeting is being held on the traditional lands of the Gundiṯjmarā, Tjap Wurrung and Buandig people.*

*I would like to pay my respects to their Elders, past and present, and the Elders from other communities who may be here today.”*

Please note: All Council meetings will be audio recorded, and may be livestreamed to Council’s social media platform, with the exception of matters identified as confidential items in the Agenda.

By participating in open Council meetings, individuals consent to the use and disclosure of the information they share at the meeting (including any personal and/or sensitive information).

Other than an official Council recording, no video or audio recording of proceedings of Council Meetings will be allowed without the permission of Council.

## 3 Prayer



Cr Malone lead the meeting in a prayer.

*"Almighty God grant to this Council, wisdom, understanding and sincerity of purpose for the good governance of this Shire."*

## 4 Apologies

Nil

## 5 Confirmation of Minutes

### RECOMMENDATION

That the Minutes of the Council Meeting held on 13 December 2023 be confirmed as a correct record of business transacted.

### COUNCIL RESOLUTION

**MOVED:** Cr Henry  
**SECONDED:** Cr Rainsford

**That the Minutes of the Council Meeting held on 13 December 2023 be confirmed as a correct record of business transacted.**

**CARRIED**

## 6 Declaration of Interest

Cr Calvano declared a conflict of interest in Items 9.2: Public deputation Peter Hocking and Item 12.5 Proposed Sale of Land of Old Nigretta Road, Henlsey Park.

## 7 Leave of Absence

There were no requests for a leave of absence on the agenda.



## 8 Questions on Notice

Questions from the public must be submitted prior to the commencement of Council Meetings.

All questions must be submitted through completion of the Public Question Time form and be forwarded to the Chief Executive Officer at 111 Brown Street, Hamilton. All questions must be received by no later than 5pm on the Monday before the Council Meeting.

Questions must:

1. Not pre-empt debate on any matter listed on the agenda of the Council Meeting at which the question is asked.
2. Not refer to matters designated as confidential under the *Local Government Act 2020*.
3. Be clear and unambiguous and not contain argument on the subject.
4. Not be derogatory, defamatory or embarrassing to any Councillor, member of staff, ratepayer or member of the public, nor relate to a matter beyond the power of Council.

If the member of the public is in attendance at the Council Meeting the Mayor will read the question aloud and provide a response. If a question cannot be answered at the meeting, a written response will be prepared and forwarded to the person raising the question.

Residents do not need to attend the meeting for a question to be answered. If they do not attend the meeting a written response will be provided.

There were no Questions on Notice listed on the agenda.

## 9 Public Deputations

Requests to make a Public Deputation to Council must be submitted prior to the commencement of the Council Meeting.



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Anyone wishing to make a deputation to Council must complete the Request to Make a Deputation form and forward it to the Chief Executive Officer at 111 Brown Street, Hamilton by no later than 5pm on the Monday before the Council Meeting.

Speaking time is limited to 3 minutes per person. Organisations may be represented at the deputation to Council by not more than 4 representatives. The names of the representatives to attend must be advised in writing to the Chief Executive Officer and 1 of the representatives to attend must be nominated as the principal spokesperson for the deputation.

Deputations wishing to make a written submission to the Council must provide a copy either electronically or hard copy of the submission to the Chief Executive Officer prior to the Council Meeting. One copy will be made available to the local media representative, if requested.

All members of the public addressing the Council must extend due courtesy and respect to the Council and the processes under which it operates. If a member of the public fails to do this the Chairperson can remove them from the Meeting. All members of the public must also comply with Council's Governance Rules in relation to meeting procedures and public participation at meetings.

There were two Public Deputations listed on the agenda.





### 9.1 Trevor Burns, Vice President - Glenthompson and District Community Association

A request to speak has been received regarding the Southern Grampians Small Towns Strategy.

**RECOMMENDATION**

That Council receive the Deputation.

**COUNCIL RESOLUTION**

**MOVED:** Cr Colliton  
**SECONDED:** Cr Brown

That Council receive the Deputation.

**CARRIED**

Cr Calvano declared a conflict of interest in 9.2 and left the Meeting at 5.37pm.

### 9.2 Peter Hocking

A request to speak has been received regarding Item 12.5: Proposed Sale of Land – Old Nigretta Road, Hensley Park

**RECOMMENDATION**

That Council receive the Deputation.

**COUNCIL RESOLUTION**

**MOVED:** Cr Rainsford  
**SECONDED:** Cr Malone

That Council receive the Deputation.

**CARRIED**

Cr Calvano returned to the Meeting at 5.44pm.



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## 10 Petitions

There were no Petitions listed on the agenda.



## 11 Informal Meetings of Councillors

The Southern Grampians Shire Council Governance Rules require that records of Informal Meetings of Councillors that meet the following criteria:

If there is a meeting of Councillors that:

- a. took place for the purpose of discussing the business of Council or briefing Councillors;
- b. is attended by at least one member of Council staff; and
- c. is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting;



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be tabled at the next convenient Council meeting and recorded in the minutes of that Council meeting.

An Informal Meeting of Councillors record was kept for:

- Briefing Session – 24 January 2024
- Briefing Session – 31 January 2024

This agenda was prepared on 6 February 2024. Any Informal Meeting of Councillors between that date and the date of tonight's Meeting will appear in the agenda for the next Council Meeting.



## Informal Meeting of Councillors

ASSEMBLY DETAILS	
Title:	Briefing Session - 24 January 2024
Date:	24 January 2024
Location:	MJ Auditorium
Councillors in Attendance:	Cr Brown Cr Calvano Cr Colliton Cr Henry Cr Malone Cr Rainsford Cr Robertson
Council Staff in Attendance:	Tony Doyle, Chief Executive Officer Darren Barber, Director People and Performance Marg Scanlon, Director Infrastructure and Sustainability Rory Neeson, Director Wellbeing, Planning and Regulation Mary McArthur, Visitor Services Coordinator Julie Markby, Property Officer Daryl Adamson, Manager Shire Services and Regulation Andrew Nield, Planning Coordinator Karly Saunders, Governance Coordinator

The Informal Meeting commenced at 11:30am.

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Councillor Only Meeting	Nil
2	Councillor and CEO Meeting	Nil
3	Matters Raised by Councillors	Nil
4	Southern Grampians Local Area Action Plan and Grampians Management Plan	Nil



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5	Proposed Sale of Land – Old Nigretta Road	Cr Calvano
6	Key Worker Housing Grant Application	Nil
7	RV Camping Hamilton Showgrounds	Nil
8	Southern Grampians Small Town Strategy Consultation Outcomes	Nil
9	Election Period Policy	Nil

The Informal Meeting concluded at 5:00pm



## Informal Meeting of Councillors

ASSEMBLY DETAILS	
Title:	Briefing Session - 31 January 2024
Date:	31 January 2024
Location:	MJ Hynes Auditorium
Councillors in Attendance:	Cr Brown Cr Calvano Cr Colliton Cr Henry Cr Malone Cr Rainsford Cr Robertson
Council Staff in Attendance:	Tony Doyle, Chief Executive Officer Darren Barber, Director People and Performance Marg Scanlon, Director Infrastructure and Sustainability Rory Neeson, Director Wellbeing, Planning and Regulation Jason Cay, Financial Services Coordinator Karly Saunders, Governance Coordinator Bill Scott, Manager Project Management Office Kunal Ponanna, Strategic Infrastructure Engineer

The Informal Meeting commenced at 3:00pm.

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	1 <sup>st</sup> and 2 <sup>nd</sup> Quarter Finance Reports	Nil
2	Prayer Discussion	Nil
3	Governance Rules Discussion	Nil
4	Hamilton Industrial Estate Variation	Nil

The Informal Meeting concluded at 5:13pm.



## 12 Management Reports

### 12.1 Community Public Health and Wellbeing Plan Annual Review

<b>Directorate:</b>	Wellbeing, Planning and Regulation
<b>Report Approver:</b>	Rory Neeson, Director Wellbeing, Planning and Regulation
<b>Report Author:</b>	Susannah Milne, Manager Community Wellbeing
<b>Attachment(s):</b>	<ol style="list-style-type: none"><li>1. Southern Grampians Community Health and Wellbeing Action Plan 2022 2023 update 1 [<b>12.1.1</b> - 18 pages]</li><li>2. Annual Review Southern Grampians Shire Council Health and Wellbeing Plan 2021 2025 S [<b>12.1.2</b> - 4 pages]</li></ol>

#### Executive Summary

The Annual Review – Southern Grampians Community Public Health and Wellbeing Plan (CPHW) and the Southern Grampians CPHW Action Plan 2022-23 have been prepared to provide information regarding the performance of the community against the Southern Grampians Shire Council Community Public Health and Wellbeing Plan 2021-2025.

#### Discussion

The Southern Grampians CPHW Plan 2021-2025 was developed, in consultation with the community, to focus on the strategic health and wellbeing priorities for our community, while realising Council's vision of a growing, inclusive and connected community that fosters sustainability, diversity and innovation.

The action plan sets out the specific actions and includes a detailed list of community activities and projects that are being undertaken within various organisations within the Shire. These activities and projects have been identified during consultation with various partnership organisations and are intended to attain important outcomes for the strategic health and wellbeing priorities for our community.

A review on the progress of the action plan and key community public health and wellbeing indicators are reported to Council annually. This allows Council to receive timely, relevant and measurable information about how the community is performing. The Annual Review also provides an opportunity to realign the CPHW Plan if required.

The CPHW Plan includes two focus areas with 13 outcomes and 53 priorities. Of these 53 priorities:

- 37 priorities have actions that have been completed.
- 6 priorities have actions that are in development.
- 10 priorities are yet to have actions identified.

Details about the specific performance of the Annual Plan actions is detailed in the attached CHWB Action Plan, along with current trends being provided in the Annual Review document.





Some recent data sets that indicate the current trending of outcomes show improvements in employment rates for both over 65 and youth, along with food affordability, crime and family violence.

Some risk factors such as obesity, smoking and gambling have trended negatively, along with some environmental factors such as household waste and collected recyclables.

### **Financial and Resource Implications**

This report and the attachment presented as a part of this report have been completed within existing staff resources allocated under Community Wellbeing.

It should be noted that many actions completed under the CPHW Plan have been funded across operational and capital budgets which deliver on outcomes that improve community wellbeing by allowing community to be more active, engaged and be provided with choices on services that can positively benefit wellbeing.

External stakeholders and services resources funded by third parties also contribute to the wellbeing of the community and are reported within this plan.

### **Council Plan, Community Vision, Strategies and Policies**

#### ***Support Our Community***

1.1 An empowered and connected community

1.1.1 Facilitate opportunities for people to participate in community life, through volunteering, civic leadership, social programs, to enable inclusion, social connection and wellbeing.

#### ***Support Our Community***

1.2 Support and promote a healthy community

1.2.1 Provide and advocate for accessible, inclusive and equitable Council services, facilities, activities and participation practices.

1.2.2 Support and encourage participation in arts and culture, education, leisure, recreation and sporting opportunities.

1.2.3 Partner with community services and agencies to plan for the outcomes outlined in the Public Health and Wellbeing Plan.

1.2.4 Advocate for and work with external services that support our community and deliver outcomes.

### **Legislation**

Council is required to prepare a Municipal Public Health and Wellbeing Plan in accordance with section 26 of the *Public Health and Wellbeing Act 2008* and subsequently undertake an annual review and if appropriate amend it.

This Plan is supported by the development of an action plan which details the actions that are being undertaken throughout the community by various organisations and Council departments to achieve the strategic objectives in the CHWB Plan.



### **Gender Equality Act 2020**

There are no implications regarding the *Gender Equality Act 2020*, however the next version of the Health and Wellbeing Plan will require Council to undertake a gender impact assessment.

### **Risk Management**

The Southern Grampians CPHW Plan 2021-2025 does not provide risk element for Council.

### **Climate Change, Environmental and Sustainability Considerations**

The Southern Grampians CPHW Plan 2021-2025 provides for sustainable considerations through Outcome 2.6 - Southern Grampians encourages sustainable practices that promote a healthy environment.

### **Community Engagement, Communication and Consultation**

The Southern Grampians CPHW Plan 2021-2025 was developed in consultation with the community. Ongoing communication and consultation is undertaken with partner organisations including Western District Health Services, Brophy, YacVic, Windamara and the Victoria Police

### **Disclosure of Interests**

All Council Officers involved in the development and advice provided in this Report affirm that no general or material interests need to be declared in relation to any matters in this Report.

Roger Rook, Recreation Services Coordinator  
Susannah Milne, Manager Community Wellbeing  
Rory Neeson, Director Wellbeing, Planning and Regulation



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**RECOMMENDATION**

That Council receive for information the Annual Review – Southern Grampians Shire Council Community Health and Wellbeing Plan Review and Action Plan for 01 July 2022– 30 June 2023.

**COUNCIL RESOLUTION**

**MOVED:** Cr Calvano  
**SECONDED:** Cr Brown

**That Council receive for information the Annual Review – Southern Grampians Shire Council Community Health and Wellbeing Plan Review and Action Plan for 01 July 2022– 30 June 2023.**

**CARRIED**



## 12.2

### Southern Grampians Small Towns Strategy - Consultation Outcomes

<b>Directorate:</b>	Wellbeing, Planning and Regulation
<b>Report Approver:</b>	Rory Neeson, Director Wellbeing, Planning and Regulation
<b>Report Author:</b>	Parvesh Siroha, Senior Strategic Planner
<b>Attachment(s):</b>	1. Small Towns Strategy - Final Report - February 2024 [12.2.1 - 131 pages]

#### Executive Summary

This report aims to provide Council with a summary of the community feedback received during the public exhibition of the draft Small Towns Strategy (STS).

It then recommends that Council adopt the Southern Grampians Small Towns Strategy, respond to all submitters and commence a planning scheme amendment to implement the document in the Southern Grampians Planning Scheme.

#### Discussion

The Southern Grampians Shire has experienced changes with population and the challenges brought on by both climate change and the COVID19 pandemic. These forces are generating new imperatives to critically reflect on how to best ensure the resilience and livability of the Shire's small towns and settlements.

The development of the STS was recognised as a key priority in the Council Plan 2021-2025, with the process initiated in September 2021. The STS is designed to guide future rural-residential development within the Shire, evaluating the adequacy of existing rural-residential zoned land, investigating reasons for underdevelopment, and proposing ways to facilitate the utilization of vacant land.

Smaller rural communities often face a range of unique challenges that can impact their sustainability, growth, and overall well-being. The STS aims to address these issues by providing a comprehensive plan for development.

In 2021, Council officers prepared a project brief to enable the appointment of a lead consultant and interdisciplinary team to prepare the STS.

The main objectives of the strategy are to:

- Create a clear settlement hierarchy, classifying each of the small towns and settlements according to current and future role.
- Create a high-level vision statement for each settlement on asset/service delivery.
- Provide inclusive and engaging opportunities for stakeholders, agencies, landowners, and residents' participation.
- Provide recommendations on future strategic projects in each of the towns.



Through a competitive procurement process, Council appointed Niche Planning Studios to prepare the STS. Niche assembled an interdisciplinary team of skilled professionals to undertake the project.

Over the past two and half years, significant works has been completed to bring the STS to Council for adoption which include:

1. Project Inception and Scope – Completed
2. Technical Investigations – Completed
3. Stakeholder Engagement – Completed
4. Draft Small Towns Strategy – Completed
5. Public Consultation and Stakeholder Engagement – Completed
6. Final Small Towns Strategy (Adoption) – February 2024

When adopted by Council, the STS will be followed by planning scheme amendments in the 2024-2025 financial year to implement recommended changes within the Southern Grampians Planning Scheme, as well as future budget bids to complete projects identified as part of the strategy. Some of these projects have already received support from Council through the 2023-2024 budget process including structure plans for both Cavendish and Coleraine. Draft project briefs have been prepared and approved by the State Government with work to commence following the adoption of this strategy.

Over the last two decades, the Council has conducted various strategic planning work to guide the future growth and development of the Shire’s small towns and settlements. However, there is a confusing mix of small towns and settlements with structure plans and those without. Some have Urban Design Frameworks whilst others do not.

There is no clear settlement hierarchy of small towns and settlements within the Southern Grampians Planning Scheme to enable the roll out of new structure plans. Further, most towns do not have a road map of key moves, zone changes, and infrastructure needs. Thus, there is presently limited to no policy detail in the Southern Grampians Planning Scheme to guide future land use and development of the Shire’s small towns and settlements.

The project has reviewed the Shire’s small towns and settlements and provides a definitive hierarchy of towns for which the Council can direct its focus for investment and further strategic work.

The STS provides directions for preferred locations for residential growth in alignment with current population forecasts.

Following the Council resolution at the October Council Meeting to release the draft STS for public consultation, a significant engagement program has occurred which saw officers and Councillors attend all nine small towns included in the strategy for a town hall meeting to review the document and receive feedback from the community. These sessions are listed below.

Location	Date
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Balmoral RSL Hall	14 Nov 2023
Penshurst Hall	16 Nov 2023
Byaduk Hall	21 Nov 2023
Cavendish Hall	27 Nov 2023
Branxholme Hall	28 Nov 2023
Glenthompson Hall	30 Nov 2023
Stirling Place, Dunkeld	4 Dec 2023
Coleraine CFA	5 Dec 2023
Tarrington Church Hall	11 Dec 2023

The strategy was also made available for viewing via Council’s website as well as hard copies being made available by request and the consultation was advertised through both traditional media and via social media.

As part of the engagement a summary document of the considerations and opportunities as well as the next steps in terms of strategic planning projects was prepared for each town. These were made available via the website and in hard copy at all of the engagement sessions.

All of the meetings were well attended with strong feedback provided by local residents in attendance.

24 written submissions were also provided to Council.

A summary of the key themes identified from the consultation included:

- Inaccuracies in the document around the summaries for each town
- Lack of understanding around community infrastructure from the consultants completing the work
- Inconsistencies regarding community wants and needs in the document
- Support for changes to zoning or town boundaries to allow for future growth
- Questions around the validity of previous consultation sessions
- Increased footpaths or trails and transport options in the towns
- Improving the general appearance of old buildings and/or streetscapes in the towns
- Increased plantings in townships
- Some disagreement around future priorities for townships
- Support for structure plans or review of existing plans
- The want to keep current community infrastructure
- The importance of tourism to some towns including being RV friendly and the inclusion of projects recently completed to drive tourism (e.g. Grampians Peaks Trail and the Dunkeld Visitor Hub)
- Signage improvements
- Advocacy for better wastewater options in non-sewered towns
- Missing some community infrastructure in the town summaries
- Disagreement amongst some of the recommendations provided in the report
- Due to the length of the project, some projects or priorities have either been finished or changed and need to be updated



There was also a recurring theme around the lack of explanation of what this strategy actually aims to complete with many people thinking the aim of the strategy was to create a community plan and a list of community projects for each town which is not the intent of the document.

Officers have worked through all of the feedback received and made significant changes to the document to ensure firstly that all information provided is accurate, that the community's future needs are correctly documented, and that the document provides outcomes that look to create more potential housing options where suitable for our small towns.

The project addresses the challenges and constraints affecting the small towns and settlements. Distinct and separate issues exist with respect to risk by settlement – flooding risks impact in Coleraine and Dunkeld; fire risk greatly impacts sections of Cavendish, Dunkeld and Balmoral; wastewater limitations impact on most small towns except for Coleraine and Dunkeld. The impacts of climate change on these risk factors have also been carefully considered.

The STS provides for the prioritisation of new structure plans for Cavendish, Coleraine, and Peshurst to be delivered by Council. It identifies the need to review various strategic planning work completed in Dunkeld while also understanding future priorities (both for strategic planning and advocacy) for Council to complete in future years to allow towns to grow in line with community expectations.

It should also be noted that the Small Towns Strategy is a document that can be reviewed by future Councils, especially if changes occur in various townships or priorities change for the small towns.

### **Financial and Resource Implications**

The project management, drafting and initial community engagement for the STS is catered for within the financial year 2022-2023 budget. The cost of engaging the consultants to prepare the draft STS is \$190,000 and 35 weeks of officer time spent preparing the draft STS.

The adoption by Council of the STS will conclude the works funded under this project, however future budget cases will be prepared to implement strategic planning items identified within the strategy.

### **Council Plan, Community Vision, Strategies and Policies**

#### ***Support Our Community***

- 1.3 Grow a diverse and inclusive community
- 1.3.1 Partner to facilitate sustainable and affordable housing to meet the changing needs of the community.

#### ***Grow Our Regional Economy***

- 2.1 Drive economic growth



2.1.2 Advocate for long-term population growth, a skilled labour force and support emerging growth sectors.

### **Legislation**

Consideration of the draft STS is consistent with the Southern Shire Council Plan 2021-2025 which commits to:

- Improving the livability of Southern Grampians Shire through the management of our facilities, town planning and environmental sustainability.
- Improve the appearance of our towns and public spaces.
- Ensure the Southern Grampians Planning Scheme provides for the fair, orderly, economic and sustainable use and development of land. Preserve the natural environment of Southern Grampians Shire.

### **Gender Equality Act 2020**

There are no direct implications to the Gender Equality Act 2020 in preparing the STS.

### **Risk Management**

The STS is being prepared against all relevant requirements of the Southern Grampians Planning Scheme and the *Planning and Environment Act 1987*, including all relevant Minister Directions and Practice Notes.

### **Climate Change, Environmental and Sustainability Considerations**

Sustainable management of the Shire's agricultural sector is one of the highest priorities as set out in the Shire's Economic Development Strategy and Council Plan.

Developing the STS is an important strategic project. The project will enable the Shire's small towns and settlements to develop in a sustainable manner and ensure that appropriate infrastructure is provided.

### **Community Engagement, Communication and Consultation**

Following a resolution at the October Council Meeting, the draft STS was publicly exhibited from 9 November to 15 December 2023.

The project team presented the draft strategy to the local communities of each of the nine towns involved. Each of these sessions was very well attended with 24 written submissions also provided through the consultation period.

### **Disclosure of Interests**

All Council Officers involved in the development and advice provided in this Report affirm that no general or material interests need to be declared in relation to any matters in this Report.





Rory Neeson, Director Wellbeing, Planning and Regulation  
Daryl Adamson, Manager Shire Strategy and Regulation  
Andrew Neild, Planning Coordinator  
Parvesh Siroha, Senior Strategic Planner

**RECOMMENDATION**

That Council:

1. Adopt the Southern Grampians Small Towns Strategy.
2. Respond to all submitters thanking them for their feedback and advising them of the significant changes that have been made to the document.
3. Commence a planning scheme amendment to implement recommended changes within the Southern Grampians Planning Scheme.

**MOTION**

**MOVED: Cr Rainsford**

**That Southern Grampians Shire Council defer adopting the Small Town Strategy until the March Council Meeting after further consultation with the small town communities.**

**Motion LAPSED for want of a SECONDER**

**MOTION**

**MOVED: Cr Brown**  
**SECONDED: Cr Calvano**

That Council:

1. Adopt the Southern Grampians Small Towns Strategy.
2. Respond to all submitters thanking them for their feedback and advising them of the significant changes that have been made to the document.
3. Commence a planning scheme amendment to implement recommended changes within the Southern Grampians Planning Scheme.



**AMENDMENT**

**MOVED: Cr Rainsford**

**That Council:**

- 1. Adopt the Southern Grampians Small Towns Strategy.**
- 2. Respond to all submitters thanking them for their feedback and advising them of the significant changes that have been made to the document.**
- 3. Commence a planning scheme amendment to implement recommended changes within the Southern Grampians Planning Scheme.**
- 4. Decisions on provision of community infrastructure assets will be supported by consultation with the relevant communities.**

**The Amendment LAPSED for want of a SECONDER**

**AMENDMENT**

**MOVED: Cr Colliton**

**That Council:**

- 1. Adopt the Southern Grampians Small Towns Strategy.**
- 2. Respond to all submitters thanking them for their feedback and advising them of the significant changes that have been made to the document.**
- 3. Commence a planning scheme amendment to implement recommended changes within the Southern Grampians Planning Scheme.**
- 4. Decisions on provision of community infrastructure assets will be supported by consultation with the relevant communities.**
- 5. Planning Scheme amendments are not implemented until the completion of Cavendish Structure Plan.**

**The Amendment LAPSED for want of a SECONDER**



**COUNCIL RESOLUTION**

**MOVED:** Cr Brown  
**SECONDED:** Cr Calvano

**That Council:**

- 1. Adopt the Southern Grampians Small Towns Strategy.**
- 2. Respond to all submitters thanking them for their feedback and advising them of the significant changes that have been made to the document.**
- 3. Commence a planning scheme amendment to implement recommended changes within the Southern Grampians Planning Scheme.**

**CARRIED**



## 12.3 Election Period Policy

**Directorate:** Chief Executive Office  
**Report Approver:** Tony Doyle, Chief Executive Officer  
**Report Author:** Karly Saunders, Governance Coordinator  
**Attachment(s):** 1. Election Period Policy 2024 [12.3.1 - 9 pages]

### Executive Summary

It is a requirement under Section 69 of the *Local Government Act 2020* for Councils to maintain an Election Period Policy. This Policy forms part of the Governance Rules and is reviewed prior to each Election Period.

An election period policy must prohibit any Council decision during the election period for a general election that –

- (a) Relates to the appointment or remuneration of the Chief Executive Officer but not the appointment or remuneration of an Acting Chief Executive Officer; or
- (b) Commits the Council to expenditure exceeding one per cent of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; or
- (c) The Council considers could be reasonably deferred until the next Council is in place; or
- (d) The Council considers should not be made during an election period.

An election period policy must prohibit any Council decision during the election period for a general election or a by-election that would enable the use of Council's resources in a way that is intended to influence, or is likely to influence, voting at the election.

Any Council decision made in contravention of the Act is invalid and any person who suffers loss or damage as a result of acting in good faith on a Council decision deemed invalid is entitled to compensation from the Council for that loss or damage.

Council's Election Period Policy has been reviewed and is attached for consideration.

### Discussion

In the lead up to Local Government elections, Councils enter an election period, known commonly as caretaker.

The Election period is defined by the Act as starting at the time nominations close on nomination day and ending at 6pm on the election day, based off preliminary dates provided by the Victorian Electoral Commission, this will result in the election period being from 12 noon on 24 September to 6pm on 26 October 2024.

During the election period, Councillors and Council officers are subject to a variety of restrictions in relation to:

- Major Policy Decisions



- Significant Decisions
- Exercising Delegations
- Council Meetings
- Council Briefings
- Advisory Committees, Delegated Committees, Community Asset Committees
- Community Engagement and Events
- Council Publications
- Council Resources
- Media
- Access to Information
- Displaying Electoral Material
- Use of Title

Council's policy has been reviewed and updated.

The following changes were made:

- Review date to be prior to commencement of the election period, but no longer 12 months prior to the commencement period
- Terminology relating to Council Meetings updated in-line with the new Local Government Act
- References additional documents and legislation
- The Policy is applicable to Community Asset Committees
- Consideration of a Council Meeting item deems as 'significant' requires an exemption from the Minister for Local Government as per Section 177 of the Act.
- Exercising Delegations during the election period require same consideration as items proceeding to a Council Briefing or Meeting
- States there will be no Public Question Time or Deputations during the election period
- Historical briefings papers will have access limitations applied
- All Committees of Council will be suspended during the election period

#### **Financial and Resource Implications**

The Election is accounted for in Council's Budget.

#### **Council Plan, Community Vision, Strategies and Policies**

##### ***Provide Strong Governance and Leadership***

##### **5.1 Transparent and accountable governance**

5.1.1 Strengthen the governance role of Councillors by informing, resourcing, skilling and supporting the role.



5.1.2 Ensure flexible and transparent decision making through open and accountable governance.

**Legislation**

The Local Government Act 2020

Local Government (Electoral) regulations 2020

Privacy and Data Protection Act 2014

**Gender Equality Act 2020**

Not applicable.

**Risk Management**

Regular review of the Election Period Policy ensures the Policy is fit for purpose and meets legislative requirements.

**Climate Change, Environmental and Sustainability Considerations**

Not applicable.

**Community Engagement, Communication and Consultation**

The Policy will be made publicly available and circulated within Council to ensure compliance with the Policy is maintained during the Election Period.

**Disclosure of Interests**

All Council Officers involved in the development and advice provided in this Report affirm that no general or material interests need to be declared in relation to any matters in this Report.

Tony Doyle, Chief Executive Officer  
Karly Saunders, Governance Coordinator



**RECOMMENDATION**

That Council adopt the Election Period Policy.

**COUNCIL RESOLUTION**

**MOVED:** Cr Calvano  
**SECONDED:** Cr Brown

That Council adopt the Election Period Policy.

**CARRIED**



## 12.4 Quarterly Finance Reports

<b>Directorate:</b>	People and Performance
<b>Report Approver:</b>	Darren Barber, Director People and Performance
<b>Report Author:</b>	Jason Cay, Financial Services Coordinator
<b>Attachment(s):</b>	1. 2023-09-30_-_ Finance Quarterly Report to Council [12.4.1 - 8 pages] 2. 2023-12-31_-_ Finance Quarterly Report to Council [12.4.2 - 9 pages]

### Executive Summary

The Finance Report for the quarters ended 30 September 2023 and 31 December 2023 is presented for the information of Council.

### Discussion

The Finance Reports set out actual results compared to Budget for the first six months of the 2023/24 financial year and contains the Standard Statements namely:

- Comprehensive Income Statement,
- Balance Sheet,
- Statement of Cash Flows,
- Statement of Capital Works and
- Statement of Human Resources.

The Report also includes information on cash balances, current borrowing ratios and debtor balances.

Narratives accompany each of the statements. Key narratives to 31 December 2023 include;

#### Income Statement & Statement of Cash Flows

Council is holding \$17m more cash than anticipated at the end of December. This is due (in part) to the following:

- Prepayment of Financial Assistance Grants (\$9m paid in June 2023, anticipated receipt by December was \$4.5m),
- Lower than anticipated expenditure on Capital works (\$4.2m spent instead of the projected \$19m) and
- Carry forward or incomplete capital works from the prior year (\$3.9m).

This is offset by capital grants not yet received as forecast:

- Melville Oval \$1.9m,
- Silvester Oval \$125k,
- Dunkeld Loop Walk \$150k,
- Cox Street \$251k,
- Local Roads & Community Infrastructure Program \$3.1m and





- Roads to Recovery \$1.9m.

Loan funds of \$4m have also not yet been procured and will only be drawn down if necessary to fund the required capital works.

Operating expenses are generally on budget, with some annual expenses paid for the full year in July/August. These expenses include vehicle registrations, insurances and workcover premiums.

#### Statement of Capital Works

Detailed reports on the financial progress of the capital works and major projects are also provided for information. Capital works YTD December were \$4.229m completed with \$14.994m committed against a YTD budget of \$19.002m. It should be noted however that the procurement plans for many of these large multi-year projects is underway and the estimates are generally only the anticipated value of spend for part of the project. The timing of these payments is dependent on the physical progress and delivery of the project.

#### Special Note

At 30 June 2023, Council changed its suite of financial recording systems. Some systems are still being implemented and therefore these reports are a collation of multiple systems. The implementation process is continuing, and every endeavour has been made to ensure accuracy, however it is acknowledged that there are some areas of revenue recognition still to be processed coupled with data checking and verification.

#### **Financial and Resource Implications**

The report communicates our financial sustainability and compliance with our annual budget.

#### **Council Plan, Community Vision, Strategies and Policies**

##### ***Provide Strong Governance and Leadership***

5.1 Transparent and accountable governance

5.1.2 Ensure flexible and transparent decision making through open and accountable governance.

#### **Legislation**

Section 97 of the Local Government Act 2020 requires that after the end of each quarter, the Chief Executive Officer (CEO) must ensure that a quarterly budget report is presented to the Council. The report must include a comparison of the actual and budgeted results to date and an explanation of material variations, and any other matters prescribed by the regulations.

In addition, the second quarterly report of a financial year must include a statement by the CEO as to whether a revised budget is, or may be, required. The June report is indicative



only with the final report being Council's official financial report which is audited and then included as part of Council's Annual Report.

Council is also required to implement the financial management principles detailed in Section 101 of the Local Government Act 2020 which states:

- (1) The following are the financial management principles:
  - (a) Revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans;
  - (b) Financial risks must be monitored and managed prudently having regard to economic circumstances;
  - (c) Financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community;
  - (d) Accounts and records that explain the financial operations and financial position of the Council must be kept.
- (2) For the purposes of the financial management principles, financial risk includes any risk relating to the following:
  - (a) The financial viability of the Council;
  - (b) The management of current and future liabilities of the Council;
  - (c) The beneficial enterprises of the Council

**Gender Equality Act 2020**

Not Applicable

**Risk Management**

The report measures financial risk and compliance with our annual budget.

**Climate Change, Environmental and Sustainability Considerations**

The report measures financial sustainability and compliance with our annual budget.

**Community Engagement, Communication and Consultation**

The report communicates our financial sustainability and compliance with our annual budget.

**Disclosure of Interests**



All Council Officers involved in the development and advice provided in this Report affirm that no general or material interests need to be declared in relation to any matters in this Report.

Jason Cay, Financial Services Coordinator

**RECOMMENDATION**

That Council receive the Finance Report for the quarters ended 30 September 2023 and 31 December 2023.

**COUNCIL RESOLUTION**

**MOVED:** Cr Malone  
**SECONDED:** Cr Henry

That Council receive the Finance Report for the quarters ended 30 September 2023 and 31 December 2023.

**CARRIED**

Cr Calvano declared a conflict of interest in Item 12.5 and left the meeting at 6.31pm.



## 12.5 Proposed Sale of Land - Old Nigretta Road Hensley Park

**Directorate:** Infrastructure and Sustainability  
**Report Approver:** Marg Scanlon, Director Infrastructure and Sustainability  
**Report Author:** Marg Scanlon, Director Infrastructure and Sustainability  
**Attachment(s):** Nil

### Executive Summary

Council owns the land parcel Lot 1, LP128115, Vol 9425, Folio 690, otherwise known as Old Nigretta Road, Hensley Park which has been identified as surplus land for Council purposes.

The purpose of this report is to seek Council's approval to proceed with the sale of the vacant land through the appointment of the sales agent to conduct the Expressions of Interest process to reach sale of this property.

### Discussion

The vacant parcel of land, Lot 1 Old Nigretta Road, Hensley Park (refer to map below) is approximately 710 square metres (about twice the area of a tennis court) in size and according to the Southern Grampians Shire Planning Scheme and the attached Property Planning Report, is zoned Farming (FZ) with a Bushfire Management Overlay and therefore does not permit the construction of any building or dwelling on the land.

This property is currently not used or maintained by Council and does not present any strategic purpose to Council for current or future needs.



Noting the size and location of this site together with the zoning which limits future development, only two options were identified for Council to consider. One option is to retain the site as a nature reserve; however, this would require maintenance undertaken by Council, resulting in additional costs and risks.



The second recommended option is that the Council dispose of this property through an Expression of Interest (EOI) due to the location, size and interest in the site. The alternative option of an open public sale process is considered unnecessary due to the limited interest in the site. The local adjoining property owners have indicated interest in purchasing this parcel. It is proposed that LMB Livestock and Land are engaged to manage the sale process on the Council's behalf.

### **Financial and Resource Implications**

Property valuation and sale value estimates have been received for this site.

The income received through this proposed sale, will cover the legal, advertising and selling agents' costs.

While Council has not undertaken any maintenance to this site and incurred any significant costs, the site does contribute to general fire risk.

### **Council Plan, Community Vision, Strategies and Policies**

This parcel has been identified within Council's Property portfolio as one of the surplus parcels to Council's needs. Specifically, the recommendation to dispose of this land aligns with the Council Plan objectives associated with sustainable asset planning and maintenance.

#### ***Maintain and Renew Our Infrastructure***

3.1 Plan and maintain sustainable assets and infrastructure

3.1.1 Review and adopt asset management plans to align with future service levels, environmental and financial sustainability.

### **Legislation**

Under Section 114 of the *Local Government Act 2020* which relates to the restrictions on Council's power to sell land.

Before selling or exchanging the land,

- a. at least 4 weeks prior to selling or exchanging the land, publish a notice of intention to do so on Council's Internet site and in any other manner prescribed by the regulations for the purposes of this subsection; and
- b. Undertake a community engagement process in accordance with Council's Community Engagement Policy; and
- c. Obtain from a person who holds the qualification or experience specified under Section 13DA(2) of the *Valuation of Land Act 1960* a valuation of the land which is made not more than 6 months prior to the sale or exchange.

### **Gender Equality Act 2020**

It is important to note that under the *Gender Equality Act 2020*, there is an obligation for the Council to consider and promote gender equality in all their functions and activities. This



includes the disposal of property. A gender impact assessment was not required as part of the disposal.

### **Risk Management**

The proposed recommendation does not present any risks to Council. Retention of this parcel of land by Council without maintenance does present risks and is considered a missed opportunity to dispose of identified surplus property.

### **Climate Change, Environmental and Sustainability Considerations**

This proposal to dispose of Lot 1 Old Nigretta Road, Hensley Park demonstrates Council's leadership to consider the surplus property which is otherwise under utilised and not maintained. This parcel, located within a farming zone, does present fire risk and subsequently this proposal presents the opportunity for the site to be suitably maintained by a private property owner.

### **Community Engagement, Communication and Consultation**

It is proposed that the Council give Public Notice of its intention to sell Old Nigretta Road Hensley Park for a minimum of 28 days through an Expression of Interest process.

### **Disclosure of Interests**

All Council Officers involved in the development and advice provided in this Report affirm that no general or material interests need to be declared in relation to any matters in this Report.

Marg Scanlon, Director Infrastructure and Sustainability  
Julie Markby, Property Officer



**RECOMMENDATION**

1. As required under Section 114(2) of the *Local Government Act 2020*:
  - a. Council gives public notice by advertising for a minimum of 28 days its intention to sell the vacant parcel of land being Lot 1 Old Nigretta Road, Hensley Park.
  - b. Council undertakes a community engagement process in accordance with its Community Engagement Policy
  - c. Council obtains a valuation of this land for sale from a registered valuer.
2. A further report to be presented to Council at the end of the notice period.

**COUNCIL RESOLUTION**

**MOVED:** Cr Malone  
**SECONDED:** Cr Colliton

1. As required under Section 114(2) of the *Local Government Act 2020*:
  - a. Council gives public notice by advertising for a minimum of 28 days its intention to sell the vacant parcel of land being Lot 1 Old Nigretta Road, Hensley Park.
  - b. Council undertakes a community engagement process in accordance with its Community Engagement Policy
  - c. Council obtains a valuation of this land for sale from a registered valuer.
2. A further report to be presented to Council at the end of the notice period.

**CARRIED**



## 13 Notices of Motion

### 13.1 Notice of Motion #1/24 - Cr Rainsford

**Councillor:** Cr Rainsford

**Attachment(s):** Nil

I hereby give notice of my intention to move the following motion at the Council Meeting to be held on 14 February 2024.

#### MOTION

That Southern Grampians Shire Council review the new Hamilton Parking Meters Policy to include the following changes and clarification:

1. CBD charged parking times to
  - a. Monday to Thursday 9:30am to 5:00pm
  - b. Friday 9:30am to 5:00pm ( NOT TO 8:00pm)
  - c. Saturday 9:00am to 12:00pm
  - d. Sunday free all day
2. Explore providing a Southern Grampians Shire Council managed prepaid ticketing system for those preferring paying cash to Brown St Service Counter instead of debit or credit cards.
3. Ensure that disabled parking is not included in the CBD Parking Meter charging sites.
4. Ensure that Loading Zone use is patrolled for compliance to assist service delivery to our businesses.
5. Ensure that parking meter users understand they can move from parking sites within their paid period without further entering details into the Parking Meters.

#### **Background Comments Provided by Councillor:**

The new "pay by plate" touchscreen Hamilton CBD Parking Meters have been installed over January and became "Live" Thursday Feb 1<sup>st</sup> 2024.

Hamilton CBD is a narrow at times congested space along Gray Brown and Thompson Streets in the CBD. Businesses need good turnover of parking spaces which helps more people access our businesses.

Then new Pay by Plate parking meters are solar powered, will be regularly maintained by the supplier, and if broken can be fixed on the spot.

Change brings some concerns and misunderstanding. The main change is the meters are cashless, but the times for charging to park have also changed.

I support the late charging start of 9.30 am weekdays which gives those wanting to pick up a paper or get a script from a chemist filled early in the day without occurring parking charges.





But the charging of parking later to 8.00 PM on Friday nights is a major change I was not aware of until the FAQs came out and will not help to keep our CBD vibrant on a popular recreational evening when diners need to pay for a couple of hours parking which they are not used to doing.

And is it necessary?

How to pay for parking?

You can pay for your parking via a debit card, a credit card, pre-paid card from Australia Post, or use an Easy Park App for smartphones.

Council has not planned to sell or provide cards for the parking meters, rather use a readily accessible 3<sup>rd</sup> party ie Australia Post.

Investigating this system I found the process whilst simple for a relatively cashless purchaser already, the Pre-Paid Card is like a debit card anyway, cost \$7.95 to purchase and has a minimum load up of \$20. To get a card you are required to have an ID with you, provide your name, email and mobile phone number. The counter support by Australia Post is excellent.

However, some feedback from businesses and ratepayers is that Council should provide a simpler service for the elderly and less debit / credit card based users that don't want to provide all this detail.

**MOTION**

**MOVED: Cr Rainsford**

**That Southern Grampians Shire Council review the new Hamilton Parking Meters Policy to include the following changes and clarification:**

1. **CBD charged parking times to**
  - a. **Monday to Thursday 9:30am to 5:00pm**
  - b. **Friday 9:30am to 5:00pm ( NOT TO 8:00pm)**
  - c. **Saturday 9:00am to 12:00pm**
  - d. **Sunday free all day**
2. **Explore providing a Southern Grampians Shire Council managed prepaid ticketing system for those preferring paying cash to Brown St Service Counter instead of debit or credit cards.**
3. **Ensure that disabled parking is not included in the CBD Parking Meter charging sites.**
4. **Ensure that Loading Zone use is patrolled for compliance to assist service delivery to our businesses.**
5. **Ensure that parking meter users understand they can move from parking sites within their paid period without further entering details into the Parking Meters.**

**Motion LAPSED for want of a SECONDER**

## **14 Urgent Business**



There was no Urgent Business listed on the agenda.

## **15 Mayor, Councillors and Delegate Reports**

Address from the Mayor and Councillors in relation to matters of civic leadership and community representation, including acknowledgement of community groups and individuals, information arising from internal Committees and delegates committees, advocacy on behalf of constituents and other topics of significance.

### **15.1 Cr Colliton**



Cr Colliton reported on his attendance at the following:

- 13 February 2024 - ARC meeting.

### 15.2 Cr Calvano

Cr Calvano reported his attendance at the following:

- 26 January 2024 – Australia Day at Hamilton Botanic Gardens
- 27 January 2024 – Hooked on Portland
- 2 February 2024 – attended funeral of the late Anthony Watt, a “true community leader”

### 15.3 Cr Brown

Cr Brown reported on the following:

- 26 January 2024 – Australia Day at Dunkeld. All are well run with help and communities celebrate.

### 15.4 Cr Malone

Cr Malone reported her attendance at the following:

- December 2023 – Coleraine Community Christmas celebration at the lagoon.
- 26 January 2024 – Australia Day at Coleraine and Branxholme

### 15.5 Cr Henry

Cr Henry reported on the following:

- December 2023 – her family visit over Christmas to Canada and the States, and indicated being grateful when home, of the Australian Gun laws, clean soil & water, and the sound of wildlife in the mornings.
- 13 February 2024 – attendance at the ARC meeting, also thanks to Belinda Johnson.
- 26 January 2024 – at Balmoral, passing of Anthony Watt.
- Attended the Hamilton PAC preview – access to the Arts by the youth.
- ‘Shout out’ to the Film club - held once a month.

### 15.6 Cr Rainsford

Cr Rainsford reported attending the following:

- Acknowledge the sad passing of Anthony Watt, including acknowledgment of his contribution to our community and our thoughts are with his family and friends
- Extending thanks to Belinda Johnson for her contribution to Local Government which is continuing further north.



Council Meeting 14 February 2024 - Minutes

- Opening of Dunkeld Visitor Information Centre with State Upper House member for Western Region Jacinta Ermacoura
- 24 January 2024 - SGSC Briefing
- 26 January 2024 - Representing SGSC at Cavendish a Lions Egg & Bacon Roll breakfast, We had an excellent address by the new Townscape President Chris Faille who provided a global to very local perspective of living life in Australia , congratulated our local achiever Roger then also attending Hamilton congratulating local Citizen of the Year Roger Edward's celebrating with wife Kay and congratulations to all the recipients or wards recognised at Australia Day., then representing SGSC at Glenthompson community BBQ and speeches by long time residents.
- 31 January 2024 - SGSC Briefing

Delegations - Hamilton Regional Livestock Exchange no meetings since last report Rail Freight Alliance Meeting AGM this week Feb 16 2024 Hamilton Showgrounds Advisory Committee Feb 29th Green Triangle meeting nothing to report since last meeting

### 15.7 Cr Robertson

Cr Robertson reported on his attendance at the following:

- 14 December 2023 - Australia Day awards judging.
- 15 December 2023 - St Mary's Christmas parade.
- 20 December 2023 - Opening of Dunkeld visitor information centre.
- 9 January 2024 - Reconciliation action plan meeting.
- 31 January 2024 - Farewell for Rohan Fitzgerald CEO of WDHS.
- 2 February 2024 - Meeting with opposition spokesperson roads - Bridget McKenzie.
- 6 February 2024 - Meeting with Metricon re Lake edge development.
- 8 February 2024 - South coast Barwon regional MAV meeting – Camperdown.
- 12 February 2024 - Rotary club meeting discussing involvement in domestic violence.



## 16 Confidential Reports

### RECOMMENDATION

That the following items be considered in Closed Council as specified in section 66(2)(a) and referenced in section 3(1), Confidential Information (a) council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

### COUNCIL RESOLUTION

**MOVED:** Cr Brown  
**SECONDED:** Cr Colliton

**That the council meeting goes to in camera to consider confidential items.**

**CARRIED**

### 16.1 [Hamilton Industrial Estate Variation](#)

**Explanation of why that ground or grounds has been applied:** Due to the commercial Terms of the Existing Lease.

### 16.2 [Key Worker Housing Grant Application](#)

**Explanation of why that ground or grounds has been applied:** Commercial in Confidence due to the Expression of Interest process currently being undertaken at Lakes Edge for the sale of land.

## 17 Close of Meeting



Council Meeting 14 February 2024 - Minutes

This concludes the business of the meeting.

Meeting closed at 7.43 pm.

Confirmed by resolution 13 March 2024.

.....  
Chairperson

# SOUTHERN GRAMPIANS SHIRE COUNCIL

Audit & Risk Committee Meeting Minutes

Tuesday 13 February 2024

Held in Martin J Hynes Auditorium / Teams

at 2.30pm





Audit &amp; Risk Committee 13 February 2024 - MINUTES

## Meeting Schedule

### SOUTHERN GRAMPIANS SHIRE COUNCIL

### AUDIT & RISK COMMITTEE

### Martin J Hynes Auditorium/Teams – 13 February 2024

Start Time: 11.00 AM

ITEM	ITEM	PRESENTER
<b>1</b>	<b>Membership</b>	Chair
<b>2</b>	<b>Committee &amp; Auditors in Camera</b>	Chair
<b>3</b>	<b>Welcome</b>	Chair
<b>4</b>	<b>Apologies</b>	Chair
<b>5</b>	<b>Committee Secretariat</b>	Darren Barber
5.1	- Confirmation of Minutes – 27 November 2024	Darren Barber
5.2	- Conflicts of Interest Disclosure	Darren Barber
<b>5.3</b>	- CEO Report	Tony Doyle
5.4	- Governance & Risk Management Disclosures	Tony Doyle
<b>5.5</b>	- Summary Table of Outstanding Matters	Darren Barber
<b>5.6</b>	- Register of Committee Members Interests	Chair/Darren Barber
<b>6</b>	<b>Annual Financial Reporting</b>	
6.1	- Finance Report to 30 September 2023 and 31 December 2023	Kevin Leddin
6.2	- Quarterly Councillor's Expenditure Report (For Information)	Karly Saunders
<b>6.3</b>	- Final Management Letter and Closing Report	Kevin Leddin
<b>7</b>	<b>Internal Audit</b>	
7.1	- <b>CONFIDENTIAL</b> - Internal Audit - Update Awarded Tender	Darren Barber
<b>7.2</b>	- Progress Report of Internal Audit Actions (Interplan)	Darren Barber
<b>7.3</b>	- Report and Correspondence of Note: VAGO, Ombudsman and IBAC Reports	Darren Barber
<b>8</b>	<b>Compliance Management</b>	
<b>8.1</b>	- Compliance Framework Review & Quarterly Compliance Reporting	Karly Saunders
<b>9</b>	<b>Risk Management</b>	
<b>9.1</b>	- OHS Quarterly (Summary) Report	Mike Shanahan





Audit & Risk Committee 13 February 2024 - MINUTES

<b>9.2</b>	- Risk Management Quarterly Report & Framework Review	Tahlia Homes
<b>10</b>	<b>External Audit</b>	
<b>10.1</b>	- Progress Report of Current Actions	Kevin Leddin
<b>10.2</b>	- Annual VAGO Strategy	Kevin Leddin
<b>11</b>	<b>Matters Arising from the Previous Minutes</b>	
<b>11.1</b>	- Excess Leave Update	Tahlia Homes
<b>12</b>	<b>Other Items</b>	Chair
<b>13</b>	<b>Next Meeting</b>	Chair



Audit & Risk Committee 13 February 2024 - MINUTES

## 1 Membership

### Members

Mr Brian Densem – Chair  
Ms Aisling Cunningham  
Mr Bill Millard  
Cr Helen Henry (Deputy Mayor)  
Cr Bruach Colliton

### Officers

Mr Tony Doyle, Chief Executive Officer  
Mr Darren Barber, Director People and Performance  
Mr Kevin Leddin – Acting Manager Finance  
Mrs Tahlia Homes – Manager People and Culture

### Minutes

Mrs Nadine Rhook – Executive Assistant – Director People & Performance

### Guests

Ms Karly Saunders - Governance Coordinator  
Mr Mike Shanahan – Health & Safety Coordinator  
Mr Martin Thompson – Crowe Audit Australia

## 2 Committee and Auditors in Camera

Membership in attendance only.

*Item 2 will be discussed at the end of the meeting.*

## 3 Welcome

*Mr Densem, Mr Millard, Mr Doyle, Mr Barber, Mr Leddin, Cr Henry and Ms Cunningham joined the meeting in person at 2.28pm.*

The Chair welcomed Management and colleagues to the meeting with a particular welcome back to Mr Leddin as Acting Manager Finance.

He also thanked Mr Millard for standing in as Chair for the 15 November 2023 ARC Meeting.

The Chair noted that Ms Johnson is no longer with Southern Grampians Shire Council with a note of thanks for her contribution over 39 years to Southern Grampians Shire Council and the support Ms Johnson gave to the Audit and Risk Committee.



Audit & Risk Committee 13 February 2024 - MINUTES

## 4 Apologies

Nil

## 5 Committee Secretariat

### 5.1 Confirmation of Minutes: Audit and Risk Committee Meeting – 27 November 2023

**Author:** Darren Barber (Director People & Performance)  
**Attachments:** 27-11-2023 - Audit & Risk Committee Minutes - Final

#### Recommendation

**THAT** the minutes of the Ordinary Meeting of the Audit and Risk Committee held on 27 November 2023 be confirmed as a correct record of business transacted.

**Moved:** Mr Millard  
**Seconded:** Cr Henry

**CARRIED**

### 5.2 Conflicts of Interest Disclosure

**Author:** Darren Barber (Director People & Performance)  
**Attachments:** Nil

#### Recommendation

**THAT** the Committee note the Conflict of Interest Disclosure as per the below:

- Mr Brian Densem – Chair of Glenelg Hopkins CMA Audit & Risk Committee
- Ms Aisling Cunningham – Quality Manager of Western District Health Service
- Mr Bill Millard – Board Member - Wannon Water
- Cr Helen Henry – Item 6.2 - Councillor Expenses
- Cr Bruach Colliton – Item 6.2 – Councillor Expenses & Owner of The Roxburgh
- Mr Bill Millard and Mr Kevin Leddin – worked together at Warrnambool City Council and Moyne Shire.

**NOTED**

*Item 6.2 – Quarterly Councillors Expenditure and Item 8.1- Compliance Framework Review & Quarterly Compliance Reporting will be presented concurrently by Ms Saunders.*

*Cr Colliton joined the meeting virtually at 2.32pm*



Audit & Risk Committee 13 February 2024 - MINUTES

## 5.3 CEO Report

**Author:** Tony Doyle (Chief Executive Officer)  
**Attachments:** Nil

### Recommendation

**THAT** the Committee note the CEO Report.

The CEO advised Council has had some issues acquiring insurance for Jumping Castles due to the incident in Tasmania. Council is unable to acquire insurance for Jumping Castles and neither can most operators due to the amount of insurance required. If the event is on Council land the operator must have \$20 million insurance to cover Jumping Castles.

The CEO advised that Ms Saunders will be going on maternity leave before the 14 May 2024 ARC meeting and Mrs Lisa Grayland will be acting in the Governance Coordinator position for Ms Saunder's maternity leave period.

Council is also dealing with a Planning matter in Dunkeld. A complaint was lodged with VCAT which has now been referred to the Supreme Court. There is a process in place to appeal which could take up to 12 months.

**NOTED**

*Ms Homes joined the meeting in person at 2.36pm.*

*Ms Saunders joined the meeting in person at 2.40pm.*

## 5.4 Governance and Risk Management Disclosures

**Author:** Tony Doyle (Chief Executive Officer)  
**Attachments:** Nil

### Chair to Internal Auditor:

- Has the work of the internal audit been obstructed in any way? **N/A**

### Chair to CEO:

- The CEO confirmed there were no matters such as breaches of legislation, impending legal action, practices, or actual suspected fraud occurrences that have occurred within the organisation since the last meeting that need to be brought to the attention of the Committee.
- The CEO confirmed there were no conflict of interest matters that need to be brought to the attention of the Committee.



Audit & Risk Committee 13 February 2024 - MINUTES

**Recommendation**

**THAT** the Committee note the Chief Executive Officer responded to the questions asked.

**NOTED**

## **5.5 Summary Table of Outstanding Items**

**Author:** Darren Barber (Director People and Performance)

**Attachments:** Summary Table of Outstanding Matters

**Conclusion and Recommendation**

**THAT** this item be noted and actions with “Closed” status be removed from the listing.

**NOTED**

## **5.6 Register of Committee Members Interest**

**Author:** Darren Barber (Director People and Performance)

**Attachments:** Nil

**Recommendation**

**THAT** the Committee note this report.

**NOTED**

## **6 Annual Financial Reporting**

### **6.1 Finance Report to 30 September 2023 and 31 December 2023**

**Author:** Jason Cay (Financial Coordinator)

**Attachments:** 1. 2023-09-30\_-\_ Finance Quarterly Report to Council  
2. 2023-12-31\_-\_ Finance Quarterly Report to Council

**Recommendation**

**THAT** the Committee note these reports were presented to Council Briefing session on 31 January 2024 and will be presented to the Council Meeting on 14 February 2024.



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Mr Leddin advised that the new systems are still being implemented and the Finance Team, Payroll and Business Systems Teams are working hard on these but there is still a way to go. Civica contains all the functions for payroll and the new systems need to link with each other to transfer the data. This process will be completed in the next month.

There have been some stresses on staff with the implementation of the new systems, but measures are in place and things will start to run more efficiently and effectively in the next 12 months.

The External Auditors - Crowe Australia have been advised they will be auditing two systems – Civica and Business Central.

Grants are dependent on Capital Works with quite a spend in the next 6 months. This will be reviewed.

Waste Charges is an issue around the sector at the moment, street bin collections cannot be costed against a waste service charge. This will impact a lot of Councils. There was no consultation in the sector from the State Government on this.

**NOTED**

## **6.2 Quarterly Councillor's Expenditure (For Information)**

**Author:** Karly Saunders (Governance Coordinator)  
**Attachments:** Nil

### **Recommendation**

**THAT** the Committee note the Councillor Expense Report will be postponed until early 2024.

**NOTED**

*Item 8.1 – Compliance Framework Review and Quarterly Finance Reporting was presented next.*

## **7 Internal Audit**

### **7.1 Internal Audit – Update on Procurement – CONFIDENTIAL**

**Author:** Darren Barber (Director People and Performance)  
**Attachments:** Nil



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### Recommendation

**THAT** the Committee recommend to Council at its meeting on 13 March 2024 that Contract No. 072-73 Provision of Audit Service be awarded to the preferred supplier.

**Moved:** Mr Millard  
**Seconded:** Ms Cunningham

**CARRIED**

*Mr Shanahan entered the meeting in person at 3.30pm*

## 7.2 Progress Report of Internal Audit Actions

**Author:** Darren Barber (Director People and Performance)  
**Attachments:** Interplan Report – Internal Audit

### Recommendation

**THAT** the Committee note the attached Internal Audit Interplan reports for the following:

- Service Planning
- Asset Management Framework
- Project Management Framework
- Climate Change

**THAT** the Committee would like more detailed comments around the Project Management Framework actions.

**NOTED**

## 7.3 Report and Correspondence of Note: VAGO, Ombudsman and IBAC Reports

**Author:** Darren Barber (Director People and Performance)  
**Attachments:** Nil

### Recommendation

**THAT** the Committee note the recent reports and publications by Government Agencies and other sources that may impact on public sector agencies.

**NOTED**

*Item 9.1 – OHS Report – Detailed Summary was presented next.*



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## 8 Compliance Management

### 8.1 Compliance Framework Review & Quarterly Compliance Reporting

**Author:** Karly Saunders (Governance Coordinator)  
**Attachments:** Nil

#### Recommendation

**THAT** the Committee note the update on the Compliance Framework and note the update on the Quarterly Compliance Reporting including:

- Adverse Compliance Breach Events during the previous quarter.
- Emerging Compliance Obligations
- Non-Compliance Remediation Status

**NOTED**

*Ms Saunders left the meeting at 3.05pm*

*Item 7.1 – Internal Audit was presented next.*

## 9 Risk Management

### 9.1 OHS Report – Detailed Summary

**Author:** Mike Shanahan (Risk, Health and Safety Coordinator)  
**Attachments:** Quarterly Risk Report – Quarter 4 2023

#### Recommendation

**THAT** the Committee note the Health and Safety report for the fourth quarter 2023.

A key positive that Councils lost time injury frequency rate is below the benchmark for the whole of Australia. Our premium has come in below initial estimates and Council is performing very well.

Our Motor Vehicles incidents are about a quarter of what was reported this time last year which is a dramatic improvement.

Mr Shanahan spoke to his report, specifically, advising that Defensive Driver training will be rolled out to staff and some executive members to assist with reducing vehicle incidents. Reversing cameras and alarms will be installed in some vehicles to help reduce incidents.





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Cr Colliton congratulated Mr Shanahan as a lot of work has been done and it's the best figures Council has seen.

**NOTED**

## **9.2 Risk Management Quarterly Report and Framework Review**

**Author:** Mike Shanahan (Risk, Health & Safety Coordinator)  
**Attachments:** Quarterly Risk Report – Quarterly 4 2023

### **Recommendation**

**THAT** the Committee note the Risk Management report for the period 1 October 2023 to 31 December 2023.

Mr Shanahan provided some information around previous emerging risks that have progressed. There was 1180 overdue inspections that were completed.

Environmental Management is coming under scrutiny with some visits from the Environmental Protection Agency. They have been supportive in their inspections and recommendations but have also made it clear that visits will keep increasing.

It was a value added recommendation to have photos of all our assets that are less than three years old.

**THAT** a policy or guidelines are written around the use of Inflatable Devices.

**THAT** the draft Risk Appetite Statement document will come to the ARC Committee for feedback and comment.

**NOTED**

*Mr Thompson joined the meeting virtually at 4.00pm*

*Item 11.1 – Excess Leave was presented next.*

## **10 External Audit**

### **10.1 Progress Report of Current Actions**

**Author:** Belinda Johnson (Manager Finance)  
**Attachments:** External Audit – Progress Report of Current Items

### **Recommendation**

**THAT** the Committee note the Progress of Current Actions.



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NOTED

## 10.2 Annual VAGO Audit Strategy

**Author:** Belinda Johnson (Manager Finance)  
**Attachments:** Audit Strategy Memorandum – 30 June 2024 – Southern Grampians Shire

### Recommendation

That the 2023/2024 Audit Strategy be noted.

NOTED

*Mr Thompson left the meeting at 4.16pm.*

*Item 12 – Other Items was presented next.*

## 11 Matters Arising from the Previous Minutes

### 11.1 Excess Leave Update

**Author:** Jess Lewis (Senior Payroll Advisor)  
**Attachments:** Nil

### Recommendation

**THAT** the Committee note the Excess Leave report.

NOTED

*Mr Shanahan and Mrs Homes left the meeting at 4.05pm.*

*Item 10.1 – External Audit – Progress of Current Actions was presented next.*

## 12 Other Items

Mr Barber discussed the timelines and some information around the Budget and Community Submission process in preparation for the Budget to be adopted at the 8 May 2024 Council Meeting. As the next ARC Meeting is scheduled for 14 May 2024, we may need to schedule an additional meeting, possibly virtual, for the Committee to review the Budget before Council adopt it. Whilst we aim for the budget to be adopted in May, with the system changes, we may still adopt the Budget in June 2024.

## 10 Next Meeting

The next meeting is scheduled for 14 May 2024.



Audit & Risk Committee 13 February 2024 - MINUTES

The Chair extended on behalf of the Committee, the services that Belinda Johnson provided to the Committee, always transparent, well intended and appreciated. On behalf of the Committee the Chair wished her all the best for her future at Horsham City Council.

*The Committee held the In Camera session at this point with the five (5) members.*

Meeting Closed at 4.22pm

# Plan for Nature

The Southern Grampians Shire (the Shire) holds significant environmental and landscape assets, that are important for their ecosystem values, as well as being an important component of the Shire's tourism industry and its liveability. The natural environment of the Shire consists of outstanding features such as the Grampians National Park (Gariwerd), the Glenelg and Wannon Rivers, ancient geological forms and mountain peaks, and fertile farming land interspersed with magnificent red gums and diverse grasslands that define the landscape values of the area.

The Shire also has a rich Aboriginal heritage, with the original inhabitants the Bunganditj, Gunditjmarra, Tjap Wurrung and Wotjbaluk Aboriginal people today represented through the Eastern Maar Aboriginal Corporation, Gunditj Mirring Traditional Owners Aboriginal Corporation and Barengi Gadjin Land Council Aboriginal Corporation. The landscape holds significant cultural values with Traditional Owners maintaining their spiritual connection to lands where they have custodial rights and responsibilities.

Despite these values, the condition of Shire's natural resource base is continuing to decline due to a range of threatening processes, such as climate change, land use change, pest plants and animals and loss of native vegetation.

This Southern Grampians Plan for Nature 2023-2033 (the Plan) aims to address this decline and deliver a shared vision between the Shire Council, community, the region's Traditional Owners and other regional stakeholders to protect and enhance the Shire's biodiversity and natural values.



## VISION FOR NATURE IN THE SOUTHERN GRAMPIANS\*

*'A thriving landscape of protected volcanic grasslands, red gum woodlands, and waterways (upper Glenelg and Wannon Rivers) that supports biodiversity, healing country, sustainable production and regional tourism.'*



PHOTO: SCSG

To achieve the vision, the Plan has the following four goals:

- **CONNECTIONS:** Supporting biodiversity and resilience through enhanced bio-links and best practice stewardship
- **PROTECTIONS:** Protecting the Shire's natural assets through strategic land use planning and other mechanisms
- **COUNTRY:** Supporting Traditional Owners to care for and heal Country
- **WORKING TOGETHER:** Working with community and stakeholders to value, protect and enhance the Shire's natural areas.

Based on these four goals, the Plan presents four key focus areas, each with a series of time bound strategic actions and a measure of what success looks like.

These actions directly contribute to other Council plans and State and regional strategic plans aimed at protecting the natural environment, in particular the 2021 Glenelg Hopkins Regional Catchment Strategy and Biodiversity 2037.

The Plan has been developed in consultation with the community of the Southern Grampians, agency stakeholders, Traditional Owners and Council staff, and included a community-wide engagement phase between 2022-2023.

\* Derived from both the Glenelg Hopkins Regional Catchment Strategy, 2021 and Council's Southern Grampians 2041 - Community Vision Framework:



Photos: T. Wallis, RMCG

# Plan for Nature

A thriving landscape of protected volcanic grasslands, red gum woodlands, and waterways (upper Glenelg and Wannon Rivers) that supports biodiversity, healing country, sustainable production and regional tourism.<sup>1</sup>

To achieve this vision, the Southern Grampians Plan for Nature has established goals based around the following focus areas:

- Connections
- Protections
- Country
- Working Together

## FOCUS AREA 1 CONNECTIONS

Council has a responsibility to ensure its public reserves and roadsides are maintained and protected for future generations and to provide adequate habitat for the region's native plants and animal species to thrive. Many of these natural areas are also valued for the significant recreational and tourism values they provide.



### GOAL

Supporting biodiversity and resilience through enhancement bio-links and best practice stewardship.

### WHAT SUCCESS LOOKS LIKE

- Increase in habitat quality at Council managed nature reserves.
- Increase in the number of significant roadside vegetation sites.
- Improved habitat connectivity across Southern Grampians Shire to aid species movement.
- More connected urban greenspaces, including enhancement of nature strips through indigenous plantings



**RMCG**

<sup>1</sup> Derived from both the Glenelg Hopkins Regional Catchment Strategy, 2021 and Council's Southern Grampians 2041 - Community Vision Framework.



Photos: T. Wallis, RMCG

# Plan for Nature

A thriving landscape of protected volcanic grasslands, red gum woodlands, and waterways (upper Glenelg and Wannon Rivers) that supports biodiversity, healing country, sustainable production and regional tourism.<sup>1</sup>

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## FOCUS AREA 2 PROTECTIONS

The Shire hosts extensive areas of rare and threatened vegetation communities, habitat for significant fauna, and significant waterways and wetlands. A review of the Southern Grampians Planning Scheme highlighted the need for improved application of local government planning provisions to ensure their long-term protection and enhancement.



### GOAL

Protecting the Shire's natural assets through strategic land use planning and other mechanisms.

### WHAT SUCCESS LOOKS LIKE

- No net loss of native vegetation on Council managed land or through Council activities across Southern Grampians Shire.
- An increase in the protection of remnant native vegetation and biodiversity values, especially large paddock trees and native grasslands.
- Reduced impacts to wildlife from domestic and wild pest animals.
- Increase in the protection of natural areas on private and public land, through covenants and reclassification of Crown land.



**RMCG**

<sup>1</sup> Derived from both the Glenelg Hopkins Regional Catchment Strategy, 2021 and Council's Southern Grampians 2041 - Community Vision Framework.



Photos: T. Wallis, RMCG

# Plan for Nature

A thriving landscape of protected volcanic grasslands, red gum woodlands, and waterways (upper Glenelg and Wannon Rivers) that supports biodiversity, healing country, sustainable production and regional tourism.<sup>1</sup>

To achieve this vision, the Southern Grampians Plan for Nature has established goals based around the following focus areas:

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- Working Together

## FOCUS AREA 3 COUNTRY

The Shire has a rich Aboriginal heritage, with the original inhabitants the Bunganditj, Gunditjmarra, Tjap Wurrung and Wotjabaluk Aboriginal people today represented through the Eastern Maar Aboriginal Corporation, Gunditj Mirring Traditional Owners Aboriginal Corporation and Barengi Gadjin Land Council Aboriginal Corporation. The landscape remains rich in cultural values with Traditional Owners maintaining their spiritual connection to lands where they have custodial rights and responsibilities. Traditional Owner culture is expressed through involvement in land and water management, the teaching of cultural practices and knowledge, and continuing to access and enjoy Country.<sup>2</sup> The landscape is also abundant in both plant and animal life – such as black fish, eels, kangaroos and yam daisies – that have been cultivated and harvested to sustain permanent settlements of Aboriginal people in the region for millennia. Aboriginal people have a strong and continuing connection with the land and water across the Shire. They have important cultural obligations to manage their lands and waterways. Traditional Owner led management of Country is central to the Shire's future.<sup>3</sup>



### GOAL

Supporting Traditional Owners to care for and heal Country.

### WHAT SUCCESS LOOKS LIKE

- Traditional Owner rights, interests, obligations and access to Country and water, across the Shire are acknowledged and improving.
- The Indigenous cultural landscape management practices of the Bunganditj, Gunditjmarra, Wotjabaluk and Tjap Wurrung Aboriginal people have increased across the Shire based on the principles of Aboriginal self-determination; and are increasingly being incorporated into the management of Council nature reserves and roadsides.



RMCG

<sup>1</sup> Derived from both the Glenelg Hopkins Regional Catchment Strategy, 2021 and Council's Southern Grampians 2041 - Community Vision Framework.  
<sup>2,3</sup> GHCA, 2021



Photos: SGSC

# Plan for Nature

A thriving landscape of protected volcanic grasslands, red gum woodlands, and waterways (upper Glenelg and Wannon Rivers) that supports biodiversity, healing country, sustainable production and regional tourism.<sup>1</sup>

To achieve this vision, the Southern Grampians Plan for Nature has established goals based around the following focus areas:

- Connections
- Protections
- Country
- Working Together

## FOCUS AREA 4 WORKING TOGETHER

Council recognises its community, and its agency partners are critical to the long-term and sustainable management of the Shire's biodiversity and natural values. There are a range of individuals, groups and organisations that have a role in valuing, protecting and enhancing the Shire's natural areas. This includes active and passionate groups such as Landcare Groups or the Hamilton Field Naturalists Club.



### GOAL

Working with community and stakeholders to value, protect and enhance the Shire's natural areas.

### WHAT SUCCESS LOOKS LIKE

- The regional community is more engaged and empowered to participate and partner in regional biodiversity management (including Council reserves and roadsides).
- The regional community recognises that the social, cultural and economic benefits of people connecting with nature depends on a healthy environment.<sup>2</sup>



**RMCG**

<sup>1</sup> Derived from both the Glenelg Hopkins Regional Catchment Strategy, 2021 and Council's Southern Grampians 2041 - Community Vision Framework.  
<sup>2</sup> This target is linked to the Biodiversity 2037 goal that 'Victorians value nature' and that Victorians understand that their personal wellbeing and the economic wellbeing of the state are dependent on the health of the natural environment.





**RMCG**



**SOUTHERN GRAMPIANS  
PLAN FOR NATURE  
2023-2033**

## **ACKNOWLEDGEMENT OF TRADITIONAL OWNERS**

Southern Grampians Shire Council acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation.

We acknowledge the Gundiṯjmarā, Tjap Wurrung and Bunganditj people, the traditional custodians of the lands where we live and work.

We pay our respects to ancestors and Elders, past and present.

Southern Grampians Shire Council is committed to honouring Australian Aboriginal and Torres Strait Islander people's unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

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# Executive Summary

The Southern Grampians Shire (the Shire) holds significant environmental and landscape assets, that are important for their ecosystem values, as well as being an important component of the Shire's tourism industry and its liveability. The natural environment of the Shire consists of outstanding features such as the Grampians National Park (Gariwerd), the Glenelg and Wannon Rivers, ancient geological forms and mountain peaks, and fertile farming land interspersed with magnificent red gums and diverse grasslands that define the landscape values of the area.

The Shire also has a rich Aboriginal heritage, with the original inhabitants the Bunganditj, Gunditjmara, Tjap Wurrung and Wotjabaluk Aboriginal people today represented through the Eastern Maar Aboriginal Corporation, Gunditj Mirring Traditional Owners Aboriginal Corporation and Barengi Gadjin Land Council Aboriginal Corporation. The landscape holds significant cultural values with Traditional Owners maintaining their spiritual connection to lands where they have custodial rights and responsibilities.

Despite these values, the condition of Shire's natural resource base is continuing to decline due to a range of threatening processes, such as climate change, land use change, pest plants and animals and loss of native vegetation.

This Southern Grampians Plan for Nature 2023-2033 (the Plan) aims to address this decline and deliver a shared vision between the Shire Council, community, the region's Traditional Owners and other regional stakeholders to protect and enhance the Shire's biodiversity and natural values.

## VISION FOR NATURE IN THE SOUTHERN GRAMPIANS

*'A thriving landscape of protected volcanic grasslands, red gum woodlands, and waterways (upper Glenelg and Wannon Rivers) that supports biodiversity, healing country, sustainable production and regional tourism.'*

This vision was derived from both the Glenelg Hopkins Regional Catchment Strategy, 2021 and Council's Southern Grampians 2041 - Community Vision Framework.

To achieve the vision, the Plan has the following four goals:

1. **Connections:** Supporting biodiversity and resilience through enhanced bio-links and best practice stewardship
2. **Protections:** Protecting the Shire's natural assets through strategic land use planning and other mechanisms
3. **Country:** Supporting Traditional Owners to care for and heal Country
4. **Working together:** Working with community and stakeholders to value, protect and enhance the Shire's natural areas.

Based on these four goals, the Plan presents four key focus areas, each with a series of time bound strategic actions and a measure of what success looks like.

These actions directly contribute to other Council plans and State and regional strategic plans aimed at protecting the natural environment, in particular the 2021 Glenelg Hopkins Regional Catchment Strategy and Biodiversity 2037.

Key actions focus on:

- Increasing habitat quality at Council managed nature reserves
- Increasing the number of significant roadside vegetation sites
- Improving habitat connectivity to aid species movement
- Increasing the protection of remnant native vegetation and biodiversity values, especially large paddock trees and native grasslands
- Increasing Indigenous cultural landscape management practices into the management of Council nature reserves and roadsides
- Engaging and empowering the regional community to participate and partner in regional biodiversity management.

The Plan has been developed in consultation with the community of the Southern Grampians, agency stakeholders, Traditional Owners and Council staff, and included a community-wide engagement phase between 2022-2023.

## ACRONYMS

**BGLC** – Barengi Gadjin Land Council  
**CFA** – Country Fire Authority  
**DEECA** – Department of Energy, Environment and Climate Action  
**EPBC Act** – *Environment Protection and Biodiversity Conservation Act 1999*  
**EMAC** - Eastern Maar Aboriginal Corporation  
**FFG Act** – *Flora and Fauna Guarantee Act 1988*  
**GHCMA** – Glenelg Hopkins Catchment Management Authority  
**GMTOAC** - Gunditj Mirring Traditional Owners Aboriginal Corporation  
**PV** – Parks Victoria  
**SGSC** – Southern Grampians Shire Council  
**TfN** – Trust for Nature

## GLOSSARY

**Biodiversity** – the variety of all life on earth (animals, plants, fungi, microbes), their interactions and the natural patterns they form. This includes the variety (or diversity) of species, the variety within species (genetic diversity) and the variety of ecosystems.

**Biolink/Corridor** – geographical area that provides suitable conditions for animal and plant movement through the landscape.

**Ecosystem** – a unique community of living and non-living organisms interacting as a system. Ecosystem services: the benefits provided to humans through the transformation of natural resources (including land, water, vegetation and atmosphere) into essential goods and services, such as clean air, water and food.

**Flora** – plant species

**Fauna** – animal species

**Habitat** – an area which has the right structure and composition of native vegetation to provide food and shelter and opportunities for breeding for a species.

**Habitat connectivity** – the connections available in the landscape for flora and fauna to access resources and to retain natural patterns of movement and dispersal.

**Nature Kit** – an online mapping and data exploration tool for biodiversity data integration and decision support.

**No net loss** – the ‘no net loss’ objective of Victoria’s native vegetation removal regulations means through an avoid, minimise, and offset hierarchy, there will not be a reduction in the state’s biodiversity value from the approved removal of native vegetation.

**Stewardship** – in a catchment context involves both individual and collective efforts in managing natural systems to generate intergenerational benefits for the environment, people and place.





# 1 Background

## INTRODUCTION

The purpose of this 10-year Plan for Nature (the Plan) is to deliver a shared vision between the Shire Council, community, the region’s Traditional Owners (Bunganditj, Gunditjmara, Tjap Wurrung and Wotjabaluk Aboriginal people) and other key regional stakeholders to protect and enhance natural values across the Southern Grampians Shire (the Shire). It addresses Council’s direct legislative obligations, as well broader objectives to support and advocate for a healthy environment.

### THE REGION

The Southern Grampians Shire extends across south west Victoria, from the Southern Grampians in the north east to Penshurst and Mount Napier in the south, and west to the Glenelg River (Figure 1-2). The Shire covers an area of 6,652 square kilometres, and includes significant areas of public land in national and state parks. The Shire is predominantly rural in nature, serviced by the city of Hamilton which is the main service centre and accommodates over half the Shire’s population of 16,100<sup>1</sup>. Other towns include Balmoral, Branxholme, Byaduk, Cavendish, Coleraine, Dunkeld, Glenthompson, Hamilton, Penshurst and Tarrington. Much of the rural area is used for agriculture with some mining.

The Shire has a rich Aboriginal heritage, with the original inhabitants the Bunganditj, Gunditjmara, Tjap Wurrung and Wotjabaluk Aboriginal people today represented through the Eastern Maar Aboriginal Corporation, Gunditj Mirring Traditional Owners Aboriginal Corporation and Barengi Gadjin Land Council Aboriginal Corporation (Figure 1-1). The landscape supports significant cultural values with Traditional Owners maintaining their spiritual connection to lands where they have custodial rights and responsibilities. Traditional Owner culture is expressed through involvement in land and water management, the teaching of cultural practices and knowledge, and continuing to access and enjoy Country.<sup>2</sup> The landscape is also abundant in both plant and animal life – such as black fish, eels, kangaroos and yam daisies – that have been cultivated and harvested to sustain permanent settlements of Aboriginal people in the region for millennia. Aboriginal people have a strong and continuing connection with the land and water across the Shire. They have strong and valuable cultural obligations in managing their lands and waterways meaning that Traditional Owner led management of Country is central to the Shire’s future.<sup>3</sup>

<sup>1</sup> <https://profile.id.com.au/southern-grampians/population> 10/08/2021

<sup>2</sup> GHCMA, 2021

<sup>3</sup> GHCMA, 2021

<sup>4</sup> (Australian Government) Directory of Important Wetlands (<https://www.environment.gov.au/cgi-bin/wetlands/list.pl>)

TABLE 1-1: THE SOUTHERN GRAMPIANS SHIRE AT A GLANCE

THE REGION AT A GLANCE	
<b>Total land area</b>	6,652 km <sup>2</sup>
<b>Population</b>	16,100 approx.
<b>Tenure</b>	Approx. 17% public land (parks and reserves) and 83% private land (agricultural, residential and other)
<b>River basins</b>	Glenelg Basin and small parts of the Portland Coast and Hopkins Basin
<b>Major waterways</b>	Glenelg, Grange Burn and Wannon
<b>Traditional Custodians</b>	Bunganditj, Gunditjmara, Wotjabaluk and Tjap Wurrung Aboriginal people
<b>Wetlands of national importance</b>	Lake Linlithgow Wetlands <sup>4</sup>
<b>Significant natural landscapes or bioregions</b>	The Victorian Volcanic Plains, the Dundas Tablelands and the Grampians
<b>Land use</b>	Primary agricultural production and conservation are the major land uses in the Shire, followed by forestry and extractive industry <sup>5</sup>
<b>Largest contributors to the regional economy</b>	The Shire is world renowned for producing fine wool but the primary industry sector now includes a greater proportion of large-scale cropping, hay production, meat production (lamb and beef) and horticulture. Significant growth is expected in agro-forestry, mining and renewable energy <sup>6</sup>

<sup>5</sup> [https://planning-schemes.api.delwp.vic.gov.au/\\_data/assets/pdf\\_file/0008/463985/SouthernGrampians\\_PS\\_Ordinance.pdf](https://planning-schemes.api.delwp.vic.gov.au/_data/assets/pdf_file/0008/463985/SouthernGrampians_PS_Ordinance.pdf)

<sup>6</sup> ibid



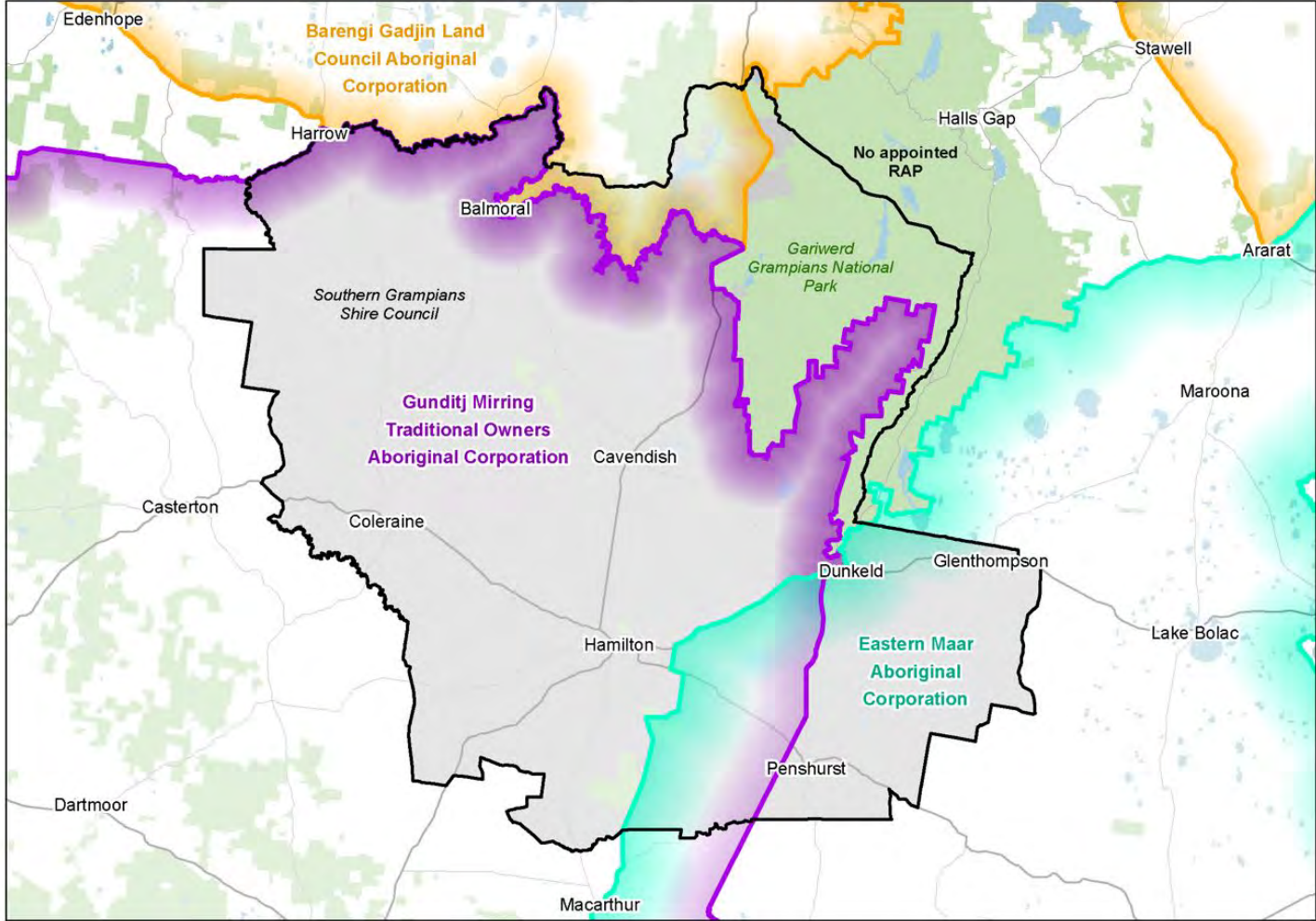
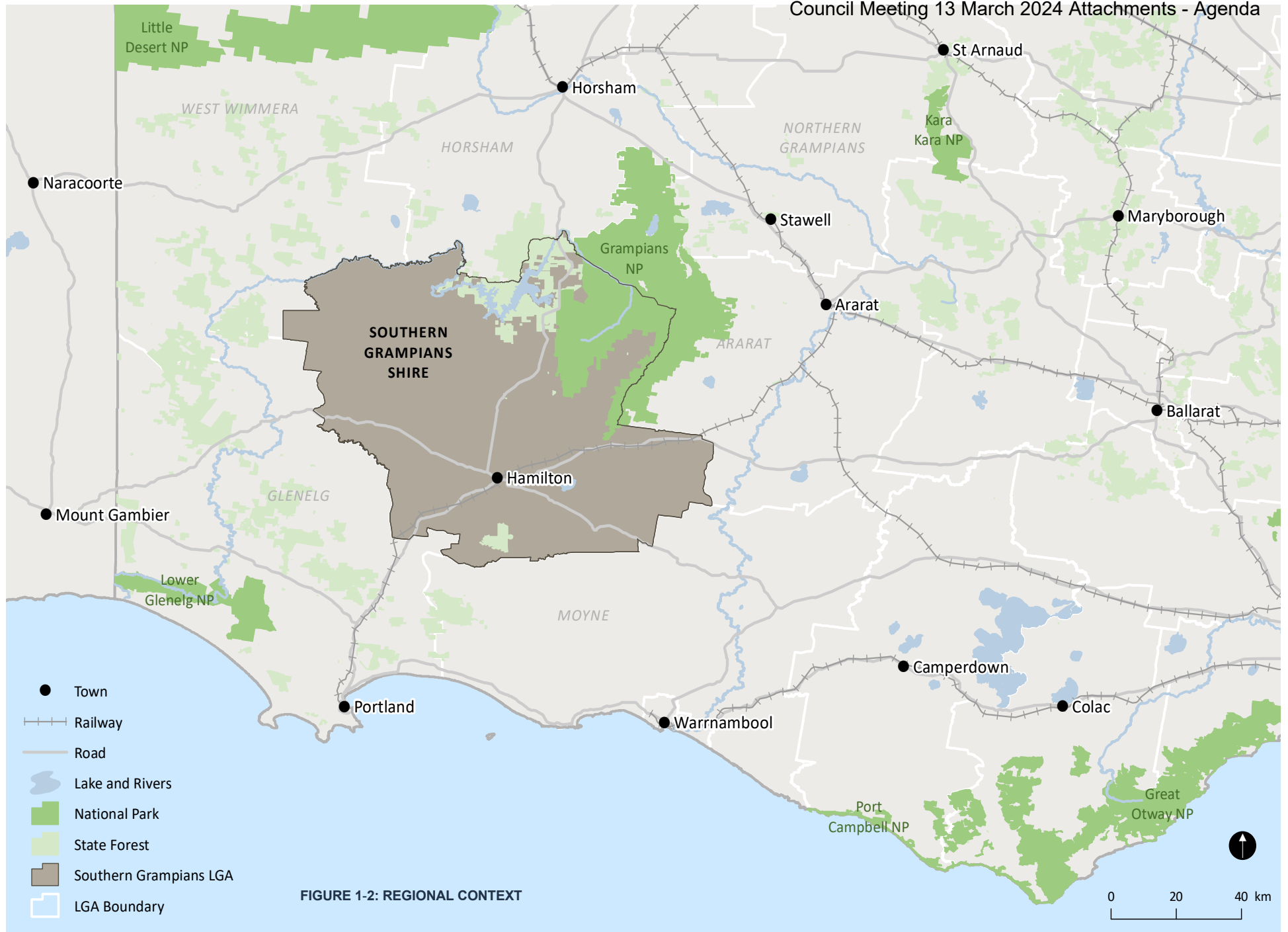


FIGURE 1-1: TRADITIONAL OWNER REGISTERED ABORIGINAL PARTY AREAS





# NATURAL VALUES

The Southern Grampians holds significant environmental and landscape assets, that are important for their ecosystem values, as well as being an important component of the Shire’s tourism industry and its liveability. The natural environment of the Shire consists of outstanding features such as the Grampians (Gariwerd) National Park, the Glenelg and Wannon Rivers, ancient geological forms and mountain peaks, and fertile farming land interspersed with magnificent red gums and diverse grasslands that define the landscape values of the area.<sup>7</sup>

## ENVIRONMENT

The Southern Grampians Shire lies almost entirely within the Glenelg River Basin. The Glenelg River is the largest river in south-west Victoria and contains river reaches in some of the best condition in the broader region. The basin contains more than 150 threatened to near-threatened species and ecological communities and falls within one of 15 listed ‘biodiversity hotspots’ in Australia, and one of only two in Victoria. Significant tributaries of the Glenelg river within the Shire include the Wannon, Chetwynd and Wando rivers. Other important waterway and wetland assets that have been identified as being exceptional or very highly significant include:

- Wannon Falls Scenic Reserve
- Fulhams Reserve
- Mathers Creek, Downstream of Cameron’s Road
- Nigretta Falls Scenic Reserve
- Lake Linlithgow Wetlands listed under the Australian Directory of Important Wetlands
- Bryans Swamp
- Gooseneck Swamp.

The Red Gum swamp community and Basalt Plains grassland community are listed as threatened ecological communities under the *Flora and Fauna Guarantee (FFG) Act 1988*. The Plains Grasslands and Volcanic Eucalypt Grassy Woodlands are protected by the *Commonwealth Environmental Protection and Biodiversity Conservation (EPBC) Act 1999*. These EPBC listed natural temperate grassland communities of the Victorian Volcanic Plain are among the most under-represented ecosystems in Australia’s conservation estate and are recognised nationally as

<sup>7</sup> ibid  
<sup>8</sup> DEWHA, 2008

among the most threatened vegetation types. They are highly fragmented and together are estimated to have been reduced by more than 95 per cent of their pre-European extent.<sup>9</sup> Although less than five per cent of the original extent of these communities remains, there are still patches in good condition. However, these areas are likely to constitute less than one per cent of remnants.<sup>9</sup> Most remnant patches are small, under 10 hectares in size, and many require recovery efforts because of ongoing threats of degradation due to clearing, pesticides, excessive grazing, pest plant and animal infestation and inappropriate fire regimes. The satellite image in Figure 1-3 shows the extent of existing native vegetation in the Shire, together with major waterways.

In addition to threatened ecological communities, the Shire is also home to a number of rare and threatened fauna species listed under the *EPBC Act* (Table 1-2). A full list of rare and threatened flora and fauna species found within the Shire is provided in Appendix 1.

**TABLE 1-2: RARE AND THREATENED FAUNA SPECIES<sup>10</sup>**

<b>EXTINCT IN THE WILD</b>	Eastern Barred Bandicoot	
<b>CRITICALLY ENDANGERED</b>	Regent Honeyeater	Brush-tailed Rock-Wallaby
	Common Bent-wing Bat	
<b>ENDANGERED</b>	Australian Bittern	Barking Owl
	Blue-billed Duck	Malleefowl
	Red tailed Black Cockatoo	Swift Parrot
	Dwarf Galaxias	Macquarie Perch
	Brown Toadlet	Growling Grass Frog
	Striped Legless Lizard	

<sup>9</sup> DSEWPC, 2011  
<sup>10</sup> DELWP, 2022

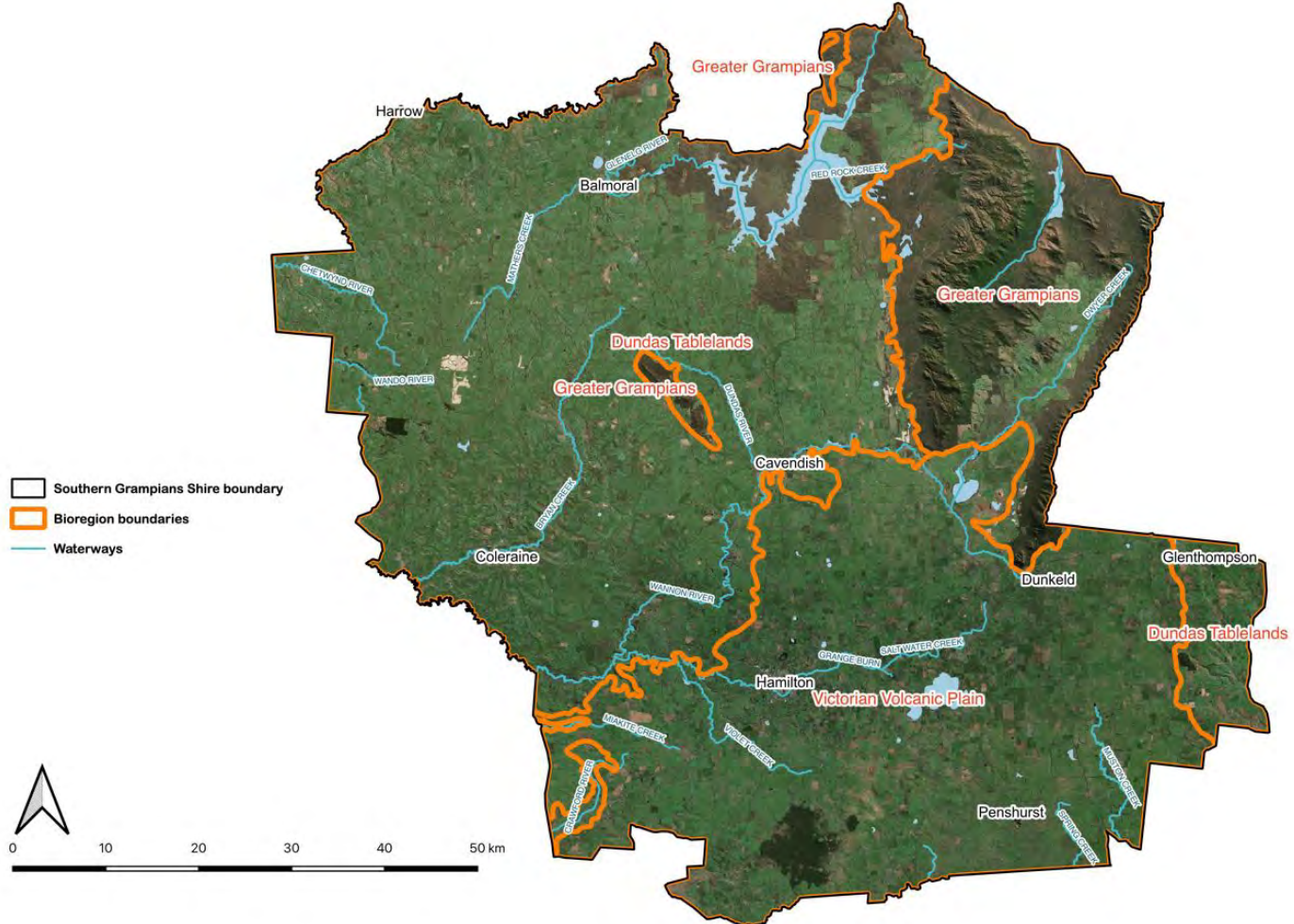


FIGURE 1-3: VEGETATION EXTENT, BIOREGIONS AND MAJOR WATERWAYS

The Shire is characterised by three main land systems or bioregions: the Victorian Volcanic Plains, the Dundas Tablelands and the Grampians<sup>11</sup>.

- **The Victorian Volcanic Plains** include a range of geologically unique volcanic features, including Mount Napier, Mount Rouse, Harmans Valley, and the Byaduk Caves and Tumuli.
- **The Dundas Tablelands** are characterised by undulating hills, Red Gum plains and woodlands, and a network of waterways, lakes and wetlands. Key features include the Wannon River, Glenelg River, the Wannon and Nigretta Falls, Coleraine Hills, Mount Baimbridge, Lake Linlithgow and Rocklands Reservoir.
- **The Grampians** are a dramatic series of mountain ranges recognised as a National Park, with sheer cliffs rising sharply above the relatively flat surrounding land. Key landscape features of the Grampians include Mount Abrupt and Mount Sturgeon, Victoria Valley, the Victoria Range and the Black Range.

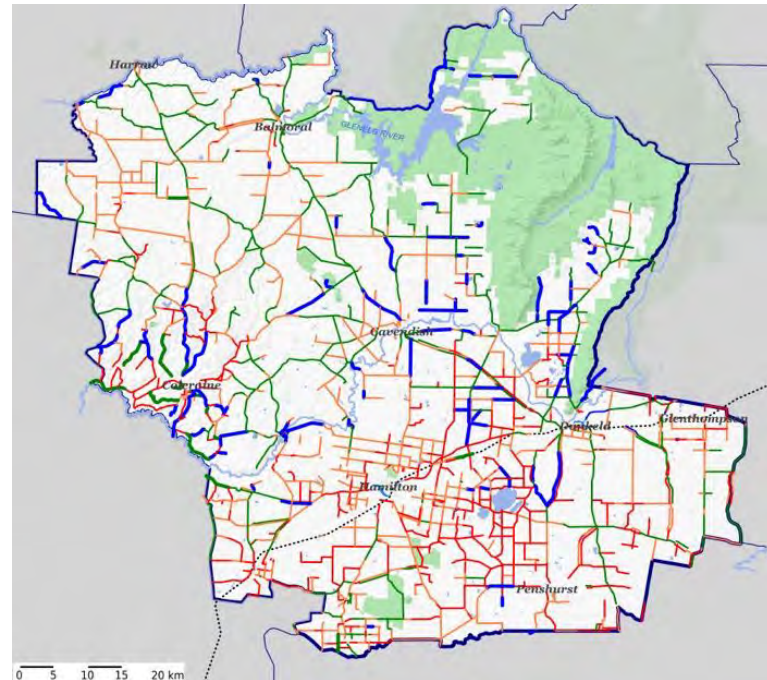
#### CURRENT CONDITION AND TRENDS

Extensive tracts of native vegetation have been lost in the Shire<sup>12</sup>, particularly on private land as per Figures 1-6 and 1-7, which show changes in modelled vegetation cover from 1750 to 2005. The broader Glenelg catchment has approximately 28 per cent of its original native vegetation cover. This has also had an impact on the health of the Shire’s waterways, including the Glenelg and Wannon Rivers. On a State-wide scale the extent of the Shire’s woodlands is limited, fragmented and extremely depleted. Perennial native grassland communities are also extremely limited. The loss of native vegetation cover is reflected in the significant number of very rare or threatened species.

For example, the Red Gum swamp community and Basalt Plains grassland community are listed as threatened ecological communities under the *FFG Act*. The Plains Grasslands and Volcanic Eucalypt Grassy Woodlands are protected by the *EPBC Act*. The protection of remaining areas of remnant vegetation is therefore a high priority both for its contribution to biodiversity and the provision of habitat.

The Eastern Barred Bandicoot is one of Victoria’s most endangered animals; the species is listed as a threatened species under the *FFG Act*. Formerly widespread across the basalt plains of western Victoria, it has suffered a greater than 99 per cent reduction in range and abundance, and is now the subject of a captive breeding enclosure as part of the Hamilton Community Parklands.

Remnant native vegetation on roadsides within rural areas and townships (e.g. Dunkeld) provides critically important habitat links and needs to be managed in the context of a drier climate and threats from weeds (e.g. pine wildings) and fire. The importance placed on the conservation value of roadside reserves is captured in a 2011 assessment involving 2,176 kilometres of roadsides within the Shire using a combination of the standard Roadside Conservation Advisory Committee (RCAC) and the North Central CMA methods (refer Figure 1-4). Highways and tourist roads were not included.



**FIGURE 1-4: ROADSIDE CONSERVATION STATUS** (where blue indicates very high, green – high, orange – medium, and red – low conservation status).

<sup>11</sup> [https://planning-schemes.api.delwp.vic.gov.au/\\_data/assets/pdf\\_file/0008/463985/SouthernGrampians\\_PS\\_Ordinance.pdf](https://planning-schemes.api.delwp.vic.gov.au/_data/assets/pdf_file/0008/463985/SouthernGrampians_PS_Ordinance.pdf)

<sup>12</sup> GHCSMA, 2013

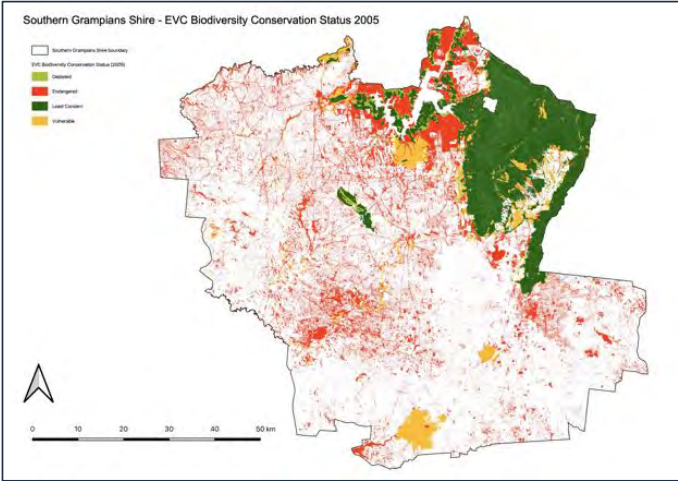
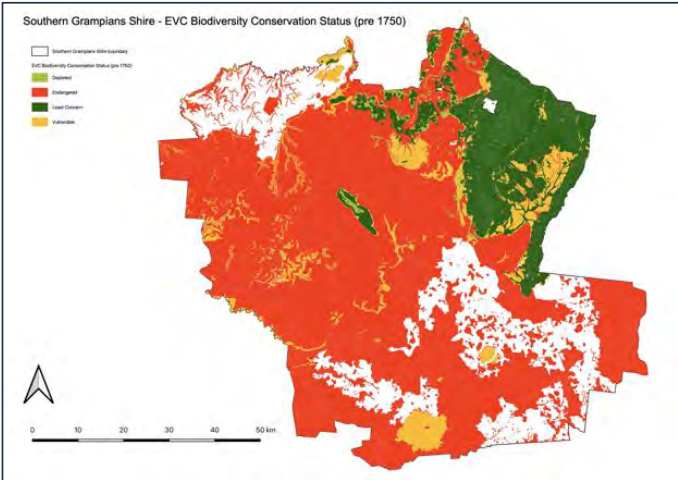


Overall, the condition of the Shire's natural resource base is declining due to such threats as salinity, water quality decline, erosion, land management practices, pest plants and animals and loss of native vegetation.



FIGURE 1-5: RED GUM ON THE DUNDAS TABLELANDS

<sup>13</sup> <https://www.data.vic.gov.au/>



FIGURES 1-6, 1-7: EVC BIODIVERSITY CONSERVATION STATUS 1750, 2005<sup>13</sup>

## LANDSCAPE AND TOURISM

The region's natural landscape features important drawcards for regional tourism. The South West Landscape Assessment Study<sup>14</sup>, was undertaken in 2013 and provides a comprehensive understanding of landscape values of Southern Grampians. Detailed assessments of the landscape character types led to the designation of five significant landscapes within Southern Grampians Shire (refer Figure 1-8 below).

One landscape has been assessed as having state level significance or higher:

- The Grampians (Gariwerd).

Three landscapes have been assessed as having state level significance:

- Wannon and Nigretta Falls
- Mount Rouse
- Mount Napier and Harmans Valley Complex.

One landscape has been assessed as having regional level significance:

- Merino Tablelands.

Several of these significant landscapes extend beyond the Shire boundary. Views (or vistas) of state and regional significance were also identified by the study. One view of State significance has been identified for Mount Rouse. One view of regional significance has been identified for Lake Linlithgow.

The volcanic peaks and landscape features are major elements in the Shire and form part of a major geological feature of western Victoria. The Wannon River, Nigretta Falls and the Wannon Falls are some of the Shire's most outstanding landscape features and a major tourist attraction. These landscapes are also significant cultural sites for the region's Traditional Owners with links to the Budj Bim landscape in the neighbouring Glenelg and Moyne Shires. Their protection and management are important for scientific, cultural, community and tourist-recreational purposes, and are currently the subject of the 2022 Volcanic Trail Masterplan.

The tourism industry in the Southern Grampians Shire region, which includes the Henty and Grampians Wine regions, makes a substantial contribution to the local economy by bringing income into the region that is spent on a wide range of services, from the retail sector to accommodation, restaurants, attractions and events. In the 2019/20 financial year, the broader Grampians region generated \$251 million in total tourism (\$134 million in direct and \$117 million in indirect)<sup>15</sup>.

<sup>14</sup> DPCD, 2013

<sup>15</sup> TRA, 2020

The region's natural landscape features and associated reserves (including the Hamilton Community Parklands bandicoot enclosure) are important drawcards for regional tourism, supported through their proximity to the Great Southern Touring Route, which brings visitors north from the Great Ocean Road to the southern Grampians. The protection and management of these reserves and landscapes, will therefore play an important role in maximising the visitor experience and increasing regional tourism, including from international and interstate visitors.

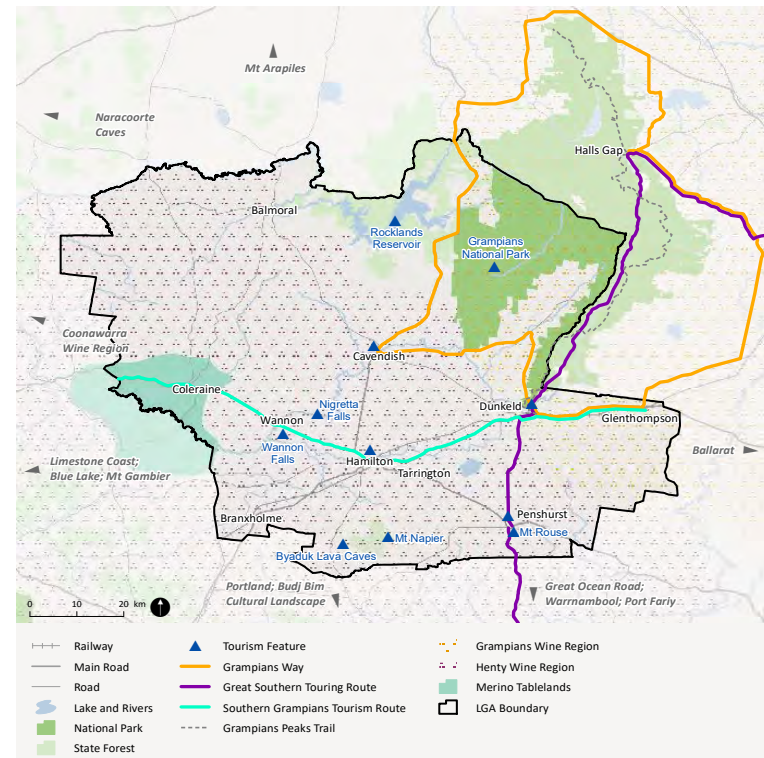


FIGURE 1-8: MAJOR TOURISM AND LANDSCAPE FEATURES<sup>16</sup>

<sup>16</sup> RMCG, 2019

# FUTURE DRIVERS AND EMERGING ISSUES

## CLIMATE CHANGE

The Great South Coast region of Victoria is already experiencing the effects of climate change, which are likely to be exacerbated into the future. Likely impacts include increasing year-round temperatures, fewer frosts, more frequent and more intense rainfall events, more hot days and warm spells, less rainfall in autumn, winter and spring, harsher fire weather and longer fire seasons.<sup>17</sup>

Climate change is expected to have an increasing impact on the region's natural environments and the health and function of terrestrial ecosystems as follows:

- **Native vegetation and waterways**

Extended dry periods and drought with reduced rainfall and increased temperatures will impact on the availability of soil moisture and water availability for surface and groundwater systems, including wetlands. This will result in a change in the composition of vegetation communities as some species are replaced by those suited to warmer, drier environments.

Grasslands species composition may be affected by elevated carbon dioxide and changes to soil moisture. An increase in the density of tree and shrub species in favour of grassland species is already occurring.

Increased frequency and intensity of bushfires will impact on long-lived species and may lead to significant long-term changes to some vegetation communities. It will also lead to erosion, loss of topsoil and nutrients and pollution of waterways.

- **Native fauna**

Decline or loss of local populations and species extinctions may occur as a result of climate change and amplification of threatening processes including habitat fragmentation, decline in habitat quality, poor water quality, altered hydrological regimes, competition from invasive plants and animals and altered fire regimes.

The potential impacts of higher temperatures on plants and animals include changes in the timing of life cycle events, as well as changes in distribution. For example, temperature sensitive plants and animals, such as those found in the

Grampians, are generally expected to move to higher latitudes and altitudes in response to increasing temperatures. Plants and animals with highly specific habitat requirements, limited dispersal ability or those in fragmented habitats may find this difficult, leading to more local extinctions.

As the climate becomes less suitable for existing vegetation communities, it is likely that there will be a gradual change in species composition and dominance as some species and communities are replaced by others, leading to a shift in the floristics and structure of the community.

## PEST PLANTS AND ANIMALS

Pest plants and animals are a major problem for the Shire, as they compete with native species for resources, prey on native fauna, such as the Eastern Barred Bandicoot, cause erosion and other physical disturbances, and can affect the functioning of ecosystems. Established pest animals in the region include rabbits, foxes, feral goats, carp, pigs, feral cats and feral deer<sup>18</sup>. Invasive animals declared under the *Catchment and Land Protection Act 1994*, such as rabbits and foxes, are well established in the Shire and broader Glenelg Hopkins catchment. Pest plants provide habitat for pest animals, create fuel loads for fire and invade native vegetation posing a risk to regional biodiversity and agriculture.

## LAND USE CHANGE

A long-term history of land clearing has led to the removal of over 50% of Victoria's native vegetation, and the loss of over 81% native vegetation within the broader Glenelg Hopkins catchments<sup>19</sup>. While large contiguous tracts of high-quality native vegetation are conserved in the state's parks and forests, such as the Grampians bioregion, a proportion is in fragmented landscapes – largely on private land. As reported by the Victorian Catchment Management Council in 2012 and 2017<sup>20</sup>, the losses from clearing on private land are thought to exceed the gains from revegetation and regeneration. In the region, past large-scale land clearing has led to raised watertables and leached salt into groundwater, rivers, wetlands and the upper layers of the soil. It also continues to contribute to the widespread loss of native species and loss of ecosystem function.

<sup>17</sup> SGS, 2020b p. 41  
<sup>18</sup> GHCMA, 2013 p. 64

<sup>19</sup> GHCMA, 2021  
<sup>20</sup> VCMC, 2017 p. 53



Land-use changes that are causing the accelerated loss of native vegetation and natural landscapes include raised-bed and broadacre cropping, rock crushing and subsequent pasture improvements, increased use of pivot irrigation systems, removal of large paddock trees to facilitate GPS tractor operations, blue gum plantations and rural residential development<sup>21</sup>. In many cases land-use change also leads to degradation of wetlands, native grasslands, soil and water resources and impacts on threatened species and habitats. This is a particularly relevant pattern for Victorian Volcanic Plains. The Victorian Volcanic Plains vegetation community has been extensively modified for agriculture, including the drainage of intermittent and semi-permanent wetlands and is now listed nationally as critically endangered.

The loss of the region's seasonal herbaceous wetlands is also accelerating in response to land use change combined with a drying climate. These wetlands, which are rich in native grasses and herbs that hold water over the wet months of the year, before drying out over summer, occur largely on private land across the Victorian Volcanic Plains and the Dundas Tablelands, and are listed as a critically endangered ecological community under the *EPBC Act*.

### STRATEGIC BIODIVERSITY VALUES

The Victorian Government's NatureKit is an online mapping and data exploration tool for both biodiversity data integration and to support stakeholders in making effective investment and management decisions that support biodiversity protection in line with Biodiversity 2037.

The following map (Figure 1-9) has been derived from NatureKit to provide an indicative focus for strategic biodiversity values within the Shire, with the darker the shade the higher the value.

These higher values correspond with existing areas of the public land, including the Grampians (Gariwerd) National Park, nature reserves, roadsides and waterways, as well as, areas of private land, including native grasslands on the Victorian Volcanic Plains and red gum woodlands on the Dundas tablelands.

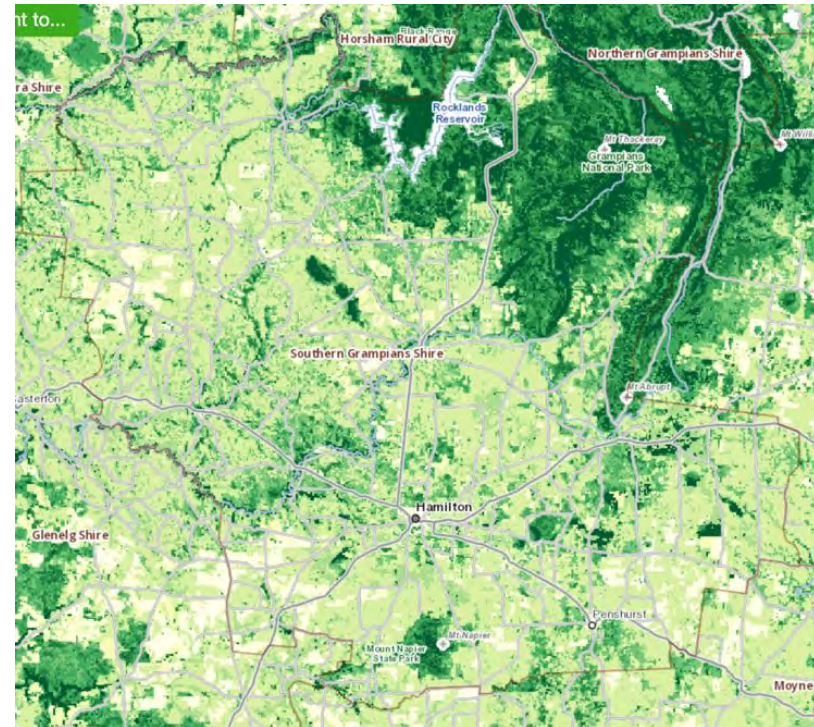


FIGURE 1-9: MAP OF STRATEGIC BIODIVERSITY VALUES IN THE SHIRE<sup>22</sup>

<sup>21</sup> GHCA, 2013 p. 64

<sup>22</sup> <https://maps2.biodiversity.vic.gov.au/Html5viewer/index.html?viewer=NatureKit>



## WHO IS RESPONSIBLE?

A number of public agencies play direct roles in natural resource management across the Shire.

### SOUTHERN GRAMPIANS SHIRE COUNCIL

The Council has a number of key responsibilities for the protection of natural areas in the Shire:

1. **Direct management** – as owners of public reserves and roadsides and the Committee of Management for significant areas of Crown land, the Council has a responsibility to ensure its land is maintained and protected for future generations and provides adequate habitat for the region's native plants and animal species to thrive. Many of these natural areas (e.g. Grange Burn, Wannon Reserve, Nigretta Falls Reserve and Mount Rouse) are also valued for the significant recreational and tourism values they provide.
2. **Regulatory** – under the *Planning and Environment Act 1987*, the Council is also responsible for administering the Southern Grampian Planning Scheme and for land use and development controls that protect native vegetation and other significant environmental assets. This includes compliance under the planning scheme and applicable by-laws and policies.
3. **Advocacy** – Council has a role facilitating and coordinating environmental projects with project partners (refer below), delivering community education and awareness programs and supporting community groups (e.g. Landcare and Friends Groups).

Council also has a responsibility to manage threats to the environment, agricultural production and other industries through the control of pest plant and animals, particularly on its roadsides and reserves, and through its regulatory planning role.

### OTHER PARTNERS

In addition to Council, the following agencies, Traditional Owners, not-for-profit and community groups have a role in natural resource management across the Shire:

- Victorian Government Department of Energy, Environment and Climate Action (DEECA)
- Glenelg Hopkins Catchment Management Authority (GHCMA)

- Parks Victoria (PV)
- Trust for Nature (TfN)
- Wannon Water
- Barengi Gadjin Land Council Aboriginal Corporation (BGLC)
- Eastern Maar Aboriginal Corporation (EMAC)
- Gunditj Mirring Traditional Owners Aboriginal Corporation (GMTOAC)
- Community Committees of Management (i.e. Coleraine Rail Trail, Dunkeld Public Lands)
- Nature Glenelg Trust
- Landcare/Community Groups (refer Appendix 3).

These partners have specialised roles as follows:

- **Agriculture Victoria** - works in partnership with farmers, industries, communities and other agencies to grow and secure agriculture in Victoria, and is a partner in the delivery of sustainable agriculture across the Shire.
- **DEECA** - develops and implements statewide policies for integrated catchment management, climate change and biodiversity conservation. It also provides investment to support delivery of priority outcomes in these areas by working in partnership with Traditional Owner groups, CMAs, other agencies and local government, and manages areas of Crown land across the Shire.
- **GHCMA** - leads the development and implementation of the Glenelg Hopkins RCS. It also engages with the broader community and partners in on-ground delivery of integrated catchment and waterway management, and coordinates investment from the Australian and Victorian governments for the delivery of regional environmental outcomes.
- **PV** - was established to protect, conserve and enhance PV managed public land across the state, including its natural and cultural values. This includes the Grampians (Gariwerd) National Park and Black Range State Park.
- **TfN** - works closely with private landholders, government, community groups and businesses to help restore, protect and manage biodiversity on private land. It uses a variety of methods such as on-title agreements, or conservation covenants, to protect private land in perpetuity.
- **Wannon Water** - provides water and wastewater services to urban communities within the Shire. It works in partnership with the Council on projects aimed at the environmental health and sustainability of the region, such as integrated water management, and onsite wastewater management.

## STRATEGIC FOUNDATIONS

The Council has strong strategic foundations in place to support the delivery of the Plan.

### SIGNIFICANT NATURAL ASSET BASE

The Shire has significant and well recognised natural areas, and existing management arrangements, including:

- Grampians (Gariwerd) National Park
- Glenelg River
- Wannon River (including the Nigretta Falls and the Wannon Falls)
- Victorian Volcanic Plains (threatened ecological communities), including seasonal herbaceous wetlands
- Public reserves such as the Grange Brun waterfront and Parklands Reserve in Hamilton
- Significant roadside vegetation
- High value native grasslands
- Volcanic landscapes geotrail
- Red Gum open woodland landscape throughout the Shire.

### COUNCIL STRATEGIES

The Shire has a number of strategies that provide direction for environmental management and complement national, state and regional strategies and plans:

#### Southern Grampians 2041 - Community Vision Framework

Southern Grampians 2041 is the key document that drives the strategic direction of Council. Council has mapped its short, medium and long-term priorities based on a shared understanding with the community and stakeholders for the Shire's future.

The Framework highlighted a number of state and regionally significant assets within the Shire, including the volcanic grasslands and plains landscape, the Grampians National Park and wind resources. Community input to the Framework identified the environment as a key theme alongside the challenges arising from climate change and water security. Other points of relevance include:

- Seeking better maintenance of the Lake Hamilton environment.

- Seeking recognition of parklands and wildlife such as bandicoots and platypus as major assets
- The growing pressure on river red gums, and the importance of landscape or other planning overlays to provide adequate protection
- The importance of adequate Council resources to manage environmental outcomes, as well as partnerships with other organisations
- Working with the Country Fire Authority (CFA) to improve firebreak management to protect native grasslands.

#### Council Plan 2021 - 2025

The Council Plan 2021 -2025 identifies Council's five priority areas over four years:

- Support our Community
- Grow our Regional Economy and Businesses
- Maintain and Renew our Infrastructure
- Protect our Natural Environment
- Provide Strong Governance and Leadership.

#### Climate Change Adaptation Plan 2017- 2027

The objectives of the Climate Change Adaptation Plan include:

- Leading community and business to build resilience and proactively consider climate risk
- Actively working with key financial partners to increase consideration of climate change for collective positive outcomes
- Implementing adaptation solutions that are cost effective and sustainable and minimise adverse environmental impacts.

#### Southern Grampians Rural Land Use Strategy, 2023

The Rural Land Use Strategy establishes a planning vision and strategies that seek to support established rural industries such as agriculture and forestry, promote emerging opportunities in rural tourism and recognise and protect important environmental and landscape values. An Implementation plan includes recommendations for changes to the Southern Grampians Planning Scheme and further strategic work.

In reference, to natural areas the Rural Land Use Strategy aims to:

- Encourage diversification of rural land use, including tourism, renewable energy and sustainable development of natural resources.
- Retain residential growth within established townships to create a network of integrated and prosperous settlements.
- Direct rural residential development to appropriate locations adjoining established townships.
- Protect and enhance the environmental and landscape qualities of the land.

**Southern Grampians Shire Volcanic Trail Masterplan, 2022**

The volcanic sites within the Southern Grampians Shire (such as the Wannon River, Nigretta Falls and the Wannon Falls) have remained relatively undeveloped and largely overlooked as tourist destinations. The Volcanic Trail Masterplan provides an opportunity to both develop the visitor economy of the Shire and to preserve and protect these important sites for future generations. The development of the Volcanic Trail Masterplan has also considered the context of established tourist routes in the surrounding regions, such as the Coonawarra, the Great Ocean Road and Grampians National Park, as well as synergy with the development of tourism for the Budj Bim Cultural Landscape that shares the same volcanic history.

**Management Plans**

Management plans have been prepared for the following Council-managed sites:

- Wannon and Nigretta Falls (2005)
- Mount Rouse (2016-2020)
- Grange Burn and river frontages (2005)
- Hamilton Parklands Reserve (Bandicoot Enclosure) (2002)

A full list with additional details can be viewed in Appendix 2.

**OTHER STRATEGIES AND PLANS**

In addition to Council's strategies, there are a range of national, state and regional plans, strategies and programs that guide biodiversity management and protection within the Shire. They include:

**National**

- Australia's Biodiversity Conservation Strategy 2010-2030 (Commonwealth of Australia)
- National Landcare Program (NLP) – Regional Land Partnerships (RLP).

**State**

- Agriculture Victoria Strategy (2017)
- Our Catchments Our Communities: Building on the Legacy for Better Stewardship (2020-24)
- Protecting Victoria's Environment - Biodiversity 2037 (2017)
- Water for Victoria – Water Plan (2016)
- Victoria's Climate Change Adaptation Plan (2017 - 2020)
- Victorian Waterway Management Strategy (2013).

**Regional**

- Barenji Gadjin Land Council (Growing What is Good) Country Plan 2017
- Eastern Marr (Meerreeengeeye ngakeepoorryeyt) Country Plan 2015
- Glenelg Hopkins Floodplain Strategy (2018 - 2027)
- Glenelg Hopkins Regional Catchment Strategy (2021- 2027)
- Glenelg Hopkins Regional NRM Climate Change Strategy (2016-2023)
- Glenelg Hopkins Waterway Strategy (2014-2022)
- Great South Coast (Integrated Water management) Strategic Directions Statement (2019)
- Greater Gariwerd Landscape Management Plan (2021).

A number of the actions within these strategies have been integrated into the current operations of Council program as well as this Plan for Nature.

## CONSULTATION

### HOW WE ENGAGED?

Community and stakeholder engagement was sought to inform the development of the Plan and allow wider public participation. This involved targeted interviews with agency stakeholders and community groups in 2021 and discussions with Traditional Owners through the development of a Southern Grampians Shire Traditional Owner Engagement Framework. This was further supported by a community wide engagement phase held between 25 November 2022 and 27 January 2023 that involved:

- A tailored project website on the City's 'Have Your Say' webpage
- Media articles
- An eleven question Survey Monkey – online survey
- An interactive map-based survey using Social Pin Point.

The surveys targeted community opinions on four themes:

- Enjoyment and value of natural areas
- Perceived threats and challenges to natural areas
- Opportunities for the enhancement of natural areas
- Current or desired involvement in preserving or enhancing natural areas.

### WHAT WE HEARD?

The following is a summary of the feedback we heard from stakeholders, Traditional Owners and the community and what they would like to see from this Plan for Nature.

#### Stakeholders:

- **GHCMA** - alignment with the Glenelg Hopkins Regional Catchment Strategy, where applicable. The Regional Catchment Strategy captures information that was derived through community workshops and workshops with Shire staff.
- **DEECA** – alignment with Biodiversity 2037, Regional Catchment Strategy, Biodiversity Response Planning, Traditional Owner Country Plans, Victorian Deer Control Strategy and Bushfire strategy
- **Wannon Water** – better interaction between government organisations such as Council and CMAs i.e. share database of information across agencies

- **PV** – alignment with Greater Gariwerd Landscape Management Plan and Traditional Owner engagement
- **Hamilton Field Naturalists Club** – important local areas of biodiversity to be protected
- **TfN** – a review of planning schemes and zoning by Council that encourages and attracts individuals to protect natural values in the Shire; systems for rate relief to align with biodiversity protection
- **CFA** – commitment from Council to increase biodiversity in low conservation roadsides, especially the wider road reserves; community engagement about the value of high conservation roadsides; and support for volunteers to undertake strategic and effective roadside fire management.

#### Traditional Owners:

As part of the development of Traditional Owner Engagement Framework for Council, discussions were held with representatives from the EMAC, GMTOAC and BGLC. The key themes raised through these discussions included:

- Greater engagement by Council based on the principles of Traditional Owner self-determination
- Use of traditional knowledge of Country to improve biodiversity planning and management practices
- Opportunities to meet on Country.

#### Community:

The following present a summary of the results of the online surveys organised by theme.

- **Enjoyment and value of natural areas** - the natural beauty and links to historical landscapes were the most frequently mentioned topics in respondents' answers. The enjoyment of waterways, lakes and waterfalls along with the variety of recreational opportunities presented by natural areas were also highly valued in the responses. Other respondents mentioned flora and fauna, ease of access and diversity of sites as their most valued attributes of the natural sites. Specific sites that were mentioned as being highly valued were the Grampians National Park, Wannon and Nigretta Falls, Lake Hamilton and the Volcanic Grasslands.



- **Favourite places to enjoy nature** – the most common favourite place being Gariwerd (Grampians National Park), followed by Wannon Falls, Nigretta Falls and other council reserves. The other areas mentioned by respondents were Rocklands Reservoir, Hamilton Botanic Gardens, Yatmerone and the Hamilton – Coleraine rail reserve. Figure 1-10 highlights some of the key terms collected from the surveys.



FIGURE 1-10: KEY TERMS COLLECTED FROM THE SURVEYS

- **Perceived threats to nature** - the greatest threat identified was **weed invasion**, followed by **pest animals**, **climate change impacts** and **habitat loss**.
- **Opportunities for the enhancement of natural areas** - the most important was to create more opportunities for the community to become engaged in projects to protect nature. Support for community groups and wildlife corridors were also high-ranking opportunities.

<sup>23</sup> SGSC



FIGURE 1-11: RECENT TREE PLANTING AT GRANGEBURN IN HAMILTON<sup>23</sup>





## 2 The Plan



## VISION

### Plan for Nature vision statement:

- *A thriving landscape of protected volcanic grasslands, red gum woodlands, and waterways (upper Glenelg and Wannon Rivers) that supports biodiversity, healing country, sustainable production and regional tourism*<sup>24</sup>

## GOALS

To achieve the vision, the Southern Grampians Plan for Nature has established the following goals:

1. **Connections:** Supporting biodiversity and resilience through enhanced bio-links and best practice stewardship
2. **Protections:** Protecting the Shire's natural assets through strategic land use planning and other mechanisms
3. **Country:** Supporting Traditional Owners to care for and heal Country
4. **Working together:** Working with community and stakeholders to value, protect and enhance the Shire's natural areas.

Based on these four goals, the next section of the Plan presents four key focus areas, each with a series of strategic actions and a measure of what success looks like described as target outcomes. The timeline for commencement of each of the actions has been identified as:

- Short-term (within 1 to 2 years)
- Medium-term (within 2 to 5 years)
- Long-term (within 5 to 10 years).

Estimated resourcing for each action is listed based on:

- **Orange:** external alternative resources required
- **Yellow:** medium level of resources required, budget implications yet to be identified
- **Green:** existing resources are sufficient.

The establishment of baselines and SMART targets for reporting and evaluating the success of the actions and outcomes have been in detailed in the section on Monitoring and Evaluation.

<sup>24</sup> Derived from both the Glenelg Hopkins Regional Catchment Strategy, 2021 and Council's Southern Grampians 2041 - Community Vision Framework.





## CONTEXT

Council has a responsibility to ensure its public reserves and roadsides are maintained and protected for future generations and to provide adequate habitat for the region's native plants and animal species to thrive. Many of these natural areas are also valued for the significant recreational and tourism values they provide.

### Roadside conservation

In accordance with the importance placed on the conservation value of roadside reserves, an assessment involving 2,176 kilometres of roadsides within the Shire was undertaken in 2011 in line with the then 2009 Southern Grampians Shire Roadside Management Plan. This survey, which didn't include tourist roads and highways noted that the Southern Grampians Shire contains some of the most scenic and botanically interesting roadsides in Victoria, with many plant species endemic to the Shire<sup>25</sup>.

Given the sheer number of roadsides under Council management (2,176 kilometres), the management and protection of roadside ecology within should be prioritised to high value and high-risk sites. To support this process, a re-assessment of the conservation status of roads (including roadside verges within towns) should be undertaken on annual basis, with a review of all conservation values and management directions undertaken every 10 years as part of the update of the Plan for Nature.

This process should also take into consideration updates to the DEECA Biodiversity mapping and NatureKit when applying these categories.

Given the size of the task, it is recommended that Council also develops and maintains a robust roadside spatial database to both track conservation status and works scheduling, as well as monitor progress with roadside protection. This database should be shared with key partner agencies DEECA, Glenelg Hopkins CMA and CFA to assist with broader biodiversity and fire management planning.

### Public reserve management

There are a range of plans that guide the management of key public nature reserves as detailed in Appendix 2. Many of these plans are significantly out of date and in need of renewal, with little information available on the status of completed actions or outcomes. For some, there is no plan in place. This remains a major issue for Council, as these public land assets require significant ongoing investment to protect, manage and maintain. Currently, there is no strategy in place to determine the priority or process of renewal, and the priorities of each renewed plan. This is further complicated

<sup>25</sup> SGS 2011 Biodiversity Services, An Overview and Manual

for assets involving a range of management agencies such as the Grange Burn, or in the case of the Byaduk caves are managed by other partner agencies with competing management priorities. Committee of Management volunteers also play an important role in managing a number of public reserves, but with an aging cohort and declining numbers of younger volunteers, will require greater support to maintain their capacity.

## GOAL

**Connections:** Supporting biodiversity and resilience through enhancement of bio-links and best practice stewardship.

## WHAT SUCCESS LOOKS LIKE

- Increase in habitat quality of Council managed nature reserves.
- Increase in the number of significant roadside vegetation sites.
- Improved habitat connectivity across Southern Grampians Shire to aid species movement.
- More connected urban greenspaces, including enhancement of nature strips through indigenous plantings.



FIGURE 2-1: LAKE HAMILTON RESERVE<sup>26</sup>

<sup>26</sup> RMCG, 2020

**ACTION**

**TABLE 2-1: DESCRIPTION, RESOURCING AND TIMING OF ACTIONS**

NO.	DESCRIPTION	RESOURCES
<b>Short-term</b>		
1	Establish baseline of connectivity for priority landscapes (i.e. identifying and mapping key biolinks) in partnership with DEECA, PV and GHCMA (such as from Mt Rouse to Mt Napier).	
2	Prioritise all public reserves and clarify priorities within each reserve (based on asset value and risk, and national, state and regional priorities), and include reference to the Volcanic Trail Masterplan.	
3	Review the status of existing management plans to ensure currency and coverage. Priority for review will be based on the reserve's biodiversity priority and the time elapsed since the last update.	
4	Incorporate all public reserves into Council database of managed natural managed assets, to track and monitor the implementation and renewal of each plan, including its current conservation status.	
5	Identify Council roadside management priorities (based on asset value and risk) in line with the objectives of the latest revised 2019 Southern Grampians Shire Roadside Management Plan.	
6	Link roadside conservations status to existing national, state and regional priorities and DEECA Biodiversity mapping.	
7	Develop and maintain a spatial database of roadsides within rural areas and townships (based on the four conservation status categories) and share with key partner agencies, CFA, GHCMA and DEECA.	

NO.	DESCRIPTION	RESOURCES
8	Prioritise roadside reassessments on an annual basis when significant changes take place, with a review of all conservation values and management directions undertaken every ten years as part of the update of the Plan for Nature.	
<b>Medium-term</b>		
9	Based on the above baseline mapping and review of Council assets, manage threats to the function and resilience of Council's protected areas (nature reserves and roadsides) that support conservation and habitat values.	
10	Based on the above baseline mapping, revegetate priority roadsides and nature reserves to create appropriate links between remnant habitats.	
11	Budget sustained control of weeds and pest animals across nature reserves and roadsides to maximise benefits to habitat and species.	
12	Work cooperatively with partners to ensure control is cross tenure to maximise benefits on private and public land.	
13	Support incentives for permanent protection and on-going management of priority remnants, with a focus on restoring paddock trees and their role in maintaining regional biodiversity.	
<b>Long-term</b>		
14	Work with agency partners to investigate new options (e.g. rate rebates or other concessions or mechanisms) that encourage permanent protection and stewardship of high value remnants.	
15	Introduce and promote measures to improve greenspaces in urban areas of Hamilton and other towns, such as enhancement of nature strips through indigenous plantings.	





**FOCUS AREA 2: PROTECTION**

ACTIONS



## CONTEXT

The area of the Shire is host to extensive areas of rare and threatened vegetation communities (including native grasslands), habitat for significant fauna, and significant waterways and wetlands. However, there has been very limited application of local government planning provisions to ensure their long-term protection and enhancement.

The previous 2018 review of the Southern Grampians Planning Scheme highlighted these limitations, as well as the effectiveness of the current schedules to Vegetation Protection Overlay and Environmental Significance Overlay (refer Figure 2-2) as follows:

1. **Vegetation Protection Overlay – Schedule 1 (VPO1)** – was applied to the township of Dunkeld in response to the significant contribution mature Red Gums make to the environment and township character of Dunkeld. The review found that the VPO1 is reasonably effective in managing the retention of Red Gums within Dunkeld and is an efficient use of the planning scheme. It was noted that other townships could also benefit from the same approach with a red gum VPO to Cavendish and Balmoral where these trees are a feature of the town, as well as a VPO to manage the significant manna gums, wattles and understory in Tarrington.
2. **Environmental Significance Overlay Schedule 1 Eastern Barred Bandicoot area (ESO1)** - applies to the Grange Burn to protect the habitat of the Eastern Barred Bandicoot. The Bandicoot population has declined as a result of predators such as foxes and feral cats and there is now little benefit from the ESO and its requirements in managing these threats. The overlay also applies to public land under Council management, and so again is not an effective regulatory tool compared to other management provisions. There are, however, bandicoots surviving in the 'wild' around the northern area of the breeding enclosure, which is not covered in the current ESO1. An assessment of the effectiveness of the ESO as a tool to protect and enhance populations of the Eastern Barred Bandicoot is a short-term management priority.
3. **Environmental Significance Overlay Schedule 2 and 3** - ESO2 applies to the Wannon River and Salt Creek corridors in Dunkeld to maintain the natural drainage function, stream habitat, wildlife corridors and landscape values, whereas ESO3 applies to the Wannon River Escarpment precinct in Dunkeld to

ensure development reflects the environmental constraints and protects flora and fauna habitat on the Wannon Water escarpment.

Whilst there are no major issues identified with these overlays, the review noted that there are riparian areas adjoining other waterways in the Shire which are vulnerable to the spread of weeds as a result of housing and domestic gardens or removal of vegetation. Whilst the review highlights there may be a case to consider protecting environmental values of the riverine environment from the Wannon Falls to Cavendish, further consideration should be given to adoption of planning controls for intermittent wetlands throughout the Shire, such as those on the Victorian Volcanic Plains, and whether more effective regulatory tools would be more effective, such as incentives or protection under covenants.

The 2018 Planning Scheme Review<sup>27</sup> also highlighted the potential role of the Biodiversity Mapping project undertaken for the South West region of Victoria by the former Department of Sustainability and Environment (now DEECA) in the early 2000's. It was noted that this mapping was undertaken at a scale that is difficult to justify for the application of planning controls and given the time that has lapsed would need to be reviewed. The Review went on to recommend that the sites of biodiversity significance mapping project be completed with support from DEECA and, based on this information, the Southern Grampians Planning Scheme be amended to include new and expanded schedules to the Vegetation Protection Overlay or Environmental Significance Overlay to protect significant flora and fauna. The recently completed Rural Land Use Study<sup>28</sup> highlighted a more detailed vegetation assessment may also have benefits for agriculture, landscape protection, regional tourism and other rural industries.

Changes to the Native Vegetation Framework in 2017 now require applicants seeking to remove vegetation of high ecological value, including for agricultural development, to provide "compelling justification if avoidance and/or minimisation cannot be demonstrated." Mapping of vegetation of high ecological significance will assist landholders to identify areas of the farm with high ecological values where intensive agricultural development such as cropping may be less suitable. The mapping may also identify areas suitable as native vegetation offsets.

The Rural Land Use Strategy<sup>29</sup> also supports the recommendation to undertake further strategic work to map and document the environmental values of Southern Grampians with a view to introducing planning controls to the Southern Grampians Planning Scheme.

<sup>27</sup> The Planning Connection, 2018 pp. 22-23

<sup>28</sup> RMCG, 2023 p. 41

<sup>29</sup> Ibid.

Southern Grampians Shire - Environmental Overlays

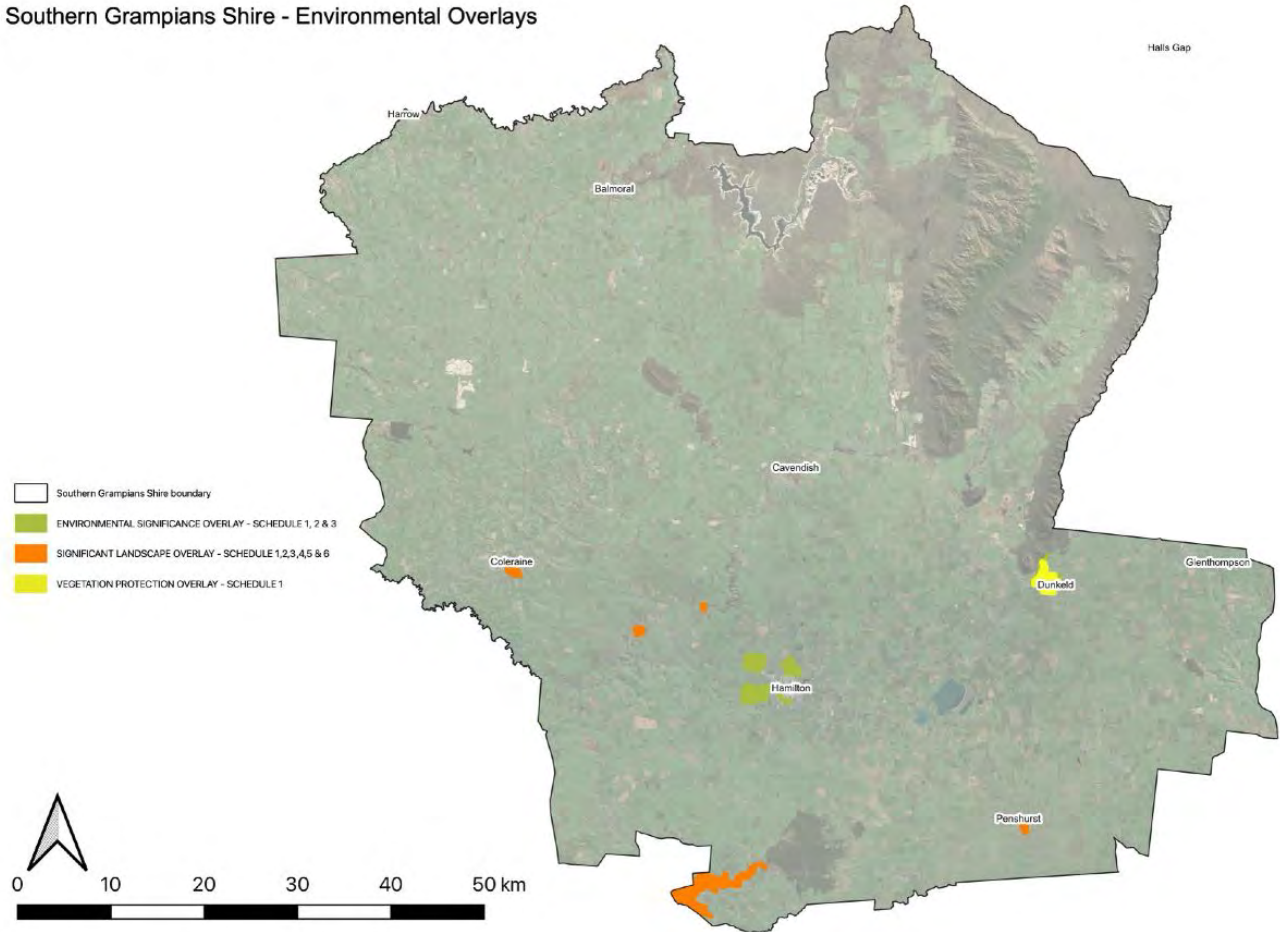


FIGURE 2-2: LOCATION OF EXISTING ENVIRONMENTAL OVERLAYS<sup>30</sup>

<sup>30</sup> Southern Grampians Planning Scheme (<https://planning-schemes.app.planning.vic.gov.au/southerngrampians/maps>)

## GOALS

**Protections:** Protecting the Shire's natural assets through strategic land use planning and other mechanisms.

## WHAT SUCCESS LOOKS LIKE

- No net loss of native vegetation on Council managed land or through Council activities across Southern Grampians Shire.
- An increase in the protection of remnant native vegetation and biodiversity values, especially large paddock trees and native grasslands.
- Reduced impacts to wildlife from domestic and wild pest animals.
- Increase in the protection of natural areas on private and public land, through covenants and reclassification of Crown land.



FIGURE 2-3: HAMILTON PARKLANDS BANDICOOT ENCLOSURE<sup>31</sup>

<sup>31</sup> RMCG, 2020

## ACTIONS

TABLE 2-2: DESCRIPTION, RESOURCING AND TIMING OF ACTIONS

NO.	DESCRIPTION	RESOURCES
<b>Short-term</b>		
1	Undertake a review of the sites of biodiversity significance mapping project in partnership with DEECA.	
2	Based on the findings of the review of biodiversity significance mapping establish baselines and targets to measure success.	
<b>Medium-term</b>		
3	Based on the findings of the review of biodiversity significance mapping, review relevant clauses of the Southern Grampians Shire Planning Scheme and consider expanding the coverage of the Vegetation Protection Overlay and/or Environmental Significance Overlays or update of the overlay schedules.	
4	Review habitat of the Eastern Barred Bandicoot to inform an update or amendment of the ESO1, including land to the north of the breeding enclosure, or other appropriate regulatory and/or management tools to deliver improved species outcomes (e.g. predator control).	
5	Consider updates of the ESO2 to include other significant waterways and wetlands in need of protection, subject to a review of alternative regulatory and/or management tools to deliver improved ecological and landscape outcomes.	
6	Review neighbouring planning schemes for West Wimmera Shire and Glenelg Shire in relation to applicable environmental and landscape planning controls and overlays that could also be adopted in the Southern Grampians Shire.	





**FOCUS AREA 3: COUNTRY**



## CONTEXT

Prior to colonisation, the broader Southern Grampians landscape was healthy and provided sustenance for the people and wildlife that lived here<sup>32</sup>. With European settlement new plants and animals were introduced along with changed land and water management practices, which impacted Country and its people, forcing many out of the landscape. South-west Victoria has a particularly brutal history of violence and massacres. The First Peoples Assembly of Victoria and the Victorian Government have made a shared commitment to truth telling through the Yoo-rrook Justice Commission. The Commission is expected to establish an official record of the impact of colonisation on First Peoples in Victoria and make recommendations about practical actions and reforms needed. This is expected to inform future land, water and biodiversity management within the State and the Southern Grampians Shire.

Through the recent development of the Glenelg Hopkins RCS<sup>33</sup>, the Bunganditj, Gunditjmara, Wotjobaluk and Tjap Wurrung Aboriginal people identified the following insights (as summarised) for future management of the broader catchment of which the Shire forms a part:

- The use of Aboriginal place names, and plant and animal names, and where possible Aboriginal language content, as a basic part of observing and communicating Aboriginal connection to Country.
- Understanding that healthy Country and healthy people are linked, and increasing the use of language that reflects these relationships, such as 'healing Country' and 'caring for Country'.
- Understanding relationships with Country as intimate and familial and defined by care and obligation, rather than by ideas of management and use.
- The importance of seasonal calendars and their implicit and explicit Indigenous Ecological Knowledge, observing and learning about Country at different times of the year.
- The role of cultural management activities in looking after Country. For example, identifying and caring for tangible cultural heritage such as scar trees, burial sites, dwelling places and massacre sites, and intangible cultural heritage such as stories (e.g. creations stories) and the places, people and species connected to them.
- Recognising that because of the dispossession, massacres and forced removal from Country and confinement on missions, Traditional Owners in the south-west of Victoria are often in a position of needing to relearn and reconnect with what has been lost. Partner organisations and agencies can play a key role supporting Traditional Owner groups in this relearning process.

<sup>32</sup> GHCA, 2021.

- Seeing ecosystems and parts of Country as connected and not separate.
- Understanding Country in terms of cultural landscapes which are defined and named for their culturally significant species, and looking after cultural landscapes according to what those animals and plants need to thrive.
- Identifying that fragmentation and isolation of Country is one of the biggest threats to Country and people.

Council also supports these insights and is confident this Plan for Nature provides a step forward on partnering with Traditional Owners to heal Country.

## GOAL

**Country:** Supporting Traditional Owners to care for and heal Country.

## WHAT SUCCESS LOOKS LIKE

- Traditional Owner rights, interests, obligations and access to Country and water, across the Shire are acknowledged and improving.
- The Indigenous cultural landscape management practices of the Bunganditj, Gunditjmara, Wotjobaluk and Tjap Wurrung Aboriginal people have increased across the Shire based on the principles of Aboriginal self-determination; and are increasingly being incorporated into the management of Council nature reserves and roadsides.

## ACTIONS

TABLE 2-3: DESCRIPTION, RESOURCING AND TIMING OF ACTIONS

NO.	DESCRIPTION	RESOURCES
<b>Short-term</b>		
1	Collaborate with the Traditional Owners and use traditional knowledge of Country to improve biodiversity planning and management practices across the Shire with a focus on nature reserves under Shire management.	
<b>Medium-term</b>		
2	Partner with Traditional Owners to promote knowledge exchange, cultural education, and the use of language in the management of nature reserves and biodiversity.	

<sup>33</sup> Ibid.





**FOCUS AREA 4: WORKING TOGETHER**



## CONTEXT

Council recognises its community, and its agency partners are critical to the long-term and sustainable management of the Shire’s biodiversity and natural values. There are a range of individuals, groups and organisations that have a role in valuing, protecting and enhancing the Shire’s natural areas. This includes active and passionate groups such as Landcare and local environment groups. Figure 2-4 below highlights the number of environmental volunteer groups by type (modified to include local group information). A full list of active environmental volunteer groups is provided in Appendix 3.

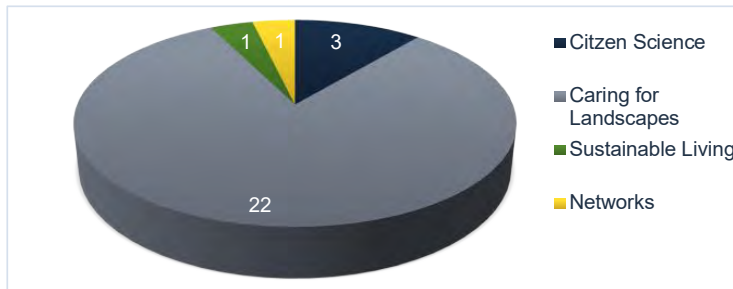


FIGURE 2-4: ENVIRONMENTAL VOLUNTEER GROUPS IN SGS BY TYPE<sup>34</sup>

## GOAL

**Working together:** Working with community and stakeholders to value, protect and enhance the Shire’s natural areas.

## WHAT SUCCESS LOOKS LIKE

- The regional community is more engaged and empowered to participate and partner in regional biodiversity management (including Council reserves and roadsides).
- The regional community recognises that the social, cultural and economic benefits of people connecting with nature depends on a healthy environment.<sup>35</sup>
- Agencies are working together to manage jointly held public assets.

<sup>34</sup> DEECA, 2023

<sup>35</sup> This target is linked to the Biodiversity 2037 goal that ‘Victorians value nature’ and that Victorians understand that their personal wellbeing and the economic wellbeing of the state are dependent on the health of the natural environment.

## ACTIONS

TABLE 2-4: DESCRIPTION, RESOURCING AND TIMING OF ACTIONS

NO.	DESCRIPTION	RESOURCES
<b>Short-term</b>		
1	Review opportunities to engage the community and community groups as partners in biodiversity management and onground works such as revegetation and weed removal, as well as, citizen science projects.	
2	Encourage and support land stewardship by landholders, Landcare and other community groups (including Committee of Management volunteers for reserves) through incentives and awareness raising activities.	
<b>Medium-term</b>		
3	Advocate for joint management of key council assets, such as the urban river frontage of the Grange Burn, particularly where they are shared with other agencies (i.e. DEECA, Wannon Water or Glenelg Hopkins CMA) to ensure a consistent strategic management approach.	



FIGURE 2-5: COMMUNITY INVOLVED IN TREE PLANTING<sup>36</sup>

<sup>36</sup> SGSC

# IMPLEMENTATION AND RENEWAL

Successful governance and implementation of the Plan requires the combination of long-term and annual monitoring, and regular evaluation so actions can be improved.

This section describes the annual cycle to renew the implementation of the Plan and the longer-term cycle to update the Plan every 10 years.

The Southern Grampians Plan for Nature will be delivered via annual Council budget cycles focussed on achieving the actions and targets.



FIGURE 2-6: SOUTHERN GRAMPIANS PLAN FOR NATURE IMPLEMENTATION

# MONITORING AND EVALUATION

Council is committed to monitoring and evaluation, as this formalises the collection of lessons from the implementation of the Plan. It further enables continuous improvement, as collected learnings will inform future actions.

A key focus for measuring the success of the strategy will be collecting appropriate baseline information against each of the focus areas and the development of SMART (specific, measurable, achievable, relevant, and time-bound) targets.

TABLE 2-5: MONITORING REQUIREMENTS

WHAT NEEDS MONITORING?	BASELINE EXISTS	WHEN?
Status of management plans for management reserves	No	Every 10 years (needs updating now)
Habitat quality of reserves	No	Every five years
Roadside conservation values	Yes	Every 10 years (needs updating now)
Environmental volunteer group health	No	Every five years
No. of nature reserves where language, stories or cultural practice is established	No	Every five years
Nature reserves where collaborative relationships exist between Traditional Owners and Council	No	Every five years

The evaluation of the success of this Plan will also be guided by the following themes and key evaluation questions (KEQs).

**TABLE 2-6: THEMES AND KEY EVALUATION QUESTIONS**

THEMES	KEY EVALUATION QUESTIONS (KEQS)
<p><b>Plan design</b></p> <ul style="list-style-type: none"> <li>▪ Focuses on whether the governance and actions were appropriately designed to deliver the intended targets (and goals)</li> </ul>	<p>1. Was the design of the Plan appropriate to deliver the intended outcomes?</p>
<p><b>Plan implementation</b></p> <ul style="list-style-type: none"> <li>▪ Focuses on whether the actions of the Plan were delivered as planned and seeks to identify how these approaches have ensured efficient and cost-effective delivery.</li> </ul>	<p>2. To what extent have the Plan actions been delivered as planned?</p> <p>3. To what extent was the delivery good value for money?</p>
<p><b>Plan impact</b></p> <ul style="list-style-type: none"> <li>▪ Focuses on what the Plan has achieved to date against the intended targets (and goals).</li> <li>▪ At the end of the Plan term, the focus is also on the legacy of the program and to what extent the impact of the actions will extend beyond the life of the Plan (long-term outcomes).</li> </ul>	<p>4. To what extent did the actions lead to the achievement of the targets?</p> <p>5. What impact will the actions have beyond the life of the Plan?</p>

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# APPENDICES

## APPENDIX 1: THREATENED SPECIES

TABLE A-1: THREATENED FLORA SPECIES

NAME	SCIENTIFIC NAME	EPBC LISTED	FFG LISTED
Adamson's Blown-grass	<i>Lachnagrostis adamsonii</i>	Endangered	Vulnerable
Basalt Sun-orchid	<i>Thelymitra gregaria</i>		Endangered
Buloke	<i>Allocasuarina luehmannii</i>		Endangered
Candy Spider-orchid	<i>Caladenia versicolor</i>	Vulnerable	Endangered
Clover Glycine	<i>Glycine latrobeana</i>	Vulnerable	Vulnerable
Clumping Golden Moths	<i>Diuris gregaria</i>		Endangered
Curly Sedge	<i>Carex tasmanica</i>		Vulnerable
Downy Star-Bush	<i>Asterolasia pheballoides</i>	Vulnerable	Vulnerable
Elegant Spider-orchid	<i>Caladenia formosa</i>	Vulnerable	Vulnerable
Gorae Leek-orchid	<i>Prasophyllum diversiflorum</i>	Endangered	Endangered
Grampians Bitter-pea	<i>Daviesia laevis</i>	Vulnerable	Vulnerable
Grampians Duck-orchid	<i>Caleana disjuncta</i>		Endangered
Grampians Spider-orchid	<i>Caladenia grampiana</i>		Vulnerable
Hairy Tails	<i>Ptilotus erubescens</i>		Vulnerable
Large-headed Fireweed	<i>Senecio macrocarpus</i>	Vulnerable	Endangered
Matted Flax-lily	<i>Dianella amoena</i>	Endangered	Endangered
Metallic Sun-orchid	<i>Thelymitra epipactoides</i>	Endangered	Endangered
Ornate Pink-fingers	<i>Caladenia ornata</i>	Vulnerable	Vulnerable
Plump Swamp Wallaby-grass	<i>Amphibromus pithogastrus</i>		Endangered
Purple Blown-grass	<i>Lachnagrostis punicea</i> subsp. <i>filifolia</i>		Rare
Purple Diuris	<i>Diuris punctata</i>		Vulnerable
Salt-lake Tussock-grass	<i>Poa sallacustris</i>	Vulnerable	Vulnerable
Slender Club-sedge	<i>Isolepis congrua</i>		Vulnerable
Small Milkwort	<i>Comesperma polygaloides</i>		Vulnerable
Small Sickle Greenhood	<i>Pterostylis lustra</i>		Vulnerable
Southern Pipewort	<i>Eriocaulon australasicum</i>	Endangered	Endangered
Spiny Rice-flower	<i>Pimelea spinescens</i> subsp. <i>spinescens</i>	Critically endangered	Endangered
Spiral Sun-orchid	<i>Thelymitra matthewsii</i>	Vulnerable	Vulnerable
Swamp Everlasting	<i>Xerochrysum palustre</i>	Vulnerable	Vulnerable
Western Purple Diuris	<i>Diuris daltonii</i>		Vulnerable
White Sunray	<i>Leucochrysum albicans</i> subsp. <i>tricolor</i>	Endangered	Endangered

TABLE A-2: THREATENED FAUNA SPECIES

NAME	SCIENTIFIC NAME	EPBC LISTED	FFG LISTED
Australasian Bittern	<i>Botaurus poiciloptilus</i>	Endangered	Endangered
Australian Bustard	<i>Ardeotis australis</i>		Critically endangered
Baillon's Crake	<i>Porzana pusilla palustris</i>		Vulnerable
Barking Owl	<i>Ninox connivens</i>		Endangered
Blue-billed Duck	<i>Oxyura australis</i>		Endangered
Brolga	<i>Grus rubicunda</i>		Vulnerable
Brown Toadlet	<i>Pseudophryne bibronii</i>		Endangered
Brush-tailed Phascogale	<i>Phascogale tapoatafa</i>		Vulnerable
Brush-tailed Rock-wallaby	<i>Petrogale penicillata</i>	Vulnerable	Critically endangered
Bush Stone-curlew	<i>Burhinus grallarius</i>		Endangered
Caspian Tern	<i>Hydroprogne caspia</i>		Near threatened
Chestnut-rumped Heathwren	<i>Calamanthus pyrrhopygius</i>		Vulnerable
Common Bent-wing Bat (southern ssp.)	<i>Miniopterus schreibersii bassanii</i>	Critically endangered	Critically endangered
Diamond Firetail	<i>Stagonopleura guttata</i>		Near threatened
Dwarf Galaxis	<i>Galaxiella pusilla</i>	Vulnerable	Endangered
Eastern Barred Bandicoot	<i>Perameles gunnii</i>	Endangered	Extinct in the wild
Eastern Great Egret	<i>Ardea modesta</i>		Vulnerable
Freckled Duck	<i>Stictonetta naevosa</i>		Endangered
Glenelg Spiny Crayfish	<i>Euastacus bispinosus</i>	Endangered	Endangered
Golden Sun Moth	<i>Synemon plana</i>	Critically endangered	Critically endangered
Grey Goshawk	<i>Accipiter novaehollandiae novaehollandiae</i>		Vulnerable
Grey-crowned Babbler	<i>Pomatostomus temporalis temporalis</i>		Endangered
Grey-headed Flying-fox	<i>Pteropus poliocephalus</i>	Vulnerable	Vulnerable
Growling Grass Frog	<i>Litoria raniformis</i>	Vulnerable	Endangered
Heath Mouse	<i>Pseudomys shorridgei</i>	Endangered	Near threatened
Hooded Robin	<i>Melanodryas cucullata cucullata</i>		Near threatened
Intermediate Egret	<i>Ardea intermedia</i>		Endangered
Lewin's Rail	<i>Lewinia pectoralis pectoralis</i>		Vulnerable
Little Bittern	<i>Ixobrychus minutus dubius</i>		Endangered
Little Egret	<i>Egretta garzetta nigripes</i>		Endangered
Long-nosed Potoroo	<i>Potorous tridactylus tridactylus</i>	Vulnerable	Near threatened
Macquarie Perch	<i>Macquaria australasica</i>	Endangered	Endangered
Magpie Goose	<i>Anseranas semipalmata</i>		Near threatened
Malleefowl	<i>Leipoa ocellata</i>	Vulnerable	Endangered
Masked Owl	<i>Tyto novaehollandiae novaehollandiae</i>		Endangered
Painted Honeyeater	<i>Grantiella picta</i>	Vulnerable	Vulnerable
Platypus	<i>Ornithorhynchus anatinus</i>		Vulnerable
Powerful Owl	<i>Ninox strenua</i>		Vulnerable



NAME	SCIENTIFIC NAME	EPBC LISTED	FFG LISTED
Red-chested Button-quail	<i>Turnix pyrrhorthorax</i>		Vulnerable
Red-tailed Black-Cockatoo	<i>Calyptorhynchus banksii graptogyne</i>	Endangered	Endangered
Regent Honeyeater	<i>Anthochaera phrygia</i>	Critically endangered	Critically endangered
Rufous Bristlebird	<i>Dasyornis broadbenti</i>		Near threatened
Scarlet-chested Parrot	<i>Neophema splendida</i>		Vulnerable
Smoky Mouse	<i>Pseudomys fumeus</i>	Endangered	Endangered
Southern Brown Bandicoot	<i>Isodon obesulus obesulus</i>	Endangered	Near threatened
Speckled Warbler	<i>Chthonicola sagittatus</i>		Vulnerable
Spot-tailed Quoll	<i>Dasyurus maculatus maculatus</i>	Endangered	Endangered
Square-tailed Kite	<i>Lophoictinia isura</i>		Vulnerable
Striped Legless Lizard	<i>Delma impar</i>	Vulnerable	Endangered
Striped Worm-Lizard	<i>Aprasia striolata</i>		Near threatened
Swamp Skink	<i>Lissolepis coventryi</i>		Vulnerable
Swift Parrot	<i>Lathamus discolor</i>	Critically endangered	Endangered
Variiegated Pygmy Perch	<i>Nannoperca variegata</i>	Vulnerable	Vulnerable
Western Swamp Cray	<i>Gramastacus insolitus</i>		Critically endangered
White-bellied Sea-Eagle	<i>Haliaeetus leucogaster</i>		Vulnerable
White-browed Treecreeper	<i>Climacteris affinis</i>		Vulnerable
Yarra Pygmy Perch	<i>Nannoperca obscura</i>	Vulnerable	Vulnerable
Yellow Sedge-skipper Butterfly	<i>Hesperilla flavescens</i>		Vulnerable
Yellow-bellied Sheath-tail Bat	<i>Saccolaimus flaviventris</i>		Data deficient

**APPENDIX 2: MANAGEMENT PLAN STATUS**

**TABLE A-3: MANAGEMENT PLAN STATUS FOR KEY NATURE RESERVES WITHIN THE SHIRE**

RESERVE	MANAGER	STATUS
Boral Quarry Lease site	Owned by SCS Council adjoining Mt Napier	Unknown or unavailable
Bryan Swamp	Parks Victoria	Unknown or unavailable
Byaduk Caves and Mount Napier	Parks Victoria	Unknown or unavailable
Dundas Range Scenic Reserve	Parks Victoria	Unknown or unavailable
Dunkeld Arboretum	Committee of Management	Dunkeld Arboretum Management Plan and Biodiversity Assessment (2011) and Dunkeld Arboretum Management Plan (2022/23-2028)
Flora Reserves (Gatum Gatum, Wannon, Gringegalgon)	Southern Grampians Shire Council, Parks Victoria	Unknown or unavailable
Fullham Streamside Reserve Camping Area	Parks Victoria	Unknown or unavailable
Glenelg River and river frontages	Southern Grampians Shire Council, Landholders, DEECA	Unknown or unavailable
Grange Burn and river frontages	Southern Grampians Shire Council, Landholders, DEECA	Grange Burn – Hamilton - Master Plan (2005)
Greater Gariwerd Landscape Management Plan	Parks Victoria	Recently updated in 2021
Hamilton Coleraine Rail Trail	Community Committee of Management	Unknown or unavailable
Hamilton Lake	Southern Grampians Shire Council	Migratory Shorebird Site Action Plan (December 2020) Southern Grampians Shire Council Action Plan for the Improvement of Water Quality - Lake Hamilton (2012)

RESERVE	MANAGER	STATUS
Hamilton Parklands Reserve (Bandicoot Enclosure)	Southern Grampians Shire Council, Community, DEECA	Hamilton Parklands Reserve (Bandicoot Enclosure) – (2002)
Harmans Valley		Unknown or unavailable
Hewett Park	Southern Grampians Shire Council	Assessment - Vegetation Offset site
Lake Linlithgow, Bullrush, Kennedy	Parks Victoria	Unknown or unavailable
Mount Rouse	Southern Grampians Shire Council	Mount Rouse Reserve Management Plan (2016-2020)
Nigretta Falls Flora Reserve	Parks Victoria	Unknown or unavailable
Roadsides	Southern Grampians Shire Council	Southern Grampians Shire Council Roadside Management Plan (revised 2019)
Rocklands Reservoir	Grampians Wimmera Mallee Water	Unknown or unavailable
Salt Creek Water Frontage, Dunkeld	DEECA	Unknown or unavailable
State Forests (Claude Austin, Fergusons, Rocklands, Balmoral, Bearer, Glenisla, Black Range, Cherrypool, Woohipoer)	DEECA	Unknown or unavailable
Walker Swamp	Nature Glenelg Trust	Walker Swamp Restoration Reserve
Wannon and Nigretta Falls	Southern Grampians Shire Council	Management Plan for Wannon Falls and Nigretta Falls (2005) Wannon Falls Scenic Reserve & Nigretta Falls Scenic Reserve: Works Plan (2010) Native Vegetation Management Plan – Management for hedge wattle and forest Burgan (2019)
Wannon River and river frontages	Southern Grampians Shire Council, Landholders, DEECA	Unknown or unavailable
Yatmorone	Parks Victoria (Friends of Group)	Unknown or unavailable

**APPENDIX 3: ENVIRONMENTAL VOLUNTEERS**

**TABLE A-4: ENVIRONMENTAL VOLUNTEERING GROUPS IN THE SHIRE**

<b>VOLUNTEER GROUP</b>	<b>TYPE</b>
Bandicoot Group Hamilton	Citizen Science
Balmoral Land Management and Tree Group	Caring for Landscapes
Birdlife Australia - Hamilton	Citizen Science
Bulart Land Management Group	Caring for Landscapes
Bunnugal Landcare Group	Caring for Landscapes
Caring for our Grange Burn Group	Caring for Landscapes
Community Garden Association Hamilton	Sustainable Living
Culla Pigeon Ponds Land Management Group	Caring for Landscapes
Dunkeld Arboretum Development Group Inc.	Caring for Landscapes
Field Naturalists - Hamilton	Caring for Landscapes
Friends of Yatmerone	Caring for Landscapes
Friends of the Forgotten Woodland	Caring for Landscapes
Gazette Land Action Group	Caring for Landscapes
Glenthompson Landcare Network	Networks
Gringe Improvement Group	Caring for Landscapes
Hamilton-Coleraine Rail Reserve Committee of Management	Caring for Landscapes
Hamilton-Coleraine Railway Line Landcare Group (HCRLLG)	Caring for Landscapes
Hamilton Institute of Rural Learning (HIRL)	Citizen Science
Lyne Camp Creek Land Management Group	Caring for Landscapes
Mirranatwa Landcare Group	Caring for Landscapes
Mooralla Landcare Group	Caring for Landscapes
Nature Glenelg Trust	Caring for Landscapes
Panyyabyr Landcare Group	Caring for Landscapes

Pierrepont Land Protection Group	Caring for Landscapes
Wando River Landcare Group Inc	Caring for Landscapes
Wannon Nigretta Community Group	Caring for Landscapes
Wennicott Creek Landcare Group	Caring for Landscapes

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**Document review and authorisation**

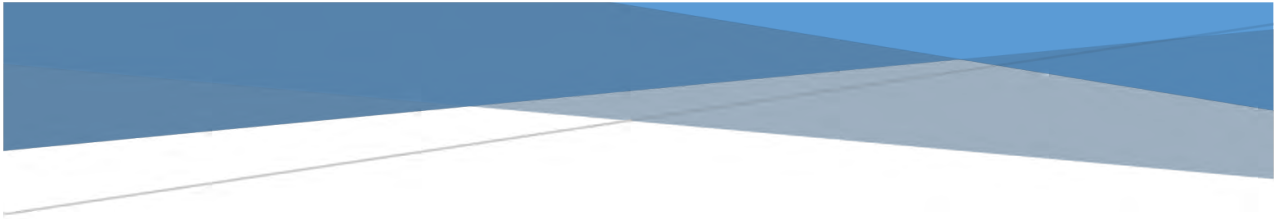
**Project Number: #1195**

Doc Version	Final/Draft	Date	Author	Review	BST Review	Release approved by	Issued to
1.0	Exposure draft	21.09.23	T. Wallis A. Ferrari K. Ross	M. Caffin	B. Gravenor	T. Wallis	SGS
2.0	Draft	26.09.23	T. Wallis			T. Wallis	SGS
3.1	Consultation draft	24.10.23	T. Wallis	M. Caffin		T. Wallis	SGS
4.2	Final	01.03.24	T. Wallis			T. Wallis	SGS



Submissions received in response to the public exhibition process for The Southern Grampians Shire Recreation Framework

<b>Number</b>	<b>Summary of submission</b>	<b>Officer Comments</b>
Submitter A	The capital contribution recommendation 1:1 between Council and clubs is a big ask for “not for profit” sporting clubs.	Council will work with community groups to facilitate reasonable contributions on facilities, including structured payments if required
Submitter B	<i>Feedback was particularly about the upgrade Pedrina Park netball/tennis courts - Sporting facilities should have more public availability and not have to go through a process the increases difficultly to access.</i>	Pedrina Park courts are currently open for free access to Tennis and Netball



# SOUTHERN GRAMPIANS SHIRE COUNCIL

Recreation and Leisure Facilities  
Management Framework







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## Introduction

This *Recreation and Leisure Facilities Management Framework* document has been developed to establish a fair and equitable framework for the overall management of outdoor recreation facilities within the Southern Grampians Shire.

The framework covers a number of aspects of facilities management including:

- Management structures;
- Users;
- Fees and charges;
- Service levels;
- Maintenance; and
- Planning for upgrades and/or renewal.

Facilities have been ranked in accordance with the Sport and Recreation Facilities Hierarchy as identified in Recreation and Leisure Strategic Plan 2019-2029.

The development of this framework has been with consideration of the following legislation, Southern Grampians Shire Council Plan and Strategies:

- Southern Grampians Shire Council Plan 2021 – 2025:
- Southern Grampians Shire Southern Grampians Shire Council Recreation and Leisure Strategic Plan 2019-2029;
- Public Health & Wellbeing Plan 2021 – 2025 Southern Grampians Shire Council
- Southern Grampians Asset Management Policy
- Local Government Act 2020
- Crown Land Reserves Act 1978,

This framework applies to all facilities that are either owned by, or vested in, the Southern Grampians Shire Council, with the exception of Council's swimming pool facilities. The framework also applies to facilities not owned or managed by the Southern Grampians Shire Council, where the Shire contributes financially through an operational grant.

## Objectives

The objective of this framework is to communicate to all stakeholders the method by which facilities will be managed by Southern Grampians Shire Council Shire. This includes aspects such as:

- Operations & maintenance;
- Management of user agreements – including seasonal and casual use agreements;
- Fees & charges;
- Planning for upgrades and renewal; and
- How facilities will overall be supported by Southern Grampians Shire Council

These have been developed based on the Southern Grampians Shire Council adopted guiding principles for decision making in relation to recreation and leisure facilities in conjunction with Southern Grampians Shire Council Plan, adopted strategy and relevant legislation.

## Southern Grampians Shire Council Vision

Southern Grampians Shire Council's vision is outlined within the Southern Grampians Shire Council Plan 2021-2025 as:

*Southern Grampians Shire is a growing, inclusive and connected community that fosters sustainability, diversity and innovation.*

This aligns with the Southern Grampians current and future Health and Wellbeing Plan and has been a key consideration when developing the Shires Recreation and Leisure and Strategic Plan 2019- 2029.

The Southern Grampians Shire Council's Recreation and Leisure Strategic Plan 2019-2029 has identified four key themes that are underpinned by Southern Grampians Shire Council's guiding principles for recreation and leisure service provision in the Shire. Together they provide a framework that Southern Grampians Shire Council guides planning, provision and promotion of sport, recreation and leisure. With this consideration, the Southern Grampians Shire Council aims to work collaboratively with various stakeholders to establish fair and equitable management and use arrangements of all facilities and to ensure consistency and equity irrespective of the type of governance structure or previous historic arrangements that are in place.

This framework and any new user agreements will replace any historic use agreements whether they be verbal or written.

### Guiding Principles

In addition to the themes identified in the strategic plan, the implementation of the Recreation and Leisure Facilities Management Framework will be underpinned by the Shire's adopted Guiding Principles, which guide decision making and service levels standards, which are:

- Safe
  - The Southern Grampians Shire Council aims to ensure that facilities are, above all, fit for purpose and safe for use.
- Accessible
  - Facilities are to be accessible to all sections of the community, regardless of gender, age, ability level, religious belief, or culture. Southern Grampians Shire Council supports the principle of shared multi-use facilities and will encourage broad community access by being both easy to access and easy to use.
- Activated
  - The overarching objective is to support facility users to increase community participation in sport, recreation and physical activity and to positively influence the health and wellbeing of the community.
- Sustainable
  - Facilities will be developed and maintained with a view to promoting both environmental and financial sustainability. Facilities should have minimal impact on the physical environment and be economically viable.
- Integrated
  - Facilities should, wherever possible, be integrated to support shared purpose so that the most efficient use of resources are made to benefit the greatest number of users.

### Strategic Plan Themes

The Recreation and Leisure Strategic Plan 2019 – 2029 identified four key themes, in conjunction with Southern Grampians Shire Council's guiding principles, which are to be considered in any decision-making process and service levels standards around sport, recreation and leisure. These four themes are:

- Health and Wellbeing:
  - To articulate and embed the alignment of sport and recreation for the health and wellbeing of the community.
  - To lead and inspire a large community effort and partnership towards creating an environment that will ensure good health, on equal terms, for all our residents.
- Participation in Physical Activity:
  - To increase participation in physical activity and utilisation of community spaces.
  - To continually improve inclusive participation practices and encourage participation opportunities for all residents regardless of age, gender, cultural background, ability or socioeconomic background.

- To raise awareness of the current gender gap and open up opportunities to significantly increase female participation levels through fair access and inclusion recommendations outlined in Southern Grampians Shire Council's Fair Access Policy and Action Plan.
- To support emerging participation trends including semi-structured recreation.
- Active Infrastructure
  - To provide, encourage and facilitate compliant, accessible and inclusive facilities that are well utilised with fair access principles in mind.
  - To provide strategic direction and prioritisation for future infrastructure upgrade, renewal, changed use, development or decommissioning.
  - To provide, support and advocate for access improvements to sport, recreation and leisure infrastructure.
  - To ensure that any future planning and development of infrastructure incorporates environmentally sustainable design, Universal Design and Healthy by Design.
- Planning for sport, recreation and leisure
  - Planning for sport, recreation, leisure and community facilities, programs and services that supports an active community.
  - Invigoration and activations of sport, recreation and leisure places and spaces.
  - Support the community to plan for development of facilities managed by community organisations, including by State Government appointed Committees of Management.

The Southern Grampians Shire Council Recreation and Leisure Strategic Plan 2019 – 2029 identified a number of key issues and gaps currently in the provision of facilities management. Issues such as single use, ageing, non-female friendly or accessibility friendly infrastructure, poor history of maintaining and resourcing facilities, and reliance on external funding, were identified.

This framework has been developed with the purpose of addressing these issues in a sustainable and integrated manner, to maximise facility utilisation and to promote a healthy, vibrant and inclusive community.

The key stakeholder issues and gaps identified in the Recreation & Leisure Strategic Plan 2019 - 2029 are summarised in Figure 1, below.

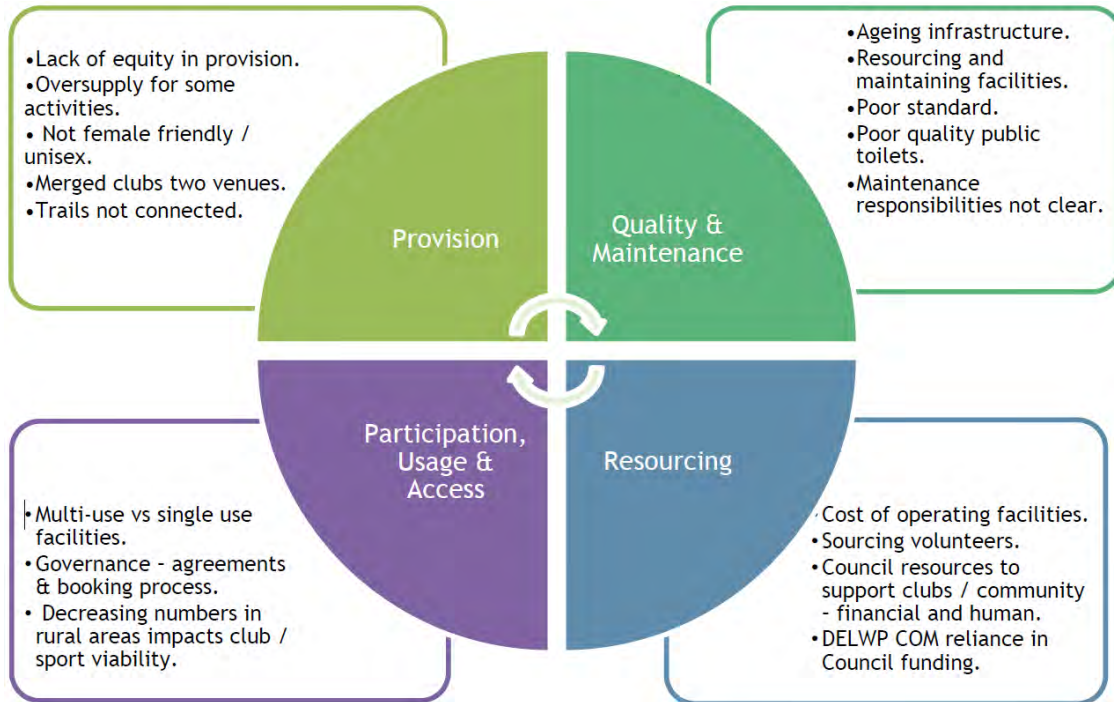


Figure 1: Key Stakeholder Issues and Gaps

## Facility Hierarchy

The Southern Grampians Shire Southern Grampians Shire Council Recreation and Leisure Strategic Plan 2019 – 2029 outlines a hierarchy for Shire facilities. This facility hierarchy includes three categories which is used to define the service level for maintenance and the funding level to be provided by Southern Grampians Shire Council. In addition, the hierarchy is used to determine the fees and charges structure for the facilities within each category. The categories include *Local, Municipal and Regional*.

The classification for these are determined by a number of factors, such as: catchment area of users; scale of events held at the facility; capacity to raise funds; demonstrated need for the facility within the Shire; and the quality of the facility.

Generally, regional level facilities have greater use and have higher maintenance costs than municipal and local level facilities. Accordingly, regional facilities require a higher level of financial support. User groups generally pay higher fees at regional facilities, which reflects the higher maintenance costs. The category of each facility is detailed in Appendix 1: Recreation Facilities – Category and Ownership.

Figure 2 (below) illustrates the hierarchy of facility categories and provides a summary description of each facility category.



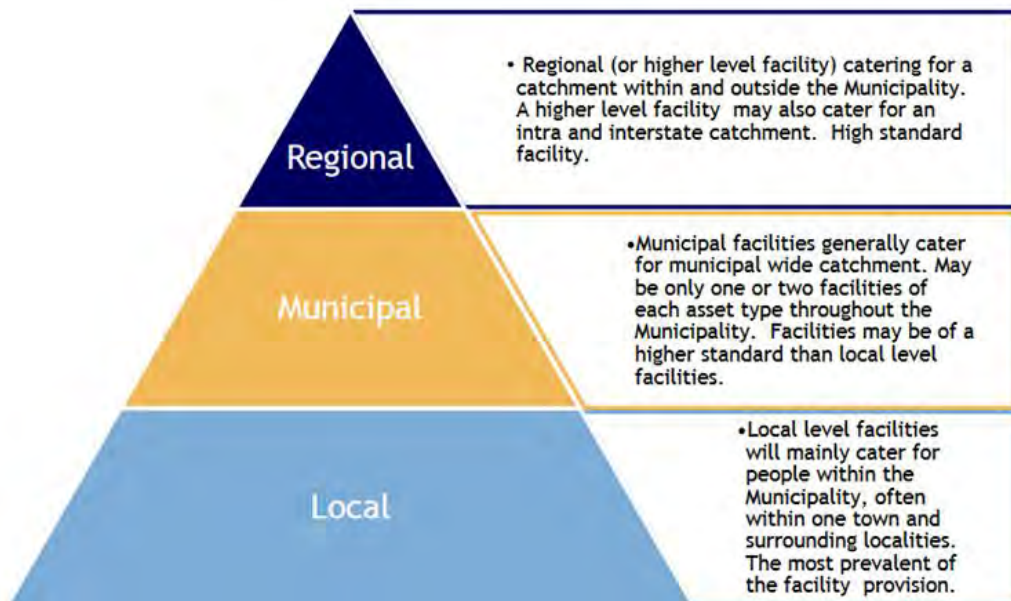


Figure 2: Facility Hierarchy

### Local Facilities

Facilities categorised as ‘Local’ within the facility hierarchy include those facilities that cater for people within the local area only. They are predominately used for local events and are not typically capable of supporting larger scale events. They have a small base of users and are therefore, generally unable to raise significant funds for ongoing operational and maintenance requirements. The category of each facility is detailed in Appendix 1: Recreation Facilities – Category and Ownership.

### Municipal Facilities

Facilities categorised as ‘Municipal’ within the facility hierarchy include those facilities that cater for people within the greater municipal area. They are predominately used for local and district level events and are capable of supporting larger scale events. They have a larger base of users and are usually multi-use facilities and therefore, they are able to raise more funds for ongoing operational and maintenance requirements. These ‘Municipal’ facilities are larger than ‘Local’ level facilities and are readily able to support higher level events.

Municipal level facilities require more support from Southern Grampians Shire Council, both financially and from an operational aspect. Planning for the development and maintenance for municipal level facilities is more onerous and requires more planning than local level facilities. The category of each facility is detailed in Appendix 1: Recreation Facilities – Category and Ownership.

### Regional Facilities

Facilities categorised as ‘Regional’ within the facility hierarchy include those facilities that cater for users within a greater Regional area. They are predominately used for district and regional level events however, they may be used for local events as well.

Regional level facilities are capable of supporting large scale events that attract use from a much wider area and can be used to promote the Shire. They have a much larger number of users and are typically multi-use facilities therefore, they are able to raise more substantial levels of funding than local or municipal level facilities for

ongoing operational and maintenance requirements. These 'Regional' level facilities are much larger than 'Local' level facilities and generally larger than 'Municipal' level facilities and are readily able to support high-level events.

Regional level facilities require a high-level support from Southern Grampians Shire Council, both financially and from an operational aspect. Planning for the development and maintenance for regional level facilities is much more onerous than other facility categories and should therefore be supported by a facility Master Plan to guide the long-term planning process and to assist in supporting grant applications. The category of each facility is detailed in Appendix 1: Recreation Facilities – Category and Ownership.

## Roles and Responsibilities

Consistent with the Recreation and Leisure Strategic Plan 2019-2029, the framework recognises the roles and responsibilities of management agencies and user groups and aims to build strong relationships that benefit Southern Grampians Shire Council, user groups and the wider community.

### User Groups

User groups of recreation facilities are established to work collaboratively with Southern Grampians Shire Council and land managers to provide recreation opportunities and to encourage use of those facilities for their members and the wider community. The user groups will contribute to both the management and maintenance of the facilities and they will comply with all relevant legislation in addition to the terms of their user agreement with Southern Grampians Shire Council. User groups will be expected to act in alignment with Fair Access principles.

User groups will be consulted with regarding facility maintenance, development including capital projects, funding applications and potential new users to facilities.

Southern Grampians Shire Council expects all User Groups to nominate a primary representative from each User Group who will liaise directly with Southern Grampians Shire Council on behalf of their User Group and that this representative speaks and acts on behalf of the club. The club can also nominate a secondary representative to act as a proxy in case of unavailability of the primary representative.

### Southern Grampians Shire Council

The roles and responsibilities of the Southern Grampians Shire Southern Grampians Shire Council are summarised in four key areas:

#### Plan

Council will facilitate the planning, development and management process of recreation facilities and services to cater for identified current and future community needs. This will include the development of Master Plans for regionally significant facilities and other facilities as identified by Shire.

#### Provide

Council will provide and maintain recreation facilities and services where identified through strategic planning documentation, strategic priorities and adopted guiding principles. Provision may take the form of direct funding, shared funding and facilitated arrangements. Southern Grampians Shire Council will actively pursue grant opportunities from state and federal government to achieve the desired outcomes of the strategic planning process.

#### Support

Council will support community groups and clubs, committees of management, management entities, and other stakeholders for the development, management and maintenance of recreation facilities within agreed service levels and guiding principles.

### Partner

Council will consider partnerships with community, education, government and private sectors to ensure that recreation facilities and services result in overall improved community benefit and optimise investment opportunities in line with strategic planning documentation, strategic priorities and adopted guiding principles.

Partnership may include the co-ordination support other agencies to develop consistent management practices that encourage community participation and maximise the utilisation of recreation facilities within the Shire and/or will seek to develop further recreation opportunities through the application of grants to develop recreation facilities both existing and new.

### Recreation Facility Maintenance

Southern Grampians Shire Council will contribute to the maintenance and upkeep of recreation and leisure facilities where there has been an identified need through strategic planning documentation, strategic priorities and adopted guiding principles with the objective that these facilities are maintained in a safe, accessible condition and are fit-for-purpose so that they meet use requirements.

It is recognised that different usage and activities from different users have varying impacts on recreation facility maintenance requirements. This framework, together with the Recreation and Leisure Facility Operation Funding Policy, sets out a consistent approach for determining the level of financial contribution Southern Grampians Shire Council will provide for the maintenance of recreation and leisure facilities in different locations and with varied levels and types of use.

Council will work with key stakeholders to develop an annual maintenance program for each facility. This annual plan will outline the works required to maintain the facility in accordance with agreed service levels and budget allocations. The aim of the annual plan is to ensure that facilities meet particular user requirements and are maintained in a safe condition in accordance with their intended use.

The level of maintenance works within the annual plan will be commensurate with the facility classification (hierarchy) and demand/level of use outlined in Council's Recreation and Leisure Strategic Plan. At facilities under Council management, Southern Grampians Shire will undertake regular audits (building and open space condition twice per year) to ensure that the service level required and funded is being met.

### Agreed Service Levels

Southern Grampians Shire Council's primary objective is to provide facilities maintained in a safe and 'fit-for-purpose' condition and therefore, facilities will be managed and maintained to an agreed service level required to sustain the use of facilities and meet the demand for use. Service levels will be based on the level of use, the number of users, and the category within the facility hierarchy.

Where facilities are managed by others, such as Committees of Management, Southern Grampians Shire Council will encourage those Committees of Management to adopt a similar approach to ensure a consistent approach to reserve and leisure facility management.

### Capital Development

Consistent with Southern Grampians Shire Council's Capital Improvement Program process, this framework acknowledges that a long term financial plan exists, which includes proposed capital development works to both

Southern Grampians Shire recreation and leisure facilities. It is Council's intent to secure, where possible, external funding and contributions to assist with the implementation of the Capital Improvement Program.

This applies directly to capital works projects to be undertaken at recreation and leisure facilities which meet both state and federal government funding program objectives. Southern Grampians Shire Council is obliged to ensure that resources and finances are used effectively and efficiently and support the implementation of its strategic objectives. It is therefore vital that Southern Grampians Shire Council's financial contributions towards recreation facility maintenance and development are managed responsibly to maximise the benefits and outcomes for the community and ensure accountability for the expenditure of public monies.

The framework establishes the management processes and procedures to appropriately track and account for Southern Grampians Shire Council expenditure without being overly onerous for users and committees. Any capital development will be guided by the Capital Works Contribution Policy which outlines Southern Grampians Shire Council's standard provision for recreation and leisure facilities and potential funding models to drive future development opportunities.

### Annual Reporting

At facilities where Southern Grampians Shire Council is the Facility Manager, a summary of activities undertaken throughout the financial year will be provided to user groups to ensure those users remain informed of the financial requirements to manage the facilities to a level that meets demand for use.

At facilities managed by external agencies, or Community Asset Committees, all groups that receive operational funding will be required to provide Council with an annual report of their activities during the preceding 12 month period.

The report should outline the activities of the committee, how they have operated the facilities, what maintenance was undertaken against the service level that was funded in the Annual Management Agreement and what improvements and/or capital development has occurred detailing the outcomes/benefits for the community and users. The annual report should also contain a programme of the planned works for the subsequent 12 month period by outlining the committees' objectives for the coming year.

Committee's that do not provide the required annual reporting, in accordance with the timeline schedule within the Maintenance and Management Agreement, will not receive further Council funding until the annual report is submitted.

### Acquittal of Southern Grampians Shire Council Funds

The Annual Reporting process is to include an acquittal process for committees to account for how they have expended Southern Grampians Shire Council funds. Completion of the acquittal process, and associated declaration, will be required to secure Southern Grampians Shire Council funding the following year.

### Fees and Charges

Southern Grampians Shire Council has an expectation that users will contribute towards the cost of operating and maintaining facilities. This contribution will be facilitated through the user fees and charges regime. Facility fees and charges are typically calculated on the actual operating cost of the facility.

This is in line with Council's vision, guiding principles and strategic direction to ensure facilities are activated and to promote a healthy, active lifestyle.

At facilities that are not directly managed by Southern Grampians Shire Council, and where Southern Grampians Shire Council does not collect the user fees and charges of user groups, it is vital that a user fees and charges system is in place. Council funding is determined on the assumption that an equitable level of fees and charges are being collected from users to contribute to the costs required to undertake operation and maintenance at that facility.

The Recreation and Leisure Facilities Management Framework supports fees and charges policies for facilities that are underpinned by a clearly defined set of principles, which include:

1. That Southern Grampians Shire Council establish a Fees and Charges Policy for application at all Council owned/managed recreation facilities, and which can be the basis by which the committees at other recreation facilities management agencies set annual user charges.
2. That the policy is consistent with the principles outlined in the Recreation & Leisure Strategy 2019-2029 to underpin the policy.
3. Due consideration is given to the viability and capacity of a user group toward contributing user fees for the management and maintenance of facilities.

## Management Structures

There is currently a range of management models in operation at recreation facilities across the shire. Some facilities are owned and managed directly by Southern Grampians Shire Council, some by individual clubs or user groups under lease agreements, and some by Crown Land Committees of Management.

Council acknowledges that the regular user groups, clubs, and organisations involved in the management and operation of the recreation and leisure facilities contribute significantly to the health and wellbeing of the community through the provision of various sport and recreation activity programmes. It is therefore appropriate for Council to contribute to the maintenance and management of recreation and leisure facilities within the shire to ensure that these facilities are safe, accessible, activated, integrated, and sustainable, in line with Council principles, through the Community Partnership Grants Program or annual budget submission process.

The current management systems and processes at recreation facilities can be perceived as complex for the community. Conditions of use, fees & charges, capital improvement processes, governance structures, and asset management processes can vary between facilities which can lead to the perception of complexity. This framework seeks to provide clarity and consistency around these areas to provide better understanding and to promote greater use of the facilities.

## Committee Agreements

Whether facilities are managed by Southern Grampians Shire Council (directly or via s.65 Community Asset Committees) or agencies other than Council, Annual Management Agreements will be developed to clearly articulate the terms and conditions for receiving Southern Grampians Shire Council financial support toward the maintenance of facilities.

These agreements will also outline the management and maintenance responsibilities of the parties, the annual works program, and the level of Southern Grampians Shire Council financial support to be provided.



### Southern Grampians Shire Council Funding Conditions

Southern Grampians Shire Council's financial contribution to Community Asset Committees or other Management Committees will be provided based on the following terms and conditions:

- All user groups have an appropriate Tenancy/Occupancy Agreement in place.
- Fees and charges levied by Committees are fair, equitable and consistent at all reserves.
- Committees provide a Report to Southern Grampians Shire Council with financial statements acquitting how the funding / service level contribution from Southern Grampians Shire Council was expended.

### Tenancy Agreements

The framework establishes standardised tenancy agreements for users at all facilities. The agreements outline the conditions of use, times of use, fees & charges, and responsibilities of the user groups and responsible management structure. Three types of tenancy agreements are used, depending on the specific circumstances of the user group and the facility in use. As one of Southern Grampians Shire Council's guiding principles is to promote shared access and multi-use of recreation facilities Southern Grampians Shire Council, through this framework, will work with other land managers to ensure that facilities are available and accessible to the wider community.

#### Lease Agreement

A lease agreement is used to provide sport clubs and/or associations with exclusive use of the facility for an agreed period. The lessee has use of the facility under clearly documented terms and conditions. Lease periods will be subject to negotiation, although are generally in the order of five to ten years in duration.

Under a lease agreement the lessee pays all costs associated with the operation of the leased area, including both minor and major maintenance, utility charges, water costs, rates, and any other costs associated with the normal operation of the facility. Due to the exclusive use nature of the agreement a lease agreement is only issued in exceptional circumstances and is an agreement best suited to single-purpose activities such as bowling greens, golf clubs, equestrian groups, and in some circumstances, tennis clubs.

#### License Agreements

A license agreement provides a club and/or association with a permit to use a facility for an agreed purpose for an agreed period of time which provides certainty of tenancy. Unlike a lease agreement license agreements do not provide groups with exclusive occupancy rights to a facility. License periods will be subject to negotiation although a maximum term of up to three years is generally recommended.

Under a license agreement the licensee pays scheduled fees and charges for the facility, and may be required to pay some maintenance costs, where appropriate. As the terms of the license agreement are negotiable, many users will be allocated use of facilities on a seasonal basis. Seasonal sports ground allocation will be made on a six-monthly, or sport season, basis. A seasonal allocation does not provide clubs with exclusive use of facilities for the season and recognises the shared nature of the facility. Clubs will not be permitted to sublet or hire out facilities that are Council owned/managed. Seasonal allocation applies to the following dates each year:

- Winter Season – 1 April to 30 September
- Summer Season – 1 October to 31 March

Unless a longer term is agreed under the license agreement seasonal allocation of a facility will not be guaranteed from year to year and will be subject to the seasonal application process or terms of the license agreement. Seasonal allocations are subject to facility fees & charges as scheduled. Utility charges and costs relating to supporting infrastructure specific to their activity.

#### Casual Hire Agreements

Casual user agreements are generally issued to schools, user groups, or events to confirm a particular facility for a specified activity and time. These casual user agreements are best used for one off, or a series of one off uses

that are not permanent in nature. Fees and charges for various facilities are developed annually and published by Southern Grampians Shire Council for casual hire arrangements.

### Occupancy Conditions

The tenancy agreement, irrespective of type, will specify the conditions of occupancy and use and will outline the roles and responsibilities of the user group and management agency. The term of the agreement as well as the fees and charges will also be detailed in the agreement.

### Crown Land Management

Many of the facilities covered by this management framework are located on Crown Land, managed by DEECA committees constituted under the *Crown Land Reserves Act 1979*. These committees have a responsibility to manage reserves in accordance with the act, which contains specific requirements regarding use, fees and charges, development and improvements and leases/licences for permanent users.

The Recreation and Leisure Facilities Management Framework will use standardised documentation that is compatible with both Southern Grampians Shire Council requirements and the requirements of the Crown Land Reserves Act. This will provide consistency and certainty for users regardless of the management structure in place at the reserve they use.

Crown and Southern Grampians Shire Council Reserves require a specific lease / licence agreement approved for the use of Crown Land reserves. Southern Grampians Shire Council can issue a CHA for use on Southern Grampians Shire Council managed Crown Land, however any permanent tenancy must use the Crown Land lease and licence template.

### Reference Documents

Other Policies and Strategies that support the implementation of the Recreation Framework:

- Sport and Recreation Reserve and Facilities User Fees and Charges Policy (new)
- Reserves and Halls Operational Funding Policy (new)
- Recreation Reserves Capital Works Contributions Policy (new)



Appendix 1: Recreation Facilities – Category and Ownership

Town / Location	Facility	Address	Sport / Activity	Description	Facility Hierarchy	Land Owner	Land Manager	User Groups
Balmoral	Balmoral Recreation Reserve	Harrow-Balmoral Rd, Balmoral	AFL Cricket Netball Tennis	Oval; Clubrooms. Synthetic Pitch (1); Clubrooms. Asphalt indoor court (1); multi-use; Clubrooms. Asphalt courts (6); Clubrooms.	Local	Crown (DEECA)	DEECA CoM	Harrow Balmoral Football Netball Club Balmoral Tennis Club
Branxholme	Branxholme Recreation Reserve	Henty Hwy, Branxholme	AFL Cricket	Oval; Clubrooms Asphalt courts (2); Clubrooms. Synthetic Pitch (1); practice nets (1); Clubrooms.	Local	Crown (DEECA)	DEECA CoM	Branxholme-Wallacedale Football Netball Club Branxholme Cricket Club
Branxholme	Branxholme Bowls Club	Best St, Branxholme	Bowls	Grass Rink (1); Clubrooms	Local	SGSC	Club	Branxholme Bowls Club
Byaduk	Byaduk Recreation Reserve	Hamilton-Port Fairy Rd, Byaduk	Cricket Tennis	Ovals (1); Turf - 5 wicket table; practice nets (1); Pavilion Asphalt courts (4); Clubroom	Local	Crown (DEECA)	DEECA CoM	Byaduk Cricket Club Byaduk Tennis Club
Cavendish	Cavendish Recreation Reserve	Henty Hwy, Cavendish	AFL Netball	Oval; clubrooms. Synthetic courts (2); Clubrooms.	Local	Crown (DEECA)	DEECA CoM	Cavendish Football Netball Club Cavendish & District Tennis Association
Coleraine	Coleraine (Silvester Oval) Recreation Reserve Turnbull Street Recreation Reserve	Winter St, Coleraine Turnbull St, Coleraine	AFL Cricket Hockey	Oval; clubrooms. Turf Pitch (4 wicket table). Asphalt courts (2 - multi-use) Playground Asphalt courts (2 - multi-use) Synthetic for training	Local	Crown (DEECA)	SGSC (S86)	Coleraine Football Netball Club Coleraine Cricket Club Coleraine Hockey Club Coleraine Tennis Association
Dunkeld	Dunkeld Recreation Reserve	Skene St, Dunkeld	AFL Netball	Oval; clubrooms Asphalt courts (2); Clubrooms.	Local	Crown (DEECA)	DEECA CoM	Glenthompson-Dunkeld Football Netball Club
Dunkeld	Dunkeld Bowling Club	Willis St, Dunkeld	Bowls	Synthetic Turf Rink (1); Clubrooms	Local	Crown (DEECA)	Club	Dunkeld Bowling Club



Recreation and Leisure Facilities Management Framework

Town / Location	Facility	Address	Sport / Activity	Description	Facility Hierarchy	Land Owner	Land Manager	User Groups
Dunkeld	Dunkeld Consolidated School	Victoria Valley Rd, Dunkeld	Cricket	Ovals (2); Turf – 5 wicket table; Pavilion	Local	DET	DET	Grampians Cricket Club
Dunkeld	Dunkeld Tennis Courts	Willis St, Dunkeld	Tennis	Asphalt Courts (3); Clubrooms	Local	Crown (DEECA)	DEECA CoM	
Glenthompson	Glenthompson Recreation Reserve	Brady St, Glenthompson	AFL Netball Tennis	Oval; Clubrooms Asphalt courts (2) - multi-use; Clubrooms	Local	Crown (DEECA)	DEECA CoM	Glenthompson-Dunkeld Football Netball Club
Hamilton	Hamilton & District Gymnastics Club	266 Mt Bainbridge Rd, Hamilton	Gymnastics	Large Building (Shed); Gymnastics equipment	Municipal	DET	DET	Hamilton & District Gymnastics Club
Hamilton	Hamilton Cycling Track	King St, Hamilton	Cycling	Velodrome; Clubrooms	Municipal	Crown (DEECA)	DEECA CoM	Hamilton Cycling Club
Hamilton	Hamilton Recreation Reserve	King St, Hamilton	AFL Cricket	Oval Synthetic Pitch, 2 practice nets	Local	Crown (DEECA)	DEECA CoM	Hamilton North Cricket Club
Hamilton	Hamilton Showgrounds	Shakespeare St, Hamilton	Agricultural Show Archery Admin Brass Band	Sheds; Open Space Indoor Targets (Sheds) Exhibition Area Office	Municipal	Crown (DEECA)	SGSC	Hamilton Pastoral & Agricultural Society  Greater Hamilton Archery Club  Western District Umpires Association  Hamilton Brass Band
Hamilton	Hamilton Lawn Tennis Club	Rippon Rd, Hamilton	Tennis	Artificial Turf Courts (6); Grass Courts (8); Clubrooms	Municipal	SGSC	Club	Hamilton Lawn Tennis Club
Hamilton	Kennedy Oval	Palmer St, Hamilton	Cricket	Ovals (2); Turf Pitch (4 wickets); Synthetic Pitch (1); Practice nets (3); Clubrooms.	Local	Crown (DEECA)	DEECA CoM	Hamilton Cricket Club
Hamilton	Lake Hamilton	Mill Rd, Hamilton	Angling Rowing Water Skiing	Lake; Boat Ramp; Clubrooms Lake; Boat Ramp; Clubrooms Lake; Boat Ramp; Clubrooms	Local Regional Local	SGSC	SGSC	Hamilton Anglers Club  Hamilton Rowing Club, Monivae, THAC  Hamilton Aquatic Club
Hamilton	Lake Hamilton	Mill Rd, Hamilton	Running	Open Space; Walking/Cycling Track	Local	SGSC	SGSC	Hamilton Running Club

Recreation and Leisure Facilities Management Framework



Town / Location	Facility	Address	Sport / Activity	Description	Facility Hierarchy	Land Owner	Land Manager	User Groups
Hamilton	Melville Oval	Market Place, Hamilton	AFL	Oval; clubrooms; Grandstand.	Regional	Crown (DEECA)	SGSC	Hamilton Kangaroos Football Netball Club
Hamilton	Melville Oval	Market Place, Hamilton	Cricket	Turf Pitch (4 wicket table); Clubrooms; Grandstand.	Regional	Crown (DEECA)	SGSC	Hamilton & District Cricket Association
Hamilton	Melville Oval	Market Place, Hamilton	Netball	Asphalt courts (2); amenities with storage.	Local	Crown (DEECA)	SGSC	Hamilton Kangaroos Football Netball Club
Hamilton	Mitchell Park	Mt Napier Rd, Hamilton	Athletics	Grass Running Track; Clubrooms, field events area.	Local	Crown (DEECA)	SGSC	Hamilton Little Athletics Centre, Hamilton Running Club
Hamilton	Mitchell Park	Mt Napier Rd, Hamilton	Cricket	Oval; Synthetic Pitch (1); Practice nets (3); Clubrooms.	Local	Crown (DEECA)	SGSC	Hamilton & District Cricket Association
Hamilton	Parklands Golf Club	North Boundary Rd, Hamilton	Golf	18 Hole Golf Course (Sand Scrape greens); Club house	Local	Crown (DEECA)	Club	Parklands Golf Club
Hamilton	Patterson Park	King St, Hamilton	Indoor Bowls Dance Tennis	Hall & amenities; Hall & amenities; Asphalt Courts (3)	Local	Crown (DEECA)	SGSC	Patterson Park Indoor Bowls Hamilton Rock 'n Roll
Hamilton	Pedrina Park	North Boundary Rd, Hamilton	AFL	Ovals (2); Clubrooms	Local	Crown (DEECA)	SGSC	Hamilton Kangaroos Junior Football League Hamilton Auskick
Hamilton	Pedrina Park	North Boundary Rd, Hamilton	Cricket	Ovals (3) Turf Pitch (1 - 4 wicket table); synthetic (2); Practice Nets (2); Clubrooms.	Local	Crown (DEECA)	SGSC	St Andrews Cricket Club
Hamilton	Pedrina Park	North Boundary Rd, Hamilton	Hockey	Artificial Turf pitch (1)	Regional	Crown (DEECA)	SGSC	Glenelg Regional Hockey Association, Hamilton College Hockey Club, Hockey Monivae, Coleraine Hockey Club, Demons Hockey Club, Dunkeld Hockey Club, Bulls Hockey Club
Hamilton	Pedrina Park	North Boundary Rd, Hamilton	Netball	Asphalt courts (6); Clubrooms	Municipal	Crown (DEECA)	SGSC	Hamilton Netball Association
Hamilton	Pedrina Park	North Boundary Rd, Hamilton	Soccer	Grass pitch (1)	Municipal	Crown (DEECA)	SGSC	Hamilton Soccer Club
Mirranatwa	Mirranatwa Tennis Courts	Mirranatwa-School Rd, Mirranatwa	Tennis	Asphalt Courts (3)	Local	Crown (DEECA)	DEECA CoM	



## Recreation and Leisure Facilities Management Framework



Town / Location	Facility	Address	Sport / Activity	Description	Facility Hierarchy	Land Owner	Land Manager	User Groups
Mooralla	Mooralla Golf Club	Henty Hwy, Mooralla	Golf	9 Hole Golf Course; Clubhouse	Local	Crown (DEECA)	Golf Club	Mooralla Golf Club
Penshurst	Penshurst Recreation Reserve	Hamilton Hwy, Penshurst	AFL Netball	Oval; Clubrooms Asphalt courts (2) - multi-use;	Local	Crown (DEECA)	DEECA CoM	Penshurst Football Netball Club
Pigeon Ponds	Pigeon Ponds Recreation Reserve	Edenhope- Coleraine Rd, Pigeon Ponds	Cricket Tennis	Synthetic Pitch (1); Practice nets (2); Clubrooms. Asphalt courts (3)	Local	Crown (DEECA)	DEECA CoM	Pigeon Ponds Cricket Club Pigeon Ponds Tennis Club
Tarrington	Tarrington Recreation Reserve	Oval Ave, Tarrington	Cricket	Turf Pitch (5 wicket table); Practice nets (3); Clubrooms.	Local	Crown (DEECA)	DEECA CoM	Tarrington Cricket Club
Yulecart	Yulecart Recreation Reserve	Digby Rd, Yulecart	Equestrian	Arena	Local	Crown (DEECA)	DEECA CoM	Hamilton Pony Club



## Council Policy

<h3>Sport and Recreation Reserves, Facilities and Halls Operational Funding Policy</h3>	Date Adopted:	
	Adopted By:	Council
	Review Due:	
	Responsible Officer:	
	RM8 No:	

### INTRODUCTION

The Southern Grampians Shire Council is committed to supporting the management and operation of community facilities across the Shire, including recreation reserves, community halls and other facilities that support community members. The principles and rationale for the development of the Sport and Recreation Reserves, Facilities and Halls Operational Funding Policy is derived from the *Southern Grampians Shire Council Plan 2021-2025*, *Recreation & Leisure Strategy 2019-2029*, and the *Recreation Reserves Management Framework 2023*.

### PURPOSE

The purpose of the Policy is to provide Council, and community organisations with clarity regarding the operational funding to support the management and maintenance of use of some community facilities within the Shire.

### DEFINITIONS

Term	Definition
Council	Southern Grampians Shire Council
Crown Land	Land controlled by the State Government for the benefit of the Victorian community. Council operates as the Committee of Management under the Crown Land (Reserves) Act 1978 (Vic) for the leasing and licencing of some Crown Land.

### APPLICATION AND SCOPE

This Policy applies directly to all Sporting, Recreational and Community Facilities receiving operational facility funding from Southern Grampians Shire Council.

### OBJECTIVES

The objectives of this policy are to:

- Support the management of community facilities,
- Ensure that community facilities are maintained appropriately to meet community needs,
- Support Committees of Management to manage facilities,
- Improve community facilities,
- Allocate operational funding to support achievement of desired service level for key activities.

## STRATEGIC PRINCIPLES

Council recognises the value of community facilities within the Shire and how community facilities provide opportunities for recreation, community activities, heritage recognition and support for the community and local residents. This policy acknowledges the invaluable contribution that volunteers have provided to Council in managing and maintaining community facilities and encourages this support to continue where volunteer capacity exists.

- Funding for community facilities is determined/allocated according to 'defined' service standards and levels required to maintain a facility in a safe condition appropriate to meet its demand for use (usage hours)
- Funding for recreation reserves that maintain significant public facilities for passive community use will be considered as part of the operational funding model.
- Council financial contributions, in line with this policy, are made based on the provision of an annual report to Council with financial statements outlining how the contribution has been expended, and compliance with legislative requirements.
- Council acknowledges that the funding levels required for future management and maintenance of facilities may need to be increased during the life of this policy. All operational contributions will be reviewed annually and referred to the annual budget process for consideration of an increase consistent with Council Fees and Charges. Initial allocations are set at \$12,240 for Recreation Reserves.

## GENERAL PROVISIONS OF THE ANNUAL OPERATIONAL FUNDING

### Recreation Reserves

Council is committed to financially contributing toward the essential management and maintenance requirements for sport and recreation facilities to ensure facilities are accessible for all within the community. Recreation Reserves identified in Schedule 1 will receive operational funding to the value of \$12,240 to assist with these requirements, including:

- Sportsground maintenance including but not limited to mowing, aeration, top dressing, scarifying, spraying, maintenance of core infrastructure such as irrigation systems, over sowing of different turf species for each winter and summer season.
- Annual court maintenance
- General park (passive) maintenance
- Public utilities and lighting
- Fencing, furniture and signage
- Tree maintenance
- Public toilet cleaning and maintenance
- Irrigation costs

- Public litter bin clearances
- Playground inspections and maintenance
- Building maintenance

#### Community Hall and Buildings

Community buildings identified in Schedule 2 will be provided with an operational grant annually of \$2,220 to assist with the following expenses:

- Utilities (electricity, water, gas)
- Cleaning
- Consumables
- Committee expenses
- Minor breakages and equipment replacement
- Minor maintenance expenses

### COUNCIL PLAN REFERENCE

#### Key priority

1: Support our Community

#### Objective

2: A Healthy and vibrant community

#### Strategies

- 1.2.2 Support and encourage participation in quality arts and cultural, Education, leisure, recreation and sporting opportunities
- 1.2.3 Partner with services and agencies to increase the health and wellbeing of our community
- 1.2.4 Provide, promote and support appropriate and accessible services, facilities and activities for the community.

### CHARTER OF HUMAN RIGHTS COMPLIANCE

It is considered that this policy is compatible with the relevant human rights identified in the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

### GENDER EQUALITY COMPLIANCE

It is considered that this policy is compatible with the relevant gender equality principles identified in the *Gender Equality Act 2020*.

Is a Gender Impact Assessment required?

- Yes (*legally required for all policies that have a direct and significant impact on the public*)
- No (*please provide an explanation why a Gender Impact Assessment is not required*)

### REVIEW

The Sport and Recreation Reserve and Facilities User Fees and Charges Policy will be reviewed in conjunction with the Recreation Reserve Management Framework. The policy will be reviewed every four years.

DRAFT



**ATTACHMENTS**

**Schedule 1: Recreation Reserves**

Town / Location	Facility
Balmoral	Balmoral Recreation Reserve
Branxholme	Branxholme Recreation Reserve
Byaduk	Byaduk Recreation Reserve
Cavendish	Cavendish Recreation Reserve
Dunkeld	Dunkeld Recreation Reserve
Glenthompson	Glenthompson Recreation Reserve
Hamilton	Hamilton Recreation Reserve
Hamilton	Kennedy Oval Reserve
Penshurst	Penshurst Recreation Reserve
Pigeon Ponds	Pigeon Ponds Recreation Reserve
Tarrington	Tarrington Recreation Reserve

**Schedule 2: Community Hall and Buildings**

Town / Location	Facility
Balmoral	Balmoral Mechanics Hall
Branxholme	Carapook Community Hall
Byaduk	Byaduk Mechanics Institute Hall
Carapook	Carapook Hall
Cavendish	Cavendish Soldiers Memorial Hall
Coleraine	Coleraine Mechanics Hall
Dunkeld	Dunkeld Community Centre
Glenthompson	Glenthompson War Memorial Hall
Konongwootong	Konongwootong Hall
Nareen	Nareen Hall
Penshurst	Penshurst Memorial Hall
Woodhouse	Woodhouse Nareeb Reserve

**END**



## Council Policy

<h3>Sport and Recreation Reserve and Facilities User Fees and Charges Policy</h3>	Date Adopted:	
	Adopted By:	Council
	Review Due:	
	Responsible Officer:	
	RM8 No:	

### INTRODUCTION

The Sport and Recreation Reserve and Facilities User Fees and Charges Policy has been developed to provide clarity regarding the fees and charges applied for the use of Recreation Facilities within the Shire. The policy enables flexibility through the annual budget process to respond to facility improvements and provide updated fee schedules as part of the development process of improvements. In line with the *Recreation & Leisure Strategy 2019-2029*, and the *Recreation Framework 2023*, the policy provides equity for users based on the hierarchy of each facility.

### PURPOSE

The purpose of the Policy is to provide Recreation Reserve and Facility Users with clarity regarding the fees and charges applied for the use of the Recreation Facilities within the Shire.

### OBJECTIVES

The objective of this policy is to provide a fees and charges model for the Council maintained recreation reserves and facilities across the Southern Grampians Shire consistent with the key principles and objectives of the Southern Grampians Shire Reserve Management Framework. The policy aims to:

- Provide a consistent equitable approach to the apportionment of fees and charges to the users of reserve facilities, and
- Outline the basis upon which fees and charges will be levied.

### STRATEGIC PRINCIPLES

Council has an expectation that users of facilities will contribute towards the cost of maintaining and operating facilities via user fees.

The following principles, used in best practice policy implemented by other local governments and endorsed through the Recreation and Leisure Strategy 2019-2029 underpin the user fees and charges policy for the Southern Grampians Shire Council.

- Council should manage all costs associated with the maintenance and renovation of sportsgrounds and pavilions to agreed standards for which it is responsible.
- Council should manage the setting and collection of fees and charges at Council managed reserves, and they should be reviewed annually via Council's budget process.
- All user groups on Council-owned or Council-managed reserves should be levied appropriate fees and charges.
  - All user groups should demonstrate commitment to provide equal opportunities to women and girls in line with Fair Access principles
- Seasonal fees and charges levied for use of a sportsground and pavilion should be levied consistently and equitably between users.
- Casual user fees at Council owned reserves will be developed within the Council budget process and should ensure cost recovery of any impact of the nature of the facility hire.
- Commercial organisations, semi-commercial clubs, or user groups generating revenue from Council-owned or Council-managed sportsgrounds and pavilions should be required to pay a negotiated rate for use of the facilities.

Key criteria for a pricing model to achieve the objectives include:

- Equity – fees are fairly applied across the range of user groups
- Efficiency – simple to administer
- Transparency – clear rationale, simple to understand (not subjective)
- Standard/Quality – recognise the size, standard and/or quality of facilities

## GENERAL PROVISIONS

### Council Managed Reserves

User fees and charges for Council managed Reserves and Facilities will consider the following:

- Maintenance requirements for Council at the Reserves and Facilities to provide a Reserve or Facility that meets its demand for usage;
- Reserve and Facility Hierarchy and maintenance classification;
- Level and type of use including what infrastructure is included in the usage

User group fees consist of the following components:

#### 1: Reserve use fee

The user fee contributes directly toward sportsground specific maintenance, general maintenance, water supply and management, court/ practice area maintenance.

#### 2: Facility use fee

The pavilion fee is calculated based of the annual operating costs to Council. Facilities are categorised reflective of their classification in the facility hierarchy, and demand for use. The facility user fee contributes to essential services, proactive and reactive building maintenance.

Where a user group has exclusive use and/or sub-letting capacity of a facility, the user group will enter into a lease agreement for the facility including an annual rental, and utility costs.

### **Fee Structure**

Appendix I - Usage Fees Structure provides a simplified format for determining charges for user groups and casual users to access Council facilities. Facilities are identified as Regional or Local level facilities and charged evenly to all users accordingly. The annual budget process will determine the fee amounts each year.

### **Seasonal Users – Licence Agreement**

Regular seasonal users such as cricket, football, running are required to enter a seasonal licence agreement outlining the rights and responsibilities for the group. Seasonal licence agreements do not provide exclusive use occupancy rights to a facility and allow user groups to hold a recurrent booking for the days and times required. Seasonal users are charged 10 weeks hire charges in recognition of the responsibilities they share in the operation of the facilities they utilise and should demonstrate alignment with the Fair Access Policy principles

### **Exclusive Use – Lease Agreement**

A lease agreement is used to provide sport clubs and/or associations with exclusive use of some or all of a facility for an agreed period. The lessee has use of the facility under clearly documented terms and conditions.

Under a lease agreement the lessee pays all costs associated with the operation of the leased area, including both minor and major maintenance, utility charges, water costs, rates, and any other costs associated with the normal operation of the facility.

The lessee should demonstrate alignment with the Fair Access Policy principles

### **Additional Charges**

Additional service requests by user groups for elements such as additional line marking, and maintenance beyond normal operational requirements will be charged at a cost recovery model for the requesting user.

While Council will undertake normal maintenance and renovation of sports facilities, additional works required due to the negligence of the user will be charged at full cost recovery to the user.

## **APPLICATION AND SCOPE**

This policy applies to sporting and recreational reserves and facilities operated by Southern Grampians Shire Council. Reserves or facilities which are under lease, or not operated by Council staff, such as the Hamilton Tennis Club, or Coleraine Sporting Grounds, are not covered by this policy.

## **COUNCIL PLAN REFERENCE**

### **Key priority**

1: Support our Community

**Objective**

2: A Healthy and vibrant community

**Strategies**

- 1.2.1 Provide appropriate, accessible and equitable Council services, facilities and activities
- 1.2.2 Support and encourage participation in quality arts and cultural, Education, leisure, recreation and sporting opportunities
- 1.2.3 Partner with services and agencies to increase the health and wellbeing of our community
- 1.2.4 Provide, promote and support appropriate and accessible services, facilities and activities for the community.

**RELATED DOCUMENTS**

- Southern Grampians Shire Recreation Framework
- Reserves and Halls Operational Funding Policy
- Southern Grampians Shire Recreation and Leisure Strategic Plan 2019-2029
- Recreation Reserves Capital Works Contributions Policy

**CHARTER OF HUMAN RIGHTS COMPLIANCE**

It is considered that this policy is compatible with the relevant human rights identified in the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

**GENDER EQUALITY COMPLIANCE**

It is considered that this policy is compatible with the relevant gender equality principles identified in the *Gender Equality Act 2020*.

Is a Gender Impact Assessment required?

- Yes (*legally required for all policies that have a direct and significant impact on the public*)
- No (*please provide an explanation why a Gender Impact Assessment is not required*)

**REVIEW**

The Sport and Recreation Reserve and Facilities User Fees and Charges Policy will be reviewed in conjunction with the Recreation Reserve Management Framework. The policy will be reviewed every four years.



**Appendix I – Usage Fees Structure**

Seasonal User

Calculation for seasonal users is casual cost per week for 10 weeks. Seasonal users are provided access for six months either over summer or winter and will have a formal agreement.

Annual User

Calculation for annual users is casual cost per week for 20 weeks. Annual users are provided access for longer than six months and up to 12 months and will have a formal user agreement.

Casual User

Calculation for annual user is calculated on required use.

Fee Schedule – Casual User	Regional Level Facility Melville Oval*, Hockey, Soccer		Local Facility Rest of Pedrina Park, Mitchell Park, CFA Running Track	
	Day	Night**	Day	Night**
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Full Day (up to 8 hours)-----	\$300	N/A	\$75	N/A
Facility Fee (Clubrooms and Oval) –Full Day (up to 8 hours)-----	\$250	N/A	\$50	N/A
Facility Fee (Clubrooms and Tennis/Netball Courts) – Full Day (up to 8 hours)	\$250	N/A	\$50	N/A
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Half Day (Up To 4 Hours)	\$150	\$310	\$50	\$130
Facility Fee (Clubrooms and Oval) –Half Day (up to 4 hours)	\$125	\$285	\$30	\$110
Facility Fee (Clubrooms and Tennis/Netball Courts) – Half Day (up to 4 hours)	\$125	\$285	\$30	\$110
Facility Fee (Clubrooms and Oval or Tennis/Netball Courts) – Per Hour	\$50	\$90	\$20	\$40
Facility Fee (Per Oval) –Per Hour	\$40	\$80	\$15	\$35
Facility Fee (Per Tennis/Netball Court) – Per Hour	\$40	\$80	\$15	\$35

\* Clubrooms at Melville Oval is for change rooms only. Clubrooms may be provided to multiple groups at the same time.

\*\* Day hire is 7am-8pm during daylight saving hours. Night hire is 8pm-11pm during daylight saving hours.

\*\* Day hire is 7am-6pm during non-daylight saving hours. Night hire is 6pm-11pm during non-daylight saving hours.



## Council Policy

<h3>Recreation Reserves Capital Works Contribution Policy</h3>	Date Adopted:	
	Adopted By:	Choose an item.
	Review Due:	
	Responsible Officer:	
	RM8 No:	

### INTRODUCTION

The Southern Grampians Shire Recreation and Leisure Strategy 2019-2029 identifies a range of capital projects at Council managed Recreation reserves to be implemented over the 10 year period. The Shire faces some significant challenges to identify suitable funding options to enable the identified projects to proceed. Partnerships with community groups, Council and funding agencies such as the State and Federal Governments will enable additional development and renovation of existing community assets.

State Government facilities operated by Community Committees and schools are also facing significant pressures with respect to aging infrastructure and are looking to Local Government to contribute to urgent maintenance and renewal. Sporting and community groups are also looking to provide or expect regional standard facilities to maintain or build participation, rather than the local facility level required.

This policy provides the principles of determining funding options and responsibilities, with contributions to be provided by Council and users for the agreed development of associated infrastructure at Recreation Reserves and sporting facilities within Southern Grampians Shire.

### PURPOSE

The purpose of this policy is to provide guidance for Council and community groups when considering external grant applications and internal capital work applications for sport and recreation projects across the municipality.

### OBJECTIVES

The key objectives of this policy are to:

- clearly outline and communicate to the community Councils standard provision for core sport and recreation infrastructure at recreation reserves; and
- provide guidelines regarding funding models for future capital works and upgrades on key sporting infrastructure

The policy will also:

- Provide Council with a clear process for determining priorities when allocating capital works funding for the development and upgrading of sports reserve infrastructure.

- Establish effective partnerships with sporting and community groups to provide suitable facilities for the community;
- Ensure equity for groups to develop new and/or upgrade existing sports ground infrastructure on Council owned or managed land;
- Provide transparency and clarity for sporting clubs and community groups concerning expectations and responsibilities in respect to capital works development and funding requirements.

## APPLICATION AND SCOPE

This policy directly applies to all future recreation related infrastructure development projects that are proposed to be undertaken within the Southern Grampians Shire Council that will be considered by Council.

Where existing Council owned/managed sports ground infrastructure does not currently meet the proposed standard provision, remedial projects will be referred to Councils capital works development program for consideration in future budget processes for upgrading.

## GENERAL PROVISIONS

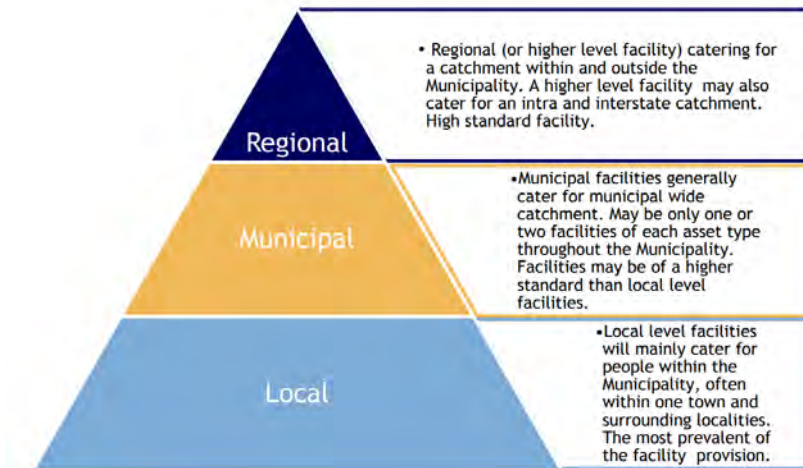
Sporting and recreation facilities will have a basic provision of infrastructure suitable for a sport to be played at the level consistent with the sport facility's hierarchical classification of Local, District or Regional, as determined by Councils Recreation and Leisure Strategy 2019 – 2029.

### Fair Access

Council is committed to the implementation of the Victorian Government's Fair Access Policy which aims to improve the access to, and use of, community sports infrastructure for women and girls, which was introduced in August 2022. All capital works proposals must be assessed to ensure that they are compliant with the Gender Equality Act 2020, and support the Fair Access Policy.

### Facility Hierarchies

The Recreation and Leisure Strategy 2019-2029 establishes a hierarchy for sports facility provision that recognises that various sports and reserves will be required to provide for different requirements for infrastructure provision. The hierarchy will assist to delineate between the different standards of facility provision for each of the nominated sports at each reserve. A three-tier hierarchy (regional, municipal and local) for sports facilities will guide the future provision and development sporting facilities so the appropriate level of provision can be provided at the appropriate facility.



**Proposed Infrastructure Standards**

Council’s role in encouraging active participation is in the provision of facilities to a level which is suitable for training and / or active competition. In order to provide clarity to clubs on Council’s standard infrastructure provision, guidance will be taken from State Sporting Associations (SSA) and peak bodies.

**Principles**

Many projects across the municipality are required to continue to support recreation and sporting infrastructure. The number of opportunities for funding are limited each year, and each of these funding programs is a competitive process with no guarantee of funding.

To ensure that each application has the best chance of success, projects that are ready to commence will be given priority. This is demonstrated by the following:

1. Land Manager/Owner Consent;
2. Detailed Plans suitable for tender development;
3. Budget developed by Quantity Surveyor or written independent contractor quotes;
4. Written SSA or Peak Body support;
5. Confirmed funding contributions from partner organisations evidenced by bank statements.

Projects will be assessed against the Recreation Investment Principles to determine priority for funding.

RECREATION INVESTMENT PRINCIPLES	CRITERIA FOR PRIORITISING CAPITAL WORKS	WEIGHTING
<b>1. Increasing participation</b>	<ul style="list-style-type: none"> <li>- Will attract more participation in recreational activities</li> <li>- Addresses a gap in demand</li> <li>- Contributes to a better pathway for the sport</li> </ul>	25%
<b>2. Equal Opportunity</b>	<ul style="list-style-type: none"> <li>- Aligns with State Government’s Fair Access principles</li> </ul>	25%

<b>and Fair Access</b>	- Supports a social connection need, initiative, or non-player involvement	
<b>3. Strategic justification</b>	- Is in line with Council plans or localised masterplans - Aligns with Environmentally Sustainable Design principles	25%
<b>4. Multi-use</b>	- Development increases community use or provides for multiple users	10%
<b>5. Asset Management</b>	- Is in line with Asset management principles - Identifies value and financial viability	15%

TABLE 1: Recreation Investment Principles

**Contribution**

Where the Council is requested to make a financial contribution to the project and the project design meets the SSA or Peak Body Facility guidelines the following funding contribution breakdown will apply:

- Total Project Cost less the external funding contribution
- The remaining balance of the project will be funded on a 1:1 funding ratio (Council 1 : Community Group 1)

Council contributions will be determined through the annual budget process.

For Council owned improvements, the contribution from user groups may be provided as an upfront contribution, or an annual contribution over a period of up to 10 years by agreement. Council will not support capital development project partnerships with clubs that are in arrears on any user fees and charges or unpaid contributions to previous projects.

Where user groups require works to exceed SSA or peak body guidelines, the requesting users will be required to contribute the additional facility costs. Examples include reserve perimeter fences (for the purpose of charging a ground admittance), extensions to canteens, larger than standard coaching boxes, additional practice facilities and development of and improvements to social club areas.

Depending on the project budget and scope of works, there may be instances where external funding is not suitable. In this instance alternative funding strategies will be explored by Council subject to other relevant Council Policies and processes (e.g. Capital Works process, Community Grant).

**Sports Lighting**

Sports lighting will be considered (subject to Town Planning approval) where an increase in sports participation is likely to result and/or to minimise risk of injury through improved management of the use of playing fields. The focus for Sports Lighting will be on provision of lighting that meets the relevant Australian Standards to training level only for specific sports. Clubs will be required to fully fund lighting beyond the Standard Provision Standard.

**COUNCIL PLAN REFERENCE**

**Key priority**

- 1: Support our Community



**Objective**

2: A Healthy and vibrant community

**Strategies**

1.2.1 Provide appropriate, accessible and equitable Council services, facilities and activities

1.2.2 Support and encourage participation in quality arts and cultural, Education, leisure, recreation and sporting opportunities

1.2.3 Partner with services and agencies to increase the health and wellbeing of our community

1.2.4 Provide, promote and support appropriate and accessible services, facilities and activities for the community.

**RELATED DOCUMENTS**

- Southern Grampians Shire Recreation and Leisure Strategic Plan 2019- 2029
- Southern Grampians Shire Recreation Framework
- Reserves and Halls Operational Funding Policy
- Sport and Recreation Reserve and Facilities User Fees and Charges Policy
- 

**CHARTER OF HUMAN RIGHTS COMPLIANCE**

It is considered that this policy is compatible with the relevant human rights identified in the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

**GENDER EQUALITY COMPLIANCE**

It is considered that this policy is compatible with the relevant gender equality principles identified in the *Gender Equality Act 2020*.

Is a Gender Impact Assessment required?

- Yes (*legally required for all policies that have a direct and significant impact on the public*)
- No (*please provide an explanation why a Gender Impact Assessment is not required*)

**REVIEW**

The Sport and Recreation Reserve and Facilities User Fees and Charges Policy will be reviewed in conjunction with the Recreation Reserve Management Framework. The policy will be reviewed every four years.

**ATTACHMENTS**

END



# Action and Task Progress Report

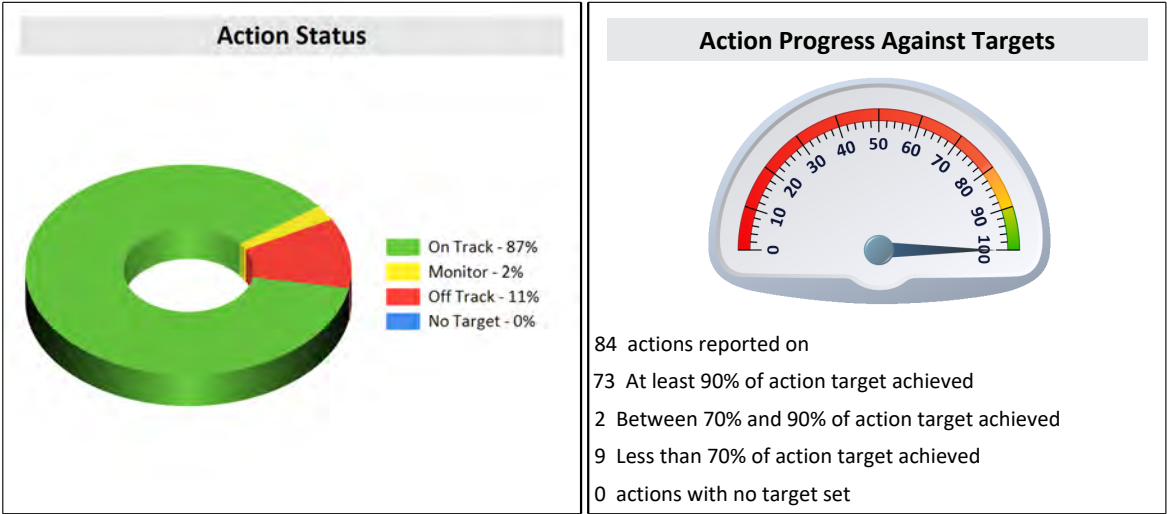
Southern Grampians Shire Council



Print Date: 05-Feb-2024



**OVERVIEW**



## ACTION PLANS



GREEN

At least 90% of action target achieved



AMBER

Between 70% and 90% of action target achieved



RED

Less than 70% of action target achieved



No target set

\* Dates have been revised from the Original dates

### 1 Support our Community

#### 1.1 An empowered and connected community

##### 1.1.1 Facilitate opportunities for people to participate in community life, through volunteering, civic leadership, social programs, to enable inclusion, social connection and wellbeing

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.1.3 Develop a volunteer register to ensure Council has oversight of its volunteers and to ensure they are supported.	Tahlia Homes - Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	GREEN

**ACTION PROGRESS COMMENTS:**




8/01/24 - Ongoing process to be standardised to ensure new volunteers are captured appropriately by People and Culture Team. As part of Project CORE phase 2, Council is exploring a HR Management System / software program which can incorporate volunteer management.

5/10/23 - Child Safety Standards internal audit in late 2021 raised volunteer record keeping as an area of improvement. The People & Culture team developed a volunteer register as an outcome. Meetings have occurred with Visitor Information Centre staff to discuss volunteer onboarding. CEO requested the People & Culture Department to oversee the volunteer recruitment and onboarding process to ensure consistency. The People and Culture team are working on the process / guidelines to ensure a standard approach.

Last Updated: 10-Jan-2024

##### 1.1.2 Support the community and other agencies to build resilience and preparedness in planning for emergencies and climate change impacts and mitigation

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
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1.1.2.1 Increase community resilience through education and awareness around personal preparedness for flooding	Susannah Milne - Manager Community Wellbeing	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b>                      16/1/2024 - Initial planning has commenced to work with SES to develop some education and awareness training to be offered to residents impacted from the 2022 October Floods and the general community. This training is to be delivered by 30 June 2024</p> <p>Last Updated: 23-Jan-2024</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.2.1 Provide training on Gender Impact Assessments (GIA) to the key stakeholders in the organisation and identify GIA champions in each Directorate.	Tahlia Homes - Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b>                      8/01/24 - Collating information for the Gender Equality progress report identified further education and training is required to ensure staff are aware of the requirements to complete a Gender Impact Assessment. Refresher training will be scheduled for Senior Leadership Team and the full Gender Impact Assessment process will be conducted on an upcoming project in the Recreation team.</p> <p>5/10/23 - Training was held approximately 2 years ago with ELT, SLT and key Coordinators on how to complete a Gender Impact Assessment. Discussion with Manager Project Management Office on embedding the need for Gender Impact Assessment into the new CAMMS Project software.</p> <p>Last Updated: 23-Jan-2024</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.2.2 Build community and organisational capacity in assisting community during and after and emergency.	Susannah Milne - Manager Community Wellbeing	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b>                      16-01-2024 - Internal training of staff that are involved in response, relief and recovery training conducted on trauma informed awareness which will assist staff to be prepared to respond to flood/emergency events. 30 staff attended externally facilitated session by clinical psychologist David Younger - training delivered in partnership with Emergency Recovery Victoria. 2nd session to be conducted with identified community leaders, first responders and interested community members.</p> <p>Oct 2023 - Trauma Informed Awareness Training: An introduction to working with and supporting communities post an emergency which will be a facilitated session led by David</p>							




**Southern Grampians Shire Council** **Action and Task Progress Report**

Younger, Clinical & consultant psychologist specialising in supporting communities through crisis has been arranged for staff who work at the front line with people who are affected by emergencies.


This training will be conducted on the 31 October 2024 and will be repeated in the new year and offered to Community Leaders and other emergency responders.

Last Updated: 23-Jan-2024

**1.1.3 Provide opportunities for increased community engagement and participation in Council decision making and activities**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.3.3 Increase opportunities for community engagement with Council through the use of online tools like social pinpoint and survey monkey, alongside traditional mediums.	Alison Quade - Manager Communications and Engagement	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	


**ACTION PROGRESS COMMENTS:**  
 16/01/2024 - Extensive face-to-face community engagement undertaken throughout the latter part of 2023 on small towns strategy and outdoor pools. All sessions were well attended by community. Online opportunities for engagement were also offered for budget submissions (a change to the process for 24/25 budget), Plan for Nature, Hamilton Showgrounds masterplan and the Recreation Fees and Charges.  
  
 13/10/2023 - Social pinpoint being used with success for Hamilton CBD campaign. 383 residents engaged with Council on EV charger through Survey Monkey, the highest online engagement we've experienced to date. Planning on how to best utilise digital channels for 2024 Budget engagement.  
 Last Updated: 23-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.3.4 Work with SLT and Councillors to develop a program of face-to-face engagement sessions for all townships including Hamilton.	Alison Quade - Manager Communications and Engagement	Completed	01-Jul-2023	30-Jun-2024	100.00%	50.00%	

**ACTION PROGRESS COMMENTS:**  
 16/01/2024  
 Extensive face-to-face engagement with all townships was undertaken in late 2024 on small towns strategy and outdoor pools. Issue specific face-to-face engagement will occur on an as needed basis throughout the year (eg. Glenthompson outdoor pool).  
  
 13/10/23

Community engagement session for Balmoral and Penshurst have been undertaken in conjunction with the outer town Council meetings. Coleraine is planned for early 2024. A full schedule will be developed once the meeting schedule for 2024 is determined at the November statutory meeting.

Last Updated: 16-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.3.5 Develop Community Engagement Framework to guide community engagement activities for Council projects/issues and ensure compliance with legislation.	Alison Quade - Manager Communications and Engagement	In Progress	01-Jul-2023	30-Jun-2024	25.00%	50.00%	 RED


**ACTION PROGRESS COMMENTS:**

16/01/2024 - A heavy engagement schedule in late 2023 prevented this from progressing. Still on track for mid-2024 delivery.

13/10/23 - Community Engagement Framework is currently being developed. Anticipated delivery date of mid 2024.

Last Updated: 23-Jan-2024

**1.1.4 Ensure communication and engagement methods use inclusive practices and processes**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.4.3 Support compliance with community engagement policy through staff training and providing opportunities for staff to meet with Community Engagement team.	Alison Quade - Manager Communications and Engagement	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	 GREEN


**ACTION PROGRESS COMMENTS:**

16/01/2024 - Community engagement/development staff are attending fortnightly Project Mangement Office meeting. Advice is provided through this forum and other one-on-one meetings to staff on engagement best practice and facilitation. Exploring opportunities for staff training in 2024.

13/10/23 - Community engagement/development staff are attending fortnightly Project Mangement Office meeting and providing advice through this forum and others to staff on engagement best practice.

Last Updated: 23-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
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1.1.4.4 Develop and deliver new Council Website	Alison Quade - Manager Communications and Engagement	In Progress	01-Jul-2023	30-Jun-2024	75.00%	50.00%	
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**ACTION PROGRESS COMMENTS:**

16/01/2024

Design process finalised following consultation with staff and councillors. Staff website training complete. Work has commenced on building pages and inputting content. Go live is planned for 1 March 2024.


13/10/2023

Website redevelopment project well underway. Designs are being finalised and staff training for content authors is scheduled for this month.

Last Updated: 16-Jan-2024

**1.2 Support and promote a healthy community**

**1.2.1 Provide and advocate for accessible, inclusive and equitable Council services, facilities, activities and participation practices**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.2.1.7 Ensure all new and renewal of Council recreational facilities include universal design principles that support accessible, inclusive and equitable	Susannah Milne - Manager Community Wellbeing	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	

**ACTION PROGRESS COMMENTS:**

16/01/2024 - Design works have been undertaken on the All Abilities Playspace to introduce better accessible play elements in conjunction with the Community Group 'Better Together', who have been fundraising to provide better accessible play elements into the existing playground. Council will fund the installation and also better access elements of the playground.




The Pedrina Park Playground replacement has been completed, elements within in the playspace allow for some universal access and the pathway construction to the playspace allows better access.

Oct 2023 - Universal design principles have been applied to the design elements of the HILAC Changeroom design project.

The Changing Places project in the Hamilton Botanic Gardens is progressing through the Heritage Permit application process.


Last Updated: 23-Jan-2024

**1.2.2 Support and encourage participation in quality arts and cultural, education, leisure, recreation and sporting opportunities**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.2.2.2 Southern Grampians Arts and Culture Strategy to be adopted and implementation plan to be developed.	Joshua White - Gallery Director	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b> On track for adoption at the March 2024 Council Meeting.</p> <p>Further reporting on this action will detail the implementation of the Plan once adopted. Last Updated: 30-Jan-2024</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.2.2.3 Schedule two performances to increase township participation.	Susannah Milne - Manager Community Wellbeing	Completed	01-Jul-2023	30-Jun-2024	100.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b> Two shows has been delivered in Coleraine and Penhurst as a part of the Performing Arts Centre township program as well as another show programmed for delivery to towns in the coming 6 months Last Updated: 08-Nov-2023</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.2.2.3 Develop and adopt the Recreation Framework and supporting policies which supports fair and accessible access to Community and Sporting Facilities across the Shire.	Susannah Milne - Manager Community Wellbeing	In Progress	01-Jul-2023	30-Jun-2024	80.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b> 16/01/2024 - Framework and associated policies have been developed and endorsed by Council to go out for community consultation. The public exhibition process closes on the end of January 2024 and staff are also consulting directly with User Groups. Council will be briefed in February on the outcome of consultation process and final reviewed documents to proceed to formal adoption in March 2024.</p> <p>Oct 2023 - Draft framework and supporting policies have been drafted. Council has been briefed on the intent of the framework, policy and the proposed fee structure.</p>							

The draft Framework and policies will be finalized, for presentation at the November Council meeting and a request to allow for community engagement made so that staff can commence engagement with sporting groups and users in relation to the documents and proposed fee structure.

Last Updated: 23-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.2.2.4 To consult with the community to provide new services and programs offered at HILAC that responds to emerging wellbeing demands.	Susannah Milne - Manager Community Wellbeing	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	 GREEN


**ACTION PROGRESS COMMENTS:**

16/01/24 - A come try day has been conducted as a part of the 'This Girl Can Campaign' which resulted in new memberships. Information board and activity challenges have been added into the gym to increase engagement and wellbeing. Dancersize activity conducted which was well attended.

Oct 2023 - Yoga has been trialed at HILAC, but unfortunately we were unable to secure ongoing instructor to allow for this to continue. Currently trialing a Wellness program with staff to improve health & wellbeing. Introducing a new app based function to allow gym participation to track and monitor performance.

Last Updated: 23-Jan-2024

**1.2.3 Partner with community services and agencies to plan for the outcomes outlined in the Public Health and Wellbeing Plan**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.2.3.5 Develop and complete Action Plan for 2023/24 for the Southern Grampians Community Health and Wellbeing Plan	Susannah Milne - Manager Community Wellbeing	In Progress	01-Jul-2023	30-Jun-2024	75.00%	50.00%	 GREEN

**ACTION PROGRESS COMMENTS:**


16/01/24 - Council briefed on the 22/23 Public Health and Wellbeing Plan action outcomes and performance in December a formal report in line with legislative requirements will be made at the February meeting Council meeting and will identify areas of focus for year four of the current plan.

Oct 2023 - Planning in progress of being compiled to bring to Council for reporting, which includes actions that will address the focus and outcome areas of the Community Public Health & Wellbeing Plan


Last Updated: 23-Jan-2024




**1.2.4 Advocate for and work with external services that support our community and deliver outcomes**


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.2.4.1 Revised Advocacy program to be adopted by Council	Tony Doyle - Chief Executive Officer	In Progress	01-Jul-2023	30-Jun-2024	30.00%	50.00%	 RED
<p><b>ACTION PROGRESS COMMENTS:</b> Agreed on a format for the Advocacy Program, it will be a folder as opposed to a booklet, with individual sheets for each advocacy item so handouts are easily accessible depending on who meetings are with.</p> <p>Commencing drafting of the topics and will prepare a written report for council detailing the advocacy items.</p> <p>Last Updated: 30-Jan-2024</p>							

**1.3 Grow a diverse and inclusive community****1.3.2 Encourage, support and celebrate a diverse, multicultural community, including celebrating, recognising and respecting our cultural heritage and engaging our Indigenous communities**


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.2.1 Develop Reconciliation Action Plan	Alison Quade - Manager Communications and Engagement	In Progress	01-Jul-2023	30-Jun-2024	75.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> 16/1/2024 Draft RAP is in the final stages of endorsement with Reconciliation Australia. First Nations Artist has been commissioned. Final version will go to Council for adoption in May 2024 to coincide with Reconciliation week.</p> <p>13/10/23 First Nations Engagement Officers are well progressed on the development of the Reconciliation Action Plan (RAP). The first working group meeting was held at the start of this month to determine Terms of Reference and discuss draft RAP. An Expression of Interest has been sent out for a First Nations artist to feature on the cover of the RAP. The Working Group will meet bi-monthly and roll out the actions and initiatives of the Plan once finalised.</p> <p>Last Updated: 16-Jan-2024</p>							

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.2.3 Delivery of diverse performances/exhibitions across multiple disciplines and targeted demographics.	Joshua White - Gallery Director	In Progress	01-Jul-2023	30-Jun-2024	75.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      This year we have held the Friend's 50th Anniversary Exhibition and the Robert Martiensen Exhibition which attracted record crowds. Emerging from Darkness exhibition has received nation-wide attention which is translating into numbers through the door.</p> <p>School holiday programs continue to be sold out and the recent introduction of a babies program has also been sold out.</p> <p>The Hamilton Gallery youth exhibition received positive feedback.</p> <p>The Aboriginal Yarn which was delivered by Aunty Claudette Lovett was also sold out.</p> <p>Last Updated: 30-Jan-2024</p>							

**1.3.3 Support the increase of social, economic and digital connectedness**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.3.1 Advocate for mobile blackspot funding for Cavendish	Rory Neeson - Director Wellbeing, Planning and Regulation	Completed	01-Jul-2023	30-Jun-2024	100.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      8/1/2024 - Funding for a new mobile phone tower has been secured through the Federal Government's Regional Connectivity Program with a formal announcement to occur in January 2024.</p> <p>8/10/2023 - In conjunction with Telstra, an application for funding through the Federal Government's Regional Connectivity Program has been submitted for funding for a mobile phone tower in Cavendish.</p> <p>Last Updated: 23-Jan-2024</p>							

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
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1.3.3.1 Support our community and volunteer groups to stay connected through delivery of the Community Partnership Grants Program.	Alison Quade - Manager Communications and Engagement	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	 GREEN
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**ACTION PROGRESS COMMENTS:**

16/01/2024


Round two of the Community partnership grant program opens on 31 January. Workshops are being held throughout Jan and Feb to assist community groups, volunteers and event organisers with their applications.

13/10/23

First round of grant program for 2023/24 saw the largest number of grant applications ever received following an extensive series of workshops and township sessions over June and July. \$178,291.21 was awarded in round one.

Last Updated: 16-Jan-2024

**1.3.4 Provide, promote and support appropriate and accessible services, facilities and activities for younger residents**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.4.1 Adopt Youth Action Plan to guide Council direction on youth activities and engagement	Alison Quade - Manager Communications and Engagement	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	 GREEN

**ACTION PROGRESS COMMENTS:**


16/01/2024

Council briefed on Youth Action Plan. This is a rolling document which will be reviewed/edited as needed. Council will be provided with regular updates on progress.

13/10/2023

Council to be briefed on the Youth Action Plan in late October.

Last Updated: 23-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.4.2 Deliver year two of Freeza funding, working with new and established youth groups to deliver events and activities for 12-25 year olds in Southern Grampians Shire.	Alison Quade - Manager Communications and Engagement	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	 GREEN

**ACTION PROGRESS COMMENTS:**

16/1/2024


Youth Jam event held in November with great success. Hamilton Pool Party also held in late December with over 200 attendees. Planning underway for 2024 events.

13/10/2023

Planning is well underway for the Youth Jam event in November. Planning committee meets fortnightly.

Other freeza groups including the YUMCHA group continue to meet regularly.


Last Updated: 16-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.4.2 Increase opportunities for children and young people to engage in and participate in Council's cultural programs.	Joshua White - Gallery Director	In Progress	01-Jul-2023	30-Jun-2024	75.00%	50.00%	

**ACTION PROGRESS COMMENTS:**

Library, Gallery and the Performing Arts Centre have all been running programs for young people during school holidays. These programs have all been sold out and well received. Council's Youth Officer continues to work with the YUMCHA Group and support programs such as JAM and young leaders.

Last Updated: 30-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.3.4.2 Review Kindergarten Infrastructure Service Plan to understand the capacity and resources required to meet the funding changes with respect to State Government Kindergarten Reforms	Susannah Milne - Manager Community Wellbeing	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	

**ACTION PROGRESS COMMENTS:**




16/01/24 - update figures from the Department of Education were provided prior to end of November 2023 which will allow for the plan to be updated. Discussions will commence February with the department with respect to format and timing of the plan updates in accordance with their funding timelines.

Oct 2023 - Review in early stages of development with the Department of Education collating data that will form the basis of the report

Last Updated: 23-Jan-2024

**1.4 A safe community**

**1.4.1 Collaborate with law enforcement authorities and other agencies to support community safety and crime prevention**


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.4.1.1 Establish regular communication and coordination with local law enforcement authorities and other relevant agencies to share information and resources	Daryl Adamson - Manager Shire Strategy and Regulation	Completed	01-Jul-2023	30-Jun-2024	100.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      11/10/23 - Municipal Emergency Management Planning Committee has been re-established and key roles in Emergency Management have been recruited for and filled. These arrangements have established regular communications and provide coordination.</p> <p>23/01/2024 - Now business as usual for the Emergency Management Officers.                      Last Updated: 23-Jan-2024</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.4.1.2 Coordinate with Police to facilitate installation new CCTV cameras.	Matthew Tulloch - Manager Business Systems and Transformation	In Progress	01-Oct-2023	30-Jun-2024	25.00%	25.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      9 Jan 2024: update initial discussions Joanne Van Wegen from the Hamilton Police station around reviewing and update the MUO we have and what CCTV requirements are needed going forward mid Dec. Waiting on the Senior Sergeant at the station is Gerard Kelly to return from leave to arrange a meeting to discuss further late Jan.                      Last Updated: 09-Jan-2024</p>							
<b>1.4.2 Demonstrate leadership in gender equality, cultural diversity and inclusiveness for all</b>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.4.2.3 Continue to implement the actions of the Gender Equality Action Plan in line with set delivery dates. Compile the data and information for the 2024 progress report.	Tahlia Homes - Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	90.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      8/01/24 - Finalising the progress report and gender audit data to submit to the Gender Equality Commission for review. Reports will be presented to ELT prior to submission and Council will be briefed once the review has occurred.</p>							



5/10/23 - Meeting scheduled between People & Culture and Governance Coordinator to discuss February 2024 progress audit.

Last Updated: 10-Jan-2024

**1.4.4 Partner with our community and key agencies and stakeholders to reduce the incidence of domestic and family crime**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.4.4.1 Develop ongoing relationship with key stakeholders within the Southern Grampians region to ensure that residents experiencing domestic violence are supported through a collaborative approach.	Susannah Milne - Manager Community Wellbeing	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	

**ACTION PROGRESS COMMENTS:**

16-01-24 Council participated in the 16 days of activism but has had no further engagement from Orange Door Program to date

Oct 2023 - Engagement has commenced with the Orange Door to understand the services and entry points to the service.


SGSC has participated in stakeholder discussion around the location of online meeting service location for equipment for residents to access support and has attended an information forum with other key agencies. Our function is not to provide the service but to advocate and raise awareness.

Last Updated: 23-Jan-2024

**2 Grow our Regional Economy**

**2.1 Drive economic growth**

**2.1.1 Research and implement economic initiatives that support new and existing businesses to establish and invest in the region**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.1.1.3 Integration of Business Greater Hamilton Website into Southern Grampians Shire Website	Rory Neeson - Director Wellbeing, Planning and Regulation	In Progress	01-Jul-2023	30-Jun-2024	70.00%	50.00%	

**ACTION PROGRESS COMMENTS:**

8/1/2024


New Council website in its final stages of construction. Once launched the Business Greater Hamilton website will be closed off for viewing by the public as all content will be on the main Council website.

8/10/2023

All content from the Business Greater Hamilton website has been moved across to the Southern Grampians Shire Council website to integrate into the new website when complete.

Last Updated: 23-Jan-2024

**2.1.2 Advocate for long-term population growth, a skilled labour force and support emerging growth sectors**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.1.2.3 Facilitate Domestic Area Migration Agreement awareness sessions across the Shire.	Rory Neeson - Director Wellbeing, Planning and Regulation	Completed	01-Jul-2023	31-Oct-2023	100.00%	50.00%	 GREEN


**ACTION PROGRESS COMMENTS:**

8/10/2023

An awareness session has been held in conjunction with the Hamilton Regional Business Association in July.

Last Updated: 08-Jan-2024

**2.1.3 Support opportunities for intensification, diversification and value adding within the agricultural and primary industries sector**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.1.3.3 Development of brief to commence new Economic Development Strategy	Rory Neeson - Director Wellbeing, Planning and Regulation	In Progress	01-Jul-2023	30-Jun-2024	25.00%	50.00%	 RED

**ACTION PROGRESS COMMENTS:**

8/10/2023

Internal discussions have commenced as part of the development of the brief for a new strategy.


8/1/2024

Further discussions have been held on this project with a brief to be prepared in March/April 2024.


Last Updated: 08-Jan-2024

**2.2 Increase our regional profile**



**2.2.1 Leverage the Shire’s strategic advantages in health, education, leisure and cultural activities as a means to increase the region’s profile and stimulate economic and population growth**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.2.1.3 Review Greater Hamilton branding	Rory Neeson - Director Wellbeing, Planning and Regulation	In Progress	01-Jul-2023	30-Jun-2024	45.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b>                      8/1/2024                      No further update other than a briefing to occur with Councillors in current financial year.</p> <p>8/10/2023                      A review of the Greater Hamilton branding has commenced with a briefing to be provided to Councillors in the New Year.</p> <p>Last Updated: 23-Jan-2024</p>							

**2.2.3 Ensure clear and accurate wayfinding for our region including traditional ownership recognition to improve the visitor experience**




ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.2.3.2 Completion of stage 1 signage project, development of brief for stage 2 signage replacement project	Rory Neeson - Director Wellbeing, Planning and Regulation	In Progress	01-Jul-2023	30-Jun-2024	35.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b>                      8/1/2024                      Further work has been completed to update list of signs to be replaced. Replacement/removal to commence in third quarter. Business case also currently being prepared to extend program for a further year.</p> <p>8/10/2023                      Removal of old redundant signage and identification of new/updated signage has commenced with a business case for stage two of the project to be completed as part of the 2024-2025 budget preparation.</p> <p>Last Updated: 23-Jan-2024</p>							

**2.2.4 Develop strategies that not only attract visitors but encourage them to consider living, learning or investing in the Shire and grow the Visitor Economy**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.2.4.2 Prepare Structure Plans for the Townships of Coleraine and Cavendish	Rory Neeson - Director Wellbeing, Planning and Regulation	In Progress	01-Jul-2023	30-Jun-2024	25.00%	50.00%	 RED
<p><b>ACTION PROGRESS COMMENTS:</b>                      8/1/2024                      Final consultation of the Small Towns Strategy currently being completed, once adopted both briefs for the structure plans will be released for quote.</p> <p>8/10/2023                      Draft project briefs for both projects have been completed awaiting approval form the State Government. Projects planned to commence following adoption of the Small Towns Strategy.</p> <p>Last Updated: 23-Jan-2024</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.2.4.3 Commence implementation of the Grampians Destination Management Plan and the Southern Grampians Local Area Action Plan	Rory Neeson - Director Wellbeing, Planning and Regulation	In Progress	01-Jul-2023	30-Jun-2024	70.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      8/1/2024                      Grampians Tourism CEO to brief Councilors at the January Briefing. Implementation of plan has already commenced with two successful funding applications using the strategy completed by Grampians Tourism.</p> <p>8/10/2023                      The Grampians Destination Management Plan has been approved by the State Government and implementation of local area action plan will now commence.</p> <p>Last Updated: 23-Jan-2024</p>							

**2.3 Continue to support the development of a skilled workforce**

**2.3.1 Advocate for educational pathways that provide access to tertiary, vocational, education and career opportunities**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.3.1.1 Investigate a partnership to establish a Country University in the Shire as part of the digital hub	Rory Neeson - Director Wellbeing, Planning and Regulation	In Progress	01-Jul-2023	30-Jun-2024	90.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>8/1/2024 Funding application submitted by local group of key stakeholders in December 2023. Outcome of this funding application expected early in 2024. Council is not the lead applicant but has supported the group and will be part of the local skills-based board if the application is successful.</p> <p>8/10/2023 Initial conversations with potential key stakeholders have commenced with the view of submitted an application to the Federal Government in the coming year/s.</p> <p>Last Updated: 23-Jan-2024</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.3.1.2 Commitment to professional training and upskill of local artists	Joshua White - Gallery Director	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>Creative mixer nights have been well supported by artists.</p> <p>All level artists, hobbyists and beginners were engaged across 4 sessions titled 'art outside the walls', with 100 people being attracted to the event.</p> <p>Youth Workshops, artists in residency with Melissa Grisancich, craft workshops with young children at Sheepvention with a total of 400 children and families in attendance.</p> <p>Last Updated: 30-Jan-2024</p>							
<b>2.3.2 Partner and advocate to recruit skilled staff into the area by addressing worker housing and regional liveability</b>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.3.2.2 In conjunction with Councils in south west alliance continue to advocate to the State Government for funding to deliver Key Worker Housing	Rory Neeson - Director Wellbeing, Planning and Regulation	In Progress	01-Jul-2023	30-Jun-2024	70.00%	50.00%	 GREEN



**ACTION PROGRESS COMMENTS:**

8/1/2024


Funding application being prepared to the State Government's Regional Workers Accommodation Fund for \$5M to deliver Key Worker Housing at Lake Hamilton.

8/10/2023

Work is being completed to develop a proposal for any potential State Government funding to deliver some Key Worker Housing. A regional advocacy document has also been completed.

Last Updated: 23-Jan-2024

**2.3.3 Explore ways to assist young people transitioning from education to employment for forging stronger links between local industries and education providers**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.3.3.1 Professional training and industry upskilling training provided	Rory Neeson - Director Wellbeing, Planning and Regulation	In Progress	01-Jul-2023	30-Jun-2024	70.00%	50.00%	 GREEN

**ACTION PROGRESS COMMENTS:**

8/1/2024


A retail expert has been booked to deliver further training sessions with businesses in March 2024.

8/10/2023

A business training workshop has been delivered for more planned for later in the year.

Last Updated: 23-Jan-2024

**2.3.4 Provide support for businesses to adapt to the digital economy**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.3.4.3 Support agencies to run digital training sessions	Rory Neeson - Director Wellbeing, Planning and Regulation	Completed	01-Jul-2023	30-Jun-2024	100.00%	50.00%	 GREEN

**ACTION PROGRESS COMMENTS:**

8/1/2024

Digital training session held to provide skills for people wanting to learn more about how to use these tools both in a business or in the community.


8/10/2023

Council is looking to partner with specialists agencies to run some digital training sessions for the community with a session planned for November 2023.

Last Updated: 23-Jan-2024

**2.4 Support local business and industry**

**2.4.1 Support and promote a collaborative approach to marketing and investment**


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.4.1.3 Promotion of spendmapp provided to business community	Rory Neeson - Director Wellbeing, Planning and Regulation	In Progress	01-Jul-2023	30-Jun-2024	25.00%	50.00%	 RED

**ACTION PROGRESS COMMENTS:**

Promotion of SpendMapp has commenced with some initial media advising business owners of the data and how it can be access and used. A further campaign will be completed leading into Christmas to assist business owners with their advertising planning.

Last Updated: 25-Oct-2023

**2.4.2 Support and facilitate business development and growth initiatives**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.4.2.1 Appoint the new the Business Facilitation position	Daryl Adamson - Manager Shire Strategy and Regualtion	Completed	01-Jul-2023	30-Jun-2024	100.00%	50.00%	 GREEN


**ACTION PROGRESS COMMENTS:**

11/10/23 - Advertisement for the position has been completed. Active HR recruitment is underway.

23/01/2024 - Business Facilitation Officer position filled. Starts on the 31 January 2024.

Last Updated: 23-Jan-2024


**2.4.3 Streamline services to reduce red tape in approval process**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.4.3.1 Implement Better Planning Approvals actions and complete pre-approvals planning information project	Daryl Adamson - Manager Shire Strategy and Regulation	Completed	01-Jul-2023	30-Jun-2024	100.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      11/10/23 - The CORE project has delivered a new online experience for consumers applying for Planning Permits. This system is now live and is being imbedded with the Statutory Planning Team.</p> <p>23/01/24 - Greenlight online software implemented into both Planning and Buildings teams.</p> <p>Last Updated: 23-Jan-2024</p>							


**3 Maintain and Renew our Infrastructure**

**3.1 Plan and maintain sustainable assets and infrastructure**

**3.1.1 Review and adopt asset management plans to align with future service levels, environmental and financial sustainability**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
3.1.1.3 Establish Building Renewal Program for implementation in 2023/2024. Establish 5-year Building Renewal Program.	Bill Scott - Manager Project Management Office	In Progress	01-Jul-2023	30-Jun-2024	76.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      Request for Quote for \$70K of building condition capture is now complete and released, this information when complete will feed directly into the new multi-year program, however will not be ready for the 2023/24 financial year. The program for next financial year is now nearly complete based on previous building information captures and maintenance team input. For the upcoming financial year, the program will be extracted from the current data, this process is underway with feedback received from the service manager of recreation regarding the priority list.</p> <p>Last Updated: 29-Jan-2024</p>							


**3.1.2 Maintain infrastructure to the agreed standard and ensure the principles of sustainability and universal design are considered in the planning and development of infrastructure to support community access and connection meeting the needs of the communities**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
3.1.2.1 Develop the Community Facilities Infrastructure Plan	Daryl Adamson - Manager Shire Strategy and Regulation	Completed	01-Jul-2021	07-Dec-2023	100.00%	90.00%	 GREEN

**ACTION PROGRESS COMMENTS:**

11/10230 - Community Infrastructure Plan has progressed to Stage 3 which will be completed by service managers. This has been placed on hold until the recruitment of Manager Assets is finalised. Development phase has been completed.


Last Updated: 11-Oct-2023

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
3.1.2.7 Commence Melville Oval Construction Project, delivering on universal design principles and female friendly change rooms.	Bill Scott - Manager Project Management Office	In Progress	01-Jul-2023	30-Jun-2024	28.00%	50.00%	 RED

**ACTION PROGRESS COMMENTS:**

Construction work is underway and ongoing however some delays have occurred in the issuing the building permits due to oversights by the architect in the construction classification and the resulting fire control requirements. A specialist fire engineer was appointed and has now updated all relevant design elements. The designs have been reviewed by the planning team and approved and have now been passed to the building surveyor to issue the building permit.

Last Updated: 29-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
3.1.2.8 Finalise Development of Hamilton Moves Transport Strategy.	Bill Scott - Manager Project Management Office	In Progress	01-Jul-2023	30-Jun-2024	72.00%	50.00%	 GREEN


**ACTION PROGRESS COMMENTS:**

Plan is nearing completion but still requires further Department of Transport input for prior to signoff and finalisation


Last Updated: 08-Nov-2023

**3.1.3 Deliver to the Council and the community, a strategic approach to our Arts and Culture infrastructure including progressing the new Hamilton Gallery**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
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3.1.3.3 Establish the Hamilton Gallery Foundation	Joshua White - Gallery Director	In Progress	27-Sep-2023	30-Jun-2024	25.00%	50.00%	 RED
<p><b>ACTION PROGRESS COMMENTS:</b> Meetings are being held with stakeholders to ensure foundation achieves expected outcomes.</p> <p>Terms of Reference are under development and expected to be presented to a Council Meeting by the end of March 2024.</p> <p>Last Updated: 30-Jan-2024</p>							

**3.1.4 Strategically plan a sustainable long-term capital program with identification of funding and partnership opportunities**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
3.1.4.4 Five year long-term capital program to be developed.	Bill Scott - Manager Project Management Office	In Progress	01-Jul-2023	30-Jun-2024	25.00%	50.00%	 RED
<p><b>ACTION PROGRESS COMMENTS:</b> Condition audit Request for Tender ready to go for Road infrastructure as well as Buildings, this information will be used to program the five-year capital works. The current data (Over 4 years old) is being used to develop a state of the asset report to directly feed into the capital program by identifying the asset backlog (Assets which are already at or below Council's intervention for renewal), these will form the basis of a preliminary program. CAMMs Project has been developed using the project Management Framework phase gates to allow the business cases to be more effectively managed and insure the correct data is available for adopted budgets and proposed.</p> <p>Last Updated: 29-Jan-2024</p>							


**3.2 Safe and well-maintained transport routes and infrastructure for all modes of travel**

**3.2.1 Continue to advocate for improved transport services and connections through funding and partnerships with relevant agencies**


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
3.2.1.5 Finalise Hamilton Moves Progress Trails design development to progress project readiness.	Bill Scott - Manager Project Management Office	In Progress	01-Jul-2023	30-Jun-2024	72.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Plan is nearing completion but still requires further Department of Transport input for prior to signoff and finalisation</p> <p>Last Updated: 08-Nov-2023</p>							

**3.3 Attractive Council-owned and managed community and open spaces**


**3.3.1 Continue to invest in and activate open spaces within Southern Grampians**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
3.3.1.2 Completion of the Southern Grampians Tree Plan, including mapping of park and street trees, condition of the trees and risk assessments of the trees.	Brett Holmes - Manager Works	In Progress	01-Jul-2023	30-Jun-2024	75.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> 23/1/2024 - A draft has been prepared and presented to Executive, once feedback is incorporated it will progress to Council for consideration.</p> <p>25/10/2023- all street trees across the Shire have been mapped in conquest with data. The next phase will be development of the tree plan with commencing in November 2023.</p> <p>Last Updated: 23-Jan-2024</p>							

**3.3.2 Increase green infrastructure and canopy cover and consider climate adaptation in our streetscape redevelopments**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
3.3.2.2 Complete the Hamilton CBD Streetscape Design Development, which will inform footpath layout, create safe spaces, and improve plant treatments that add to the vibrancy and activation of the streets.	Bill Scott - Manager Project Management Office	In Progress	30-Sep-2023	30-Jun-2024	7.00%	50.00%	 RED
<p><b>ACTION PROGRESS COMMENTS:</b> The tender has closed and the evaluation continues to progress. these works will not be complete by the end of June.</p> <p>Last Updated: 29-Jan-2024</p>							


**3.3.3 Improve and provide opportunities for shared community spaces**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
3.3.3.1 Implement Small Towns Strategies actions	Daryl Adamson - Manager Shire Strategy and Regulation	In Progress	29-Sep-2022	28-Jun-2024	25.00%	25.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> 11/10/23 - Small Town Strategy is scheduled for adoption by Council in Q1 2024. Actions from the small town strategy will be implemented from this point. Early projects identified are Structure Plans for Coleraine and Cavendish.</p>							



23/01/24 - Extensive community engagement in December 2023. Scheduled for Council briefing on the 24/01/2024. Adoption at Council Ordinary Meeting in March. Coleraine and Cavendish Structure Plans identified. Scoping documents written and to be executed when the document is adopted.

Last Updated: 23-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
3.3.3.1 Seek matching funding to commence construction of the Hamilton Botanical Garden - Community Precinct and Children's Garden.	Susannah Milne - Manager Community Wellbeing	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	 GREEN

**ACTION PROGRESS COMMENTS:**

16/01/24 - The Expression of Interest application was successful and a full application has been submitted on the 15 January 2024.


Oct 2023 - An Expression of Interest application has been submitted to the Federal Government under the Growing Regions funding program.

Last Updated: 23-Jan-2024

**4 Protect our Natural Environment**

**4.1 Protect and enhance biodiversity including the health of waterways, wetlands, soil and air**

**4.1.1 Advocate for, promote and support natural resource management with stakeholders**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.1.1.2 Commence Grangeburn Masterplan in conjunction with Catchment Management Authority	Daryl Adamson - Manager Shire Strategy and Regulation	In Progress	01-Jul-2023	31-Dec-2024	30.00%	25.00%	 GREEN


**ACTION PROGRESS COMMENTS:**

Initial discussions with the Catchment Management Authority have commenced. Funding opportunities are being explored. Project scope to be developed.



23/01/2024 - Regular meetings initiated with the GHCMA. Joint funding opportunities we continued to be explored in 2024.

Last Updated: 23-Jan-2024

**4.1.2 Partner with key agencies to deliver integrated water management solutions**


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.1.2.1 Prioritise a report on Integrated Water Management project opportunities across the Shire and identify partnerships for project collaboration.	Juan Donis - Sustainable Community Lead	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b>            9/1/2024 - Hamilton IWM Plan was prepared by consultants in 2020. It identified a list of opportunities which were consolidated into 4 priority projects as a result of community engagement. One priority identified is 'HILAC Rainwater Capture', Council was successful in its grant application and a report will proceed to Council regarding outcomes by June 2024. The remaining three priority areas are dependent on future grant opportunities.            24/10/2023 - Integrated Water Management list of projects is under review.            Last Updated: 09-Jan-2024</p>							

#### 4.1.3 Protect endemic flora and fauna species throughout the Shire

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.1.3.1 Natural Asset Strategy adopted for implementation/Manage Council reserves	Daryl Adamson - Manager Shire Strategy and Regulation	In Progress	01-Jul-2021	30-Mar-2024	90.00%	90.00%	
<p><b>ACTION PROGRESS COMMENTS:</b>            11/10/23 - Draft Plan for Nature has been developed. Scheduled for Council briefing in November 2023 and Community exhibition until February 2024.             23/01/24 - Remains on schedule            Last Updated: 23-Jan-2024</p>							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.1.3.2 Complete Plan for Nature Strategy	Daryl Adamson - Manager Shire Strategy and Regulation	In Progress	01-Jul-2023	30-Jun-2024	85.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b>            11/10/23 - Draft Plan for Nature has been developed. Scheduled for Council briefing in November 2023 and Community exhibition until February 2024.             23/01/2024 - Remains on schedule</p>							

Last Updated: 23-Jan-2024

**4.1.4 Liaise with stakeholders to support and promote sustainable agricultural and land management practices**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.1.4.1 Complete capping works at Elijah Street Landfill Site and implement collected gas treatment system to effectively treat gas emissions	Juan Donis - Sustainable Community Lead	In Progress	01-Jul-2018	29-Dec-2023	90.00%	100.00%	 GREEN


**ACTION PROGRESS COMMENTS:**

Ongoing monitoring continues with no extreme or risk detections. Risk Management Program currently under development as an Environment Protection Authority requirement for the ongoing management of the decommissioned site.

Last Updated: 08-Nov-2023

**4.2 Balance environmental protection with Council’s support for growth**

**4.2.1 Ensure land use planning balances growth with appropriate levels of environmental stewardship**


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.2.1.1 Develop small towns strategy	Daryl Adamson - Manager Shire Strategy and Regulation	In Progress	01-Dec-2021	30-Apr-2024	90.00%	90.00%	 GREEN

**ACTION PROGRESS COMMENTS:**

11/10/23 - The draft strategy will be taken to Council on 11 October 2023. Subject to approval the draft strategy will then be made available to the public for feedback. Communications plans to be developed with Progress Associations in each town.

23/01/24 - Extensive community engagement in December 2023. Scheduled for Council briefing on the 24/01/2024. Adoption at Council Ordinary Meeting in March.


Last Updated: 23-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.2.1.2 Develop RLUS Strategy	Daryl Adamson - Manager Shire Strategy and Regulation	Completed	01-Jul-2021	20-Dec-2023	100.00%	100.00%	 GREEN

**ACTION PROGRESS COMMENTS:**

Rural Land Use Strategy adopted by Council at the meeting held on 10 May 2023

Last Updated: 06-Jul-2023


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.2.1.3 Complete and adopt small town strategy	Daryl Adamson - Manager Shire Strategy and Regulation	In Progress	01-Jul-2023	30-Jun-2024	90.00%	50.00%	 GREEN

**ACTION PROGRESS COMMENTS:**

11/10/23 - The draft strategy will be taken to Council on 11 October 2023. Subject to approval the draft strategy will then be made available to the public for feedback. Communications plans to be developed with Progress Associations in each town. Strategic Planning aims to adopt the strategy at Council in Q2 2024.

23/01/24 - Extensive community engagement in December 2023. Scheduled for Council briefing on the 24/01/2024. Adoption at Council Ordinary Meeting in March.

Last Updated: 23-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.2.1.4 Implement the Rural Land Use Strategy (RLUS) into Southern Grampians Planning Scheme	Daryl Adamson - Manager Shire Strategy and Regulation	Completed	01-Jul-2023	30-Jun-2024	100.00%	50.00%	 GREEN


**ACTION PROGRESS COMMENTS:**

11/10/23 - Rural Land Use Strategy was adopted by Council on 10 May 2023. Actions from this strategy are now part of a Southern Grampians Shire Planning Scheme Amendment, scheduled for Council briefing in November 2024.

23/01/2024 - Adopted and implemented into Southern Grampians Shire Planning Scheme.

Last Updated: 23-Jan-2024

**4.2.2 Plan and advocate for a low carbon economy through renewable energy, manufacturing and carbon farming**


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.2.2.1 Complete and adopt the sustainability strategy. Carb emission baseline for Council operations is developed.	Juan Donis - Sustainable Community Lead	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	 GREEN

**ACTION PROGRESS COMMENTS:**


9/1/2024 - Carbon Emission platform is scheduled to be implemented by 1 February 2024. This will inform the carbon baseline and future emissions reporting. The Sustainability

Strategy was considered by Council at the 13 December 2023 and approved for community engagement. A community engagement program is being prepared and consultation will be undertaken over the next two months.  
 24/10/2023 - Discussion paper and communication and engagement plan has been developed pending adoption of Council. Community consultation will be conducted during the second half of the financial year.  
 Last Updated: 09-Jan-2024

**4.2.3 Identify and manage via the Planning Scheme, significant landscapes, key biodiversity assets and contaminated land**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.2.3.1 Prepare and and finalise natural assets strategy	Daryl Adamson - Manager Shire Strategy and Regualtion	In Progress	01-Nov-2021	28-Jun-2024	90.00%	90.00%	 GREEN


**ACTION PROGRESS COMMENTS:**  
 11/10/23 - Draft Plan for Nature has been developed. Scheduled for Council briefing in November 2023 and Community exhibition until February 2024.  
 23/01/24 - Remains on schedule  
 Last Updated: 23-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.2.3.2 Prepare and submit planning scheme amendments based on endorsed natural assets strategy.	Daryl Adamson - Manager Shire Strategy and Regualtion	In Progress	01-Jul-2022	31-May-2024	80.00%	80.00%	 GREEN

**ACTION PROGRESS COMMENTS:**  
 11/10/23 - Draft Plan for Nature has been developed. Scheduled for Council briefing in November 2023 and Community exhibition until February 2024. Planning scheme amendments will be an action from this document.  
 23/01/2024 - Draft plan for nature currently under community consultation. Planning scheme amendments have been identified for action.  
 Last Updated: 23-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
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**Southern Grampians Shire Council** **Action and Task Progress Report**

4.2.3.3 Review and prioritise the recommendations of various landscape studies to ensure there is appropriate landscape protection	Daryl Adamson - Manager Shire Strategy and Regulation	In Progress	01-Jul-2023	30-Jun-2024	80.00%	50.00%	
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**ACTION PROGRESS COMMENTS:**  
 11/10/23 - Draft Plan for Nature has been developed. Scheduled for Council briefing in November 2023 and Community exhibition until February 2024. Previous landscape studies have been incorporated into the Planning Scheme Amendments which Council will be briefed on in December 2024.  
 23/01/2024 - Planning scheme amendment currently out for community consultation. Continuing work to implement landscape studies in 2024/25  
 Last Updated: 23-Jan-2024


**4.3 Sustainable waste management services**

**4.3.1 Engage and educate the community to decrease waste to landfill**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.3.1.1 Develop and implement community engagement and education campaigns relating to waste in landfills	Juan Donis - Sustainable Community Lead	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	

**ACTION PROGRESS COMMENTS:**  
 9/1/2024 - Council is onboarding a staff member for 3 months to deliver this waste education grant.  
 24/10/2023 - Grant has been received for community education around waste practices. Education campaign plan and materials to be developed during the second half of the year.  
 Last Updated: 09-Jan-2024

**4.3.2 Manage waste efficiently to limit costs, reduce waste and grow circular economy**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.3.2.2 Develop and implement a Circular Economy Pillar with the Sustainability Strategy. Implement digital tools for waste minimisation and circular economy.	Juan Donis - Sustainable Community Lead	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	


**ACTION PROGRESS COMMENTS:**  
 9/1/2024 - Sustainability Strategy was approved by Council on 13 December 2023 for community consultation which is occurring for the next two months. Final adoption of the strategy will proceed to Council post community engagement.  
 24/10/2023 - Discussion paper for the Sustainability Strategy has been developed pending Council endorsement to commence community consultation. ASPIRE has been engaged to



provide a software for material streams trading.

Last Updated: 09-Jan-2024

**4.3.3 Investigate, support and advocate for opportunities in renewable energy sources and re-use of waste streams**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.3.3.1 Develop and implement a Renewable Energy Pillar within the Sustainability Strategy.	Juan Donis - Sustainable Community Lead	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	


**ACTION PROGRESS COMMENTS:**

9/1/2024 - The Sustainability Strategy contains information regarding Council's Renewable Energy aspirations and is currently out for community engagement for 2 months. Adoption of the strategy will result in confirming Council's renewable energy deliverables including a net zero target.

24/10/2023 - Discussion paper for the Sustainability Strategy has been developed pending Council endorsement to commence community consultation.

Last Updated: 09-Jan-2024

**4.3.4 Partner with key agencies to provide an effective regional response to innovative waste management**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.3.4.1 Complete the Regional Recycling Infrastructure Model in partnership with Barwon Southwest LGA	Juan Donis - Sustainable Community Lead	Completed	01-Jul-2023	30-Jun-2024	100.00%	50.00%	

**ACTION PROGRESS COMMENTS:**

9/1/2024 - Model is complete, it was managed by Corangamite. No outcomes to report at this stage but did contain an extensive financial model which can be referred to and used by the South West Region.


24/10/2023 - Report has been received for comments.

Last Updated: 09-Jan-2024


**4.4 Mitigate against and adapt to climate change**

**4.4.1 Investigate opportunities to reduce emissions and waste**


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
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4.4.1.1 Trials for collection of recoverable type of material to be processed and repurposed.	Juan Donis - Sustainable Community Lead	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b>                      9/1/2024 - Further trials for recoverable types of material is also subject to adoption of the sustainability strategy, work continues on facilitating agricultural plastic.</p> <p>24/10/2023 - Discussion paper for the Sustainability Strategy has been developed pending Council endorsement to commence community consultation. Trials for agricultural plastic waste collection has been conducted, future trials are currently planned for the second half of the year.</p> <p>Last Updated: 09-Jan-2024</p>							

**4.4.2 Increase capability for emergency preparedness, responsiveness and capacity to recover**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.4.2.2 Complete organisational and community emergency preparedness initiatives	Daryl Adamson - Manager Shire Strategy and Regulation	Completed	01-Jul-2023	30-Jun-2024	100.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b>                      11/10/23 - Southern Grampians Shire have completed a robust Roadside Planned Burn Program totaling approximately 395kms of council owned roadsides. This year we have engaged an outside contractor to conduct a range of Spraying, Slashing and Tilling on Council roadsides. This was completed on the 21st of September 2023.</p> <p>23/10/2024 - Emergency Management Team have completed all the Shires obligations of the municipal roadside burn program. Fire prevention notices have been issued and enforced.</p> <p>Last Updated: 23-Jan-2024</p>							


**4.4.3 Plan for climate resilience in Council and community infrastructure**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
4.4.3.1 Develop and implement a Climate Change Pillar within the Sustainability Strategy.	Juan Donis - Sustainable Community Lead	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	
<p><b>ACTION PROGRESS COMMENTS:</b>                      9/1/2024 - Sustainability Strategy approved for community consultation at the 13 December 2023 Council Meeting, this will be ongoing for the next 2 months.</p> <p>24/10/2023 - Discussion paper for the Sustainability Strategy has been developed pending Council endorsement to commence community consultation.</p> <p>Last Updated: 09-Jan-2024</p>							


**5 Provide Strong Governance and Leadership**

**5.1 Transparent and responsible governance**


**5.1.1 Strengthen the governance role of Councillors by informing, resourcing, skilling and supporting the role**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
5.1.1.1 Establishment of a training plan for 2023-2024 year	Tony Doyle - Chief Executive Officer	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      When Councillors were inducted after the 2020 Election, a Governance Evaluator workshop was conducted to identify training over the four-year term. The results are being reviewed in 2024 to ensure training requirements were identified and completed. Governance will review survey results, identify further training priorities and compile information into a briefing, providing options for 2024.                      Last Updated: 05-Feb-2024</p>							

**5.1.2 Ensure flexible and transparent decision making through open and accountable governance**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
5.1.2.1 Implement Procurement evaluation reports which will form a confidential attachment to a public report for procurement matters	Darren Barber - Director People and Performance	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      Currently reviewing example templates from other Councils and developing our own SGSC template.                      Last Updated: 01-Nov-2023</p>							


**5.1.3 Build social policy and strategy to improve equity, inclusion and diversity within the Shire**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
5.1.3.2 Ongoing implementation of workforce plan initiatives	Tahlia Homes - Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>                      8/01/24 - Review of workforce plan to be presented to Executive Leadership and Senior Leadership Teams in February 2024.                      5/10/23 - Workforce plan is in CAMMS system for ease of updating progress. Progress report will be taken to Executive Leadership Team and Staff Consultative Committee early 2024.                      Some priorities have changed due to budget constraints and structure adjustments.</p>							

Last Updated: 10-Jan-2024

**5.2 Effective advocacy**

**5.2.1 Continue to explore and participate in regional partnerships**


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
5.2.1.1 Participate in the Great South Coast Partnership and Great South West Alliance Meetings	Tony Doyle - Chief Executive Officer	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	 GREEN

**ACTION PROGRESS COMMENTS:**

Currently participating in both programs, participation to date has involved formulating the groups priorities and advocacy strategy.

Council's main priorities are supported by these regional groups.

Last Updated: 30-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
5.2.1.3 CORE Phase 2 and 3 align and improve. Process mapping will be undertaken during this time by a project officer and will work closely with the three councils to align and improve CORE Systems	Matthew Tulloch - Manager Business Systems and Transformation	In Progress	01-Jul-2023	30-Jun-2024	35.00%	50.00%	 AMBER

**ACTION PROGRESS COMMENTS:**

Update 16-10-2023

CORE Phase 2 draft plan work in progress with ongoing consultation with the Project Group Steering Committee.

Continuous Improvement Lead role recruited starting 30th Oct will be responsible for the development of a process mapping plan for the CORE systems.

9 Jan 2024: Continuous Improvement Lead recruited who will help facilitate Phase 2 process mapping and improvements from an SGSC point of view as part of our Continuous Improvement Program being developed. CORE Project Owners from the three Councils to meeting Early Feb to develop a detail plan of outcomes for Phase 2.

Last Updated: 09-Jan-2024

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
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Southern Grampians Shire Council Action and Task Progress Report

5.2.1.4 Complete Implementation of the six CORE systems	Matthew Tulloch - Manager Business Systems and Transformation	In Progress	01-Dec-2023	30-Jun-2024	95.00%	25.00%	
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**ACTION PROGRESS COMMENTS:**  
 9 Jan 2024: budgeting (MagiQPerformance) went live mid December, payroll (elementTIME) almost complete Go Live user onboarding starting end of Jan 2024 should be completed end of March  
 Last Updated: 17-Jan-2024

**5.3 Committed and skilled staff**

**5.3.1 Encourage an organisation that values equality, diversity, workplace health, safety and wellbeing**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
5.3.1.24 Evaluation of the health and wellbeing initiatives and the effectiveness in supporting health & safety across the organisation.	Tahlia Homes - Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	

**ACTION PROGRESS COMMENTS:**  
 8/01/24 - In depth employee engagement survey due in early February has targeted questions that will assist in measuring Health and Wellbeing initiative effectiveness across the organisation. A survey monkey was conducted with the whole organisation able to vote on the initiatives they want in 2024. The Health and Wellbeing team published the results in the Exchange.  
 5/10/23 - In mid 2023, the staff Health and Wellbeing team encouraged all staff to send through their ideas on initiatives. The team has received positive feedback about many of the initiatives already implemented, including monthly fresh fruit deliveries to all Council locations. The team will be conducting a survey of staff in the coming months to gain insight into what is working, and what could be improved in the health and wellbeing space.  
 Last Updated: 10-Jan-2024

**5.3.2 Invest and shape Council as a learning and agile organisation to promote the region as a workplace of choice**


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
5.3.2.23 Review entire recruitment process and develop strategies for attraction and retention.	Tahlia Homes - Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	50.00%	50.00%	

**ACTION PROGRESS COMMENTS:**  
 8/01/24 - Recruitment strategy added to the Senior Leadership Team action board sitting with Manager People and Culture as owner. Work previously commenced with a presentation to ELT in 2023 specifically on attraction of Project Management staff. Manager People and Culture will connect with similar Council's and has previously discussed the barriers and


difficulties with staff attraction and retention. It is not isolated to Southern Grampians with critical skill shortages across many industries. The Human Resources team reviewed and improved the recruitment process in 2023 and has received positive feedback from hiring managers on the changes implemented.  
 5/10/23 - The Human Resources Team are currently involved in the Project CORE implementation of the new Payroll system. All available resources are being put towards this project. A review of the recruitment policy and procedure, including the further utilisation of the Scout Talent system has been scheduled in early 2024.  
 Last Updated: 10-Jan-2024

**5.4 Customer focused services**

**5.4.1 Improve the customer experience by delivering accessible and responsive customer service**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
5.4.1.3 Transition IT infrastructure to cloud	Matthew Tulloch - Manager Business Systems and Transformation	Completed	01-Jul-2021	31-Dec-2023	100.00%	100.00%	 GREEN

**ACTION PROGRESS COMMENTS:**  
 Implementation of IT Cloud roadmap complete as much as possible with changing environment.  
 Last Updated: 08-Nov-2023

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
5.4.1.4 Training for all staff on merit and development of reporting packages	Matthew Tulloch - Manager Business Systems and Transformation	In Progress	01-Jul-2023	30-Jun-2024	80.00%	50.00%	 GREEN

**ACTION PROGRESS COMMENTS:**  
 Update 16-10-2023  
 All staff training complete.  
 Advance search (report) training completed.  
  
 Working on developing Power BI reports for executive team  
  
 9 Jan 2024: Assessment of organisational reporting requirements assigned to Continuous Improvement Lead while recruitment for the Business Analyst is in progress.  
 Last Updated: 09-Jan-2024