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# SOUTHERN GRAMPIANS SHIRE COUNCIL

**Council Meeting Minutes  
Wednesday 13 December 2023**

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





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## The Meeting opened at 5.30pm

### 1 Present

#### **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  
Mrs Tania Quinn, Council Support Officer

### 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 Gunditjmarra, 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 Henry led the meeting in a prayer.

*"Almighty god, we humbly beseech thee to vouchsafe thy blessing upon this council.*

*Direct and prosper its deliberations to the advancement of thy glory and the true welfare of the people of the Southern Grampians shire."*

### 4 Apologies

None

### 5 Confirmation of Minutes

#### RECOMMENDATION

That the Minutes of the Council Meeting held on 8 November 2023 be confirmed as a correct record of business transacted.

#### COUNCIL RESOLUTION

**MOVED:** Cr Brown  
**SECONDED:** Cr Henry

**That the Minutes of the Council Meeting held on 8 November 2023 be confirmed as a correct record of business transacted.**

**CARRIED**

### 6 Declaration of Interest

Cr Brown declared a conflict of interest in item 12.3: Recreation Framework.

### 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.

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 Jason Thomas and Narelle Frichot – Running and Athletics Community

Community running and athletics priorities.

#### RECOMMENDATION

That Council receive the deputation.

#### COUNCIL RESOLUTION

**MOVED:** Cr Colliton  
**SECONDED:** Cr Rainsford

That Council receive the deputation.

**CARRIED**



## 9.1 Jenny Rankin

Roadside toilets in Glenthompson

**RECOMMENDATION**

That Council receive the deputation.

**COUNCIL RESOLUTION**

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

**That Council receive the deputation.**

**CARRIED**



## 10 Petitions

There is one Petition listed on the agenda.

### 10.1 Glenthompson Swimming Pool

A petition has been received which contains 142 signatures calling on Council to look for ways to keep the Glenthompson Swimming Pool open.

**RECOMMENDATION**

That Council receive the petition.

**COUNCIL RESOLUTION**

**MOVED:** Cr Calvano  
**SECONDED:** Cr Rainsford

**That Council receive the petition.**

**CARRIED**



## 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;

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:

- Audit and Risk Committee Meeting – 16 October 2023
- Briefing Session – 1 November 2023
- Briefing Session – 8 November 2023
- Briefing Session – 22 November 2023
- Audit and Risk Committee Meeting – 27 November 2023

This agenda was prepared on 6 December 2023 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 1 November 2023
Date:	1 November 2023
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 Brett Holmes, Manager Works

The Informal Meeting commenced at 4:00pm.

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Supply of Road Making Materials	Nil

The Informal Meeting concluded at 5:00pm.



## Informal Meeting of Councillors

ASSEMBLY DETAILS	
Title:	Audit & Risk Committee Meeting
Date:	16 October 2023
Location:	Martin J Hynes Auditorium / Teams Meeting
Councillors in Attendance:	Cr Henry Cr Robertson
Council Staff in Attendance:	Tony Doyle, Chief Executive Officer Darren Barber, Director People & Performance Belinda Johnson, Manager Finance Tahlia Homes, Manager People & Culture Nadine Rhook, EA to Director People & Performance

The Informal Meeting commenced at 2.00pm.

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Welcome	Nil
2	Committee & Auditors in Camera	Nil
3	Apologies	Nil
4	Confirmation of Previous Minutes	Nil
5	Conflict of Interest Disclosure	Nil
8	Governance & Risk Management Disclosure	Nil
9	Draft 2022-2023 Financial & Performance Statements	Nil
10	Consideration of Fraud and Error – ARC Assessment	Nil
13	Internal Audit – Final – Climate Change – Final Report	Nil
21	Other Items	Nil
22	Next Meeting	Nil

The Informal Meeting concluded at 3.49pm.



## Informal Meeting of Councillors

ASSEMBLY DETAILS	
Title:	Briefing Session 8 November 2023
Date:	8 November 2023
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 Daryl Adamson, Manager Shire Strategy and Regulation Andrew Nield, Planning Coordinator Karly Saunders, Governance Coordinator Susannah Milne, Manager Community and Leisure Services Bill Scott, Manager Project Management Office Vaibhav Gavande, Project Manager

The Informal Meeting commenced at 11:30am.

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Council Only Meeting	Nil
2	Matters Raised by Councillors	Nil
3	Review of the Planning Committee	Nil
4	Planning Scheme Review	Nil



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5	Natural Assets Strategy	Nil
6	Glenthompson Swimming Pool	Nil
7	Recreation Framework	Nil
8	Outdoor Activation	Nil

The Informal Meeting concluded at 5:00pm.



## Informal Meeting of Councillors

ASSEMBLY DETAILS	
Title:	Briefing Session 22 November 2023
Date:	22 November 2023
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 Marg Scanlon, Director Infrastructure and Sustainability Rory Neeson, Director Wellbeing, Planning and Regulation Tahlia Homes, Acting Director People and Culture Julie Markby, Property Officer Daryl Adamson, Manager Shire Services and Regulation Bonnie Hewett, Community Safety and Natural Resources Coordinator Bill Scott, Manager Project Management Office Diana Dixon, Acting Manager Community Wellbeing 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



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4	Settlement Date Extension 92 Lonsdale Street Hamilton	Nil
5	Soccer Field Drainage	Nil
6	Glenthompson Toilets	Nil
7	Fire Season Briefing and Emergency Management Update	Nil
8	School Crossings Program	Nil
9	Request to Exhibit the Hamilton Showgrounds Draft Masterplan	Nil
10	S18 Instrument of Sub-Delegation from Council to Staff	Nil
11	Council Plan Quarterly Report – 1 July 2023 to 30 September 2023	Nil

The Informal Meeting concluded at 5:00pm



## Informal Meeting of Councillors

ASSEMBLY DETAILS	
Title:	Audit & Risk Committee Meeting
Date:	27 November 2023
Location:	Teams Meeting
Councillors in Attendance:	Cr Henry Cr Colliton
Council Staff in Attendance:	Rory Neeson, Acting Chief Executive Officer Darren Barber, Director People & Performance Tahlia Homes, Manager People & Culture Belinda Johnson, Manager Finance

The Informal Meeting commenced at 11.00am.

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Welcome	
2	Committee & Auditors in Camera	
3	Apologies	
4	Confirmation of Previous Minutes	
5	Conflict of Interest Disclosure	
6	CEO Report	Nil
7	Governance & Risk Management Disclosure	Nil
8	Summary Table of Outstanding Matters	Nil
9	ARC Self Assessment	Nil
10	ARC Chair Report to Council	Nil
11	ARC Annual Plan 2024	Nil





12	Final Financial Statements, Performance Statement & Representation Letter	Nil
13	Quarterly Councillor's Expenditure Report (For Information)	Cr Henry and Cr Colliton
14	Final Management Letter and Closing Report	Nil
15	Internal Audit - Update on Procurement	Nil
16	Progress Report of Internal Audit Actions (Interplan)	Nil
17	Reports & Correspondence of Note: VAGO, Ombudsman & IBAC Reports	Nil
18	Compliance Framework Review & Quarterly Compliance Reporting	Nil
19	OH&S Quarterly (Summary) Report	Nil
20	Risk Management Quarterly Report	Nil
21	External Audit - Progress Report of Current Actions	Nil
22	Excess Leave Update	Nil
23	Response to Question without Notice – Business Continuity Plan	Nil
24	Other Items	Nil
25	Next Meeting	Nil

The Informal Meeting concluded at 12.24pm.



## 12 Management Reports

### 12.1 Glenthompson Toilets

**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 is the owner and operator of the public toilet amenity block located at 45 Memorial Road, Glenthompson which is one of three public toilet facilities within Glenthompson.

Following resident complaints about the failing septic system and sewage effluent contaminating the surrounding environment, delegated Council Officers inspected the facility, concluding there was an immediate risk to human health and the surrounding environment. The facility was closed on 20 February 2023. A Prohibition Notice was subsequently served to rectify septic maintenance issues and replace with the failing components to achieve compliance.

A preliminary building condition assessment confirmed the facility does not meet current Environment Protection Act and AustRoads Guides, and the cost of repairs and necessary improvements to provide a current best practice, compliant facility is not financially viable.

A petition from the Glenthompson community, submitted to Council on 11 October 2023, requests that the amenity should be kept open at any cost. The initial petition has 258 signatures. On 15 November 2023, a further 82 petition signatures were submitted to Council resulting in a total of 340 signatures. The purpose of this report is to inform Council of the demolition of the public amenities located at 45 Memorial Road, Glenthompson and receive the community petition.

#### Discussion

As the owner and operator of the public toilets, Council is responsible for the wastewater management system and the associated effluent trenches which have failed, contaminating the surface, 15 metres from Yuppeckiar Creek. Council Officers acting under delegation concluded there was a reasonable basis to issue a Prohibition Notice pursuant to section 272 of the *Environmental Protection Act 2017* resulting in closure of the facility.

This decision was based on harm to human health and environment from leaking raw effluent. Officers ordered the public toilets be closed at 45 Memorial Road, Glenthompson until these defects could be rectified. This action was carried out on the 20 February 2023 and the public toilets have since remained closed.

Council officers are obliged under the *Environmental Protection Act 2017* to investigate and issue regulatory notices should there be impact on human health or the environment.

Following closure of the facility, a preliminary building condition assessment was undertaken which identified the following:

1. The plumbing infrastructure is in disrepair with pipes broken requiring replacement.



2. The facility location is not compliant with AustRoads Guidelines, specifically there is:
  - a. No defined parking.
  - b. The current layout provides less than 4 metres from the intersection which is six meters less than the Austroads Guidelines.
  - c. The current informal parking arrangements impact sight distance with two adjacent intersections especially when large vehicles park in the area.

The layout and amenities within this facility do not meet current standards or best practice including Disability Discrimination Act (DDA) compliance as the toilet does not have a separate ambulant toilet. Access is also limited due to the internal layout and space.

### **Financial and Resource Implications**

In November 2022 Council was Briefed on the current asset condition of the public amenities across the Southern Grampians Shire including Glenthompson facilities. Council supported the proposal as presented at this Briefing to rationalise the public amenities in Glenthompson noting the existing three separate public facilities are aged with functional issues and not consistent with current standards. The proposal presented included the consolidation of the Memorial Road and Lions Park facilities through design development and construction of a new public amenities' facility including community engagement.

The location of the Memorial Road public toilets has limited land available which is a key constraint when considering the option for a replacement facility at this site.

A budget allocation of \$250,000 is included in the 2023/2024 Capital Works Program for the development of designs and construction of a new public toilet facility. Glenthompson has been identified as the priority town due to the known compliance and site issues with the facility located at 45 Memorial Road Glenthompson.

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

Petitions are covered under Council's Governance Rules: subrule 3.8.3 and subrule 3.8.3(d) outlines which motions may be considered in relation to them.

A petition was submitted to Council on 11 October 2023 stating:

*'Council has closed this toilet block without consultation. It is booked for demolition. Generations of traveller's, truckies and locals have used these toilets. We, the undersigned, agree that this important amenity should be kept open at any cost.'*

The petition included 258 signatures.

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

- 3.2 Safe and well-maintained transport routes and infrastructure for all modes of travel
- 3.2.3 Provide infrastructure that supports a connected and active community.

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

- 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.



## **Legislation**

*Environmental Protection Act 2017*

*Domestic Wastewater Management Plan 2019*

The Plan identifies risks associated with onsite wastewater management systems within the Shire and how the risks are managed.

## **Gender Equality Act 2020**

Requirements of the Gender Equality Act 2020 do not apply to this item.

## **Risk Management**

The following risks have been identified:

1. The current old style septic system is beyond repair, and it is unlikely permission would be granted to install any conventional treatment system noting the proximity to the waterway.
2. The facility is not consistent with current standards for public amenities which exposes Council particularly in relation to Universal Access.
3. The non-compliance with Austroads guidelines and Australian standards regarding sight distance issues and lack of safe parking also exposes Council. The implications of a serious or fatal accident occurring as a direct result of the current arrangement must also not be understated.

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

The Memorial Road public toilet block septic tank system has contravened the Environmental Protection Regulation 2021 as the system is not in good working order, poses a risk of harm to human health and the environment due to the following reasons:

1. Contents of the septic tank system are overflowing.
2. Absorption field of the septic system is sodden with wastewater pooling on the surface of the surrounding land.
3. Located within EPA Onsite Wastewater Management Code of Practice (2016) 60m primary treated wastewater and 30m secondary treated wastewater setback distance to a waterway.

New public amenity facilities are required to meet building code requirements and Universal Access best practice which are significantly different to the current building. Any redevelopment of the existing facility would require compliance with the current standards which would be, financially not viable.

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

Council has acknowledged receipt of the petition to the lead petitioner. Further correspondence will be provided to the lead petitioner advising them of the demolition of the



public amenities at 45 Memorial Road and Council's commitment to engage with the Glenthompson community through the design and construction of a new facility. Community engagement will be undertaken to ascertain the new public toilet facility location and design options. This engagement is expected to commence early in 2024 and it is proposed that a project reference group will be established.

### **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.

Daryl Adamson, Manager Shire Strategy and Regulation  
Pauline Porter, Environmental Health Coordinator  
Kunal Ponanna, Strategic Infrastructure Engineer  
Marg Scanlon, Director Infrastructure and Sustainability

### **RECOMMENDATION**

That Council:

1. Acknowledge the petition received from the Glenthompson community in relation to the Glenthompson Public Toilet closure.
2. Note that the public amenities located at 45 Memorial Road will be demolished due to the condition of the current facility including non-compliance of public health and Austroads Guides.
3. Write to the lead petitioner advising that the 45 Memorial Road Glenthompson Public Facility will be demolished with Council's commitment to engage with the Glenthompson community on the design and construction of a new facility within Glenthompson.

### **MOTION**

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

**That item 12.1 Glenthompson Toilets be deferred until the adoption of the SGS Small Towns Strategy.**

### **PROCEDURAL MOTION**

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

**Request an extension of speaking time.**

**The motion was put and lost.**



**AMENDMENT**

**MOVED:** Cr Brown

**Postpone the demolition of the Glenthompson Toilets until the February 2024 Council Meeting.**

**LAPSED for want of a SECONDER.**

**COUNCIL RESOLUTION**

**MOVED:** Cr Rainsford

**SECONDED:** Cr Malone

**That item 12.1 Glenthompson Toilets be deferred until the adoption of the SGS Small Towns Strategy.**

**The MOTION was put and LOST**

**A division was called**

<b>DIVISION</b>	
<b>FOR</b>	<b>AGAINST</b>
<b>Cr Rainsford</b>	<b>Cr Brown Cr Calvano Cr Colliton Cr Henry Cr Malone Cr Robertson</b>



**COUNCIL RESOLUTION**

**MOVED:** Cr Brown  
**SECONDED:** Cr Henry

**That Council:**

1. Acknowledge the petition received from the Glenthompson community in relation to the Glenthompson Public Toilet closure.
2. Note that the public amenities located at 45 Memorial Road will be demolished due to the condition of the current facility including non-compliance of public health and Austroads Guides.
3. Write to the lead petitioner advising that the 45 Memorial Road Glenthompson Public Facility will be demolished with Council’s commitment to engage with the Glenthompson community on the design and construction of a new facility within Glenthompson in the 2023/2024 financial year.

**CARRIED**

A division was called

DIVISION	
FOR	AGAINST
Cr Brown Cr Colliton Cr Henry Cr Malone Cr Robertson	Cr Calvano Cr Rainsford





## 12.2 Natural Assets Strategy - Plan for Nature

<b>Directorate:</b>	Wellbeing, Planning and Regulation
<b>Report Approver:</b>	Rory Neeson, Director Wellbeing, Planning and Regulation
<b>Report Author:</b>	Daryl Adamson, Manager Shire Strategy and Regulation
<b>Attachment(s):</b>	<ol style="list-style-type: none"> <li>1. SGSC Plan for Nature draft report V 3.1 [12.2.1 - 42 pages]</li> <li>2. Overall SG Plan for Nature summary [12.2.2 - 1 page]</li> <li>3. SG Plan for Nature Summary 1 - Connections [12.2.3 - 1 page]</li> <li>4. SG Plan for Nature Summary 2 - Protections [12.2.4 - 1 page]</li> <li>5. SG Plan for Nature Summary 3 - Country [12.2.5 - 1 page]</li> <li>6. SG Plan for Nature Summary 4 - Working Together [12.2.6 - 1 page]</li> </ol>

### Executive Summary

The Southern Grampians Shire holds significant environmental and landscape assets, important for their ecosystem values, and a vital component of the Shire's tourism industry and livability. 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 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.

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 report seeks Council to approve the release of the draft 'Plan for Nature Strategy' for community consultation.

### Discussion

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

This focus includes Council's direct legislative obligations (reserve and roadside management and administration of the Southern Grampians Planning Scheme), as well broader objectives to support and advocate for a healthy environment across the Shire.

### VISION FOR THE PLAN



'A thriving landscape of protected volcanic grasslands, red gum woodlands, and waterways (upper Glenelg and Wannon Rivers) that supports biodiversity, 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 controls
3. **Country:** Supporting Traditional Owners to protect and manage 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 support the Council's existing plans and other state and regional strategic plans aimed at protecting the natural environment, particularly the 2021 Glenelg Hopkins Regional Catchment Strategy and Biodiversity 2037.

Key actions focus on:

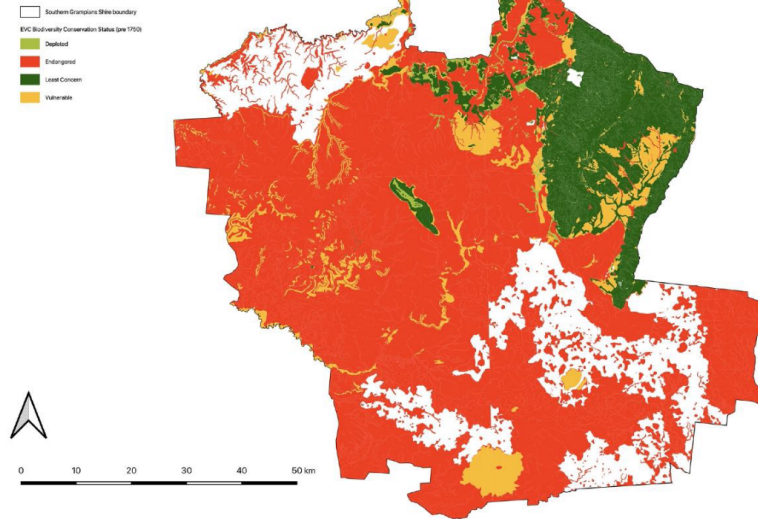
- Increasing habitat quality at Council managed nature reserves
- Increasing the number of significant roadside vegetation sites
- Improving habitat connectivity to aid species movement
- Increasing the protection of remnant native vegetation and biodiversity values, especially large paddock trees and 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 during 2022 – 2023.

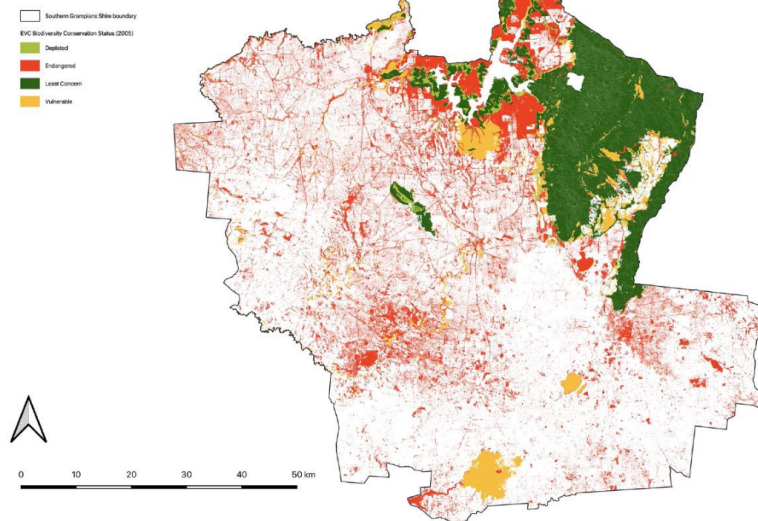
Extensive tracts of native vegetation have been lost in the Southern Grampians Shire, particularly on private land. The broader Glenelg catchment has approximately 28% of its original native vegetation cover. This has also had an impact on the health of Shire's waterways, including the Glenelg and Wannon Rivers. On a State-wide scale the extent of the Shire's woodlands is limited, fragmented, and extremely depleted. Perennial native grassland communities are extremely limited. The loss of native vegetation cover is reflected in the considerable number of exceedingly rare or threatened species.



Southern Grampians Shire - EVC Biodiversity Conservation Status (pre 1750)



Southern Grampians Shire - EVC Biodiversity Conservation Status 2005



Goals of the Plan:

1. Supporting biodiversity and resilience through enhancement bio-links and best practice stewardship (includes management of Council roadsides and nature reserves)
2. Protecting the Shire's natural assets through strategic land use planning and other controls
3. Supporting Traditional Owners to protect and manage Country
4. Working with community and stakeholders to value, protect and enhance the Shire's natural areas.



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.
- 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.
- 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.
- 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 depend on a healthy environment.

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

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

The Southern Grampians Plan for Nature will be delivered via annual Council budget cycles which focuses on achieving KPI's and targets.



**Financial and Resource Implications**

The adoption by Council of the Plan for Nature Strategy 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**

***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.
  - 4.1.2 Partner with key agencies to deliver integrated water management solutions.
  - 4.1.3 Protect endemic flora and fauna species throughout the Shire.
  - 4.1.4 Liaise with stakeholders to support and promote sustainable agricultural and land management practices.

***Protect Our Natural Environment***

- 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.



4.2.3 Identify and manage via the Planning Scheme, significant landscapes, key biodiversity assets and contaminated land.

***Protect Our Natural Environment***

4.4 Mitigate against and adapt to climate change

4.4.3 Plan for climate resilience in Council and community infrastructure.

**Legislation**

Consideration of the draft Plan for Nature Strategy is consistent with the Southern Grampians 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.
- 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 draft strategy.

**Risk Management**

The Plan for Nature Strategy has been 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**

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.

As the climate becomes less suitable for existing vegetation communities, there will be a gradual change in species composition and dominance as some species resulting in structural changes in native fauna.

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.



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

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 25 November 2022 and 27 January 2023.

Further consultation is planned once the draft strategy has been released by Council, which will include a mixture of in-person and online consultation.

### **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 Nield, Planning Coordinator

### **RECOMMENDATION**

That Council approves the release of the draft Plan for Nature Strategy for a six week public community consultation before considering any feedback at a future Council Meeting.

### **COUNCIL RESOLUTION**

**MOVED:** Cr Brown  
**SECONDED:** Cr Malone

**That Council approves the release of the draft Plan for Nature Strategy for a six week public community consultation before considering any feedback at a future Council Meeting.**

**CARRIED**

**Cr Brown declared a conflict of interest in item 12.3 and left the Meeting at 6:40pm.**





## 12.3 Recreation Framework

<b>Directorate:</b>	Wellbeing, Planning and Regulation
<b>Report Approver:</b>	Rory Neeson, Director Wellbeing, Planning and Regulation
<b>Report Author:</b>	Roger Rook, Coordinator Recreation Services
<b>Attachment(s):</b>	<ol style="list-style-type: none"><li>1. Draft Southern Grampians Shire Council Recreation Framework [12.3.1 - 17 pages]</li><li>2. Draft Recreation Reserves Capital Works Contributions Policy [12.3.2 - 5 pages]</li><li>3. Draft Reserves and Halls Operational Funding Policy [12.3.3 - 5 pages]</li><li>4. Draft Recreation Reserves Fees and Charges Policy [12.3.4 - 6 pages]</li></ol>

### Executive Summary

This report requests Council permission to conduct a public engagement process to seek feedback from the community on the Draft Southern Grampians Shire Council Recreational Framework (the draft Framework).

The draft Framework has been developed in response to Council's direction to provide a fairer and more equitable approach to Council support of recreational facilities across the Shire. Council acknowledges the importance of community recreational facilities in improving the health and wellbeing of the wider community and its role in supporting community and sporting groups.

The draft Framework details Council's approach to the provision of operational funding, capital contribution to projects and user fees and charges for Council owned/managed, it allows for a more streamlined and transparent method to support recreation users from all sports across the Shire.

### Discussion

#### BACKGROUND

The existing policy Management of Recreation Reserves (MRR) Policy used to guide the management of sporting facilities across the Shire was last reviewed in 2014. It outlines the provision of financial assistance to State Government managed recreation reserves across the Shire, along with determining the contribution of regular users to the operational costs of maintaining Council operated facilities.

While the MRR Policy deals with the operational elements of reserves within Council, there is inconsistency between maintenance of differing infrastructure, and no clear direction regarding renewal requirements and capital development contributions on Council or non-Council Reserves. The existing policy simply outlines the contribution and user fees charges depending on the facility, with some rudimentary justification.

#### COUNCIL OPERATED FACILITIES

The MRR policy identifies differing user contributions for Council facilities with the users of the Hamilton Showgrounds and Melville Oval contributing 25% of the relevant reserves previous



years operational costs. Pedrina Park users contribute 15%, and Mitchell Park users contribute 10%. The differing percentage recognises that level of infrastructure and hierarchy of each facility. Allocation of individual users' portion of the operation costs is determined every three years as part of the user agreement renewal, in consultation with all the users of each site to provide maximum fairness and equity.

The existing system for fee allocation is cumbersome to administer and fails to provide flexibility or accountability over the actual use of Council facilities. Additionally, the current method of allocation does not allow for variations in user groups between the three year cycle, or support fluctuations in requirements of the users.

Current user agreements are due to expire on the 30 June 2024, and a review of the current cost recovery method has identified that the existing method is cumbersome to understand and implement, along with the user groups having no capacity or flexibility to impact their fees by consolidating their usage.

Given the nature of charging based on historical expenditure, user groups have minimal capacity to budget or plan for future usage costs due to the dynamic nature of the facility requirements. User fees are also dependent on the impacts of other users on the site, with users effectively sharing in additional costs, regardless of any contribution or benefit.

Variations between user agreements, within and across sites, also provides difficulty in determining equity and consistency. While these variations are taken into account during the allocation of the recovery fees, it becomes difficult to quantify the fairness of the distribution.

Where organisations have exclusive use of their facility, a separate access agreement should be entered into outlining the fees and responsibilities for the site.

#### FUTURE DIRECTION

The Recreation and Leisure Facilities Management Framework was developed to establish a fair and equitable policy for managing outdoor recreation facilities within the Southern Grampians Shire Council.

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.

The 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, and facilities not operated by Council staff such as the Coleraine Sporting Grounds, and the Hamilton Lawn Tennis Club.

#### User Fees and Charges

The Recreation Fees and Charges Policy identifies a structured fee proposal for Council facilities. This structure will enable clear consideration for any new users who may be looking at the use of a facility, as well as providing clear information for existing users.



The framework incorporates a seasonal license fee for all regular users aligned to club usage to replace the former methodology. The license caps the fee charge to ensure affordability to seasonal users. Based on historical usage, the proposed fee structure will provide the following comparative outcomes.

Reserve	User	2022/23 Costs	2024/25 Costs
<b>Melville Oval</b>			
	Hamilton Cricket Association	\$ 2,402.18	\$ 5,850.00
	Hamilton Kangaroos FNC	\$ 17,000.00	\$ 20,480.00
	Hamilton Fire Brigade	\$ 472.64	\$ 600.00
<b>Pedrina Park</b>			
	St Andrews Cricket Club	\$ 3,197.10	\$ 2,920.00
	Hamilton Kangaroos FNC	\$ 1,682.69	\$ 1,600.00
	Glenelg Regional Hockey	\$ 1,514.42	\$ 8,600.00*
	Hamilton Soccer Club	\$ 5,552.86	\$ 5,150.00
	Hamilton Netball Association	\$ 4,879.79	\$ 4,620.00
<b>Note:</b>	St Andrews assumes utility costs		
	Council assumes maintenance of Hockey Pitch		
<b>Mitchell Park</b>			
	Hamilton Cricket Association	\$ 713.60	\$ 800.00
	Hamilton Running Club	\$ 642.24	\$ 1,650.00
	Hamilton Athletics		
<b>Note:</b>	Hamilton Running Club have doubled their use of Mitchell Park with the implementation of the Little Athletics		

Table 1: Recreation Reserve User Group Fees

\*While the fee is a significant increase, the change to fee structure would see Glenelg Regional Hockey no longer having to pay an annual maintenance fee of \$9,000 providing a saving to the association.

Capital Contributions to Projects

Community contributions for capital improvement projects are essential to enable continued development of recreational facilities throughout the Southern Grampians Shire. The Recreation Reserves Capital Works Contributions Policy provides the principles for determining funding options and responsibilities. Where a user group is not able to provide an up-front contribution to a project on a Council operated reserve, Council can allow an annual contribution to be provided by the users additional to their user fee.

Additionally for a funded project that Council is requested to make a financial contribution, subject to Council budget allowance, Council will provide a maximum of 1:1 (Council:Community) contribution after external funding. An example of a new sporting club facility assuming an SRV 3:1 funding application on an \$800,000 facility would be funded as follows:

SRV	\$600,000
User Group	\$100,000
Council	<u>\$100,000</u>



Total \$800,000

Non-Council Operated Facilities

Council currently provides operating contributions for State Government DEECA recreational reserves based on three categories of significance. The allocation for each reserve is provided in Table 2 Below, identifying the initial contribution provided in 2014-2015, the latest contribution provided in 2023-2024, and the proposed contribution for 2024-2025.

Reserve Contributions	2014/15	2023/24	2024/25
<b>Balmoral Recreation Reserve</b>	\$9,145	\$11,660	\$11,660
<b>Hamilton Recreation Reserve</b>	\$9,145	\$11,660	\$11,660
<b>Kennedy Oval Recreation Reserve</b>	\$9,145	\$11,660	\$11,660
<b>Branxholme Recreation Reserve</b>	\$5,546	\$6,940	\$11,660
<b>Byaduk Recreation Reserve</b>	\$5,546	\$6,940	\$11,660
<b>Cavendish Recreation Reserve</b>	\$5,546	\$6,940	\$11,660
<b>Dunkeld Recreation Reserve</b>	\$5,546	\$6,940	\$11,660
<b>Glenthompson Recreation Reserve</b>	\$5,546	\$6,940	\$11,660
<b>Penshurst Recreation Reserve</b>	\$5,546	\$6,940	\$11,660
<b>Tarrington Recreation Reserve</b>	\$5,546	\$6,940	\$11,660
<b>Pigeon Ponds Recreation Reserve</b>	\$1,770	\$2,220	\$11,660

Table 2: Recreation Reserve Contributions

Operating contributions are set annually as part of the budget process, and while there is a provision in the MRR Policy to increase these contributions by 5% or alternate rate, the budget process determines the actual amount.

Council additionally provides operational support to a public hall in each township. The Public Halls support has not been reviewed since 2014 with the contribution to these halls remaining stagnant at \$2,000 per year. Additionally, three Council Section 65 committee of managements do not currently receive any operational support. Table 3 below identifies the halls which currently receive a contribution, including the amount provided in 2023-2024, and the proposed contribution for 2024-2025.

Public Halls	2023/24	2024/25
<b>Balmoral Mechanics Hall</b>	\$2,000	\$2,220
<b>Branxholme Public Hall</b>	\$2,000	\$2,220
<b>Byaduk Mechanics Institute Hall</b>	\$2,000	\$2,220
<b>Cavendish Soldiers Memorial Hall</b>	\$2,000	\$2,220
<b>Coleraine Mechanics Hall (S65)</b>	\$2,000	\$2,220
<b>Dunkeld Community Centre</b>	\$2,000	\$2,220
<b>Glenthompson War Memorial Hall</b>	\$2,000	\$2,220
<b>Penshurst Memorial Hall</b>	\$2,000	\$2,220
<b>Woodhouse-Nareeb Reserve</b>	\$2,220	\$2,220
<b>Nareen Hall (S65)</b>	\$0	\$2,220
<b>Carapook Hall (S65)</b>	\$0	\$2,220
<b>Konongwootong Hall (S65)</b>	\$0	\$2,220

Table 3: Public Halls Contributions



The framework's objective is to communicate to all stakeholders how facilities will be managed by Southern Grampians Shire Council Shire.

### **Financial and Resource Implications**

In preparing this report, officer time with respect to research and consultation are its only implications.

Based on the outcomes of the engagement, staff will finalise the documentation that will set the upcoming approach to management and contribution through user fees and annual operating grants that would then be adopted as part of the 2024-2025 budget.

Initial analysis of the fee changes would result in user fees rising from \$38,053 for 2022-2023 to \$52,270 in 2024-2025.

The increase in contributions to Recreation Reserves and Public Halls will have a budget impact of \$42,480 for the Recreation Reserves, and \$8,420 for the Public Halls. These increased contributions will provide an additional investment of \$50,900 in our rural communities and consider that these fees have not increased for nearly ten years.

### **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.

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

3.1 Plan and maintain sustainable assets and infrastructure

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.

### **Legislation**

There are no legislative requirements as part of this Council Briefing.

### **Gender Equality Act 2020**

This newly created Recreation Framework must comply with the *Victorian Government's Fair Access Policy 2022*.



The Gender Equality Act 2020 requires that Councils "...must consider and promote gender equality; and take necessary and proportionate action towards achieving gender equality." Council is also expected to meet the requirements 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, and was introduced in 2022. This is a new element that must be incorporated into the Recreation and Leisure Facilities Management Framework and will be incorporated within a Fair Access Policy for Council.

### **Risk Management**

There are no risks associated with this preparation of this report, however careful consideration and engagement with impacted stakeholders needs to be planned to manage any reputational risk associated with any increases to sporting clubs for use of Council facilities.

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

There are no climate change, environmental or sustainability considerations as part of this Council Report.

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

Initial communication with some Council facility users has occurred regarding the development of the Recreation Framework.

Communication has occurred with some neighbouring Shire's as part of the development of the Recreation Framework.

Engagement and consultation will now occur with all impacted users, and the community as part of the implementation of this Recreation Framework.

This will be completed via both direct engagement with impacted clubs and other traditional users such as schools.

### **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  
Susannah Milne, Manager Community Wellbeing  
Roger Rook, Coordinator Recreation Services  
Sarah Cassidy, Recreation Officer



**RECOMMENDATION**

That Council:

1. Approve the Southern Grampians Shire Council Recreation Framework for community engagement;
2. Approve the following policies for community consultation;
  - Reserves and Halls Operational Funding Policy;
  - Recreation Reserves Capital Works Contributions Policy;
  - Sport and Recreation Reserve and Facilities User Fees and Charges Policy;
3. Note that following the engagement process, the framework and associated policies will come back to Council for formal adoption at a future Council Meeting.

**COUNCIL RESOLUTION**

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

That Council:

1. Approve the Southern Grampians Shire Council Recreation Framework for community engagement;
2. Approve the following policies for community consultation;
  - Reserves and Halls Operational Funding Policy;
  - Recreation Reserves Capital Works Contributions Policy;
  - Sport and Recreation Reserve and Facilities User Fees and Charges Policy;
3. Note that following the engagement process, the framework and associated policies will come back to Council for formal adoption at a future Council Meeting.

**CARRIED**

**Cr Brown returned to the Meeting at 6:55pm.**



## 12.4 Hamilton - Bushfire Place of Last Resort

<b>Directorate:</b>	Wellbeing, Planning and Regulation
<b>Report Approver:</b>	Rory Neeson, Director Wellbeing, Planning and Regulation
<b>Report Author:</b>	Vicky Collins, Emergency Management Officer
<b>Attachment(s):</b>	1. CFA Assessment Guidelines [12.4.1 - 9 pages]

### Executive Summary

A 'Neighbourhood Safer Place' (also known as a 'Bushfire Place of Last Resort' or NSP-BPLR) is a place of last resort when all other bushfire plans have failed. In Hamilton Melville Oval has historically been Hamilton's Bushfire Place of Last Resort (BPLR). However, in September 2023 works commenced on new Melville Oval Facilities Project and as a result Council has been requested to move the location NSP-BPLR until such time these capital works have been completed.

Pursuant to provisions within Part IIIA, Division 3 of the *Country Fire Authority Act 1958* a municipal council can identify and designate an NSP-BPLR within our townships. This report seeks the endorsement from Council to designate the Hamilton Showgrounds for this purpose.

### Discussion

While not all Victorian townships have a Bushfire Place of Last Resort, Southern Grampians Shire Council had formally decided to establish an NSP-BPLR in each town. To ensure that Hamilton has a designated space that meets CFA assessment criteria, Council determined that Melville Oval would not be appropriate while undergoing works during the Fire Danger Period. It is important our community are aware of what NSP-BPLRs, they are:

- Locations that may provide some protection from direct flame and heat from a fire, but they do not guarantee safety.
- Not an alternative to planning to leave early or to stay and defend your property; they are a place of last resort if all other fire plans have failed.
- An existing location and not a purpose-built, fire-proof structure. It is important to know that many NSP-BPLRs are simply a clearing that provides separation distance from the bushfire hazard (e.g., forest).
- Not to be confused with Community Fire Refuges, Relief Centres, Recovery Centres or Assembly Areas, each of which have a different and specific purpose.
- Not an appropriate destination when leaving the area early.
- Not a place of shelter from other types of emergencies (e.g., to escape rising floodwaters or severe weather events).

In determining where an NSP-BPLR are located within our municipality Council uses the following criteria:

- An NSP-BPLR may be an open space at a local sports field, foreshore, or park, or they may be located within a community building such as a hall or sports pavilion.
- Community can recognise an NSP-BPLR by a green and white sign which includes the words:
  - a) 'Bushfire Neighbourhood Safer Place - A Place of Last Resort' or





b) 'Bushfire Place of Last Resort – Neighbourhood Safer Place'



Using the Neighbourhood safer place – Bushfire Place of Last Resort assessment guidelines – July 2020, the Country Fire Authority (CFA) has assessed the Hamilton Showgrounds as meeting these criteria.

**Financial and Resource Implications**

There are no financial or resource implications as a result of this report.

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

***Support Our Community***

- 1.1 An empowered and connected community
- 1.1.2 Support the community and other agencies to build resilience and preparedness in planning for emergencies and climate change impacts and mitigation.

***Support Our Community***

- 1.4 A safe community
- 1.4.1 Collaborate with law enforcement authorities and other agencies to support community safety and crime prevention.

***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.

**Legislation**

1. *Country Fire Authority Act 1958*
2. *Emergency Management Act 1986*

**Gender Equality Act 2020**

There are no *Gender Equality Act 2020* implications as a result of this report.



## **Risk Management**

Reducing the impact of bushfires is a shared responsibility between government, emergency service organisations and the community. The community plays an integral role.

Municipal councils identify potential suitable locations, designate, establish, and maintain NSP-BPLRs within their municipal district, pursuant to provisions within Part IIIA, Division 3 of the Country Fire Authority Act 1958. The Country Fire Authority (CFA) supports municipal councils in the establishment of NSP-BPLRs as a last resort option for communities living in high-risk areas (and people visiting, working in or traveling through high-risk areas).

An NSP-BPLR location:

- is a place of last resort in the near vicinity for individuals to access during a fire event affecting their neighbourhood, without the need to take a high-risk journey beyond their neighbourhood.
- eliminates direct exposure to flames from a fire front and manages radiant heat to survivable levels.
- should only be accessed when personal bushfire plans (for individual properties) cannot be implemented or have failed.

An NSP-BPLR does not guarantee the survival of those who assemble there. An NSP-BPLR may offer improved protection if caught in a fire but cannot be considered as 'safe'. Those who gather at an NSP-BPLR must remain vigilant and monitor the fire. Active defence against the effects of bushfire (heat and embers) and possible consequential spot fires may be necessary.

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

The 2009 Victorian Bushfires Royal Commission (VBRC) Final Report stated that “The people who left their homes sheltered in a variety of locations - other houses or buildings, bunkers, reserves and ovals, pubs, in-ground swimming pools, cars, dams, and so on.”

The VBRC stated that “many people did not have a well-thought-out plan and were left to make their own decisions without the benefit of assistance from the authorities. For these people, the lack of alternatives - the provision of shelters, refuges, or evacuation - can become critical because as they have no fallback option.

The Victorian Government established ‘Neighborhood Safer Places’ in response to the recommendations from the VBRC regarding the need for a range of community shelter and relocation options for the increasing bushfire risk associated with Climate Change.

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

Councils Community and Leisure Services are the service managers of the Hamilton Showgrounds have informed showground user groups of this change including the Hamilton Lions Club, SES, Western District Umpires Association, Hamilton Brass, Greater Hamilton Archery and Hamilton P&A Society.

Upon formal endorsement by Council, the Emergency Management team will initiate a communications plan to educate residents and visitors alike by utilising social media platforms, local newspapers, and updated signage.



In addition, and in collaboration with local CFA and volunteers, Council has developed an educational video that will provide the community with further guidance on the purposes of NSP-BPLR and their limitations when considering their bushfire emergency plans.

**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.

Vicky Collins, Emergency Management Officer  
Daryl Adamson, Manager Shire Strategy & Regulation  
Rory Neeson, Director Wellbeing, Planning and Regulation

**RECOMMENDATION**

That Council, pursuant to provisions within Part IIIA, Division 3 of the *Country Fire Authority Act 1958* designate the Hamilton Showgrounds as A Neighbourhood Safer Place - also known as a Bushfire Place of Last Resort (NSP-BPLR).

**COUNCIL RESOLUTION**

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

That Council, pursuant to provisions within Part IIIA, Division 3 of the *Country Fire Authority Act 1958* designate the Hamilton Showgrounds as A Neighbourhood Safer Place - also known as a Bushfire Place of Last Resort (NSP-BPLR).

**CARRIED**



## 12.5 Planning Scheme Review Report

**Directorate:** Wellbeing, Planning and Regulation  
**Report Approver:** Rory Neeson, Director Wellbeing, Planning and Regulation  
**Report Author:** Parvesh Siroha, Senior Strategic Planner  
**Attachment(s):** 1. R 1 Planning Scheme Review Report Final 2023 [12.5.1 - 60 pages]

### Executive Summary

This report provides information to the Council on the progress of the review of the Southern Grampians Planning Scheme. The report recommends that the draft review be released for the purposes of public consultation before being brought back to Council for adoption at a future Council meeting.

### Discussion

Regular reviews of the Southern Grampians Planning Scheme are required under Section 12B of the *Planning and Environment Act 1987*.

A copy of the Southern Grampians Planning Scheme review is provided at **Attachment 1**.

The purpose of the planning scheme review is to enhance the effectiveness and efficiency of the planning scheme in achieving the objectives of planning in Victoria and of the planning framework established by the *Planning and Environment Act 1987*.

The review must evaluate the planning scheme to ensure it:

- Is consistent in form and content with the directions or guidelines issued by the Minister;
- Sets out effectively the policy objectives for use and development of land;
- Makes effective use of State provisions and local provisions to give effect to State and local policy objectives.

The last review of the planning scheme was undertaken in 2019.

### Issues

The review has found that the Southern Grampians Planning Scheme is operating effectively. However, the review has identified several opportunities to update and improve the local content of the scheme to ensure Council's vision for land use and development, as expressed in the Council Plan and other relevant adopted strategic documents, is reflected by the policy and planning controls of the scheme.

The review has recommended that the highest priorities for Council are:

- Implementation of the Rural Land Use Strategy to enhance agricultural and rural land use strategic directions in the Municipal Policy Statement and local policy in the Planning Policy Framework.



- Prepare structure plans for Cavendish, Coleraine and Peshurst based on the issues and opportunities identified in the draft Small Towns Strategy.
- Improving the drafting of overlay and zone schedules to clarify objectives and strategies, increase permit exemptions, reduce unnecessary permit triggers, correct mapping errors, and align permit and applications requirements with the Department of Transport and Planning, planning directives.
- Finalise the draft Grampians Landscape Assessment and Southwest Landscape Assessment studies and implement into the scheme as updated SLOs and VPOs (as relevant) to identify and protect significant landscape features and habitat values across the Shire.
- Identify and protect environmental assets, finalise previous strategic work to map wetlands and expand existing controls to include significant linear waterways.
- Develop internal policies and procedures for managing Development Plans and developer and open space contributions.

Note, Council Officers are preparing a work plan to implement the Rural Land Use Strategy in 2024, and structure plans for Cavendish and Coleraine are included in the 2023/24 budget with project briefs prepared to send out for quotations. The remaining priorities will be actioned when resources are available.

The planning scheme review has identified many policy-neutral changes that should be made to the planning scheme to bring it into alignment with Ministerial Direction: The Form and Content of Planning Schemes. These are purely administrative matters and do not change the policy intent of the scheme.

These changes are marked up in the supporting Ordinance at **Attachment 2**.

### **Financial and Resource Implications**

The costs associated with the Southern Grampians Planning Scheme review have been funded by the Department of Transport and Planning. Costs to Council are limited to officer time.

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

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

- 1.1 An empowered and connected community
- 1.1.3 Provide opportunities for increased community engagement and participation in Council decision making and activities.

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

- 2.4 Support local business and industry
- 2.4.3 Streamline services to reduce red tape in approval process.

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

- 3.1 Plan and maintain sustainable assets and infrastructure
- 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.

**Protect Our Natural Environment**

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.

4.2.3 Identify and manage via the Planning Scheme, significant landscapes, key biodiversity assets and contaminated land.

**Legislation**

Consideration of the Southern Grampians Planning Scheme review is consistent with Section 12B of the *Planning and Environment Act 1987*.

**Gender Equality Act 2020**

There are no direct implications to the *Gender Equality Act 2020* in the Planning Scheme Review 2023.

**Risk Management**

Risks are mitigated by ensuring compliance with the relevant Ministerial Directions, Planning Practice Notes, as well as the *Planning and Environment Act 1987*.

**Climate Change, Environmental and Sustainability Considerations**

Nil

**Community Engagement, Communication and Consultation**

The review has been informed by consultation with stakeholders, referral agencies, and government departments.

The project team is looking forward to presenting the draft review to the community for final engagement period. We are optimistic that the draft will not require substantial changes prior to adoption by Council.

Public consultation in the draft review is scheduled to be undertaken over three weeks including:

- Media release and public notice
- Public notice in the Hamilton Spectator
- Council website
- Social media



Council will consider the Planning Scheme Review final report, following feedback from the community consultation, before the report will be submitted to the Minister for Planning.

**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  
Parvesh Siroha, Senior Strategic Planner

**RECOMMENDATION**

That Council approve the release of the Planning Scheme Review Report 2023 for the purpose of public consultation before considering any feedback at a future Council meeting.

**COUNCIL RESOLUTION**

**MOVED:** Cr Brown  
**SECONDED:** Cr Henry

**That Council approve the release of the Planning Scheme Review Report 2023 for the purpose of public consultation before considering any feedback at a future Council meeting.**

**CARRIED**



## 12.6 Council Plan Quarterly Report - 1 July 2023 - 30 September 2023

<b>Directorate:</b>	Chief Executive Office
<b>Report Approver:</b>	Tony Doyle, Chief Executive Officer
<b>Report Author:</b>	Karly Saunders, Governance Coordinator
<b>Attachment(s):</b>	1. Council Plan - Quarterly Report - 1 July 2023 - 30 September 2023 [12.6.1 - 32 pages]

### Executive Summary

The Action and Task Progress Report for the period 1 July 2023 to 30 September 2023 has been prepared to provide information regarding the performance of the organisation against the Annual Plan.

### Discussion

The Annual Plan is developed each year to assist in the delivery of the Council Plan objectives and to demonstrate to the community the key projects to be delivered that year.

The Annual Plan sets out the specific actions and includes a detailed list of Council's activities and initiatives for the upcoming financial year. These initiatives are projects that are undertaken over and above normal service delivery and are intended to attain important outcomes for Council and the community.

Reports on the progress of the Annual Plan are reported to Council quarterly. This allows Council to receive timely, relevant and measurable information about how the organisation is performing. This in turn allows Council an opportunity to raise concerns about performance in a timely manner. The Annual Plan reporting will also help formulate the Annual Report and support the reporting against the Council Plan each year.

This is the first report for the 2023-2024 year, being 1 July 2023-30 September 2023.

There are 84 actions in the report of which:

- 71 actions (85%) are on track - at least 90% of the target achieved;
- 5 actions (6%) require monitoring –between 70% and 90% of the target achieved;
- 8 actions (10%) are off track – less than 70% of target achieved; and
- 0 actions (0%) have no target set.

Details about the specific performance of the Annual Plan actions are detailed in the attached Action and Task Progress Report.

### Financial and Resource Implications

Financial implications will have been accounted for in Council's adopted 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.

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

5.2 Effective advocacy

5.2.2 Advocate on behalf of the community in line with identified and agreed priorities.

## **Legislation**

Council is required to adopt a Council Plan in accordance with section 90 of the *Local Government Act 2020* and subsequently determine whether any adjustments are required.

This Plan is supported by the development of an Annual Plan which details the actions that will be undertaken to achieve the strategic objectives in the Council Plan.

## **Gender Equality Act 2020**

Not Applicable.

## **Risk Management**

Reporting on the Annual Plan is to be presented to Council quarterly so that Council can regularly monitor the performance of the organisation.

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

Not Applicable.

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

The Report is publicly available and accessible to the public to ensure regular updates are required regarding the implementation of the Council Plan.

## **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.

Karly Saunders, Governance Coordinator.



Council Meeting 13 December 2023 - Minutes

**RECOMMENDATION**

That Council receive the Action and Task Progress Report for 1 July 2023 – 30 September 2023.

**COUNCIL RESOLUTION**

**MOVED:** Cr Rainsford  
**SECONDED:** Cr Brown

**That Council receive the Action and Task Progress Report for 1 July 2023 – 30 September 2023.**

**CARRIED**



## 12.7 Pedrina Park Soccer Field Drainage

**Directorate:** Infrastructure and Sustainability  
**Report Approver:** Marg Scanlon, Director Infrastructure and Sustainability  
**Report Author:** Bill Scott, Manager Project Management Office  
**Attachment(s):** Nil

### Executive Summary

Within the 2023/2024 Capital Works Program, two projects are listed for Pedrina Park; Soccer Field Drainage with a budget allocation of \$450,000 and Car Park Construction with a budget allocation of \$250,000. The Pedrina Park Soccer Field Drainage tender garnered two submissions, both exceeding the allocated budget and scope. To ensure the 2024 soccer season proceeds, the renovation works for the soccer pitch must be scheduled to be completed in the 2023/2024 summer. The Pedrina Park car park construction also received submissions over budget.

The immediate priority works for Pedrina Park is the soccer field drainage to address the water ponding issues on the existing surface, the solution is sub-surface drainage which will resolve the retention of excess water on the field. Following the recent procurement process, a refined scope has been developed and a quote has been sourced from a local contractor. The proposed reduced scope of work aims to enhance field drainage and maximize the project's value for money, while reducing the works required on the surface itself.

It is recommended that Council approve the amended Pedrina Park soccer field drainage works be undertaken this financial year for the quoted lump sum price of \$135,000 (ex GST) plus contingency up to \$28,000 (ex GST) as provided by BS and SK McLean trading as Sportsfields Australia. Council is also requested to endorse the procurement exemption from the public tender process.

It should be noted that the remaining budget allocation of \$519,920 will be retained within the current financial year. Rehabilitation of the soccer car park and a new footpath within the reserve have been defined as priority works to be undertaken at Pedrina Park which supports Pedrina Park user group needs and a separate report will be tabled to Council.

### Discussion

The advertised soccer field tender scope included the replacement of approximately 3500 cubic meters of high clay content soil, along with associated drainage works. The quotes received for these tasks exceeded the allocated budget significantly.

The amended scope of work includes sand grooving, reseeding, trenching (350mm x 150mm), subsurface lines for drainage. The total cost for these activities is \$135,000 excluding GST.



The total project cost is summarised below;

	Budget (ex GST)	Expenditure (ex GST)
Budget	\$450,000	
Geo Technical Report (completed)		\$7,080
Quote		\$135,000
Contingency (20%)		\$28,000
Works to be conducted by Council		\$10,000
Total predicted expenditure		\$180,080
Saving		\$269,920

Council will manage the removal of the goal posts and footings in preparation for the site works, with an estimated cost to Council of \$10,000 for labour, materials and equipment.

The current timeline, spanning from public procurement to the council meeting, anticipates the tender being awarded in mid-February. Consequently, the contractor will have only two months to complete all required tasks before the onset of the wet season on May 2024. The reseeded grass will prevent the ground from being unused for a minimum of 12 weeks. This constrained schedule is likely to deter potential contractors from engaging in the tender process, posing a risk to the project's delivery due to bids being overbudget and stringent time constraints.

Renovation to the soccer field early next year will significantly contribute to community well-being through improving mental and physical health, youth engagement and social cohesion.

### Financial and Resource Implications

The allocated budget for Pedrina Park Soccer Field is \$450,000 and the current works proposed in this report for award will cost \$135,000 excluding GST, with an additional contingency value of \$28,000 excluding GST.

Detailed in table 1 – cost summary above there are additional costs associated with the project delivery which will be required.

As a result, there is a surplus of \$269,920 excluding GST from the allocated soccer drainage budget in 2023-2024 to which Officers are establishing a new scope of works for Council's consideration.

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

#### **Support Our Community**

1.2 Support and promote a healthy community

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

#### **Legislation**

This report assists Council in meeting its obligations under the *Local Government Act 2020*.



### **Risk Management**

Works will need to be programmed to ensure sufficient time for re-seeding is allowed as the time required for this process is 12 weeks. Project management to ensure co-ordination of the work elements is required.

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

The project is considered as low impact on environmental parameters, the contractor's environmental management plan will be assessed and approved prior to works commencing on site.

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

Community engagement, particularly with the key stakeholders including the sportsground users has been undertaken to inform the design requirements. Engagement will continue through the life of the project including the management of operational arrangements. Public notice was given of the tender in accordance with the Local Government Act 2020 and the tender process complied with the Council's Procurement Policy.

The tender was publicly advertised in the Council's e-Tendering portal and Hamilton Spectator for the Soccer Field from 29 September 2023 and closed on 23 October 2023. The Carpark Development was advertised from 22 September 2023 and closed on 17 October 2023). Nearby neighbours and the community will be notified of the proposed works prior commencement.

### **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  
Bill Scott, Project Management Office  
Vaibhav Gavande, Project Manager

## **RECOMMENDATION**

That Council:

1. Endorse the amended scope of works for the Pedrina Park Soccer Field Drainage project to be undertaken this financial year for the quoted lump sum price of \$135,000 (ex GST) plus a contingency allocation up to \$28,000 (ex GST) as provided by BS and SK McLean trading as Sportsfields Australia.
2. Provides a procurement exemption from the public procurement process to address the priority drainage issues on the Pedrina Park Soccer Field.



3. Authorise the Chief Executive Officer to execute the agreement with BS and SK McLean trading as Sportsfields Australia and any other documents required by or to give effect the terms of this agreement on behalf of Council.

**COUNCIL RESOLUTION**

**MOVED:** Cr Rainsford  
**SECONDED:** Cr Brown

**That Council:**

1. Endorse the amended scope of works for the Pedrina Park Soccer Field Drainage project to be undertaken this financial year for the quoted lump sum price of \$135,000 (ex GST) plus a contingency allocation up to \$28,000 (ex GST) as provided by BS and SK McLean trading as Sportsfields Australia.
2. Provides a procurement exemption from the public procurement process to address the priority drainage issues on the Pedrina Park Soccer Field.
3. Authorise the Chief Executive Officer to execute the agreement with BS and SK McLean trading as Sportsfields Australia and any other documents required by or to give effect the terms of this agreement on behalf of Council.

**CARRIED**



## 12.8 Request to Exhibit the Hamilton Showgrounds Draft Masterplan

**Directorate:** Wellbeing, Planning and Regulation  
**Report Approver:** Rory Neeson, Director Wellbeing, Planning and Regulation  
**Report Author:** Susannah Milne, Manager Community Wellbeing  
**Attachment(s):** 1. 231114 Hamilton Showground Masterplan [12.8.1 - 59 pages]

### Executive Summary

This report seeks Council endorsement of the draft Hamilton Showgrounds Master Plan to be released for community consultation.

Council allocated \$45,000 of funding to prepare the Hamilton Showgrounds Master Plan (the Master Plan) which would build on from the 2007 adopted Hamilton Showgrounds Master plan and the Hamilton Pastoral and Agricultural Society developed draft Master Plan - October 2020.

The new masterplan is aimed to develop a broad vision and priorities for the Hamilton Showgrounds over the next 10-year period and includes:

- The strategic direction for long term use and investment in the site.
- Consider regional context and future opportunities for the showgrounds that recognises economic, social and community opportunities at the site.
- Recommendations on key priorities, timelines and indicative costs that will inform further detail design and costing for future projects; and
- A recommended governance model for the site to maximise on the objectives of the masterplan.

Partners Hill and Realm Studios were appointed to facilitate the development of the masterplan. The masterplan has been developed in consultation with the Hamilton Showgrounds Advisory Committee, current Showgrounds User Groups, potential user groups and Council staff. It is now appropriate for the draft to be circulated to the wider community to seek feedback on the draft. Current and future user groups will also provide feedback outside the Advisory Committee format, through this process.

It is recommended that Council resolve to permit the draft Showgrounds master plan to be placed on public exhibition process for a period of six weeks (taking into account the Christmas – New Year period) and to allow for submissions be reported back to Council prior to any report recommending adoption of the master plan at a future Council Meeting.

### Discussion

The Hamilton Showgrounds is an important site that acts as a community, economic and tourism driver for the community, providing a space for many community groups to meet and conduct activities from, an event space where the community can gather and where



commercial activities can be held that attract visitors to the municipality that have a wider economic benefit.

For the Showgrounds to continue to meet the needs of the community, user groups and to be an attractive and contemporary site for events, the draft master plan must aim to develop a broad vision and priorities for the Hamilton Showgrounds over the next 10-year period and includes that will:

- The strategic direction for long term use and investment in the site.
- Consider regional context and future opportunities for the showgrounds that recognises economic, social and community opportunities at the site.
- Recommend on key priorities, timelines and indicative costs to inform further detail design and costing for future projects; and
- A recommended governance model for the site to maximise on the objectives of the masterplan.

The proposed enhancements seek to increase the capacity of event spaces and modernisation of facilities, including the development of a modern shared shed facility for user groups. Whilst the site hosts Sheepvention and the Hamilton Ram Sale, it is important to note that it provides accommodation and activity centre for several community and sporting groups such as the Hamilton Archery Club, Western District Umpires Association, Hamilton Brass, Lions Club of Hamilton and the Hamilton and District Dart Club.

The State Emergency Services (SES) local Hamilton Branch office, vehicle and equipment storage as well as local call centre, operate from the showgrounds. The SES have indicated that their current facilities no longer meet their operational needs and will be seeking funding from State Government to develop new facility. Through the master planning process it has been identified that the mandatory requirements for a SES facility cannot be accommodated at showgrounds site. It was therefore recommended by the Advisory Committee that Council work with the SES to find a suitable alternative site for any proposed new development. This matter will be progressed outside the master plan process, and SES will remain in their current location in the medium term.

The Showgrounds site is owned by the State Government but managed by Council through a Committee of Management arrangement. Operational expenditure at the Hamilton Showgrounds is approximately \$180,000 whilst income received is \$16,400.

The draft master plan has been informed by:

- Master plan review summary of the 2007 master plan and Hamilton Pastoral and Agricultural Society developed draft Master Plan - October 2020;
- Review and assessment of existing facilities and spaces;
- Consultation with the Hamilton Showgrounds Advisory Committee, current and potential user groups and the wider community;
- Analysis of issues and opportunities for the showground;





The recommendations of the draft master plan include:

- New office and shared facilities;
- Refurbish or replace the Sheep Pavilion;
- Extend/upgrade the Ram Sale Pavilion to include amenities to support more activation and use;
- Construct new pavilions to increase all year-round event capacity and increase financial sustainability;
- Upgrade flexible turf area;
- Increase parking opportunities around in and around venue and improve pedestrian access;
- Upgrade and renew amenity facilities;
- Develop secure storage space;
- Improve of services across the site such as drainage, power, water and internal access tracks to facilitate activation;
- Update entrances and improve landscaping;
- Development of event/short term stay area to complement activation and event facilitation.
- Clearer governance arrangements which acknowledge that Council has a clear responsibility with respect to management and facilitation of activation of the site.

The draft masterplan should be placed on public exhibition to the community for comment and feedback for six weeks.

Upon completion of the public exhibition period the feedback received will be compiled and Council will be updated. It is noted that dependent on the feedback received the final master plan may require amendments prior to it returning to Council for adoption.

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

A budget of \$45,000 has been provided by Council for the preparation of this draft master plan.

There have been no costs associated with this report's development and it has been prepared within existing resources.

If the exhibition process of the draft Master Plan results in Council requesting that significant changes are required to the current draft, then further costs may be associated with those changes.

As a matter of process, any major changes should also be presented to the Hamilton Showgrounds Advisory Committee and Showground User Groups for their information,



which will have some minor resource implications that can be absorbed into existing staff resources.

Actions and outcomes that arise from the master plan should Council adopt the plan after the consultation process will be subject to the normal Council budget process.

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

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

1.1 An empowered and connected community

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

#### ***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.

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

3.1 Plan and maintain sustainable assets and infrastructure

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.

### **Legislation**

The *Local Government Act 2020* Section 9 Overarching governance principles and supporting principles outlines several principles that Council's must follow with respect to making decisions and providing services to the Community to ensure good and transparent governance. The principle relevant to this report are:

- b) priority is to be given to achieving best outcomes for the municipal community including future generations;
- d) the municipal community is to be engaged in strategic planning and strategic decision making; and
- g) the ongoing financial viability of the Council is ensured;
- i) the transparency of Council decisions, actions and information is to be ensured.

### **Gender Equality Act 2020**

This decision to release the master plan for community engagement does not have a negative bias towards gender impact, so there has been no gender impact assessment conducted in relation to this report.



### **Risk Management**

Consultation during the development of this draft master plan has been predominately with the Hamilton Showgrounds Advisory Committee and current User Groups of the site. Therefore, some proposals within the plan may not be supported by the wider community.

The financial commitment to deliver on the recommendations will be challenging considering Council's existing long term financial plan, reoccurring service provision costs and competing expenditure expectations for other community projects and priorities.

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

Any capital projects and initiatives that arise from the master plan once adopted will be required to consider environmental and sustainability principals in their design, construct or implementation and will be done so on a case-by-case basis.

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

The draft master plan has been developed based on a series of targeted engagement session with the Hamilton Showgrounds Advisory Committee, interviews with user groups, a community survey and consultation with SGSC staff.

Considerable discussion and feedback have been collated and provided to the consultants in response to key findings and emerging issues as the draft master plan has evolved. It is now appropriate to seek wider community feedback on the draft master plan process through a public exhibition 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.

Rory Neeson, Director Wellbeing, Planning and Regulation  
Susannah Milne, Manager Community Wellbeing.



**RECOMMENDATION**

That Council approves the release of the draft Hamilton Showgrounds Masterplan for a six week public consultation process before considering any feedback at a future Council Meeting.

**COUNCIL RESOLUTION**

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

**That Council approves the release of the draft Hamilton Showgrounds Masterplan for a six week public consultation process before considering any feedback at a future Council Meeting.**

**CARRIED**



## 12.9 Review of the Planning Committee

- Directorate:** Wellbeing, Planning and Regulation  
**Report Approver:** Rory Neeson, Director Wellbeing, Planning and Regulation  
**Report Author:** Karly Saunders, Governance Coordinator,  
Daryl Adamson, Manager Shire Strategy and Regulation,  
Andrew Nield, Planning Coordinator
- Attachment(s):**
1. Planning Committee Terms of Reference Updated November 2023 [**12.9.1** - 2 pages]
  2. C5 Instrument of Delegation Planning Committee December 2023 [**12.9.2** - 2 pages]
  3. s6 Instrument of Delegation from Council to Staff Updated December 2023 [**12.9.3** - 73 pages]

### Executive Summary

In August 2020, the Planning Committee was re-established under the *Local Government Act 2020* and transitioned from a Special Committee to a Delegated Committee. Council reaffirmed its governance structure, adopted updated terms of reference and approved an Instrument of Delegation.

At the 13 September 2023 Council Meeting, Councillors requested a briefing be prepared and presented to Council regarding a review of the Planning Committee.

This review has been conducted in consultation with Councillors and this Report recommends the Planning Committee continues as a Delegated Committee, the Terms of Reference be adopted to reflect the changes outlined in this Report, the Planning Committee Instrument of Delegation and the s6 Instrument of Delegation from Council to Staff be approved.

### Discussion

Under Section 63 of the *Local Government Act 2020*, a delegated committee by Council, must:

1. Include at least two Councillors; and
2. May include any other persons appointed to the delegated committee by the Council who are entitled to vote.

A meeting of a delegated committee established by Council must be chaired by:

1. A Councillor appointed by the Council or the Mayor to chair meetings of the delegated committee; or
2. If the Councillor appointed by the Council or the Mayor to Chair the meetings is not present, a Councillor who is present at the meetings and is appointed by the members present at the meeting.

Delegated Committees of the Council are bound by *Section 61 of the Act* (Council Meetings), which includes voting rights, quorum requirements and to what extent the delegated committee is bound to operate under the Council's Governance Rules and remain open to the public.



Current Councillor Membership includes Cr Brown and Cr Malone, with the option to nominate a proxy.

Current Staff Membership includes Director Infrastructure and Sustainability, Director Wellbeing, Planning and Regulation or one other member of ELT should they be unavailable to attend.

The Terms of Reference, Instrument of Delegation and the s6 Instrument of Delegation from Council to Staff have been updated to reflect the following changes:

- Applications receiving between 10 and 20 objections; and
- Applications valued between \$5 million and \$10 million (or less if the officer is recommending refusal (except if refusal relates to a matter which is prohibited under the Planning Scheme); and
- The Officer is recommending refusal (except if refusal relates to a matter which is prohibited under the Planning Scheme); and
- Officers to decide to grant an amendment to a planning permit if the value of the original development exceeds \$5 million or if 10 or more objections were received, or if the officer is recommending refusal (except if refusal relates to a matter which is prohibited under the Planning Scheme).

This is the recommended governance structure for this Committee, it allows applications to be considered within a short turn around (two weeks), taking into consideration there is a 60 day statutory decision timeframe for the notice of decision.

### **Financial and Resource Implications**

The Secretariat duties for the Planning Committee as a delegated Committee are currently handled by the Wellbeing, Planning and Regulation Directorate.

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

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

- 1.1 An empowered and connected community
- 1.1.3 Provide opportunities for increased community engagement and participation in Council decision making and activities.
- 1.1.4 Ensure communication and engagement methods use inclusive practices and processes.

#### ***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

*Local Government Act 2020*

*Planning and Environment Act 1987*

Best Practice Principles, Advice and Conditions for Council Planners – Department of Transport and Planning, 2023

## Gender Equality Act 2020

There are no Gender Equality implications.

## Risk Management

Regular review of the Planning Committee Terms of Reference and Instrument of Delegation ensures the Committee is fit for purpose and meeting its objectives.

## Climate Change, Environmental and Sustainability Considerations

Not applicable.

## Community Engagement, Communication and Consultation

The terms of reference of the Planning Committee are publicly available and attached to this Report and all Planning Committee meetings are advertised and open to the public.

## 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  
Rory Neeson, Director Wellbeing, Planning and Regulation  
Daryl Adamson, Manager Shire Strategy and Regulation  
Andrew Nield, Planning Coordinator  
Karly Saunders, Governance Coordinator

## RECOMMENDATION

In exercise of the powers conferred by s 63 of the *Local Government Act 2020 (the Act)* and s 188 of the *Planning and Environment Act 1987*, Council resolves that:

1. From the date of this resolution, there be established as a delegated committee, the Planning Committee.
2. The purposes of the Committees established by this resolution are those set out in the terms of reference.



3. The members of the Planning Committee are:
  - a) Two Councillors as per appointments made at Council's annual statutory meeting or available meeting thereafter;
  - b) Director Wellbeing, Planning and Regulation; and
  - c) Director Infrastructure and Sustainability.
4. The Committee is required to meet at the intervals specified in the terms of reference.
5. The Committee is required to report to Council at the intervals specified in the terms of reference.
6. The Chairperson of the Planning Committee is to be appointed annually by the Council.
7. A quorum for the Planning Committee is a whole number that is an absolute majority, which is the number of members that is greater than half the total number of members of the Planning Committee.
8. There be delegated to the Planning Committee the powers discretions and authorities set out in the attached Instrument of Delegation (**the Instrument**).
9. The Instrument:
  - 9.1 comes into force immediately the common seal of Council is affixed to the Instrument; and
  - 9.2 remains in force until Council determines to vary or revoke it.
10. The powers discretions and authorities conferred on the Planning Committee by the Instrument must be exercised in accordance with the delegations and limitations set out in the Instrument and with any guidelines or policies Council may from time to time adopt.
11. The Instrument be sealed.
12. The Terms of Reference be adopted.

In the exercise of the powers conferred by the legislation referred to in the attached instrument of delegation, Council resolves that -

13. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.
14. The instrument comes into force immediately the common seal of Council is affixed to the instrument.
15. On the coming into force of the instrument, the previous delegation is revoked.
16. The duties and functions set out in the instrument must be performed, and the powers set out in the instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.





**MOTION**

**MOVED:** Cr Henry  
**SECONDED:** Cr Brown

In exercise of the powers conferred by s 63 of the *Local Government Act 2020* (the Act) and s 188 of the *Planning and Environment Act 1987*, Council resolves that:

1. From the date of this resolution, there be established as a delegated committee, the Planning Committee.
2. The purposes of the Committees established by this resolution are those set out in the terms of reference.
3. The members of the Planning Committee are:
  - a) Two Councillors as per appointments made at Council's annual statutory meeting or available meeting thereafter;
  - b) Director Wellbeing, Planning and Regulation; and
  - c) Director Infrastructure and Sustainability.
4. The Committee is required to meet at the intervals specified in the terms of reference.
5. The Committee is required to report to Council at the intervals specified in the terms of reference.
6. The Chairperson of the Planning Committee is to be appointed annually by the Council.
7. A quorum for the Planning Committee is a whole number that is an absolute majority, which is the number of members that is greater than half the total number of members of the Planning Committee.
8. There be delegated to the Planning Committee the powers discretions and authorities set out in the attached Instrument of Delegation (the Instrument).
9. The Instrument:
  - 9.1 comes into force immediately the common seal of Council is affixed to the Instrument; and
  - 9.2 remains in force until Council determines to vary or revoke it.
10. The powers discretions and authorities conferred on the Planning Committee by the Instrument must be exercised in accordance with the delegations and limitations set out in the Instrument and with any guidelines or policies Council may from time to time adopt.
11. The Instrument be sealed.



**12. The Terms of Reference be adopted.**

**In the exercise of the powers conferred by the legislation referred to in the attached instrument of delegation, Council resolves that -**

- 13. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.**
- 14. The instrument comes into force immediately the common seal of Council is affixed to the instrument.**
- 15. On the coming into force of the instrument, the previous delegation is revoked.**
- 16. The duties and functions set out in the instrument must be performed, and the powers set out in the instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.**

**AMENDMENT**

**MOVED: Cr Colliton**

**In exercise of the powers conferred by s 63 of the *Local Government Act 2020* (the Act) and s 188 of the *Planning and Environment Act 1987*, Council resolves that:**

- 1. From the date of this resolution, there be established as a delegated committee, the Planning Committee.**
- 2. The purposes of the Committees established by this resolution are those set out in the terms of reference.**
- 3. The members of the Planning Committee are:**
  - d) Two Councillors as per appointments made at Council's annual statutory meeting or available meeting thereafter;**
  - e) Director Wellbeing, Planning and Regulation; and**
  - f) Director Infrastructure and Sustainability.**
- 4. The Committee is required to meet at the intervals specified in the terms of reference.**
- 5. The Committee is required to report to Council at the intervals specified in the terms of reference.**
- 6. The Chairperson of the Planning Committee is to be appointed annually by the Council.**



7. **A quorum for the Planning Committee is a whole number that is an absolute majority, which is the number of members that is greater than half the total number of members of the Planning Committee.**
8. **There be delegated to the Planning Committee the powers discretions and authorities set out in the attached Instrument of Delegation (the Instrument).**
9. **The Instrument:**
  - 9.1 **comes into force immediately the common seal of Council is affixed to the Instrument; and**
  - 9.2 **remains in force until Council determines to vary or revoke it.**
10. **The powers discretions and authorities conferred on the Planning Committee by the Instrument must be exercised in accordance with the delegations and limitations set out in the Instrument and with any guidelines or policies Council may from time to time adopt.**
11. **The Instrument be sealed.**
12. **The Terms of Reference be adopted.**

**In the exercise of the powers conferred by the legislation referred to in the attached instrument of delegation, Council resolves that -**

13. **There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.**
14. **The instrument comes into force immediately the common seal of Council is affixed to the instrument.**
15. **On the coming into force of the instrument, the previous delegation is revoked.**
16. **The duties and functions set out in the instrument must be performed, and the powers set out in the instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.**
17. **That the councillor who chairs the Planning Committee give a summary report at the next scheduled Council Meeting.**

**The AMENDMENT was included in the original MOTION as an ALTERATION**



**COUNCIL RESOLUTION**

**MOVED:** Cr Henry  
**SECONDED:** Cr Brown

In exercise of the powers conferred by s 63 of the *Local Government Act 2020* (the Act) and s 188 of the *Planning and Environment Act 1987*, Council resolves that:

1. From the date of this resolution, there be established as a delegated committee, the Planning Committee.
2. The purposes of the Committees established by this resolution are those set out in the terms of reference.
3. The members of the Planning Committee are:
  - g) Two Councillors as per appointments made at Council's annual statutory meeting or available meeting thereafter;
  - h) Director Wellbeing, Planning and Regulation; and
  - i) Director Infrastructure and Sustainability.
4. The Committee is required to meet at the intervals specified in the terms of reference.
5. The Committee is required to report to Council at the intervals specified in the terms of reference.
6. The Chairperson of the Planning Committee is to be appointed annually by the Council.
7. A quorum for the Planning Committee is a whole number that is an absolute majority, which is the number of members that is greater than half the total number of members of the Planning Committee.
8. There be delegated to the Planning Committee the powers discretions and authorities set out in the attached Instrument of Delegation (the Instrument).
9. The Instrument:
  - 9.1 comes into force immediately the common seal of Council is affixed to the Instrument; and
  - 9.2 remains in force until Council determines to vary or revoke it.
10. The powers discretions and authorities conferred on the Planning Committee by the Instrument must be exercised in accordance with the delegations and limitations set out in the Instrument and with any guidelines or policies Council may from time to time adopt.
11. The Instrument be sealed.



**12. The Terms of Reference be adopted.**

**In the exercise of the powers conferred by the legislation referred to in the attached instrument of delegation, Council resolves that -**

- 13. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.**
- 14. The instrument comes into force immediately the common seal of Council is affixed to the instrument.**
- 15. On the coming into force of the instrument, the previous delegation is revoked.**
- 16. The duties and functions set out in the instrument must be performed, and the powers set out in the instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.**
- 17. That the councillor who chairs the Planning Committee give a summary report at the next scheduled Council Meeting.**

**CARRIED**



## 12.10 92 Lonsdale Street Hamilton - Property Settlement Date

**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 previously resolved that the property settlement for 92 Lonsdale Street Hamilton would take place on 31 December 2023. The tenant seeks to extend the date of settlement to 30 June 2024 to support continued trade. The purpose of this report is to seek Council's endorsement to extend the settlement.

### Discussion

The purchase of 92 Lonsdale Street Hamilton was a strategic purchase to enable the development of the Hamilton CBD community and cultural precinct to which Council is progressing concept development. The current tenant has requested an extension to occupy the property until 30 June 2024. Council has no immediate need to access 92 Lonsdale Street and subsequently Officers recommend that the request to extend the settlement date is supported.

The property settlement also included 121 Brown Street Hamilton however, the proposed change to settlement does not impact Council's settlement for the Church which is 121 Brown Street Hamilton.

Council has sought legal advice and confirmed that the contract of sale settlement dates can be split to reflect settlement of the 121 Brown Street Hamilton remaining on 31 December 2023 and include the new settlement date for 92 Lonsdale Street to be 30 June 2024.

Access to 121 Brown Street Hamilton will enable use, for example, for community engagement and consultation activities related to the Hamilton CBD Revitalisation and Government Hub projects. Other uses would need further consideration to ascertain any building or planning permit requirements.

### Financial and Resource Implications

The proposed recommendation does not result in any financial or resource implications.

### 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



1.2.2 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.

### **Legislation**

Section 112 of the *Local Government Act 2020* allows Council to purchase property to support its functional requirements. This purchase was a result of the community and stakeholder engagement undertaken as a part of the Hamilton CBD Master Plan which identified the need to redevelop the CBD precinct to enable business growth and development, social and visitor connection and improved access. The purchase of these two properties is consistent with the Hamilton CBD Master Plan objectives.

### **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 acquisition of property. A gender impact assessment was not required as part of the acquisition.

### **Risk Management**

There are no risks identified to adopt the extension of settlement.

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

Climate Change, Environmental, and Sustainability factors have been considered. There are no environmental or sustainability considerations in relation to this report.

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

This property purchase is directly aligned with the Hamilton CBD Revitalisation projects which were identified in the Hamilton CBD Master Plan 2011. Community and stakeholder engagement has been undertaken to inform these projects.

### **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.

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



**Recommendation**

That Council endorse the extension of the settlement date for 92 Lonsdale Street Hamilton to be 30 June 2024, noting the settlement date for 121 Brown Street Hamilton to be 20 December 2023.

**COUNCIL RESOLUTION**

**MOVED:** Cr Brown  
**SECONDED:** Cr Henry

**That Council endorse the extension of the settlement date for 92 Lonsdale Street Hamilton to be 30 June 2024, noting the settlement date for 121 Brown Street Hamilton to be 20 December 2023.**

**CARRIED**





## 12.11 Contract - Telstra Mobile Services

**Directorate:** People and Performance  
**Report Approver:** Darren Barber, Director People and Performance  
**Report Author:** Matthew Tulloch, Manager Business Systems & Transformation  
**Attachment(s):** 1. SGSC - VTS Contract - Briefing Oct 2023 [12.11.1 - 10 pages]

### Executive Summary

Council seeks to migrate to the new Victorian Telecommunications Services (VTS) State Purchasing Contract for mobile voice and data services, taking advantage of the new service model providing access to improved services (faster speeds and greater coverage). This change represents savings of approximately \$70,000 over the 36-month contract period and also provides access to an additional \$30,000 of Telstra store credit for purchasing hardware (mobile phones, tablets) reducing the cost of Council's mobile device replacement program.

This change will represent an estimated total of \$100,000 cost savings to Council during the length of this new contract.

Given Telstra is the only viable carrier with extended mobile coverage in our region, a procurement exemption has been requested along with delegation of authority to CEO to award the new contract is being requested.

### Discussion

The Victorian Government's existing Telecommunications Purchasing and Management Strategy (TPAMS) Contract expired on 1 February 2021, which at that time combined the current Victorian Office Telephony Services agreement (VOTS) to become VTS.

VTS stands for Victorian Telecommunications Services and is the State Purchase Contract that enables government agencies and other approved entities to purchase telecommunications services under contracts negotiated by the Department of Premier and Cabinet (DPC).

The State Purchase Contract itself lists multiple telecommunications providers to engage with, however, due to Telstra having a far greater network coverage within our municipality they remain the only viable option to provide the service coverage we require to operate our mobile device fleet.

Council was notified by Solve Communications, our appointed Telstra Business partner, in April 2023 that our existing TPAMS contract had come to an end and recommended to migrate to the new VTS contract at which time provided a like for like analysis of the new contract rates against our current TPAMS contract services.

At this time Council's IT officers conducted an audit of all council mobile services using data provided by Telstra and its Telstra Business, Solve Communications, along with our internal device register and staff consultation. This was carried out to ensure all services required



are aligned to the correct plans, are fit for purpose and provide the most cost-effective solution to match councils current and known future for voice and mobile data as follows:

**Current**

- Mobile Phones - Adaptive Mobility UL Voice and data pack – 118 Services
- Tablets/Laptops - Adaptive Mobility Mobile Broadband Essential - 111 Services
- IoT Sensors - Telstra IoT Shared plan - 25 Services

**Known future increase**

- \*Tablets - Adaptive Mobility Mobile Broadband Essential to enable Digital Outdoor Workforce – 29 services

*\*Digital Outdoor Workforce – Tablets for depot staff to utilize and gain productivity efficiencies from the new CORE IT systems while out in the field, reducing manual data input including timesheet management and health and safety reporting. It gives them access to and the ability to efficiently record and access information immediately.*

The known 36-month contract expense is expected to be \$155,021.04 could potentially reach up to \$200,000 with Digital Outdoor Workforce expansion to provide significant productivity increase in those areas as our technology, system and ability to use them mature.

**Financial and Resource Implications**

Council has a budget currently in place for the current TPAMS contract as well as a budget for mobile device replacements. The proposed recommendation will provide overall cost savings as well as an increase in workforce efficiency allowing an expansion of Council's current mobile device fleet.

Projected costs/savings:

	Amount ex GST
<b>New VTS contract p/m</b>	<b>\$4,306.14</b>
<b>1 year estimated total</b>	<b>\$51,673.68</b>
<b>3 year estimated total</b>	<b>\$155,021.04</b>
	<b>*does not include additional services for digital outdoor workforce</b>
<b>Current TPMS contract p/m</b>	<b>\$6,519.55</b>
<b>1 year estimated total</b>	<b>\$78,234.59</b>
<b>3 year estimated total</b>	<b>\$234,703.78</b>
<b>Savings per year</b>	<b>\$26,560.91</b>
<b>Telstra Store credit – 36 months (10% of contract)</b>	<b>\$15,502.10</b>



<b>Extra Telstra Store credit pre month 10% spend</b>	<b>\$430.61</b>
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**Council Plan, Community Vision, Strategies and Policies**

***Provide Strong Governance and Leadership***

5.3 Committed and skilled staff

5.3.1 Encourage an organisation that values equality, diversity, workplace health, safety and wellbeing.

5.3.2 Invest and shape Council as a learning and agile organisation to promote the region as a workplace of choice.

***Provide Strong Governance and Leadership***

5.4 Customer-focused services

5.4.1 Use digital solutions in service delivery to maximise efficiency of outcomes.

5.4.2 Improve the customer experience by delivering accessible and responsive customer service.

**Legislation**

*Privacy and Data Protection Act 2014*

Principle 4—Data Security 4.1 An organisation must take reasonable steps to protect the personal information it holds from misuse and loss and from unauthorised access, modification or disclosure.

As council embraces and migrates further towards a digital outdoor workforce will minimise the use of paper records resulting in increases in privacy and data protection requirements. Personal information and confidential council data council staff require for their day-to-day activities become protected using mobile devices instead of paper base processes with digital security mechanisms and access auditing.

**Gender Equality Act 2020**

A Gender Impact Assessment is not required as there is no significant or direct impact on the public.

**Risk Management**

There are no major risks identified with this contract itself, but consideration has been given to the risks with the increases in outdoor services using more mobile technology.

Identified Risk	Initial Risk Rating	Risk Treatment	Residual Risk Rating
Unauthorised access to council data due to device or system access sharing.	High	SGSC Code of Conduct and ICT Usage Policy covers the importance of confidentiality, information and data security as well as that	Low



		<p>sharing/allow access to council systems assigned to individual staff with others is not acceptable.</p> <p>Reeducation of this is planned as part of future technology adoption in these areas.</p>	
Inefficient use of technology due to lack of training and/or support in changing to digital base solutions and process.	High	<p>It is understood that Councils outdoor staff have a varying degree of IT competency and desire to use more digital base solutions and process.</p> <p>Training for these areas is being planned out with the appropriate stakeholders to ensure a holistic approach is taking in supporting Council outdoor workforce in efficiently utilising digital technologies.</p>	Medium

**Collaborative Procurement Opportunities**

The new Victorian Telecommunications Services contract is a collaborative procurement option negotiated by the Department of Premier and Cabinet. It has been developed to allow eligible public sector agencies access to better telecommunication services for a lower price.

**Climate Change, Environmental and Sustainability Considerations**

Improved mobile services for outdoor workforces will produce a reduction in paper and printing requirements with outdoor staff able to access the data, work orders, auditing, inspections and customer requests on site using mobile devices. They can collect evidence of work carried out increasing the efficiency of their duties. In addition to this the costs savings gained from this new contract increase Council’s sustainability.

**Community Engagement, Communication and Consultation**

No community consultation is required for this contract.

**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.

Matthew Tulloch – Manager Business Systems & Transformation  
 Darren Barber – Director People and Performance



**RECOMMENDATION**

That Council:

1. Provides a procurement exemption from the public tender process as Telstra is the only provider with adequate mobile network coverage required for the Council's purposes.
2. Authorise the Chief Executive Officer to execute a contract with Telstra to the value of \$200,000 excluding GST over 36 months to allow for future expansion of a digital outdoor workforce.

**COUNCIL RESOLUTION**

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

That Council:

1. Provides a procurement exemption from the public tender process as Telstra is the only provider with adequate mobile network coverage required for the Council's purposes.
2. Authorise the Chief Executive Officer to execute a contract with Telstra to the value of \$200,000 excluding GST over 36 months to allow for future expansion of a digital outdoor workforce.

**CARRIED**



## 12.12 Asbestos Removal Program

**Directorate:** Infrastructure and Sustainability  
**Report Approver:** Marg Scanlon, Director Infrastructure and Sustainability  
**Report Author:** Thomas Grounds, Project Manager  
**Attachment(s):**

### Executive Summary

The Victorian Asbestos Eradication Agency (VAEA) has provided a long-term plan for the removal of identified materials containing asbestos in Victorian and local Government owned buildings. In March 2023 Council received notification from VAEA specifically in relation to seven buildings within Southern Grampians Shire that have been identified as a part of this program. The asbestos removal program ensures that the works will be undertaken in accordance with compliance and safety requirements. This program is funded through the Victorian State Government.

The purpose of this report is to award the contract to AC Laser Electrical based out of Horsham and their subcontractor AAH Contracting to the value of \$485,955.

### Discussion

The VAEA's plan is to support the successful removal of asbestos through the specification which includes the defined scope of works, timelines, roles and responsibilities, along with reporting and communication requirements. The program will ensure there will be a reduced risk of asbestos related diseases in Victorian government buildings, by the removal of asbestos containing material.

Specifically for Southern Grampians Shire, this program includes the following;

- Patterson Park Hall, Hamilton: Removal and replacement of the electrical switch board
- Former Penshurst Maternal Child Health Centre: Removal and replacement of the electrical switch board
- Silvester Oval Pavilion, Coleraine: Main building entrance removal and replacement of electrical switchboard
- Hamilton Indoor Leisure and Aquatic Centre, Hamilton: Remove settled dust and debris from the ceiling space and removal and replacement of the roof ceiling above the squash courts
- Hamilton Showgrounds Shield Hut: Remove dust and debris from roof insulation at the Red Shield Hut
- Melville Oval Grandstand: Removal of asbestos within the rear porch.

It is noted that the Melville Oval GrandStand is not included in this contracted program of works. The partial demolition of the Grandstand has addressed the asbestos removal in the rear porch.

VAEA defined the scope of work and the requirement for a qualified hygienist to be contracted as a part of the project team. Based on these stipulations the only suitably



contractor is AC Laser Electrical based in Horsham. Council Officers have undertaken the necessary assessment that supports the appointment of AC Laser Electrical and the nominated sub-contractor AAH Contracting.

### **Financial and Resource Implications**

Council incurs the associated project management costs for these works, the total cost for the contract works is \$485,955.

Council has entered a funding agreement with the VAEA to participate in the project, the proposal requires Council to pay the initial costs of the contract works and be reimbursed by the VAEA. All works are to be completed by June 2024

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

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

3.1 Plan and maintain sustainable assets and infrastructure

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.

### **Legislation**

Council is obligated under the *Occupational Health and Safety Act 2003* and the *Occupational Health and Safety Regulations 2017* to ensure that users of Council owned and managed buildings are safe from asbestos containing materials.

### **Gender Equality Act 2020**

There are not any *Gender Equality Act 2020* implications specifically in relation to this asbestos removal program and the associated works.

### **Risk Management**

The risks associated with these works are medium to high, with items such as exposure to asbestos by workers and the public. To mitigate risks associated with the works, licensed contractors will be engaged along with air monitoring and clearance certificates for all works by an independent auditor.

Works are programmed to ensure that public users will not be in the vicinity for the works areas in accordance with EPA requirements.

Works are currently programmed to start in January to avoid major impacts of various community activities in the building such as HILAC, in addition the grant must be completed by 30 June 2024 for the claim to be eligible under the program funding.



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

This program directly addresses environmental risks associated with asbestos within community buildings.

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

Officers continue to engage with VAEA to resolve the governance to support this program noting VAEA is the contract manager and Council's role is project management.

Community engagement with all building user groups will be undertaken prior to commencing work, advising stakeholders of the program including details of the restricted access to buildings. Council's intent is to target the works during January 2024 when public usage is low.

### **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.

Thomas Grounds – Project Manager  
Bill Scott – Manager Project Management Office  
Marg Scanlon – Director Infrastructure and Sustainability





**RECOMMENDATION**

That Council:

1. Award the contract AC Laser Electrical for the tendered lump sum price of \$485,955.00 (ex. GST) to undertake the Asbestos Removal Program as detailed in this report, contingent upon referee checks and a corporate scorecard.
2. Note the contract costs will be reimbursed from the Prioritised Asbestos Removal Program to Council before 30 June 2024.
3. Authorise the Chief Executive Officer to execute the contract and any other documents required by or to give effect the terms of the contract on behalf of Council.

**COUNCIL RESOLUTION**

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

That Council:

1. **Award the contract AC Laser Electrical for the tendered lump sum price of \$485,955.00 (ex. GST) to undertake the Asbestos Removal Program as detailed in this report, contingent upon referee checks and a corporate scorecard.**
2. **Note the contract costs will be reimbursed from the Prioritised Asbestos Removal Program to Council before 30 June 2024.**
3. **Authorise the Chief Executive Officer to execute the contract and any other documents required by or to give effect the terms of the contract on behalf of Council.**

**CARRIED**



## 12.13 Amendment to CEO Annual Performance Review Date

<b>Directorate:</b>	People and Performance
<b>Report Approver:</b>	Darren Barber, Director People and Performance
<b>Report Author:</b>	Karly Saunders, Governance Coordinator
<b>Attachment(s):</b>	Nil

### **Executive Summary**

This report seeks Council's approval to amend the contract and revise the CEO's annual review date to align with the financial year to enable the review to be undertaken annually between 1 July – 30 September of each year.

### **Discussion**

A requirement of the employment contract between Council and the Chief Executive Officer is that an Annual Performance Review be undertaken by a CEO Employment and Remuneration Committee including the setting of annual key performance indicators.

The contract states that the CEO's performance review must be undertaken annually within three (3) months of the commencement date (or by such later date as agreed upon the parties).

The commencement date is defined in the contract as the date of appointment and employment being 25 December 2021. Therefore, an annual performance review is required each year between 25 December – 25 March unless Council resolves to agree upon another date.

Amending the commencement date of the Annual Performance Review will allow more accuracy in terms of reporting against the objectives of the Council Plan and the Budget.

### **Financial and Resource Implications**

There are no financial or resource implications as no contract amendments were required.

### **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.

### **Legislation**

The contract states the annual performance review can be undertaken within three (3) months of the commencement date or by such later date as may be agreed upon by the parties. The CEO Employment and Remuneration Advisory Committee is advisory in nature



and all decisions are required to be a decision of the Council, therefore formally amending the annual performance review date is being considered by Council for transparency and formality.

**Gender Equality Act 2020**

Not applicable.

**Risk Management**

Amending the commencement date of the Annual Performance Review removes the requirements to complete the review within 3 months of Christmas as the current commencement date is 25 December of each year. Staff and Councillors take leave during this time and Council does not reconvene until February of each year. Amending the commencement date moves the review into a financial reporting year.

**Climate Change, Environmental and Sustainability Considerations**

Not applicable.

**Community Engagement, Communication and Consultation**

Not applicable.

**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.

Darren Barber, Director People and Performance  
Karly Saunders, Governance Coordinator



**RECOMMENDATION**

That Council agree the commencement date of the CEO Annual Performance Review change from within three months of 25 December each year to within three months of 1 July of each year.

**COUNCIL RESOLUTION**

**MOVED:** Cr Brown  
**SECONDED:** Cr Rainsford

**That Council agree the commencement date of the CEO Annual Performance Review change from within three months of 25 December each year to within three months from 1 July of each year.**

**CARRIED**



## 12.14            Audit and Risk Committee - Annual Assessment 2022/2023

<b>Directorate:</b>	People and Performance
<b>Report Approver:</b>	Darren Barber, Director People and Performance
<b>Report Author:</b>	Nadine Rhook, Executive Assistant Director People and Performance
<b>Attachment(s):</b>	1.    Audit & Risk Committee Charter 2022 [12.14.1 - 9 pages] 2.    ARC Self Assessment Survey Results 16 November 2023 [12.14.2 - 51 pages]

### Executive Summary

Subsection 54(4) of the *Local Government Act 2020* requires Council's Audit and Risk Committee (the Committee) to undertake an assessment of its performance against the Audit and Risk Committee Charter.

The annual assessment for the 2022/2023 financial year has been completed and is attached for noting by Council.

### Discussion

It is a requirement under subsection 54(4) the *Local Government Act 2020* that the Committee must:

- (a) Undertake an annual assessment of its performance against the Audit and Risk Committee Charter; and
- (b) Provide a copy of the annual assessment to the Chief Executive Officer for tabling at the next Council meeting.

Council adopted the current Audit and Risk Committee Charter at its Meeting on 10 August 2022.

The Committee membership consists of three independent members with expertise in financial and risk management and two councilors. Four of the committee members participated in the 2022/2023 assessment.

The assessment results were positive with responses showing that the members either agree or strongly agree that the Committee has met all requirements/expectations as outlined in the Charter. Question 27 of the survey reflects an unfavorable response from one member, however, follow up discussions with the committee ascertained that this response was made in error and the committee has complete confidence in the committee chair.

### Financial and Resource Implications

There are no financial implications in relation to this report.



## **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.

The Committee is guided by the Audit and Risk Committee Charter.

## **Legislation**

The establishment of the Committee is a requirement under section 53(1) of the Local Government Act 2020.

## **Gender Equality Act 2020**

Gender equity compliance is reviewed by the Committee regularly. The committee strives for gender equality as part of the Committee's membership.

## **Risk Management**

A key component of the Committee is oversight of Council's strategic and operational risks.

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

Preparation of documentation for the Committee is conducted electronically to ensure that limited environmental impacts are achieved.

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

There are no implications in relation to community engagement and consultation for this report.

## **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.

Nadine Rhook, Executive Assistant – Director People and Performance  
Darren Barber, Director People and Performance.



**RECOMMENDATION**

That Council receive the Audit and Risk Committee Annual Assessment.

**COUNCIL RESOLUTION**

**MOVED:** Cr Colliton  
**SECONDED:** Cr Henry

That Council receive the Audit and Risk Committee Annual Assessment.

**CARRIED**



## 12.15 Review of S18 Instrument of Sub-Delegation under the Environment Protection Act 2017

**Directorate:** Chief Executive Office  
**Report Approver:** Tony Doyle, Chief Executive Officer  
**Report Author:** Karly Saunders, Governance Coordinator  
**Attachment(s):** 1. s18 Instrument of Sub Delegation under the Environment Protection Act 2017 [12.15.1 - 4 pages]

### Executive Summary

The *Local Government Act 2020*, and a variety of other legislation, makes express provision for the appointment of delegates to act on behalf of Council. The delegation of powers is essential to enable day to day decisions to be made and for the effective operation of the organisation.

The s18 Instrument of Sub-Delegation under the *Environment Protection Act 2017* from Council to Staff is attached for consideration.

### Discussion

The s18 Instrument of Sub-Delegation under the *Environment Protection Act 2017* was last resolved upon by Council on 14 July 2021. On 4 June 2021, the Environment Protection Authority conferred new powers to Councils and as such this Instrument sub-delegates these power to the appropriate staff within the organisation and are detailed in the attached Instrument.

Maddocks Lawyers regularly update Instruments in conjunction with Council routinely reviewing its instrument to ensure powers are delegated to the correct staff members to enable day-to-day operations and decision to be made by appropriate staff.

### Financial and Resource Implications

Council subscribes to the Delegations and Authorisations service provided by Maddocks Lawyers, the cost of which is provided for in Council's budget.

There are no other financial implications in reviewing the Instrument of Delegation.

### 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





These Instruments are required to be made to ensure that staff within the organisation have authorisations and delegations under the *Environment Protection Act 2017* and the *Environment Protection Regulations 2017*, so they can undertake duties relating to statutory provisions in a timely manner.

### **Gender Equality Act 2020**

Not applicable.

### **Risk Management**

The use of the Maddocks service alleviates the potential risk of staff not being appropriately authorised in the exercise of various powers and fractions. The updates are done regularly and capture any legislative changes. The service is available to all Victorian Councils which enables consistency.

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

Many of the activities undertaken by staff on behalf of Council have social, economic or environmental effects, including many of the powers included in the instruments of delegation. The Instruments of Delegation ensure that the decisions are made by the most appropriate person or persons with the organisation.

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

There is no requirement for community consultation in relation to the review of the Delegations.

The Instrument is available for viewing on Council's website and is also available for public inspection.

### **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.

Karly Saunders, Governance Coordinator  
Tony Doyle, Chief Executive Officer



**RECOMMENDATION**

In the exercise of the powers conferred by the legislation referred to in the attached instrument of sub-delegation, Council resolves that -

1. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached *Instrument of Delegation to members of Council staff*, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.
2. The instrument comes into force immediately the common seal of Council is affixed to the instruments.
3. On the coming into force of the instrument, all previous delegations are revoked.
4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

**COUNCIL RESOLUTION**

**MOVED:** Cr Calvano  
**SECONDED:** Cr Malone

In the exercise of the powers conferred by the legislation referred to in the attached instrument of sub-delegation, Council resolves that -

1. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached *Instrument of Delegation to members of Council staff*, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.
2. The instrument comes into force immediately the common seal of Council is affixed to the instruments.
3. On the coming into force of the instrument, all previous delegations are revoked.
4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

**CARRIED**



## 12.16

### Minutes - Community Asset Committee - Coleraine Sporting Grounds

**Directorate:** Chief Executive Office  
**Report Approver:** Tony Doyle, Chief Executive Officer  
**Report Author:** Karly Saunders, Governance Coordinator  
**Attachment(s):** 1. Minutes 2023 09 19 Coleraine Sporting Grounds Committee [12.16.1 - 5 pages]

#### Executive Summary

In accordance with Council's Governance Rules and section 47(4)(b) of the *Local Government Act 2020*, approved minutes of Community Asset Committees are to be reported to Council Meeting to ensure governance requirements and appropriate standards of probity are being met.

#### Discussion

The following minutes of the Coleraine Sporting Grounds Community Asset Committee are attached to this report:

- 19 September 2023

The minutes have been confirmed by the Committee and forwarded through to Council's Governance Coordinator for reporting to the next available Council Meeting.

#### Financial and Resource Implications

Not applicable.

#### 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.

##### ***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.

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

5.2 Effective advocacy

5.2.2 Advocate on behalf of the community in line with identified and agreed priorities.



**Legislation**

Community Asset Committees are established under section 65 of the *Local Government Act 2020* and operate under a section 47 delegation by the Chief Executive Officer and are bound by Council's Governance Rules and the Committee Terms of Reference.

**Gender Equality Act 2020**

Not applicable.

**Risk Management**

Regular reporting of the Committee Meeting Minutes ensure governance requirements and appropriate standards of probity are being met.

**Climate Change, Environmental and Sustainability Considerations**

Not applicable.

**Community Engagement, Communication and Consultation**

The minutes form part of the public Council Meeting agenda and are accessible by the public.

**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.

Karly Saunders, Governance Coordinator

**RECOMMENDATION**

That Council receive the minutes from the Coleraine Sporting Grounds Community Asset Committee for the meeting held on 19 September 2023.

**COUNCIL RESOLUTION**

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

**That Council receive the minutes from the Coleraine Sporting Grounds Community Asset Committee for the meeting held on 19 September 2023.**

**CARRIED**



## 12.17 Audit & Risk Committee Meeting Minutes - 27 November 2023

**Directorate:** People and Performance  
**Report Approver:** Darren Barber, Director People and Performance  
**Report Author:** Nadine Rhook, Executive Assistant Director People and Performance  
**Attachment(s):** 1. 27-11-2023 - ARC Minutes [12.17.1 - 13 pages]

### Executive Summary

The Minutes from the November meeting as endorsed by the Audit and Risk Committee (ARC) are presented to Council for adoption.

### Discussion

Under Section 53 of the *Local Government Act 2020* the Council must establish an Audit and Risk Committee, as an Advisory Committee of the Council. This Committee fulfils both a statutory and consultative function. It provides feedback, advice and direction to Council on both Risk and Financial matters in accordance with the committee charter.

### Financial and Resource Implications

Preparation of reports, agenda and minutes of the Audit and Risk Meeting utilises council resources. Council officers and Chief Executive Officer attend the Audit and Risk meeting to present reports and provide information to the committee.

Independent members of the Audit and Risk Committee are paid a sitting fee as members of the committee and internal auditors are engaged to conduct audits in accordance with the endorsed audit schedule throughout the year.

### 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.

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

5.3 Committed and skilled staff

5.3.1 Encourage an organisation that values equality, diversity, workplace health, safety and wellbeing.



### **Legislation**

The Audit and Risk Committee is established in accordance with the *Local Government Act 2020 (Section 53)*.

### **Gender Equality Act 2020**

There are no Gender Equality Act 2020 implications through the noting of the Audit and Risk Committee minutes.

### **Risk Management**

The Audit and Risk Committee has clear function in review of Councils Risks as per the Committee Charter.

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

Whilst there is no direct implication in this category associated with the report, it should be noted that Council and the committee are committed to producing documentation and data through systems that have the least impact in the environment. Agendas, reports and minutes are produced electronically and distributed via email. Presenters are encouraged to attend meetings virtually to reduce the need for travel.

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

Changes in membership will be communicated to the relevant stakeholders when a change in membership has occurred.

### **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.

Darren Barber, Director People and Performance  
Nadine Rhook, Executive Assistant to Director People and Performance



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**RECOMMENDATION**

That Council note the Minutes for the Audit and Risk Committee Meeting held on 27 November 2023.

**COUNCIL RESOLUTION**

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

That Council note the Minutes for the Audit and Risk Committee Meeting held on 27 November 2023.

**CARRIED**



## 13 Notices of Motion

### 13.1 Notice of Motion #5/23

**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 13 December 2023.

#### MOTION

Southern Grampians Shire Council prepare to develop a shire wide Caravan & Camping RV Strategy with the first stage being collating a report of current Caravan and Camping facilities in the Shire.

#### Background

Southern Grampians Shire Council alongside community and business support developing events, attractions and experiences for our residents and visitors to enjoy as part of our economic development. People will come and live in places they holiday, contributing to population growth.

Dunkeld has a long standing well established Caravan Park which includes some Cabins. With the popularity of the Grampians and multitude of events in and around Dunkeld, we at times hear of their need for more facilities.

Currently there is excellent work being undertaken on reviewing the Coleraine and Peshurst Caravan & Camping facilities. Including local community engagement and preparation of draft plans.

Cavendish has a well developed Camping Ground / Caravan Park. Given a boost with a new amenities blocks when successful in receiving the local " Pick My Project" State Government funding with Community and Council financial contribution. Alongside the Wannon River in the heart of Cavendish incorporating the Cavendish Recreation Sport Reserve providing a multi use facility.

Glenthompson has an under-utilised swimming pool and amenities with space alongside which could be utilised for caravans and RV's.

Balmoral has a Caravan Park with Cabins central to the town located close to the Glenelg River.

Townships of Tarrington, Byaduk and Branxholme could benefit from attracting overnight visitors with appropriate investment enhancing existing facilities.

Within the Hamilton Showgrounds Masterplan process there has been suggestions of the inclusion of Caravan and Motorhome parking as part of redevelopment of this facility. Public consultation will be part of developing this Masterplan ensuring all needs of these grounds are served adequately.

Council owned land at Lakes Edge has been partially developed via the VicUrban housing development and the future use of the remaining 22 HA is currently under investigation and consideration.





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Where are the best places for expanding or RV Tourist sites? Who funds and operates these facilities? What external funding is available and what private investment potential is there? Having our officers provide an initial in-house report on our existing Caravan and Camping RV footprint can be the first stage of this Southern Grampians Shire wide project.

**COUNCIL RESOLUTION**

**MOVED:** Cr Rainsford  
**SECONDED:** Cr Brown

**Southern Grampians Shire Council to develop a shire wide Caravan & Camping RV Strategy with the first stage being collating a report of current Caravan and Camping facilities in the Shire.**

**CARRIED**



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## **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 Henry

Cr Henry reported on her attendance at the following:

- Waste meeting at SPS
- Byaduk Hall Committee
- Pedrina Park User Group Meeting
- Regional Committee Awards – Regional Local Plastic Recycler, Innovation and Development Award at Hensley Park
- Opening of 'Emerging from Darkness' Exhibition – encourage anyone who has not seen it to go see it, and if you are local you can keep your ticket and use it multiple times
- Friends of the Gallery fundraising luncheon
- DRAMUS
- Shout out to Year 12 Graduates

### 15.2 Cr Malone

Cr Malone reported on her attendance at the following:

- Better Together festival last Saturday
- Completed my mentor training for the L2P program
- Attending the Advisory committee meeting for the Showgrounds
- Branxholme, Byaduk and Coleraine community meetings for the Small Towns Strategy discussions

### 15.3 Cr Rainsford

Cr Rainsford reported on her attendance at the following:

- 8 November 2023 - SGSC Briefing and Meeting
- 8 November 2023 - VFF Regional Meeting Alexandra House Executive supportive of Local Gov regional branches if supported by local members
- 10 November 2023 - Cavendish Fleece and Flower Show
- 16 November 2023 - HRBA Industry Visit South Boundary Road
- 17 November 2023 - Hamilton Regional Livestock Exchange Meeting
- 27 November 2023 - Cavendish Small Towns Strategy
- 28 November 2023 - Branxholme Small Town Strategy



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- 29 November 2023 - Pedrina Park Advisory Committee reworked as. Councillor User Group meeting
- 30 November 2023 - Glenthompson Small Town Strategy
- 1 December 2023 - St Mary's Christmas Parade participation with marshalling
- 2 December 2023 - Australian Chamber Choir @ Sterling place Dunkeld
- 4 December 2023 - Dunkeld Progress Association Small Town Strategy
- 5 December 2023 - Coleraine Community and District Small Town Strategy meeting
- 7 December 2023 - Grampians Tourism Industry Forum at Pomonal Estate
- 7 December 2023 - Hamilton Gallery pre-opening viewing of new major Exhibition.
- 8 December 2023 - Hamilton Gallery Baroque Emerging From the Darkness public opening
- 11 December 2023 - Hamilton Showgrounds Advisory Committee Draft Masterplan Guest Speaker Andrea Cross Horsham P & A Administrator Feedback being collated from User and out for community consultation from December 13th for 6 weeks.
- 12 December 2023 - Cavendish Community Christmas Break up. Extremely well attended community event coordinated by Lions Cavendish

#### 15.4 Cr Colliton

Cr Colliton reported on his attendance at the following:

- 22 November 2023 - CEO quarterly report with the CEO employment and remuneration committee.
- 27 November 2023 - ARC - minutes to be adopted and financial reports. Note there is a delay in reporting due to systems changeover.
- 29 November 2023 - Pedrina Park emerging prioritise meeting at Pedrina Park with user groups.
- 8 December 2023 - Opening of Emerging from darkness with Minister Stephen Dimopoulos

#### 15.5 Cr Calvano

Cr Calvano provided the following report:

*'On the 11th of Nov, I attended the Remembrance Day service at the Hamilton cenotaph. Also on the same day I attended the opening of the Peshurst Hospital newly renovated age care facility.*

*On 14th of November I attended the Balmoral Small Town Strategy (STS) meeting and community engagement.*

*On the 16th of November I attended the Peshurst STS and community engagement*

*On the 21st of November I attended Byaduk and North Byaduk STS.*



*On Friday the 25th of November I attended DRAMUS final year junior and senior Performance — very entertaining and well worth attending.*

*On the 27th of November I attended Cavandish STS and Community Engagement*

*On the 28th of November I attended Branxholme STS.*

*On the 29th of November I attended Pedrina Park Emerging Priorities with stakeholders*

*On the 2nd of December I was involved in playing music for the “better together festival “ at the botanic Gardens to raise money for an all abilities playground.*

*On the 4th of December I attended the Dunkeld STS.*

*On the 8th of December I took part in St. Mary's Christmas Parade.*

*And on the 11th of December I attended the Lutheran Church Hamilton Graduation of the 4 year old Kindergarten Students.'*

## 15.6 Cr Brown

Cr Brown reported on her attendance at the following:

- HRLX – SED advisory services were present; they have been appointed for business and marketing plan for the Livestock Exchange
- Spectator at the Christmas Parade and congratulations to St Mary's
- Better Together Festival
- Attended some of the Small Town Strategy Meetings
- Wished everyone a Merry Christmas and Happy New Year

## 15.7 Cr Robertson

Cr Robertson reported on his attendance at the following:

- 9 November 2023 - Standing Tall AGM
- 13 November 2023 - Peshurst new association business and tourism
- 14 November 2023 - Balmoral Small Town Strategy
- 21 November 2023 - Hamilton Gallery information session
- 21 November - Planting roses at the Hamilton Botanic Gardens
- 27 November 2023 - Cavendish Small Town Strategy
- 29 November 2023 - Pedrina Park strategy meeting
- 30 November 2023 - Glenthompson Small Town Strategy
- 1 December 2023 - Southwest sport respect luncheon
- 1 December 2023 - St Mary's Christmas parade
- 5 December 2023 - Coleraine Small Town Strategy



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- 8 December 2023 - Emerging from Darkness exhibition
- 11 December 2023 - judging Christmas windows
- 11 December 2023 - Tarrington Small Town Strategy
- 12 December 2023 - Party with the Ponies



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## 16 Confidential Reports

There were no Confidential Matters listed on the agenda.



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## 17 Close of Meeting

This concludes the business of the meeting.

Meeting closed at 8:20pm.

Confirmed by resolution 14 February 2024.

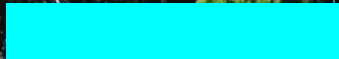
.....  
Chairperson



Southern Grampians Shire Council

# Community Health and Wellbeing Plan

Action Plan 2021-2025



# Legislative requirements

The function of a Council under the Act is to seek to protect, improve and promote public health and wellbeing within the municipal district. Recognising this, the Act requires all councils to develop a municipal public health and wellbeing plan (MPHWP) every four years (s. 26(a)); to provide for the involvement of people in the local community in the development, implementation and evaluation of the Plan (s. 26(2)(c)); and that the plan specify how the Council will work in partnership with the Department and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health and wellbeing plan (s. 26(2)(d)). Details of section 26 <[http://classic.austlii.edu.au/au/legis/vic/consol\\_act/phawa2008222/s26.html](http://classic.austlii.edu.au/au/legis/vic/consol_act/phawa2008222/s26.html)> are available for review.

The Act also requires councils to conduct an annual review of the Plan and, if appropriate, amend the plan (s. 26(4)). The review needs to include a review of the measures council has implemented to prevent family violence and respond to the needs of victims of family violence in the local community (s.26(4)(A)). Councils that have included public health and wellbeing matters in a Council Plan (by receiving an exemption from the Secretary, Department of Health), are also required to review their Council Plan annually (s. 27(2)(b) and (c)). If relevant, please review details of section 27 <[http://classic.austlii.edu.au/au/legis/vic/consol\\_act/phawa2008222/s27.html](http://classic.austlii.edu.au/au/legis/vic/consol_act/phawa2008222/s27.html)>.

The Public Health and Wellbeing Act does not explicitly require councils to involve community in the annual review but does require councils to provide for the involvement of people in the local community in the implementation of the Plan (s. 26(2)(c)). However, the Local Government Act 2020 requires councils to have deliberative engagement practices. A short guide for deliberative engagement <<https://www.vlga.org.au/resources/deliberative-engagement-councils>> is available from the Victorian Local Governance Association. Councils are required to adopt and maintain a community engagement policy and include deliberative engagement practices in relation to key strategic work. The Local Government Act does not stipulate the methods or format required which means each council can choose the most appropriate form of deliberation to suit their particular situation. Further resources to support councils with deliberation <<https://www.mosaiclab.com.au/news-posts/free-guide-localcouncils>> are available.

# Southern Grampians Shire Introduction

This is the first annual *Community Health and Wellbeing Action Plan 2021–2022* to implement the *Community Health and Wellbeing Plan 2021–2025*. It outlines Council commitments and actions to address community health and wellbeing priorities and sets out how it will work with the community, government and organisations to improve outcomes across Southern Grampians Shire.

The *Community Health and Wellbeing Plan 2021–2025* was developed using research, evaluation, collaboration and community engagement. The Plan has two focus areas – Healthy Communities and Livable Communities – and 13 outcomes to be progressed over the next four years.

The *Community Health and Wellbeing Plan 2021–2025* priorities are a Healthy Community and a Liveable Community.

The Plan recognises that health and wellbeing is a whole-of-community responsibility, and that Council must show leadership, provide support and work alongside partners and community members to combine our efforts.

This *Community Health and Wellbeing Action Plan 2021–2022* outlines the key actions for each priority area and its associated objectives. Each action identifies what will be delivered, the measures relevant for achievement, who in Council will lead and report on the implementation of each action and the population group targeted to benefit.

This Action Plan summarises the broad strategic direction for Council's health and wellbeing commitments which will be further supported in detail across Council department business plans and operational workplans.

The *Action Plan* relies on working in partnership and collaboratively across Council, with community groups, community organisations, government, businesses and of course with our community to successfully achieve the *Community Health and Wellbeing Action Plan 2021–2022* goals in its first year and for future years to come.

# Focus Area 1

## HEALTHY COMMUNITIES

- ◆ Council will continue to play a central role in leading and shaping a healthy community that promotes and supports healthy lifestyles through the following objectives.
  
- ◆ 1. Southern Grampians residents live in communities that support their mental wellbeing.
- ◆ 2. Southern Grampians residents have access to and are eating nutritious food.
- ◆ 3. Southern Grampians residents participate in community life, are socially connected and connected to culture.
- ◆ 4. Southern Grampians residents are safe and part of a resilient community.
- ◆ 5. Harm caused by gambling, alcohol and other drugs is reduced across the municipality.
- ◆ 6. Southern Grampians residents have access to and participate in lifelong learning opportunities.
- ◆ 7. Southern Grampians residents are physically active at all stages of life.

## Outcome 1.1 - Southern Grampians Residents live in communities that support their mental wellbeing.

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
1.1.1 We will strengthen organisational understanding of the concept's mental health and wellbeing and how we can influence mental health and wellbeing outcomes through the services we deliver.	Yumcha youth group in coordination with Brophy. Internal Health and wellbeing committee running events and programs such as the staff Health and wellbeing day and the mental health and wellbeing support booklet. SGSC providing Mental Health Training and initiatives for staff and volunteers. YUMCHA Hamilton YUMCHA Hamilton was launched in May 2022 on IDAHOBIT day (International Day Against Homophobia, Biphobia, Interphobia & Transphobia). The group name YUMCHA stemmed from the Warrnambool group of the same title - Youth United Making Change against Homophobic Attitudes and is supported through a partnership between Brophy Hamilton and Southern Grampians Shire Council (SGSC).	Focusing on prevention and early identification of risk factors associated with farming populations, the National Centre for Farmer Health (NCFH) develops timely, appropriate, effective and popular interventions. Often working in partnership with industry rural organisations and academia. The NCFH team includes professionals from the health, agricultural, social sciences and information technology disciplines who have a proven capacity to deliver in the areas of education training, applied research and community engagement.  The NCFH is funded through the Victorian Government's Future Farming Strategy and the Helen and Geoff Handbury Trust. The NCFH has successfully applied for a few research grants for specific projects.	Freezer Funding, Brophy,	LGBTIQ+ Youth All	Complete, ongoing	Recreation Department, Health and Wellbeing Committee, OHS Committee.	Yumcha groups up and running successful implementation. Health and wellbeing day event run and successful. Booklet completed and distributed to staff.
1.1.2 We will endeavor to influence the social determinants of health at a population level through regional and local partnerships in order to support mental health and wellbeing of residents.	In partnership with WDHS Council is seeking a commitment from the State Government to fund a \$44m redevelopment at Hamilton Base Hospital. Support Gen8 Change in program delivery. SGSC to lead Southern Grampians Youth Network and to advocate for activities, programs and improvements needed for young people to live a healthy life.	Celebrated cultural diversity with a Harmony Day event at the Hamilton Performing Arts Centre that included the Multicultural Comedy Gala, local Indian dancers, and a range of international foods on offer. Created opportunities for local youth with a range of FreeZA events including the Southern Grampians Summer Days Pool Party attended by over 300 people. Dr Todd Fernando, Victorian Commissioner of LGBTIQ+ for IDAHOBIT Day officially unveiled the LGBTIQ+ mural created by the Youth YUMCHA group at an IDAHOBIT Day event hosted by Council. Provided support to Southern Grampians families via Maternal Child Health services, providing advice and care to 168 newborn babies. Completed redevelopment of Pedrina Park Netball Courts including resurfacing courts, new lighting and fences to meet Australian Netball Standards. Hosted the 2023 New Residents Function with over 40 people attending the event to reconnect and meet new people. Celebrated National Reconciliation Week with special performance at the Hamilton Performing Arts Centre by First Nations performers and hosted a Sorry Day event in collaboration with Windamara. Delivered \$195,000 in funding to community groups through our Greater Grants program contributing to community projects. Promoted healthy eating and lifestyles at Hamilton Indoor Leisure and Aquatic Centre (HILAC), earning a nomination first Vic Kids Eat Well (VKEW) awards and being in the top five State Finalists. Celebrated Southern Grampians Seniors during Seniors week with a range of different experiences including virtual travel, a free movie, live performances, guest speakers, market stalls and afternoon teas.	WDHS (Gnr8Change) SGSC	Children Youth	Complete, ongoing	Community engagement and Relations Department and Community and leisure services	SGSC has taken over the running of the SGYN. 2 members of council staff on committees for Gen8change.
1.1.3 We will support residents to understand the factors that affect their mental health and wellbeing, and support the to access relevant services	Live4Life – Youth mental health program – whole of community collaboration. Encourages volunteering – aimed at peer to peer and youth collaboration. Requires local leadership and contribution. Mental health support through general practitioners.	Glenthompson Football Netball Club - Mental Health and Wellbeing Program and digital board supported by Greater Grants Increased mental health support for young people in the Hamilton area will be available with the opening of headspace Hamilton later this year. Young people will be able to access services to support mental health, physical health (including sexual health) and the use of alcohol and other drugs.  With funding from the Commonwealth government, through Western Victoria Primary Health Network (WVPHN), Brophy Family and Youth Services (BFYS) will commence the new service in December for young people aged 12 to 25 years. headspace services are currently being provided in two schools in Hamilton one day a week through funding from headspace National which will continue until the headspace Hamilton centre is established.	Live4Life, WDHS	Youth	Complete, ongoing	Community engagement and Relations Department	Live4 life supported by council and assisted in the organisation and running of event at HILAC.
1.1.4 We will continue to collaborate on projects and campaigns that promote the mental health and wellbeing of residents	Promotion of RuOk day, This Girl Can, IDAHOBIT Day,	Mens Shed The Australian Men's Shed Association is funded by the Federal Department of Health & Aged Care We provide practical support to Men's Sheds and deliver a wide range of services. The funding aims to improve the health and wellbeing of members and reduce the number of men who are at risk from preventable health issues that may emanate from isolation	SGSC, Brophy	All, Youth, LGBTIQ+	Complete, ongoing	Community engagement and Relations Department and Recreation Department	RuOk day event run by OD dept coffee and KitKat for all staff and encouraged to talk to a colleague. This girl can series of events run by HILAC and promoted through



## Outcome 1.2 - Southern Grampians Residents have access to and are eating nutritious food.

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
1.2.1 We will increase food literacy, knowledge and skills of residents across the municipality.	Green recipe booklet promotion through school holidays cooking classes for kids campaign. Stephanie Alexander Kitchen Garden Foundation in collaboration with Vic kids eat well(Vic health) and SGSC The Kitchen Garden Program has offered primary schools of all sizes a fun, hands-on program that teaches children to grow, harvest, prepare and share fresh, seasonal, delicious food. 1209 primary schools around the country are adapting the Kitchen Garden Program to their unique settings. Healthy Food Options at HILAC. Workshop run by SGSC to educate the public on correct food handling to keep food safe.	Community edible gardens, Markets at HIRL etc  Hamilton Indoor Leisure and Aquatic Centre (HILAC) was named one of the top five state finalists in the first Vic Kids Eat Well awards. This prestigious nomination came after changes were implemented at the HILAC cafe to support healthier food options, now providing patrons more choice. HILAC also hosted a community information session in March 2023 where clubs and recreation groups had the opportunity to brainstorm practical changes, they could make to provide healthier canteen options at their club. Stephanie Alexander Kitchen Foundation and Vic Kids eat well advisors promoted programs through Schools and recreational groups.	WDHS, SAKGF, HIRL, SGSC, Vic Health	All	Complete, ongoing	Recreation Department, Health and Wellbeing Committee, OHS Committee.	Online cooking classes run in coordination with SGSC and Genr8change. Healthy food options introduced at HILAC with a policy/procedure to be introduced.
1.2.2 We will increase access to nutritious food and foster social connection through opportunities for people to produce, exchange, sell and buy local food	Local markets, 3 Peaks Festival, HIRL, Local farm gate. Local produces supported by Hamilton Hamper. Through surveys access to fresh food the state government is interested in the access to fresh food and services that provide fresh food. Reactivation of HILAC café. Through collaboration with VKEW café now offering healthy options for purchase.	Local markets, 3 Peaks Festival, HIRL, Local farm gate. Local produces supported by Hamilton Hamper. HILAC preparation and sale of take-home family meals. Genr8change promotion of LiveLighter healthy meal plan program	HIRL, Dunkeld	All	Complete, ongoing	Community engagement and Relations Department and Recreation Department	Markets run successfully and ongoing. Continued survey responses.
1.2.3 We will support residents to understand the factors that affect their mental health and wellbeing, and support them to access relevant services	SGYD completed. Live for life completed in partnership SGSC	Council adopted its first ever Youth Policy in August 2022, confirming its ongoing commitment to young people in the region. The policy outlines Council's role in relation to the needs of the young people of the Southern Grampians Shire and demonstrates a strong commitment to the ongoing engagement and support of young people, their development, health and wellbeing, creating opportunity for future careers and encouraging active engagement in community and participation in civic life.  In January 2023, Council employed a dedicated Youth Officer for the first time, to work with young people to facilitate youth activities and events across the shire. Events held in 2023 include the highly successful Hamilton Pool party which attracted 300+ young people on a very hot January afternoon and the creation of the YUMCHA group and the launch of their mural celebrating LGBTQIA+ youth on IDAHOBIT day. Southern Grampians Youth Network	Live4Life, SGYN, YAC/VIC Rural, Brophy	Youth	Complete, ongoing	Community engagement and Relations Department	SGYD maintained by Brophy and future improvements and updates planned for 2023
1.2.4 We will advocate to State and Federal Governments for funding opportunities that support localised policy and action for change around access and consumption of nutritious food.	State and Commonwealth Governments to contribute a combined \$67m towards the \$99.3m West Grampians Rural Water Pipeline to secure water to our region and enable us to prosper. Provide in partnership with Wannon water freshwater fountains. Through conversations with Medical staff at WDHS nutrition plans are established for patients.	The \$12.9 million federal government funding will deliver a range of meaningful measures to enhance the quality of food for older people through a commitment to improve food, nutrition and the dining experience in residential aged care by establishing a food unit in the Aged Care Quality and Safety Commission.  A new food 'hotline' for food complaints and advice will be established and staffed by specialists.  The support unit will also help providers build capability by linking them with support and education programs, including those delivered by accredited practicing dietitians.  To further enhance the capability of providers, up to 500 menu and mealtime assessments will be conducted by independent practicing dietitians to increase providers' knowledge and capability to deliver nutritionally balanced menus.  New dietary guidelines and resources for older people will also be developed. These guidelines will support good nutritional intake and reduce malnutrition risk.  Older people receiving in-home care, and in-home care providers delivering food services, will benefit from these guidelines and other resources.	SGSC	All	Complete, ongoing	Advocacy by SGSC.	

## Outcome 1.3 - Southern Grampians Residents participate in community life, are socially connected and connected to culture

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
1.3.1 We will plan, develop and deliver a range of leisure, cultural and recreational opportunities and events that allow all people to participate in community activities	<p>HILAC program</p> <p>Swim and Survive Program</p> <p>School swimming program</p> <p>Training with teens program</p> <p>Pre and Postnatal training sessions</p> <p>Fit 55's</p> <p>Netball specific training sessions in Feb</p> <p>HOSP pool party in collaboration with Youth team.</p> <p>Small Group Personal Training</p> <p>Host HBA annual Junior Basketball Tournament</p> <p>Training Taster Menu promotion at HILAC</p>	<p>Fit 55's circuits are engaging, social, fun, and self-paced to suit everyone from the first timer to the seasoned athlete. Fit 55's provides gym access during off peak times to utilise strength, conditioning and cardio equipment in a safe and supervised environment. HILAC also provides circuits and programs designed specifically for over 55's in our community, which focus on functional exercises which will maintain the spring in your step:</p> <p>Cardiovascular exercise</p> <p>Strength exercises</p> <p>Flexibility, balance and</p> <p>Mobility exercises</p> <p>Pedrina Park – replacement playground installed.</p> <p>Coleraine Outdoor Swimming Pool – pool covers installed.</p> <p>Hamilton Outdoor Swimming Pool – shade sail replacement</p> <p>Hamilton Indoor Leisure and Aquatic Centre (HILAC) – fountain replacement, floor resurfacing, air control unit replacement and new pool heat pump.</p> <p>Completed the redevelopment of the Pedrina Park Netball Courts assisted via \$1,746,721 in funding from the Federal Government Local Roads and Community Infrastructure. Adopted the designs for the redevelopment of the Melville Oval precinct and appointed a contractor to the project.</p> <p>Completed renewal works for Coleraine's Silvester Oval.</p>	SGSC	All	Complete, ongoing	Recreation Department, Health and Wellbeing Committee, OHS Committee.	
1.3.2 We will support and promote community-led initiatives that encourage social interaction, community engagement, connection to culture and civic participation	<p>Greater Grants</p> <p>Active Greater Hamilton Facebook Page</p> <p>Promotion of user groups</p> <p>Host of HBA annual Junior Basketball Tournament</p> <p>Host of Hamilton Olympic Swim Club annual swim meet</p> <p>Host of multiple school swimming carnivals.</p> <p>HOSP Pool Party</p> <p>Hosting Fuse youth First Aid Course in Feb.</p>	<p>Complete significant refurbishment works to the Hamilton Performing Arts Centre including installation of 452 new seats and complete interior painting, funded by the state government's Creative Neighbourhood Infrastructure Support Program.</p> <p>Greater Grants</p> <p>Active Greater Hamilton Facebook Page</p> <p>Hosted the 2023 New Residents Function with over 40 people attending the event to reconnect and meet new people.</p> <p>Celebrated National Reconciliation Week with special performance at the Hamilton Performing Arts Centre by First Nations performers and hosted a Sorry Day event in collaboration with Windamara.</p>	SGSC	All	Complete, ongoing	Community engagement and Relations Department and Recreation Department	Greater grants assessed and committed to community groups shire wide.
1.3.3 We will increase the capacity of residents through initiatives that develop and promote local leadership and civic participation.	<p>Standing Tall mentoring program – that works with young people to provide mentoring opportunities, collaboration in youth-based projects, encouraging participation in community, exploring employment and education opportunities, Great South Coast leaders the Health and Wellbeing officer sat on the Advisory group as the SGSC representative for the Take A Step Forward: LGBTQIA+ Diversity &amp; Inclusion Conference and Celebratory Event.</p> <p>Young Leaders Program.</p>	<p>Supported local communities to access external grant and funding opportunities through the purchase and hosting of 'Grant Guru' - an online Grant-Finder platform.</p> <p>Continued to livestream Council meetings, to enable community participation and engagement</p> <p>Featuring a record breaking 26 entries across 13 categories, the 2022 Southern Grampians Shire Council Business Awards recognised businesses operating in the shire for their excellence, leadership, and innovation. The gala night was attended by 130 people alongside eight award sponsors and the event achieved unprecedented engagement on social media. The awards program also enabled local businesses to self-evaluate their performance, fostered peer acknowledgement, and facilitated valuable business mentorship. Council will continue to explore avenues to bolster local businesses and advance business growth.</p>	Standing Tall, Great South Coast Leaders, SGSC	All Youth	Complete, ongoing	Community engagement and Relations Department	Conference run with great success.

## Outcome 1.4 - Southern Grampians Residents are safe and part of a resilient community

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
1.4.1 We will ensure that buildings and public spaces are designed considering public safety through the application of Crime Prevention through Environmental Design principles	Improved safety across Southern Grampians	Thompson Street – installation of accessible carpark (phase 2)  Adopted the 2022 Community Local Law, which contained a number of amendments, improving the definitions of existing laws and providing clarity for officers and community.	SGSC, Vic Police	All	Complete, ongoing	IT Department	with installation of 10 new CCTV cameras in phase two of the Smart Community Framework and Roadmap as part of a joint project with Victoria Police.
1.4.2 We will increase community awareness of safety in public places and crime prevention principles.	New signage at Outdoor pools re: staff respect						
1.4.3 We will build community resilience through supporting programs and activities that encourage equal participation and social inclusion.	Provided alternative youth opportunities Participation in This Girl Can and Watch around Water weeks. Attendance at Take a Step Forward Diversity and Inclusion Conference.	This Girl Can Promotional Campaign	Brophy Windamara, SGSC	All Youth	Complete, ongoing	Community engagement and Relations Department IT Department	Hosted the inaugural Southern Grampians AEL Esports cup and the rescheduled 2021 Digi Hub; the Southern Grampians Summer Days Pool Party; an IDAHOBIT Day event and launched the Southern Grampians YUMCHA group.
1.4.4 We will promote gender equity, respectful relationships and reduction of violence.	Implement and comply with legislated and policy requirements of Gender Equality Act and Regulations internally for Council and external for the community.		SGSC	All	Complete, ongoing	Organisation wide	Council conducted extensive consultation to develop a Gender Equality Action Plan. The Plan provides an understanding of the principles of gender equality, required changes, and sets the steps to implement actions for meaningful change within this space. Council completed a Gender Equality audit of the organisation and submitted data to the Commission for Gender Equality in the Public Sector. Additionally, key Council staff participated in training to gain an understanding of Gender Impact Assessments in line with the Gender Equality Act requirements.
1.4.5 We will protect public health	Inspections and monitoring of food businesses, Sampling of foods. Meet our regulatory and local government framework requirements. Regular water testing carried out at all pools. Compliance with LSV and GSPO for pool operations. Café meets EHO guidelines.	RAT's ProgramThe Government announced funding to expand the Council Rapid Antigen Test Program (the program). This funding further enhances the vital roles that councils have been undertaking locally throughout the pandemic to support communities to stay safe.  The expanded program provides funding to councils for the distribution of RATs to eligible community members via local libraries, council customer service centres and other sites determined by council. It complements the existing program in place since January 2022 which has provided RATs to essential council workers and community members who receive existing council services or may face barriers accessing tests otherwise.	SGSC	All	Complete, ongoing	Environmental	
1.4.6 We will work to build capacity within Council and the Community how we respond to and recover from events that effect our community such as natural disasters, emergencies and significant incidents.		RAT's ProgramThe Government announced funding to expand the Council Rapid Antigen Test Program (the program). This funding further enhances the vital roles that councils have been undertaking locally throughout the pandemic to support communities to stay safe.  The expanded program provides funding to councils for the distribution of RATs to eligible community members via local libraries, council customer service centres and other sites determined by council. It complements the existing program in place since January 2022 which has provided RATs to essential council workers and community members who receive existing	SGSC	All	Ongoing	Health and Wellbeing	



## Outcome 1.5 - Harm caused by gambling, alcohol and other drugs is reduced across the municipality.

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
1.5.1 We will advocate for local services to help individuals and families with alcohol and drug dependencies	Distribution through recreation and user group data base of information from the Alcohol and drug foundation.	Glennelg Southern Grampians Drug Treatment Service support and treatment for clients, families and significant others with problems relating to drugs and alcohol. Inpatient and outpatient withdrawal, individual counselling, consultancy and continuing care, home-based withdrawal and support service to methadone program and needle exchange program. Support groups. A 24 hour on call service. Outreach to Casterton, Coleraine, and Heywood.	ADF,SGSC	All		Recreation Department, Health and Wellbeing Committee, OHS Committee.	ongoing distribution of information through the Recreation dept.
1.5.2 We will improve the availability of information on the social and economic impacts of problem gambling and work to increase opportunities to reduce the impact of gambling		Live4Life Southern Grampians will be attending the Youth Wellbeing conversations as a guest speaker. The FREE event is a collaboration between local organisations for parents and carers. Topics include Mental Health, Alcohol and Drugs, Gaming and Gambling. With guest Speaker Dr Mark Johnson <a href="https://www.psychologicalmedicine.com.au/">https://www.psychologicalmedicine.com.au/</a> Please register your interest via QR code or follow the link - <a href="https://www.trybooking.com/events/landing/1090983?qr=true">https://www.trybooking.com/events/landing/1090983?qr=true</a> Live4Life is protecting lives where it matters most - saving young lives in rural communities through mental health education and suicide prevention, delivering teen and accredited youth mental health first aid training in schools and the wider community. <a href="https://www.live4life.org.au/our.../southern-grampians">https://www.live4life.org.au/our.../southern-grampians</a>	Live4life, SGSC, Brophy Meli, Standing Tall Wellways	Youth	Complete, ongoing	Community engagement and Relations Department	
1.5.3 We will seek to understand the emerging trends in alcohol and other drug use as appropriate and respond to issues by working with community health organisations, police and application of liquor licensing and planning laws.		As above	As above	As above	As above	As above	

## Outcome 1.7 - Southern Grampians Residents are physically active at all stages of life

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
1.7.1 We will provide a variety of high quality, accessible and affordable aquatic, leisure and sporting facilities that meet community needs.	2022 - 2023 Program HILAC In terms of facilities – HILAC and the Outdoor Pools, plus all the Rec ovals and courts.	In terms of facilities – HILAC and the Outdoor Pools, plus all the Rec ovals and courts.	SGSC	All	Complete, ongoing	Recreation Department,	Ongoing programs such as a full range of aquatic programs including Swim and Survive, Kinder Swim and Infant Aquatics, Sports such as Basketball, Squash, Racquetball, Table Tennis, Netball, Indoor Soccer, Badminton and Wheelchair Sports. Pre and postnatal training School swimming program
1.7.2 We will encourage a diverse range of active and passive recreation activities that reflect the priorities of our diverse community.	Maintenance and Management of Council Recreational Facilities Ongoing programs such as a full range of aquatic programs including Swim and Survive, Kinder Swim and Infant Aquatics. Sports such as Basketball, Squash, Racquetball, Table Tennis, Netball, Indoor Soccer, Badminton and Wheelchair Sports. Pre and postnatal training School swimming program Fit 55's Training with teens Host SWAS Taster menu promotion at HILAC	Maintenance and Management of Council Recreational Facilities Ongoing programs such as a full range of aquatic programs including Swim and Survive, Kinder Swim and Infant Aquatics. Sports such as Basketball, Squash, Racquetball, Table Tennis, Netball, Indoor Soccer, Badminton and Wheelchair Sports. Pre and postnatal training School swimming program Fit 55's Training with teens Host SWAS Taster menu promotion at HILAC	SGSC	All	Complete, ongoing	Recreation Department	Support and promotion of sport and recreation groups through the maintenance and renewal of council operated facilities.
1.7.3 We will promote the benefits of incidental exercise and of choosing sustainable modes of transport where possible.	Active Transport Strategy/ Hamilton Moves	Electronic Charging stations installed in Hamilton and Dunkeld.	SGSC		In development	Community engagement and Relations Department, IT Department, Planning Department Infrastructure	
1.7.4 We will develop and maintain partnerships with sporting clubs, associations, health agencies and service providers to enhance residents' participation in physical activities	Recreation dept attending user group meetings and maintaining booking system for council owned facilities. Partnership developed with VKEW	SWS Community Festival to be held at Pedrina park to promote clubs and encourage attendance and new members. A range of activities will be held through the day and the clubs that operate at Pedrina park will be given the opportunity to promote their club.	SGSC		Complete, ongoing	Recreation Department	Providing maintained facilities and grounds as per user agreements with several local sporting clubs, volunteer organisations and recreational groups

## Outcome 1.6 - Southern Grampians Residents have access to and participate in lifelong learning opportunities

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
1.6.1 We will work to ensure our residents are provided with flexible lifelong learning opportunities in the municipality through libraries, arts facilities, neighborhood houses, learning centers, early years services and at aquatic and leisure facilities.	Hamilton Library ran a number of programs with great success. Fit 55's sessions and memberships. Training with teens program	<b>New Hamilton Gallery Project Update - August 2023</b> Council has endorsed plans to build the new Hamilton Gallery on the site of the current gallery and is moving forward with detailed designs. The current building is no longer fit for purpose to display and store such valuable works with issues including lack of display space for larger exhibitions, storage limitations, climate control issues and limited space for community engagement. A new gallery will attract more tourists to the shire, which will have positive outcomes for our local economy. It will also bring significant benefits to the regional arts community. The construction of a new gallery is strongly supported by The Friends of Hamilton Gallery.	SGSC, Hamilton Library, PAC, Gallery, HILAC	All	Complete, ongoing	Recreation Department, Health and Wellbeing Committee, OHS Committee.	<ul style="list-style-type: none"> <li>•Law Week – public education and training session for eSignature and digital document security</li> <li>•Krafty Krew – adult art/craft learning and social sessions</li> <li>•Parents Group – baby literacy and reading development education sessions</li> <li>•School Holiday programs for children – Eastern Barred Bandicoot educational session, Volcano Discovery Centre educational session, movie craft sessions, drama performances, Wicked Wildlife fauna education, craft, construction and engineering sessions</li> <li>•Other Children's Activities – Science Week, Education Week, Children's Week activities – science, technology, history, engineering, Museums Victoria paleontology themes</li> <li>•Adult Bookclubs – literacy, reading, education</li> <li>•Literacy activities – Book Week, National Simultaneous Storytime</li> <li>•National Day of People with Disability – storytime, song and craft session</li> <li>•Bookable meeting room for community groups</li> <li>•Provision of work desks, power and data points for individual study and work</li> <li>•Provision of Home Library Services with curated and delivered books to homebound, aged and disabled patrons</li> <li>•Provision of Mobile Library service to 7 townships with access to library services, reading and learning materials, PC station, information and outreach focused activities</li> </ul>
1.6.2 We will advocate for improved digital connection to enable greater access as well as learning and development opportunities for residents.	Hamilton Library ran a number of activities and collaborated with key partners to advocate for improved digital connection.	<b>\$2.23m to fund construction of Digital Hub building</b> Creation of a purpose-built digital hub that comprises a mix of rooms to hire, training rooms for education providers including Universities and Southwest TAFE, collaboration spaces for local businesses and mentoring spaces for Council staff to assist community groups and run programs.  A needs analysis has been completed and a location for the facility has been identified in-principle within the Hamilton CBD. Council has been actively engaging with Department Jobs Precincts and Regions, Southwest TAFE, Deakin University and UniSA and will consolidate this feedback with additional information from Hamilton Regional Business Association and likely local business interests. Feedback suggests a significant number of businesses believe a Digital Hub will help them be more innovative, grow and reduce costs.	Hamilton Library	Children Youth	Complete, ongoing	Community engagement and Relations Department and Recreation Department	<ul style="list-style-type: none"> <li>•Digital women Online – partnered program with Victorian Women's Trust to deliver digital education and mentoring to rural women.</li> <li>•Youth computer building program – how does a PC work, what does it look like? Partnered program with SGSC Business systems team</li> <li>•Weekly partnered government Access program with Jobs Victoria Advocates providing advice on digital services, digital access, job seeking, online information, personal identity and access to government services</li> </ul>
1.6.3 We will foster community-led learning by supporting community members and groups to develop and deliver learning opportunities for residents.	Promotion of RuOk day, This Girl Can, IDAHOBIT Day, Educational services and activities run by Hamilton Library	Promotion of RuOk day, This Girl Can, IDAHOBIT Day, Educational services and activities run by Hamilton Library National Sorry Day	Live4Life, WDHS, Hamilton Library		Complete, ongoing	Community engagement and Relations Department	<ul style="list-style-type: none"> <li>•Law Week by legal representatives</li> <li>•Document Signing Station – twice weekly JP document authentication service</li> <li>•NAIDOC Week – children's story time activities with community elders</li> <li>•Youth focused events – gaming education including Careers in gaming presentation speaker and Minecraft, gaming sessions</li> <li>•Library presentations to community groups such as Probus, View club</li> <li>•Visiting authors – public presentations</li> <li>•Community education story times – CFA, Ambulance Victoria, SES, dental health,</li> <li>•COVID Safe public information and education, RAT distribution point</li> <li>•Access and assist community with SGSC community engagement – Strategic Plan, Annual Budget, Plan for Nature, Social pinpoint and Have Your Say</li> <li>•Partnered government services access with Jobs Victoria Advocates</li> <li>•Recognition of days of significance – eg. 16 Days of Activism, IDAHOBIT Day through book displays and promotional activities</li> <li>•Host SGSC New Resident's Function facilitating connection with community members and service groups</li> </ul>
1.6.4 We will provide free access to the internet and Wi-Fi in community places and spaces.	ConnectGH – Free Devices and services available at Hamilton Library		It and Tourism Dept, Hamilton Library, SGSC		Complete, ongoing		<p>The WiFi is available in the Hamilton CBD throughout Gray, Brown and Thompson Streets, as well as central locations in Balmoral, Branxholme, Byaduk, Cavendish, Coleraine, Dunkeld, Glenthompson, Penshurst, Tarrington as well as the new PPISH facility at Pedrina Park.</p> <p>Residents and visitors can access the new free network by selecting the WiFi option on their smartphone or tablet and choosing 'connectGH – Free'.</p> <ul style="list-style-type: none"> <li>•Provision of 6 public PCs in Hamilton branch and mobile library</li> <li>•Provision of in-library and remote printing, scanning, fax services</li> </ul>

# Focus Area 2

## LIVEABLE COMMUNITIES

- ◆ Council will continue to enhance the livability of our community to make sure that Southern Grampians is a place where people want to live now and into the future through the following objectives.
  
- ◆ 1. Southern Grampians residents have access to everyday needs.
- ◆ 2. Southern Grampians has a growing economy that promotes diversity of local jobs.
- ◆ 3. Southern Grampians has a range of housing which meets community needs.
- ◆ 4. Southern Grampians residents have access to technology, buildings and public spaces that are well designed, and encourage community connections.
- ◆ 5. Southern Grampians residents have access to open spaces, pathways and trails that encourage physical activity.
- ◆ 6. Southern Grampians encourages sustainable practices that promote a healthy environment.

## Outcome 2.1 - Southern Grampians Residents have access to everyday needs

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
2.1.1 We will support building livable communities that provide residents with access to their daily and weekly shopping and service needs, and community interaction	Outdoor pools for recreational needs.	Council's Community Investment Plan outlines these projects, as well as a number of others across a range of environments, which are all important to our region's economic prosperity, cultural heritage or health and wellbeing.	SGSC	All			
2.1.2 We will work to improve digital connectivity to all areas of the municipality	Connect GH Free Wi-Fi	<p>Southern Grampians Shire Council is constantly working to improve quality of life, prosperity and sustainability by using ground-breaking technology to optimise processes, proactively solve challenges, build intelligence and productivity, and facilitate proactive and meaningful engagement.</p> <p>From free Wi-Fi in all major townships to smart lighting, CCTV cameras in public places, parking sensors, a guided walking APP and the open source LoRaWAN sensor network facilitating advanced data collection, Greater Hamilton is a thriving Smart Connected Rural Community.</p> <p>Upgrade to the NBN network. NBN installation works on Cox Street, Hamilton, as part of the ongoing construction of the NBN network in Southern Grampians Shire.</p>	SGSC	All	Complete, Maintaining	Community engagement and Relations Department and Recreation Department	SGSC Connect GH Free Wi-Fi provided in Hamilton and Outer lying towns.
2.1.3 We will respond to population growth and the community needs for a range of housing choices by encouraging a variety of housing developments, both private and social, to be located with good access to activity and community centers.	Council supports Women's Housing Limited	Formally adopted the first-ever Southern Grampians Rural Land Use Strategy to identify the best use of the Shire's rural land to benefit local economy and community; and provide a clear framework to support Council's future decisions around rural land use.	Woman's Housing Limited and SGSC	All	In Progress, ongoing	Community engagement and Relations Department	The design brief will deliver high quality and durable homes that exceed current standard requirements for energy efficiency and liveability guidelines and within a landscaped setting.* WHL is an award-winning developer and provider of affordable community housing. WHL will retain long term ownership and management of the property on completion
2.1.4 We will attract and advocate for the provision of locally resources services that improve the health and wellbeing of our community.	West Gramplans rural water pipeline project. Regional bus links. VKEW collaboration	Advocated to State and Federal Government on the projects identified in Council's Community Investment Plan including public transport connections, Hamilton Botanic Gardens Play space, New Hamilton Gallery, Hamilton Digital Hub, Volcanic Trails Masterplan, Peshurst Sewer project and more.	SGSC		In Progress		<p>State and Commonwealth Governments to contribute a combined \$67m towards the \$99.3m West Gramplans Rural Water Pipeline to secure water to our region and enable us to prosper. \$2.1m for the Peshurst Recycled Water Scheme pilot project. Strengthened regional bus links on the Ballarat-Hamilton-Mt Gambier route is required, and further investigation by DoT on the level of service between Hamilton and Warrnambool is warranted. 1. Minimum two additional services 7 days per week on the Ballarat-Hamilton-Mt Gambier route.</p> <p>2. An additional weekday service to Warrnambool from Casterton/Coleraine through Hamilton. This would arrive in Warrnambool before 8:30am and depart at 4:30pm back to Hamilton. Council is seeking a commitment from the State Government to fund a \$44m redevelopment at Hamilton Base Hospital.</p>

## Outcome 2.2 - Southern Grampians Residents has a growing economy that promotes diversity of local jobs

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
2.2.1 We will work to create new opportunities for sustainable investment and jobs, building on local strengths and encouraging innovation.	Greater Grants	Successful applicants of round one of council's community grants program were officially announced at a Civic Reception. More than \$178,000 has been allocated to 34 volunteer groups and organisations from across the shire. The well attended gathering was an opportunity to thank these 'community partners' for their hard work and voluntary hours. The event was also the perfect platform to celebrate several high achievers that live in the shire, who have recently excelled in their chosen sport.	SGSC	All	Completed, Ongoing Biannual project	Recreation Department, Health and Wellbeing Committee, OHS Committee.	Delivered approximately \$195,000 in funding to community groups through our Greater Grants program contributing to community projects.
2.2.2 We will work in partnership with business and the community to support enterprise, to develop the skills of the local workforce and to promote Southern Grampians as a place to work, live, play and invest.		Partnership with LLEN Signed a three-year agreement with Cricket Victoria to host the Under 16 Premier League Carnival in Hamilton, promoting youth participation in sport and the Greater Hamilton region as a premier event host. Adopted the 2022 Hamilton Regional Livestock Exchange (HRLX) Strategic Vision as developed by the HRLX Advisory Committee to ensure future sustainability of the facility, whilst growing opportunities for the livestock market within Southern Grampians. Continued the Ignite the Spirit of Christmas campaign to encourage residents to shop local and win with prizes of \$1000 awarded to shoppers to spend locally throughout the month of December. Completed the installation of 'Outdoor Dining' across the shire townships as funded by the State Government's Outdoor Dining and Activation Program. Continued work on the Dunkeld Visitor Hub with construction of pedestrian refuge and upgraded public lighting in memorial park. Commenced work on the Penhurst Volcanoes Discovery Centre upgrade.	SGYN,SGSC - WDEA, Brophy, SW Tafe	Youth	Complete, ongoing	Communications department, Visitor information, Tourism,	
2.2.3 We will continue to adopt a whole - of-Council approach to improving economic development outcomes for the wider region, ensuring that Southern Grampian residents have access to a broad range of employment opportunities.							
2.2.4 We will support the economic viability and growth of activity centres to provide a range of locally accessible services such as shopping, commercial, cultural activities, administrative and civic functions, grow jobs and encourage investment.	Proudly Shop Local Campaign. Greater Hamilton Click for Christmas shop local and win campaign. Hamilton Business Park. Business workshops. Greater Hamilton Events Forum. Temporary Parklets.		SGSC		Completed		Continued the Proudly Shop Local Campaign offering community members the chance to win \$500 vouchers supported by Hamilton Regional Business Association (HRBA). Over 1,000 entries were collected for the mid-year 2022 campaign. Continued the Greater Hamilton Click for Christmas shop local and win campaign with prizes of \$2,000 and \$5,000 awarded to shoppers to spend locally. Launched the sale of the Hamilton Business Park for prospective investors to secure opportunities in the Southern Grampians. Offered 36 online, four face-to-face business workshops, and two Visit Small Business Bus opportunities to help local businesses adapt throughout the pandemic. Hosted the 11th Annual Greater Hamilton Events Forum with over 80 participants in attendance via the "Regional Recovery Fund" to offer a total of \$35,000 in grants to community event organisers. Installed temporary parklets as funded by the State Government's Outdoor Dining and Activation Program and Federal Government.
2.2.5 As a large employer we will ensure our employment opportunities are promoted to the Southern Grampians Community.	Ongoing advertising through local social networks to promote employing locally.		SGSC		Ongoing		

## Outcome 2.3 - Southern Grampians Residents has a range of housing that meets community needs

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
2.3.1 We will ensure that policies and practices support maximum access to high-quality and appropriate housing options for its residents.	Key workers housing scheme.	Resolved to ease pressure on key worker housing shortage by selling approximately 22 hectares of vacant, Council owned land near Lake Hamilton.	SGSC	All		Community engagement and Relations Department and Recreation Department	Continued key advocacy work in relation to finding solutions and addressing housing shortages for key workers. Southern Grampians Shire Council resolved to sell approximately 22 hectares of vacant, Council owned land near Lake Hamilton at Wednesday's Council meeting. The land parcel, located on Handbury Boulevard at Lakes Edge is currently held as one title, zoned as General Residential. Southern Grampians Shire Council Mayor Cr David Robertson said the sale will free up the land for new residential builds and will ultimately relieve pressure on the region's rental market. The sale of the land is expected to be released in early 2023 and has the potential to provide between 200 – 300 blocks for new homes to be built. Locally, most key businesses consulted have experienced long-term labour shortages resulting in ongoing job vacancies equating to 5-10% of capacity. Lack of rental housing was identified as a key contributing factor. With a current demand of 280 additional dwellings needed for the next 10 years in Hamilton, of which around a third are expected to be rentals, the demand for additional rental housing is high.
2.3.2 Recognising that housing is a fundamental human right, we will continue to advocate on behalf of the community with all levels of government, the not-for-profit and private sectors, to increase the level and availability of affordable and public housing stock.							
2.3.3 We will facilitate increased density housing in accordance with growth areas identified in the planning scheme to support viability of activity centres.							

## Outcome 2.4 - Southern Grampians Residents have access to technology, buildings and public spaces that are well designed and encourage community connections

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
2.4.1 We will ensure that community infrastructure planning will consider a growing and changing population and prioritise local access to health, education, social, leisure and cultural facilities.	State Government Outdoor Activation Fund Outdoor pools review HILAC marketing plan.	Showgrounds committee working on a Master plan to improve the facilities for the community	SGSC	All	Completed	Recreation Department, Health and Wellbeing Committee, OHS Committee.	Installed accessibility friendly tables and chairs, wireless chargers and year-round umbrellas with lighting to achieve outdoor spaces from the State Government Outdoor Activation Fund.
2.4.2 We will encourage the design of high-quality buildings and public places that are accessible for all, safe, comfortable and welcoming for a variety of activities.	The Lake Hamilton Amenities Block was refurbished and made Disability Discrimination Act (DDA) compliant in the 2020/21 financial year.	Melville oval project, upgrade to seating at PAC, Baudinet pavilion at Sylvester oval upgrade and repairs	SGSC	Children Youth	Completed	Recreation Department, Works Department	The amenities block was upgraded with an accessible toilet and shower, improved pathways, and accessible car parking. This project has provided an inclusive facility for residents and visitors within the Southern Grampians. Pedrina Park Inclusive Sports Hub - The multi-use, female friendly sporting facility offers state-of-the-art amenities and change rooms, public toilets, storage, meeting spaces, social and spectator viewing areas, a commercial kitchen and first aid facilities.
2.4.3 We will promote the provision of community infrastructure that is based on strong evidence of community need and value.		Southern Grampians Shire Council has started planning additional road safety treatments on some sections of community connector roads across the shire, as well as roads across the shire that connect major transport routes.  In May this year, Council engaged independent road safety auditor HDS Australia Pty Ltd to review 250kms of roads across the shire including Nareen, Cavendish-Coleraine, Mill, Mount Napier, Hamilton-Chatsworth, Caramut-Glenthompson, Blackwood-Dunkeld, Woolsthorpe and South Boundary roads – as well as Petschels Lane.  HDS also audited sections of road that connect major transport routes, such as Mount Napier, North Boundary, Mount Baimbridge, Hensley Park and Bree roads - and King, Tyers, Shakespeare, Cox, Victoria, Lonsdale, Foster, Fenton, French, Kennedy, Thompson and Brown streets.					
2.4.4 We will ensure the design and location of community infrastructure contributes to a sense of place and opportunities for social connections.		Dunkeld VIC upgrade and improvements	SGSC				
2.4.5 We will explore investment partnerships to develop consolidated community facilities that enable a variety of services at the same location.	Creation of a purpose-built digital hub that comprises a mix of rooms to hire, training rooms for education providers including Universities and Southwest TAFE, collaboration spaces for local businesses and mentoring spaces for Council staff to assist community groups and run programs.	Advocate for online university at SWTAFE	SGSC				A needs analysis has been completed and a location for the facility has been identified in-principle within the Hamilton CBD. Council has been actively engaging with Department Jobs Precincts and Regions, Southwest TAFE, Deakin University and UniSA and will consolidate this feedback with additional information from Hamilton Regional Business Association and likely local business interests. Feedback suggests a significant number of businesses believe a Digital Hub will help them be more innovative, grow and reduce costs. \$2.23m to fund construction of Digital Hub building



## Outcome 2.5 - Southern Grampians Residents have access to open spaces, pathways and trails that encourage physical activity

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
2.5.1 We will ensure that all Southern Grampians residents have safe and convenient access to open space for passive recreation, quiet contemplations, sport and access to nature.	Pedrina Park Sports Precinct. Settlers Walk. Hamilton Botanic Gardens. Grangeburn Walking track.	Maintenance of Hamilton lake and greenspaces, gardens and parks in the shire.	SGSC,	All	Complete, Ongoing	Recreation Department, Health and Wellbeing Committee, OHS Committee.	Maintenance and upgrade of grounds and facilities including lake Hamilton, Pedrina Park sports precinct, Settlers walk in Cavendish, Hamilton Botanic Gardens, Grangeburn walking track and sitting areas e.g., Platycam
2.5.2 We will provide and protect quality open spaces that provides a range of experiences and accessible recreational opportunities, natural and cultural heritage features and high-quality park facilities and landscape settings.	PPISH. Pedrina Park Netball Courts. Lake Hamilton Amenities. Melville Oval. Coleraine Hockey and Tennis complex.	Pump track, skate park. All abilities equipment, replacement playgrounds at Pedrina Park and Melville oval	Sports and Recreation Victoria, Federal Government Local Roads and Community Infrastructure, SGSC	Children Youth	Complete, Ongoing	Community engagement and Relations Department and Recreation Department	Completed the Pedrina Park Inclusive Sports Hub Pavilion using \$500,000 funding from Sports and Recreation Victoria's Local Sports Infrastructure Fund and an approximately \$900,000 contribution from Council. Commenced the redevelopment of the Pedrina Park Netball Courts thanks to \$1,746,721 in funding from the Federal Government Local Roads and Community Infrastructure. Completed the refurbishment of the Lake Hamilton toilet and shower facilities, ensuring disability compliance. Progressed the designs for the development of the Melville Oval sports precinct. Upgraded the Coleraine Turnbull Street Hockey and Tennis complex lighting including six new poles to meet regional club level standards. Project was largely funded from the 2016 flood insurance.
2.5.3 We will encourage participation and recreational use of open spaces.	ThisGirlCan Campaign. Parkrun. HILAC. Sport specific training sessions held at Pedrina Park. Taster menu promotion at HILAC	Southwest Sport Community Festival	SGSC	All	Complete, Ongoing	Community engagement and Relations Department	Promotion through Active greater Hamilton FB page of both internally and externally run activities e.g ThisGirlCan campaign, Hamilton parkrun, HILAC events and activities
2.5.4 We will continue to enhance and connect communities and facilities and promote walkable access to everyday shopping and services.	Trails to improve access to Volcanic Plains Masterplan sites. Series of connecting pathways in Hamilton to create walkway loops linking key natural environment sites for recreation and exercise. Trails to connect the township of Dunkeld with the Grampians Peak Trail and Dunkeld Arboretum. Pathways to connect the townships of Coleraine, Glenthompson, Cavendish, Balmoral, Tarrington, Branxholme and Peshurst with key recreational and community assets.	Cox street Redevelopment project  Council has adopted the Hamilton Central Business Area Activation Master Plan in May 2020, which looks at increasing participation and activation of Hamilton CBD through investment in public places and spaces. The aim of the Master Plan is to create public spaces that promote recreation and economic stimulus.  The Melville Oval redevelopment has been identified as a key part of the implementation of this strategy. The redevelopment offers widespread benefits for both structured recreation and passive recreation through the creation of green, active community spaces and safe linkages to the central business district. The redevelopment is expected to create a sense of community and economic transfer.	SGSC	All	Complete, Ongoing		Footpath upgrades (both capital and maintenance) \$410,000 by the SGSC Works department. Multiuse Trails will include the completion of the Hamilton to Coleraine rail trail.
2.5.5 We will continue to promote and develop walking and cycling tracks that connect community facilities, shopping strips, schools and services.	Active Transport Strategy	Proposed repairs and improvement to Skate Park. Community has been consulted with and new signage has been installed.	SGSC	All	Developing		

## Outcome 2.6 - Southern Grampians encourages sustainable practices that promote a healthy environment.

Outcome Focus Area	2021-2022 Action	2022-2023 Action	Organisation	Population Groups	Progress Updates	Council Departments	Measure
2.6.1 We will work to support and protect the natural environment.	Clean Up Australia Day around Southern Grampians. Maintenance and revegetation of the Grange burn. Installation of Platycam. Penshurst wastewater solution Advocacy.	Completed significant maintenance, revegetation and weed control across the Grange Burn and other locations across the Southern Grampians Shire. Developed a Plan for Nature to help to identify and highlight unique natural locations and prioritise focus for future Council investment in the protection of these natural assets. Appointed Sustainable Australia Fund to work collaboratively with Council to establish, administer and support the delivery of the Environmental Upgrade Agreements to assist local businesses to access government-enabled finance for solar and building upgrades. Commenced the pilot phase of the Penshurst adaptive wastewater solution project, supported by \$2.1million from the Victorian Government. Worked with Rotary Club of Hamilton and schools to undertake significant rubbish collection and clean up works as part of Clean Up Australia Day around Southern Grampians.	SGSC, Rotary Club of Hamilton, Glenelg Hopkins Catchment Management Authority, CFA	All	Complete, Ongoing	Recreation Department, Health and Wellbeing Committee, OHS Committee.	Worked with Rotary Club of Hamilton and schools to undertake significant rubbish collection Completed significant maintenance, revegetation and weed control across the Grange Burn, and other locations around the Southern Grampians including removal of weedy trees along Terrill Drive, Hamilton Supported Glenelg Hopkins Catchment Management Authority with the installation of Platycam which is the only known camera capturing platypus in the wild. Removed pine trees at the Wannon Reserve and held community working events to support the ongoing removal of Hedge wattle and Burgan with the Country Fire Authority (CFA). Progressed advocacy work for the Penshurst Wastewater solution project.
2.6.2 We will ensure sustainable waste management practices that reduce negative environmental impacts.	Hamilton Transfer Station green and cardboard waste separation.	Council endorsed to support a new Environmental Upgrade Agreement for local businesses for the next two years at the ordinary March 2023 Council meeting. The Agreement will enable local businesses to access government-enabled finance for solar and building upgrades to be more environmentally friendly, improve overall sustainability and address climate change issues. Businesses may also replace lighting, install water efficiency initiatives, electric vehicle charging stations, waste management systems, pollution control and more under the guidelines.	SGSC	All	Complete, Ongoing	Community engagement and Relations Department and Recreation Department	\$500,000 via Sustainability Victoria for the management, collection and separation of green and cardboard waste
2.6.3 We will investigate and implement climate adaptation practices that reduce negative impacts on the environment and ensure the long-term health of our community.	Solar Panel installation PPISH, Reviewing the use of solar lighting at recreational Facilities.	Council endorsed to support a new Environmental Upgrade Agreement for local businesses for the next two years at the ordinary March 2023 Council meeting. The Agreement will enable local businesses to access government-enabled finance for solar and building upgrades to be more environmentally friendly, improve overall sustainability and address climate change issues. Businesses may also replace lighting, install water efficiency initiatives, electric vehicle charging stations, waste management systems, pollution control and more under the guidelines.	AFL players for climate change Solar Panel project, SGSC	All	Complete, Ongoing	Community engagement and Relations Department	Solar panels installed and promoted via an advertising campaign nationally by the AFL players for climate change. Consultation and discussion to review the use of solar lighting in recreational areas of the Shire.

# Annual Review – Southern Grampians Shire Council Municipal Health and Wellbeing Plan 2021-2025

## Background

Under the Public Health & Wellbeing Act 2008 Section 26 Municipal public health and wellbeing plans Councils must prepare a Municipal Public Health and Wellbeing Plan (CPHWB) that:

- 1 Examines data about health status and health determinants in the municipal district.
- 2 Identifies goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing.
- 3 Specifies measures to prevent family violence and respond to the needs of victims in the local community.
- 4 Engage the local community in the development, implementation and evaluation of the public health and wellbeing plan.
- 5 Is consistent with the Council Plan and Municipal Strategic Statement.
- 6 Have regard to the State Public Health Plan.
- 7 Is reviewed annually.

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*Southern Grampians Municipal Public Health and Wellbeing Plan 2021-2025  
Background*

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The Southern Grampians CPHWB Plan was developed through a collaborative approach with the community and key stakeholders, recognising that health and wellbeing is a whole-of-community responsibility and that Council must show leadership, provide support and work alongside partners and community members to combine our efforts.

The MPHWP identified two key focus areas across the shire of Healthy Communities and Liveable Communities. These focus areas are supported by 13 key outcomes as follows:

### FOCUS AREA 1: Healthy Communities

1. Southern Grampians residents live in communities that support their mental wellbeing
2. Southern Grampians residents have access to and are eating nutritious food
3. Southern Grampians residents participate in community life, are socially connected and connected to culture
4. Southern Grampians residents are safe and part of a resilient community
5. Harm caused by gambling, alcohol and other drugs is reduced across the municipality
6. Southern Grampians residents have access to and participate in lifelong learning opportunities
7. Southern Grampians residents are physically active at all stages of life

**FOCUS AREA 2: Liveable Communities**

1. Southern Grampians residents have access to everyday needs
2. Southern Grampians has a growing economy that promotes diversity of local jobs
3. Southern Grampians has a range of housing that meets community needs
4. Southern Grampians residents have access to technology, buildings and public spaces that are well designed and encourage community connections
5. Southern Grampians residents have access to open spaces, pathways and trails that encourage physical activity
6. Southern Grampians encourages sustainable practices that promote a healthy environment











It is acknowledged that many key players and stakeholders within our community undertake actions as a part of their core service responsibilities or work in partnership to influence the Community’s Wellbeing and Health in these areas.



































Partnerships with these stakeholders are integral to the implementation, monitoring, reporting and evaluation of this Plan.

To support the implementation of the CPHWP an Action Plan was developed identifying the actions that were being undertaken throughout the community by various organisations, and Council departments. Analysis of the action plan identifies that while some areas of the outcomes are well supported by agencies within the area, some outcomes such as access to housing are largely outside the capacity of Council to influence to a noticeable level.

*Outcomes*

Since the inception of the CPHWP, several key indicators for the community public health and wellbeing have updated data, identifying the current trend within our community. A comparison between the latest data sets and comparisons to similar councils is provided in the table below.

Area	What was measured?	What was it last time we measured?	How are we currently performing?	How are we trending?	How do we compare to similar sized Councils?
<b>Early Years</b>	Australian Early Development Index – Proportion of Children Vulnerable on 2 or more domains	14%	10.80%		
<b>Mental Health</b>	Suicide Rate	9.90%	14.1%		
	People with low/medium life satisfaction	28%	12.60%		
<b>Risk Factors</b>	People who are obese	22%	29.70%		
	Daily smokers	9.10%	10.10%		

	Smoking during pregnancy	14.60%	13.2%		
	Gambling Spending per person per year	\$242.61	\$345.55		
<b>Affordability</b>	People who said that they ran out of food and couldn't afford to buy more food in the last 12 months	18%	4.80%		
<b>Education</b>	People over 15 years who have completed year 12 or equivalent	36%	40.81%		
	People aged 20-24 years who have completed Year 12 or equivalent	57%	62.78%		
<b>Employment</b>	Labour force participation rates for people over 65 Years of Age	8.30%	11.01%		
	Unemployment Rate	3.70%	3.1%		
	Youth Unemployment Rate	6.50%	4.60%		
<b>Access</b>	Households with no vehicle	4.40%	4.98%		
<b>Crime and Violence</b>	Crimes reported in a public place rate per 10,000	140.5	136.23		
	Family violence incidents recorded rate per 100,000	1738	1459.6		
<b>Community Connection</b>	People aged 15 years and over who have volunteered	34%	25.26%		
	People who believe multiculturalism makes a better place	36%	54.60%		
<b>Environment</b>	Household waste diverted from landfill	44%	41.25%		
	Recyclables collected per household	227kg	198kg		
	Solar Installations	20.54%	22.62%		
	Active transport to work	3.20%	6.64%		
<b>[1] Populous, Southern Grampians Community Data</b>					

These indicators identify that generally we are average compared to other large rural Council's within the health and wellbeing space. There are 14 areas as identified in the chart above that have improved and eight where there has been a decline. Further work can be done through the remaining time of the current CPHWP to continue to work at addressing these elements.

Local improvements around family violence, crime, education and mental health show the improvements that are currently being realised, although the results are average compared to large rural shires identifying that these improvements need to continue and improve.

The existing action plan will continue to develop and inform the progression of the CPHWP with a view to identifying possible updates with the next review.


The action plan is provided as an attachment to this report.

SOUTHERN GRAMPIANS  
COUNCIL

# SMALL TOWNS STRATEGY



[www.nicheplanningstudio.com.au](http://www.nicheplanningstudio.com.au)

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*Southern Grampians Shire Council acknowledges that our Shire is on the traditional lands of the Gunditjmarra, Djab Wurrung, Jardwadjali and Buandig people.*

*We recognise the important ongoing role that Aboriginal and Torres Strait Islander people have in our community and pay our respects to their Elders, past, present and emerging.*





Job Name	VR_STS SouthernGrampians	
Address	Various	
Version & Date	Version 4.1	February 2024

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## EXECUTIVE SUMMARY

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The Southern Grampians Shire is experiencing change in population structure, resulting from net overall changes to migration, generating new imperatives to critically reflect on how to best ensure the resilience and liveability of our regional communities.

Settlements surrounding an urban centre fulfil differing support roles in meeting the needs of the population of the centre and the greater regional hinterland. These roles can include residential, agricultural, specialist services (e.g. educational or medical), tourism, and so on. With significant changes to population and challenges due to climate change and post Covid-19 recovery, Southern Grampians Shire aims to ensure the ongoing sustainability and resilience of the hinterland of nine towns surrounding the regional centre of Hamilton.

Drawing on established and conducted research in the key areas of:

- Planning Policy
  - Policy context
- Economics
  - Housing supply and demand
  - Rural living analysis
  - Tourism opportunities
  - Population growth
- Environment and Landscapes
  - Considerations and constraints to growth
- Community Consultation
  - Desires
  - Issues
  - Current status of community assets

A hierarchy, classifying each of the nine study towns according to role, has been created to ensure the best use of resources by Southern Grampians Shire.

The report has been prepared to outline key drivers around a regional town hierarchy as well as stipulating specific growth opportunities and challenges faced by each of the nine towns. Specifically:

- Coleraine and Dunkeld fill the role of a 'District Town', defined as moderate to large towns with commercial centres. These settlements provide a variety of housing and a moderate employment base, with access to reticulated services.
- Cavendish, Peshurst and Tarrington all fill the role of "Lifestyle Rural Settlements". These are defined as moderately sized towns with a commercial hub. These settlements provide some housing diversity, and often support specialist medical, retail or tourism services, but lack reticulated sewerage provision.
- Balmoral, Branxholme, Byaduk, and Glenthompson are all "Rural Settlements", which comprise the smaller towns within the network of regional towns. They provide some housing, and limited commercial and community infrastructure and facilities. Residents are often dependent on nearby centres to meet needs. There is no reticulated sewer provided in these towns.

Future growth and development of all nine towns should consider environmental constraints but should also have due regard for economic and social climate of the individual towns, as well as the broader context of the Southern Grampians Shire. These constraints and opportunities for the broader region as well as for each town are spelt out in further detail in the body of the report.

From these, and building on consultation with both the broader community and specific focus groups, as well as the Southern Grampians Shire audit of community facilities, specific recommendations to facilitate the ongoing sustainability and resilience of each study town have been made. These recommendations cover planning policy and strategy, economic drivers and community service provision, together with open space and recreation suggestions, and directly mirror values and expectations residents have for the development of their communities.

This Small Towns Strategy is the first of its kind for Southern Grampians. The strategy outlines a comprehensive vision for guiding the Shire in managing its small towns' future until 2041, stemming from the Southern Grampians 2041 initiative (SG2041). Focused on fulfilling a fundamental community aspiration, the strategy aims to sustain and enhance the Shire's smaller settlements.

The role and function of a town, as outlined in the Strategy, may undergo changes in the future due to various factors such as the condition of physical infrastructure, serviceability, and development constraints like floods and bushfires etc. reflecting appropriate changes to planning policy and regulation. It is advisable to periodically conduct a thorough review of the Small Towns Strategy every 5-7 years to ensure its relevance and effectiveness in light of evolving circumstances.

## INTRODUCTION – SOUTHERN GRAMPIANS SHIRE

The Southern Grampians Shire, located approximately 300km west of Melbourne, is experiencing significant changes with population and the challenges brought on by both climate change and the COVID-19 pandemic. These forces are generating new imperatives to critically reflect on how to best ensure the resilience and liveability of our regional communities.

Hamilton is the largest settlement situated central to the municipality and surrounded by a network of nine key towns which radiate outward. It is the strategic direction and function of these nine towns that the Shire seeks to better understand to inform where allocated funding and infrastructure is needed most.

While it is the localised scale of these towns that is attractive to their residents, this brings challenges for service and infrastructure provision that must be addressed through strategic and creative thinking.

In addition, the Shire’s population is ageing, thus, the Shire’s future service and infrastructure planning must take into account the unique needs of its population, while also balancing the need to retain families and younger demographics.

Southern Grampians Shire needs a clear strategy that takes into account various external pressures to ensure long term liveable development.



Figure 1: Southern Grampians Shire

## WHY DO WE NEED A TOWNS STRATEGY?

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Over the last two decades, Council has conducted extensive strategic planning work to guide the future growth and character of the region responding to the variety in size, infrastructure provision, history and community needs of each of the local towns surrounding Hamilton, namely:

- Balmoral
- Byaduk
- Branxholme
- Cavendish
- Coleraine
- Dunkeld
- Glenthompson
- Peshurst
- Tarrington

Accordingly, the specific strategic direction for each town, outlining a vision, existing assets, challenges, and a future plan for service and infrastructure delivery needs to be reviewed and updated.

The Shire’s towns have much to offer in Aboriginal and post-contact built heritage, local business, environmental values and small-town charm. However, in the fifteen years to 2016, many rural towns experienced slow population decline and aging populations, with net overall migration to larger regional centres. The five years between 2016 and 2021, according to Census data, reversed that trend for seven of the nine study towns, with the strongest population growth experienced in Dunkeld (+1.1% per annum), Peshurst (+0.5% per annum), Byaduk (+0.5% per annum) and Tarrington (+0.3% per annum).

The limitations in funding and resources available to Council means that creative approaches to service and infrastructure delivery are required. Strategic thinking is necessary to determine how to best balance investment across those towns with projected growth and those experiencing population decline, while ensuring communities have fair access to the facilities and services necessary for liveability.

To do this, it is important to understand how each community uses the facilities in their town, what they need and value, and how/where they access services not available locally.

This approach will ensure the individual towns are as self-contained as possible while also supporting the towns to function as a constellation—the vision for each town outlined in this strategy will enable the towns to complement and support one another to provide the services, infrastructure and opportunities necessary to ensure the wellbeing of the Shire’s residents for years to come.

As such, this strategy will outline a definitive hierarchy of towns for which the Shire can direct their focus for funding, community infrastructure, tourism and housing investment.

## THE WORK WE ARE BUILDING ON

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Council has undertaken extensive community engagement and strategic planning work in previous years, including their Health and Wellbeing, Recreation and Leisure strategic work. The sheer number of existing Strategic Plans and Urban Design Frameworks, that guide the desired built form, identity and economic role of the towns, are now in need of review to provide a concise strategy that accounts for this previous work and responds to new and developing needs, opportunities, and challenges.

A literature review was conducted (see Appendix 1), and some of the key themes understood from these plans include:

1. Supporting the growth of the individual townships and communities
2. Grow the regional economy.
3. Maintain, renew and support the growth of new infrastructure where needed.
4. Protect the natural environment.
5. Provide strong governance and leadership.

Specific recommendations relating to each town have also been re-tested with the community to understand their current relevance, with summaries included in the following town-specific chapters.

Key documents include:

<p><b>GENERAL</b></p> <ul style="list-style-type: none"> <li>- Regional Growth Plan</li> <li>- Municipal Planning Strategy</li> <li>- Planning Scheme Review Report 2018</li> <li>- Grampians Tourism 2016-20 Strategic Plan</li> <li>- Southern Grampians Shire Domestic Wastewater Management Plan</li> <li>- Development Plan Overlay &amp; Development Plans Audit Report</li> <li>- Southern Grampians Council Plan 2021-2025</li> <li>- Southern Grampians Health and Wellbeing Plans 2017-2021</li> <li>- Southern Grampians Economic Development Strategy (2011-2021)</li> <li>- Southern Grampians Retail Development Strategy (2011-2021)</li> <li>- Southern Grampians Sustainability Strategy (2010-2020)</li> <li>- Southern Grampians Open Space, Recreation and Leisure Strategic Plan (2019-2029)</li> <li>- Small Towns Urban Design framework</li> <li>- Community Vision Framework SG 2041</li> <li>- Community Investment Plan 2022</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic Planning Work Programme 2021</li> <li>- Southern Grampians Shire Natural Assets Strategy</li> <li>- Southern Grampians Shire Natural Assets Strategy</li> </ul> <p><b>BALMORAL</b></p> <ul style="list-style-type: none"> <li>- Balmoral Community Plan 2014-2020</li> </ul> <p><b>BRANXHOLME</b></p> <ul style="list-style-type: none"> <li>- Branxholme Community Plan 2014-2020</li> </ul> <p><b>CAVENDISH</b></p> <ul style="list-style-type: none"> <li>- Cavendish Community Plan 2014-2020</li> <li>- Cavendish Structure Plan 2019 (not adopted)</li> <li>- Cavendish Urban Design Framework</li> </ul> <p><b>COLERAINE</b></p> <ul style="list-style-type: none"> <li>- Coleraine Community Action Plan 2014-2020</li> <li>- Coleraine Urban Design Framework 2003</li> </ul>	<p><b>GLENTHOMPSON</b></p> <ul style="list-style-type: none"> <li>- Glenthompson Onsite Wastewater Inspection Program</li> <li>- Glenthompson Community Plan</li> </ul> <p><b>PENSHURST</b></p> <ul style="list-style-type: none"> <li>- Penshurst Community Plan 2017-2020</li> </ul> <p><b>TARRINGTON</b></p> <ul style="list-style-type: none"> <li>- Tarrington Community Plan 2015-2021</li> <li>- Tarrington Structure Plan 2014</li> </ul> <p><b>DUNKELD</b></p> <ul style="list-style-type: none"> <li>- Development Plan Recreation Road Dunkeld</li> <li>- Dunkeld UDF 2002</li> <li>- Dunkeld Concept Plan</li> <li>- Dunkeld Community Plan 2019-2021</li> <li>- Dunkeld Structure Plan - land supply and demand assessment 2011</li> <li>- Dunkeld Structure plan 2014</li> <li>- Dunkeld Structure Plan Urban Design Guidelines - Creekside</li> <li>- Dunkeld Structure Plan Urban Design Guidelines - Town residential</li> <li>- Dunkeld SP UDG Main Street</li> <li>- Dunkeld SP UDG - Low density residential</li> </ul>
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## A SNAPSHOT TODAY

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- The population of Southern Grampians Shire experienced a period of decline from 2006 to 2016, mostly due to a reduction in population in the rural areas and small towns. The **municipal population increased** between 2017 and 2021, including growth in the rural areas for the first time in the past 20 years.
- Net overseas migration has made up the greatest share of positive population change in recent years. Since the onset of the COVID pandemic, Victoria's regional areas have experienced a period of **strong net internal migration**, driven primarily by formerly metropolitan residents.
- Residents of the rural areas of Southern Grampians are older on average than residents of Hamilton. The population of **older age cohorts (60-75) increased while children and younger adults decreased** between 2011 and 2021.
- Of the approximately 8,000 dwellings in the Shire in 2021, **39% of dwellings within the municipality were located outside Hamilton**, with the majority were located within 30 minutes drive.
- Approximately **three-quarters of dwellings in the Shire in 2021 were owner/occupied**, with rental properties accounting for 20% of the overall dwelling stock. Dunkeld is the only town where rentals comprised more than 20% of the dwelling stock in 2021.
- Recent research into housing for key workers found that **there is a significant shortage of housing available for key workers**, especially rental properties. Locations most acutely impacted are Hamilton and Dunkeld.
- The Southern Grampians **economy relies on the strength of the local agricultural sector**, along with a substantial population services role in Hamilton (health, education and retail) and Coleraine (health).
- **Unemployment in Southern Grampians has been very low** since mid-2015 and had consistently been at or below the regional Victorian average over the past 5 years.
- **Proximity to the Grampians National Park is a major driver of visitation and economic opportunity.** An evolving tourism location in Southern Grampians is the town of Dunkeld which is located less than 5km from the Grampians and hosts the nationally reputed Royal Mail Hotel.
- Between 2016 and 2021, local employment decreased in the mining, manufacturing, and retail sectors, however **agriculture, health care and construction employment increased.** Federal government employment projections for the broader South West Victoria Region are for the greatest employment growth to occur in the industries of education and training, health care, construction and retail.
- **The relationship between business, employment and housing is paramount in Southern Grampians** – businesses generally rely on attracting a substantial proportion of their staff from outside the region. Housing is critical to supporting business activity across the region.

# HIERARCHY

## HIERARCHICAL DEVELOPMENT

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Setting an agreed hierarchy of towns within the Southern Grampians is an important consideration in the ongoing planning of housing supply, key employment areas, regional community facilities and tourism support.

The hierarchy can evolve and change over time and for this reason a regular review of town priorities should be undertaken. This is one of the key considerations and outputs of the Small Town Strategy.

A settlement hierarchy has been prepared, tested, and developed in the context of identifying the existing and future role of towns and settlements to support preferred patterns of growth across Southern Grampians. The settlement hierarchy groups and categorises the towns according to size, regional and local policy context, economic drivers, zoning, and consultation response, as well as services and facilities available in each settlement. Refer to Figure 3 for a graphical representation of the factors comprising a hierarchical analysis. These are further outlined on the following pages.

Previously, the various roles of settlements across the municipality have been defined through:

- Regional Policy Context
- Local Policy Context

To bolster the existing policy setting, a detailed housing and economic analysis of Southern Grampians Shire was undertaken to provide much needed information on the economic roles of the towns within the regional context, and what their housing, employment, and by extension, community infrastructure needs are.

A detailed Rural Living Analysis together with an understanding of any environmental constraints has assisted in understanding the growth potential of each town.

Each of these elements now serve as an important indicator of a potential networked hierarchy of Southern Grampians Towns.

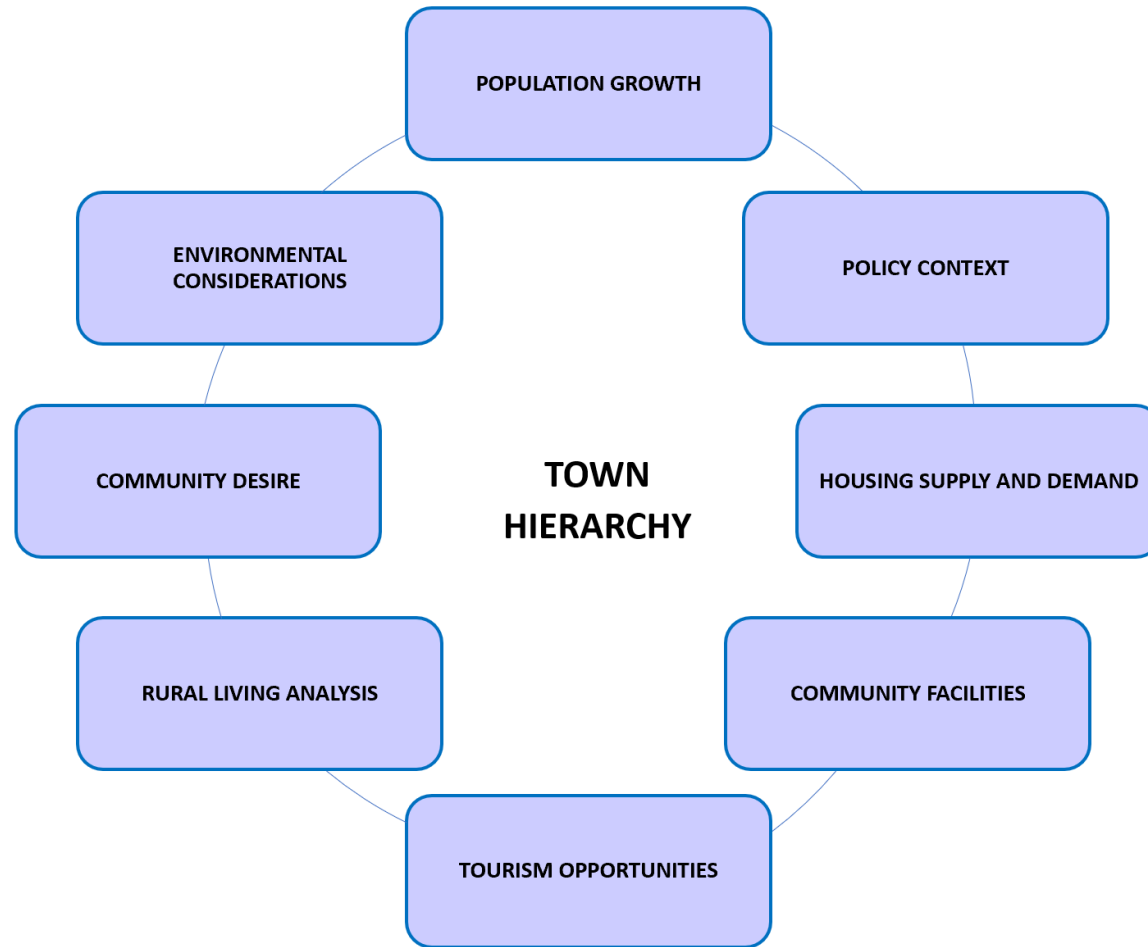


Figure 2: Hierarchy considerations

## REGIONAL POLICY CONTEXT

One of the key strategic documents that alludes to a town hierarchy is The Regional Growth Plan 2014 (RGP), which provides direction for the next 30 years for future strategic planning across the region. It notes the importance of developing a network approach to planning, development, infrastructure, transport and service provision. The plan also underscored the need to enhance liveability through improving health, education and standards of living. Although touted as a regional level strategic plan, only two of the nine key towns, Coleraine and Dunkeld, were addressed.

Both Coleraine and Dunkeld were identified as 'District Towns', performing important roles in the region. In 2014, Coleraine consisted of medical facilities that serviced many of the smaller towns, whilst Dunkeld predominantly functioned as a hub for tourism related activities.

Coleraine was identified as being able to accommodate 'sustainable change' due to its provision of medical facilities that would provide health services to surrounding small towns.

Dunkeld was identified as capable of supporting 'medium growth', playing a role as a niche tourism provider due to its established food and wine culture and proximity to the Grampians.

Dunkeld was also identified within a nominated 'Primary Growth Corridor' where high economic and population growth was supported through the diversification of the economy and investigating opportunities in industry sectors such as food and fibre, tourism, education, health and retail sectors.

The other key towns were not identified for growth in the RGP and specific reference to their relevance within a broader town network or hierarchy was limited. Such an approach reduces the ability to plan for broad municipal wide access to employment opportunities, facilities, housing and community services.

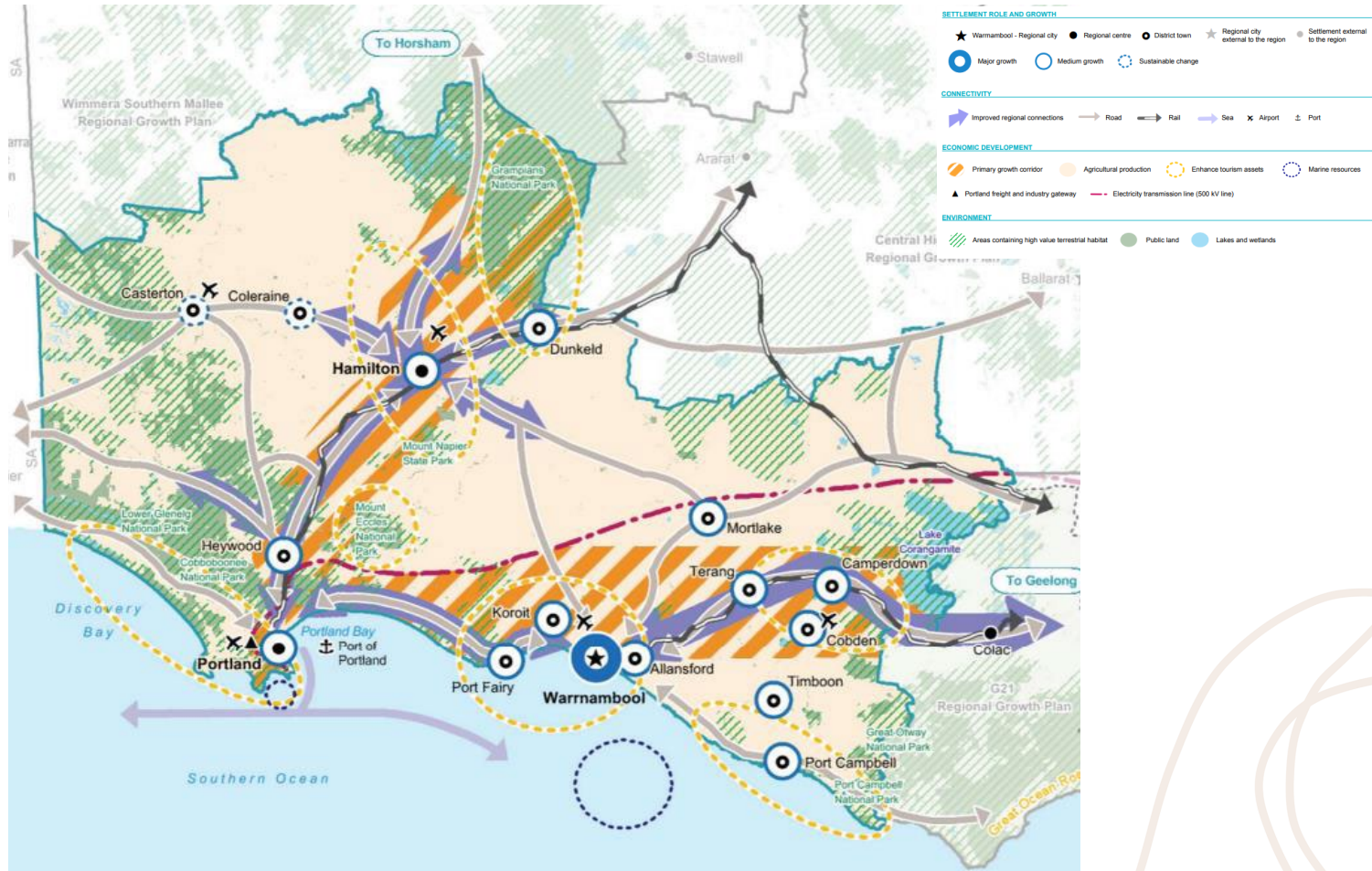


Figure 3: Regional Growth Plan (Source: DELWP)

**LOCAL POLICY CONTEXT: SETTLEMENT ROLE**

In regard to planning hierarchy, Clause 2.03 Strategic Directions of the Scheme also provides direction for managing growth within the municipality’s towns.

Settlement	Role
Hamilton	Major Urban Centre
Coleraine	Rural service centre
Dunkeld	Rural service and tourism centre
Penshurst	Rural service centre
Branxholme	Small rural service settlement
Cavendish	Rural service centre
Tarrington	Rural service centre
Balmoral	Small rural service centre
Glenthompson	Small rural service settlement
Byaduk	Small service centre
Wannon	Small settlement

Source: Southern Grampians Planning Scheme.

To manage future growth, the clause identifies that across all towns Council will:

- Provide and enforce clear settlement boundaries.
- Plan for and support development that readily accommodates the future extension of sewerage services.
- Plan for and improve services and facilities to meet the needs of local communities.
- Ensure development does not negatively affect environmental values.
- Retain the non-urban break between Hamilton and Tarrington for agricultural uses.
- Support development that contributes to the economic viability and liveability of the Shire’s smaller towns, including small-scale light and service industries.
- Facilitate a range of housing types in serviced residential locations, particularly infill development.
- Plan for an ageing population by supporting aged care facilities.
- Attract new residents by encouraging a broad range of housing and lifestyle options.

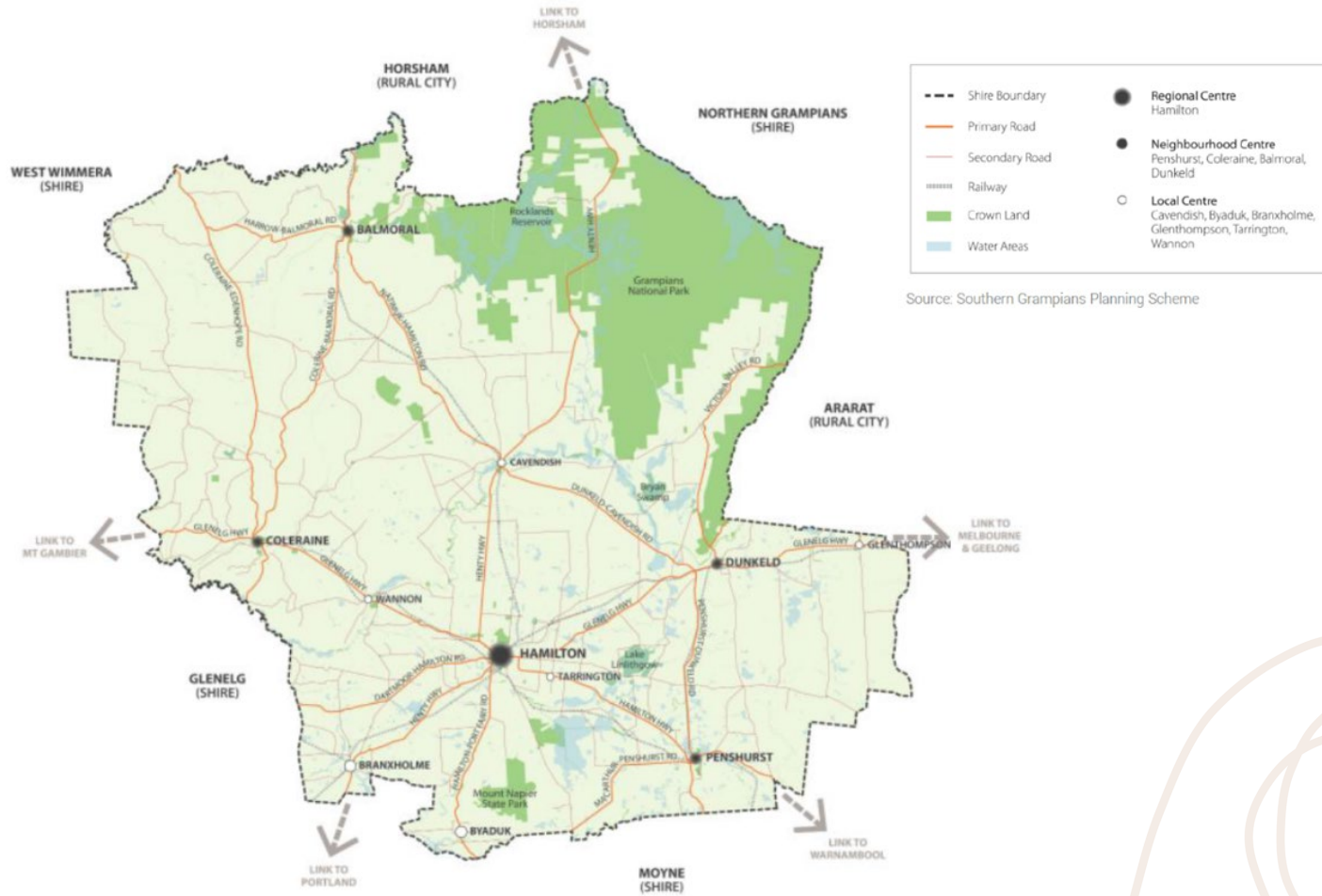


Figure 4: Clause 2.03 Strategic Directions (Source: Planning Scheme)



### LOCAL ECONOMIC DRIVERS AND TOURISM OPPORTUNITIES

The Southern Grampians economy relies on the strength of the local agricultural sector, along with a substantial population services role in Hamilton (health, education and retail) and Coleraine (health). In rural areas and small towns, economic drivers primarily relate to agribusiness, health, tourism and wind farms as outlined within the latest Economic Development Strategy (2011-2021).

The Great South Coast Regional Growth Plan further identified economic directions for the region as:

- Livestock and cropping production, research and development.
- Grampians tourism.
- Health and education.
- Mineral sands processing.
- Manufacturing and logistics.
- Hamilton as a gateway for exports from the north.

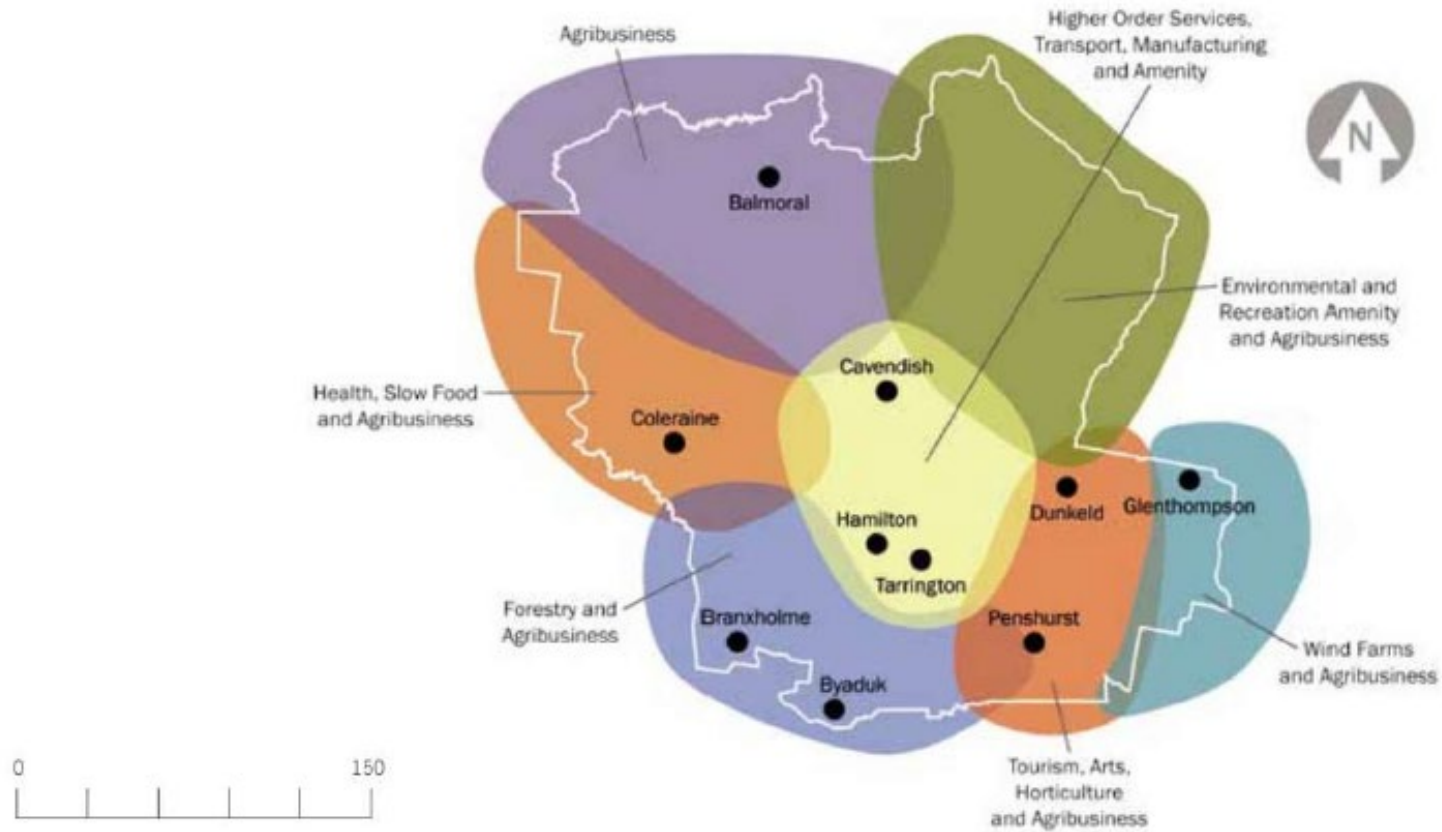


Figure 5: Southern Grampians Shire Economic Development Strategy

## POPULATION, HOUSING AND TOWN GROWTH

Historical development activity indicates that approximately 30% of all new dwelling activity occurs outside Hamilton. Using this as a guide, the Strategy should plan for at least 12 - 15 new dwellings per annum, or 240 - 300 dwellings over the next 20 years in study towns. It is likely that there is a level of unmet demand in certain towns, warranting consideration of a contingency. Adopting a contingency of 20%, the dwelling requirement would increase to up to 360 dwellings across the towns.

The analysis also indicates that not all towns are experiencing housing demand. The strategy therefore seeks to prioritise locations and housing types with demonstrable demand in District Towns and Lifestyle Rural Settlements as per the following list:

### Dunkeld

- Existing housing supports tourism workers and visitor demand.
- Strong price growth indicates unmet demand for lifestyle properties.
- Demand for township housing could be accommodated through intensification within the existing township zone however further work is needed to ensure infrastructure has the capacity to support such development.
- An ongoing supply of lifestyle lot opportunities (LDRZ) should be planned, including additional land supply if needed based on current land supply levels.

### Coleraine

- Health services provided which are important for ageing population.
- Relatively affordable housing
- Existing infrastructure and other services.
- Opportunity to encourage the intensification of existing GRZ land however further work is required to determine the capacity of infrastructure within the town. Smaller lots / dwellings could be encouraged to support the aging population.

### Tarrington/ Peshurst/Cavendish

- Depending on the availability of infrastructure and the relative suitability of the towns to accommodate growth, these towns could accommodate demand for housing proximate to Hamilton, primarily those seeking lifestyle lots within reasonable commuting distance to employment and services in Hamilton.
- It is recommended that these towns are further investigated as potential lifestyle locations (LDRZ).
- It is also noted that an Adaptive Wastewater Project is currently being trialled by Council, Wannon Water and DTP in Peshurst which could ultimately increase the development potential of existing land in the TZ if fully implemented.

## RURAL LIVING ANALYSIS

There are a number of planning zones applied to residential areas within the study towns of the municipality which assist in determining the extent of growth.

The most common planning zone which applies to the study towns is the Township Zone (TZ), while some towns located along the Glenelg Highway corridor have land zoned as Low Density Residential (LDRZ) and/or Rural Living (RLZ). Coleraine is the only town in the nine studied that has land zoned as General Residential (GRZ).

Consultation with the community indicated that due to a lack of suitable housing available in urban areas, some new housing development is transferring to rural residential areas, in addition to the small proportion of the market already seeking rural lifestyle properties.

Together with the significant shortage of housing available for key workers, including a lack of rental properties (as of 2022), this movement is placing further demand on an already stretched housing market. This limits employment attraction and retention, and subsequently economic output across all sectors of the economy.

In terms of housing supply, real estate agents surveyed noted that there is a lack of the following housing types relative to demand:

- Residential property of all types in the nine study towns.
- Larger lifestyle lots.
- Vacant lots within towns.

Historical development activity indicated that approximately 30% of all new dwelling activity occurs outside Hamilton.

Using this figure as a guide, at least 12-15 new dwellings per year should be planned for across the nine towns.

Land in the LDRZ and RLZ at the fringes of Hamilton has accommodated 25% of municipal dwelling growth in recent years. Forecasting based on 20% of housing growth occurring in this region, Southern Grampians Shire should be prepared to support on average 8-10 additional dwellings in this area per year, a total of 160 – 200 additional dwellings over a 20 year period.

## ECONOMIC DRIVERS SUMMARY

The following key implications for the Small Towns Strategy regarding housing provision and township growth are noted below.

### 1. Focusing areas of demand and growth:

Low overall population growth warrants a strategic approach to accommodating housing demand in selected locations that are well serviced by infrastructure and where stable medium-term demand is evident. Not all towns should be planned to perform a growth role, especially given the effects of the COVID pandemic are not certain to endure in the medium-long term.

**Locations best suited to accommodate township demand are Dunkeld, Peshurst and Coleraine.**

### 2. Facilitating a breadth of housing products:

The demand analysis indicates that lifestyle properties are an important component of the housing stock in Hamilton and surrounds. An adequate supply of new opportunities for this housing type should be provided, alongside other housing types required to respond to demand and demographic changes, such as rental properties for key workers and suitable housing for an ageing population.

**Locations that are likely best suited to accommodate lifestyle demand include Tarrington, Dunkeld and Cavendish.**

### 3. Ensuring residential land supply and housing availability is not a barrier to economic development and population attraction and retention:

Maintaining and growing the local economy relies on labour availability and attraction, which in turn relies on suitable housing being available near employment. The strategy should ensure that urban areas such as Hamilton (especially health, education and industrial sectors) and Dunkeld (tourism, hospitality) and nearby towns have suitable housing available to accommodate existing worker demand as well as capacity to accommodate growth expected as part of recent and expected investment in the Shire. in the Shire.

**Locations best suited to house workers associated with tourism and health include Cavendish, Coleraine and Dunkeld.**

## ENVIRONMENTAL CONSIDERATIONS

Key environmental considerations which provide opportunities and/or constraints to growth of each of the nine towns are listed below:

### Bushfire

A Bushfire Management Overlay applies to land in Victoria that may be at risk from bushfire. The estimated severity of potential bushfires will dictate the use of land, and level of protection required against bushfire attack. This can limit expansion and development of the towns. The priority in the Victorian Planning Provisions (VPP) is the protection of human life and assets with regards to bushfire risk.

Construction of buildings on land subject to this overlay requires the provision of an amount of defensible space around them through the clearing of vegetation, in order to limit the exposure of the building and potential occupants.

### Floodways and Land Subject to Inundation

Waterways run through many of the nine study towns, and these provide important cultural and open space touchpoints for members of the communities. However, living alongside waterways brings an acceptance of flooding and inundation risk to the community, and these have been mapped out in greater detail in the relevant town summaries. In planning new development and growth strategies for the towns, an acknowledgement of the limitation that flood and inundation mapping brings to the design and construction of new facilities and buildings is another important constraint.

### Significant Landscape

The Significant Landscape Overlay in the VPP seeks to identify significant landscapes, and conserve and enhance their character. Within Southern Grampians Shire, these overlays apply to Coleraine (“Coleraine Landscape Area” and “Koroite Homestead (Original Site), Buvelot Tree and Waterpool”), the “Mount Rouse and Crater Reserve” located south of Peshurst, and “Harmans Valley”, which runs to the north-west of Byaduk.

These landscapes present constraints to growth and development but offer potential for tourism opportunities if managed and conserved appropriately.

### Biodiversity

The expansion of urban areas threatens the biodiversity of local species, including plants, animals, and microbiota, and this effect can be particularly pronounced on already endangered or threatened species. A desktop assessment of rare and threatened flora and fauna was conducted during the initial phases of strategy development, and this information for each of the nine study towns fed into assessment of the environmental constraints and their relation to each town’s role in the network hierarchy of towns surrounding Hamilton.

### COMMUNITY FACILITY IMPLICATIONS

Town hierarchy is also influenced by the location of regional, district and local community facilities.

To date, analysis of current infrastructure provision and gaps in supply of community infrastructure have been completed. The major strategic findings from this report are that utilisation data for community facilities is lacking, as is data around the fitness for purpose of community facilities provided. There will be future need for additional kindergarten facilities in the Shire with the increase in Victorian State Government 4-year-old kindergarten funded hours from 15 hours per week to 30 hours per week.

Detailed analysis of each township's community facilities has been included in the relevant town summaries.

### COMMUNITY DESIRE

Through the use of intercept surveys, respondents spoke of the location of towns around a centralised Hamilton hub, reflecting the importance of the inter-relationship of the nine towns. Most towns therefore had a strong relationship with Hamilton, its greater size and offering for many of their weekly service needs. Those residents of towns closer to other larger regional centres such as Warrnambool to the south and Mount Gambier to the west also relied on them for larger regional shopping exercises.

Most travel between the towns occurs as a result of residents needing to meet their needs relating to community and social infrastructure (high interrelationship around sporting codes such as netball and football), and retail activities in particular. This includes, travelling for cafes, restaurants and pubs, retail and commercial activities as well as for medical reasons.

Although this figure suggests that many residents would benefit from an increase in services locally, the interrelationship could also be viewed as a positive synergy between the towns, where their diverse and different offering makes for a dynamic rather than static network of towns.

Noting that towns fulfil varying roles within the regional context of the Southern Grampians Shire, the extent to which the nine towns inter-relate will help Council gain clarity on where to direct funding.

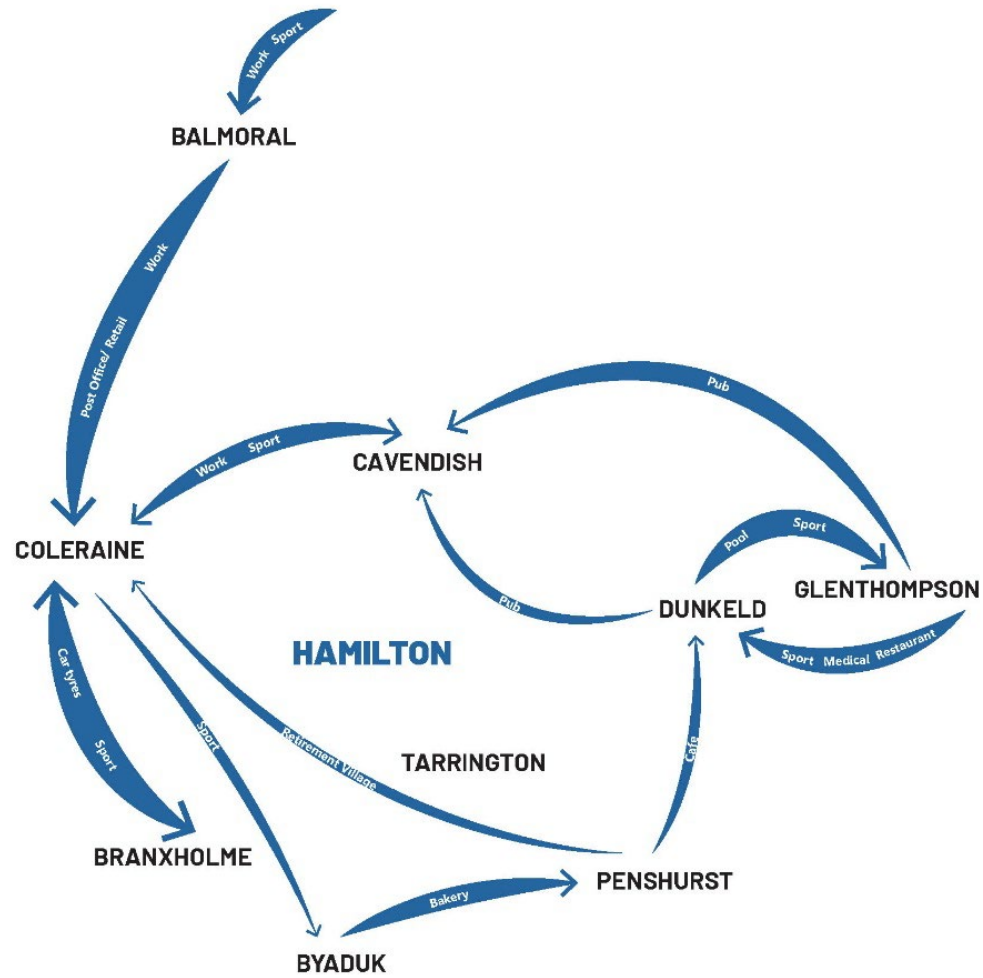


Figure 6: Inter-relationship between towns in Southern Grampians Shire, as drawn from community consultation.



## SUMMARY

The township hierarchy defines towns as one of the following:

- District Town
- Lifestyle Rural Settlement
- Rural Settlement

An analysis of the current role each town plays within the hierarchy is also presented in the table, together with a discussion of future constraints and opportunities for further development of each tier of settlement.

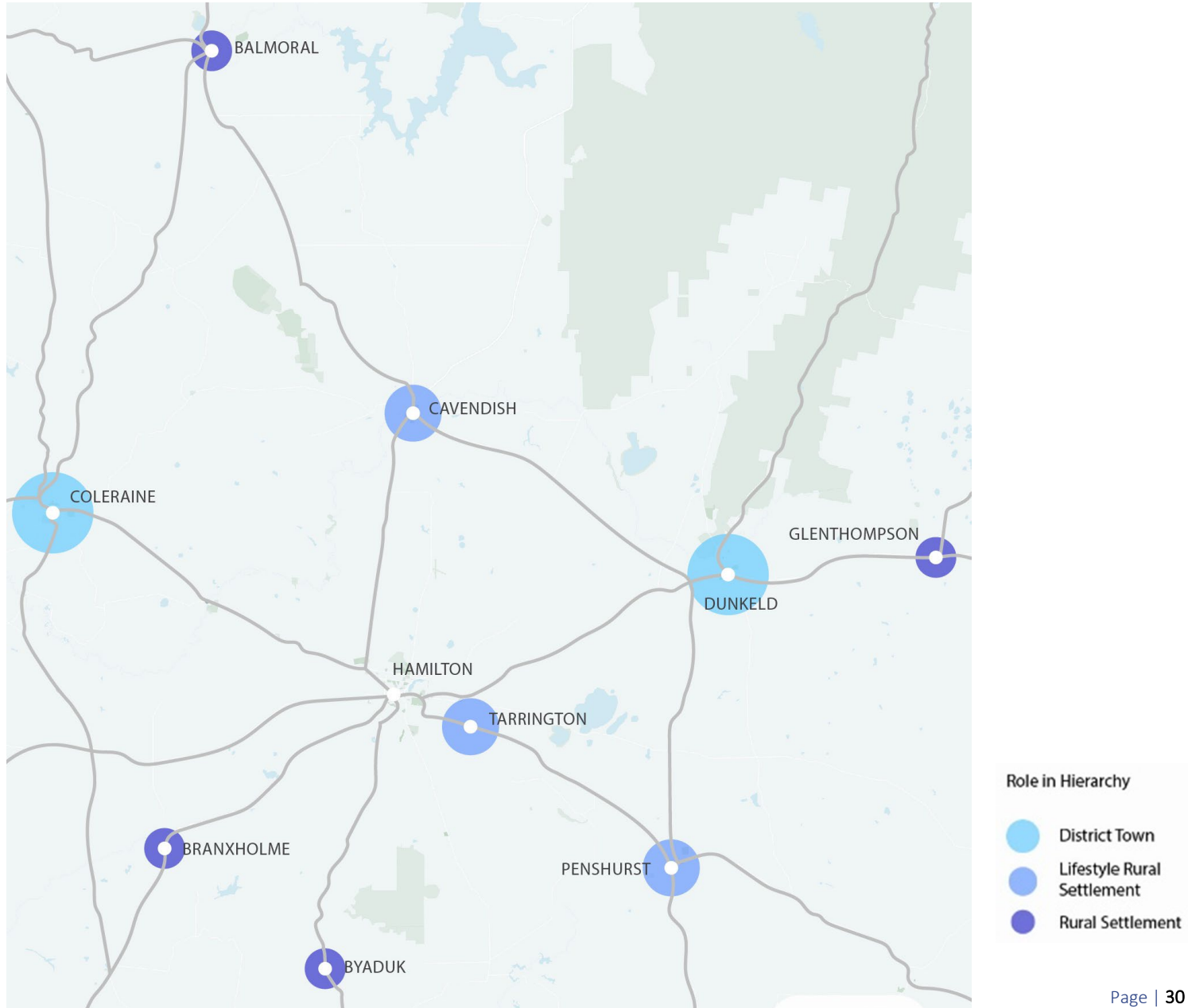
Moreover, the hierarchy also emphasises each towns role in the hierarchy based on the following key considerations, as detailed previously:

- Existing population size and recent growth.
- Economic roles(s) in the local economy.
- Capacity to accommodate demonstrable demand for both housing and economic growth.
- The shared town vision for the growth and evolution of the town over the next 5-10 years
- Existing physical attributes of the town and its role within the broader hierarchy within the municipality
- The existence of retail services and community infrastructure as an indicator of the relative attractiveness to new residents;
- The availability of reticulated sewer as an indicator of the capacity to accommodate additional urban growth;
- The level of recent development activity and property price movements as an indicator of local level housing demand; and
- The scale, type and capacity of residential land supply in the town.

Table 1: Township hierarchy for Southern Grampians rural townships.

CATEGORY	CURRENT ROLE	FUTURE ROLE
<p><b>DISTRICT TOWN</b></p> <p>Dunkeld Coleraine</p>	<p>District Towns are defined as moderate to large towns with commercial centres. These settlements provide a variety of housing and a moderate employment base, with access to reticulated sewage and services.</p> <p>District Towns support the services and facilities provided by the Regional Centre (in this case, Hamilton), although residents may travel to Lifestyle centres for provision of some services.</p>	<p>Future growth - Population growth and residential development is supported, subject to consideration of environmental risk constraints (e.g. bushfire, flooding) and availability of servicing.</p> <p>Vision for Community Infrastructure - Growth in District Towns will be supported by the provision of required development and community infrastructure.</p> <p>Zoning/residential development – Demand for housing will be accommodated through infill development in established areas and within areas identified for future residential use in adopted or future Structure Plans.</p>
<p><b>LIFESTYLE RURAL SETTLEMENT</b></p> <p>Cavendish, Penshurst, Tarrington</p>	<p>Lifestyle Rural Settlements are defined as moderately sized towns with a commercial hub. These settlements provide some housing diversity, and often support specialist retail or tourism services, but lack reticulated sewerage provision.</p> <p>Lifestyle Rural Settlements support the services and facilities available at Regional Centres and District Towns.</p>	<p>Future growth – Population growth and residential development is supported, subject to consideration of environmental risk constraints (e.g. bushfire, flooding) and availability of servicing and infrastructure provision.</p> <p>Vision for Community Infrastructure – Growth in Lifestyle Rural Settlements will be supported through the maintenance of existing community facilities and infrastructure. Additionally, the development</p>

		<p>of community facilities and infrastructure will be dictated by the needs of the community.</p> <p>Zoning/residential development – Opportunities to provide housing development through infill housing and potential rezoning of land should be investigated on a township basis to support sustainable and considered growth given existing constraints such as infrastructure provision.</p>
<p><b>RURAL SETTLEMENT</b></p> <p>Balmoral, Branxholme, Byaduk, Glenthompson</p>	<p>Rural Settlements comprise the smaller towns within the network of regional towns. They provide some housing, and limited commercial and community infrastructure and facilities. Residents are often dependent on nearby centres to meet needs. There is no reticulated sewerage provided in these towns.</p>	<p>Future growth – Environmental risks such as bushfire and flooding significantly impact growth and development of the towns as well as the availability of servicing and infrastructure provision.</p> <p>Vision for Community Infrastructure – Current community facilities and infrastructure will be maintained, but development of new facilities should be rationalised and have a clear need demonstrated before commencing works.</p> <p>Zoning/residential development – Smaller Rural Settlements generally lack capacity to accommodate further intensive residential development through environmental or planning constraints.</p>



# TOWN PRIORITIES

## TOWN PRIORITIES

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An assessment of the vision, existing attributes, community needs and actions for each of the key local towns has been undertaken and is outlined in this report. This assessment considers:

- The shared town vision for the growth and evolution of the town over the next 5-10 years
- Existing physical attributes of the town and its role within the broader hierarchy within the municipality
- The existence of retail services and community infrastructure as an indicator of the relative attractiveness to new residents.
- The availability of reticulated sewerage as an indicator of the capacity to accommodate additional growth;
- The level of recent development activity and property price movements as an indicator of local level housing demand; and
- The scale, type and capacity of residential land supply in the town.

All relevant Structure Plans and existing UDF's were reviewed, and key actions tested to confirm delivery and if found to be outstanding, ensure ongoing relevance and likelihood for implementation.





## BALMORAL

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### Town Summary

Balmoral is a small rural service centre situated on the banks of the Glenelg River. The town consists of a small street grid surrounded by rural countryside and river red gums. It is 79 km south-west of Horsham, 65 km north of Hamilton and 328 km north-west of Melbourne. Balmoral is a farming community. Distance to Hamilton means the town needs some self-containment on local infrastructure. As of the 2021 census, Balmoral has a population of 162, which is a slight decline (loss of 20 residents) since 2011.

It came into existence as a suitable place to ford the Glenelg River, and today is known for its proximity to the Rocklands Reservoir, built in 1953, which is excellent for fishing, swimming and camping. There are many vacant lots, which gives the town the impression of being fragmented. Balmoral is located at the junction of three highways and has the opportunity to increase its appeal to transient visitors by increasing the retail and hospitality offering and visual appeal of the town. Balmoral has significantly high risk of bushfire due to its proximity to the Grampians National Park and Black Range State Park.

### Vision

The Balmoral and District Community Plan outlines a clear vision for its future: Balmoral should be a resilient, diverse and thriving town with a strong sense of community that is also a safe and attractive place to live. It should be desirable for tourists and have strong supporting infrastructure with quality services and facilities that service its resident and tourist population and that services a range of existing industries and encourage new commercial activities. Balmoral should also advocate for sustainable water levels in Rocklands Reservoir for recreation and tourism.

### Hierarchy Role

Classed as “Rural Settlement”. The overall role of Balmoral within the hierarchal network of small towns surrounding Hamilton is a supporting one, due to the following considerations:

- Moderate to low provision of services, community infrastructure and retail/commercial opportunities.
- Low demand for housing and low supply of residential land.
- Relative isolation from key services and jobs, may indicate low suitability for rural living lifestyle.
- Indicates a consolidation of the towns existing features, allowing for some carefully planned growth in tourist and residential accommodation based on the individual town.

### Existing Attributes





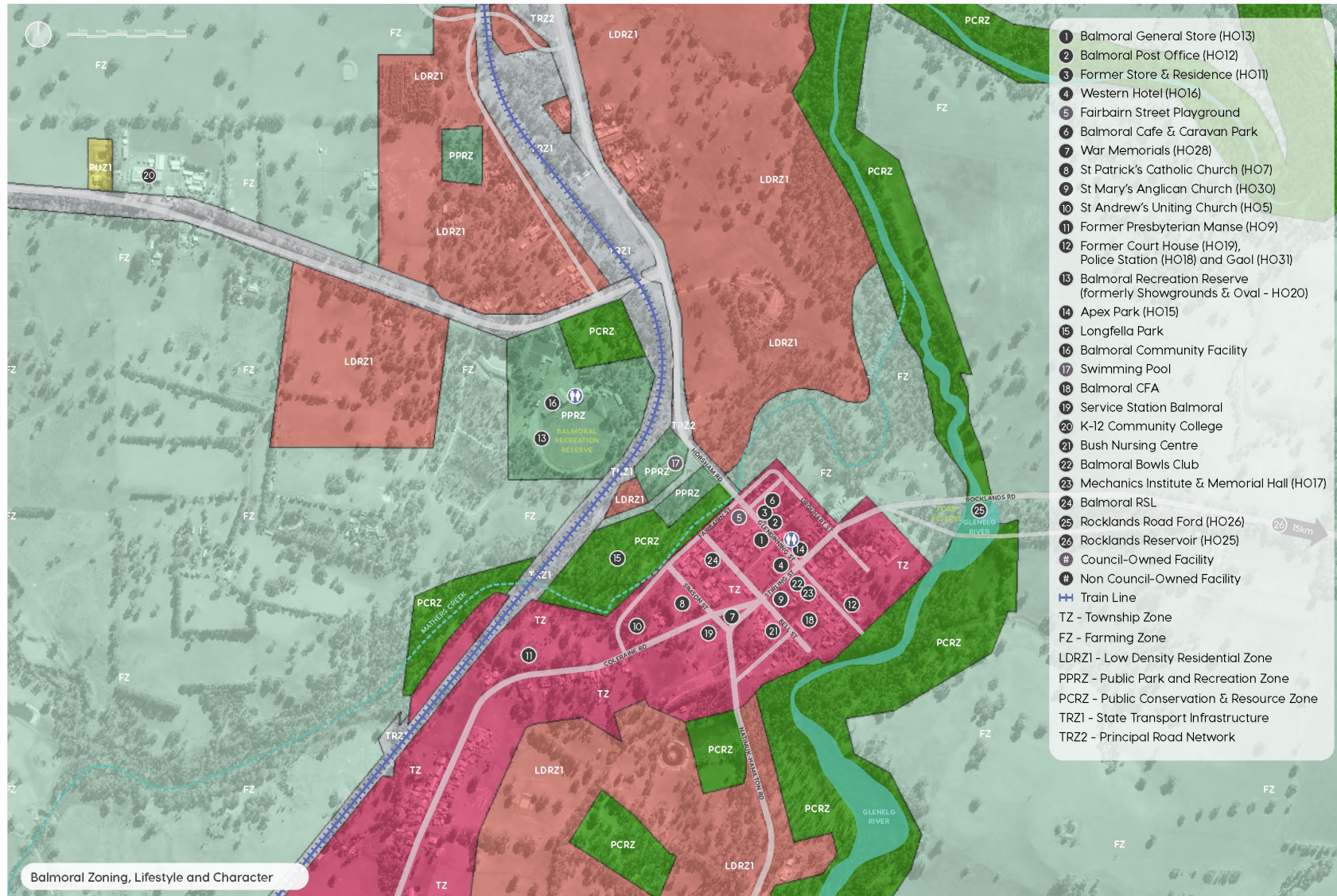
- The town has a district retail role, providing rural supplies as well as convenience retail. Well serviced with community infrastructure including a kindergarten, primary school, secondary school and medical centre, however compared with other study towns is relatively remote from Hamilton and other regional centres.
- Balmoral proved an important service role to the surrounding areas given relative remoteness to services in the northern parts of the Shire.
- Proximity to Grampians National Park and a substantial agricultural area underpins the importance of the town's housing, community infrastructure and retail in supporting ongoing economic activity and workers in the northern part of the Shire.
- Broader area has experienced population decline over the past 10 years. While some study towns have experienced a return to population growth in the past 4 years, Balmoral and surrounds has continued to experience slow population loss. No new dwellings have been approved for construction in the town over the past 8 years.
- No reticulated sewerage provision in the township.

Other notable background information includes:

- The small but historic town centre, located on Glendinning Street, has a mix of convenience retailing, rural supplies and civic infrastructure. The retail offer includes a small unbranded supermarket, clothes, toys, second hand goods and cafe. The Western Hotel is the primary hospitality offering in town, which also offers limited budget accommodation and a bottle shop. There is no pharmacist or separate butcher or baker. Activity floorspace in the centre amounts to around 2,600m<sup>2</sup> of which around 800m<sup>2</sup> is in retailing.
- Rocklands Reservoir has a big influence on the activity of the town – up to 5000 people have been known to camp there over Easter. As the closest service town to the Reservoir, there is the opportunity to increase the service offering to tourists interested in fishing and camping.
- The Bush Nursing Centre is struggling with financial viability, but it is an important asset to protect.
- The Balmoral Recreation Reserve and Community Complex has recently been upgraded with a fit-for-purpose building. The complex received substantial funding from the Federal and State Governments, with Council and donors from the community contributing to reach a total project goal of over \$1.4m. The Recreation Reserve is located about 1km from the town centre.
- Local Balmoral artists founded Chameleon Arts Collective Incorporated in 2003 as a not-for-profit organisation. The group present arts events, social gatherings and exhibitions that respond to the interests and needs of all age groups, cultures and demographics.
- Previous community consultation has revealed a commitment to sustainability practices: climate change adaptation and mitigation across agriculture, waste management and individual household practices.

Community infrastructure provision, as assessed by Council is described as follows:

Community Infrastructure	Location	Land Owner	Managed By	Facility Details
Balmoral Bowling Club	Balmoral	Crown	State Government; CoM	Community meeting space
Balmoral Golf Club – Clubhouse	Balmoral	Other	Private	Community meeting space
Balmoral Mechanics Institute - Memorial Hall	Balmoral	Crown	State Government; CoM	Community meeting space
Balmoral Recreation Reserve - Community Complex	Balmoral	Crown	State Government; CoM	Community meeting space
Balmoral Recreation Reserve - Tennis pavilion	Balmoral	Crown	State Government; CoM	Community meeting space
Balmoral RSL	Balmoral	Council	Council; License and MOU	Community meeting space
Balmoral Pool	Balmoral	DELWP	Council	1 outdoor pool (25m)
Balmoral & District Recreation Reserve	Balmoral	Crown	Committee of Management	1 x Cricket, 1 x Football, 1 x Netball, 6 x Tennis
Balmoral Bowling Club	Balmoral	Crown	Committee of Management	1 x Lawn bowls
Fairbairn / Glendinning Street Playground	Balmoral	Council	Council	District (township)
Balmoral and District Kindergarten	Balmoral	Crown	Balmoral K-12 Community College	Sessional



## Key items for consideration in ongoing Strategic Planning:

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### Considerations

#### Community Infrastructure and Services

- Infrastructure and services to support wellbeing of youth and children are lacking.
- The Bush Nursing Centre needs to ensure consistent funding to continue to provide essential services to Balmoral and surrounding towns.
- There are three Halls in Balmoral of varying quality, and levels of utilisation are unclear.
- Emergency services—SES, CFA and Ambulance—are in need of upgrades.

#### Lifestyle and character

- Some heritage buildings in the town are not adequately maintained.
- There are many empty lots within town, leading to a fragmented environment.
- Visitor accommodation and temporary housing is either lacking or sub-standard. The Caravan Park is in need of upgrades.
- There are few local activation initiatives, and limited funding available.

#### Access, Connection and Transport

- Connection roads and signage should be upgraded to improve safety and connections to nearby Rocklands Reservoir.
- There is a lack of wayfinding and interpretation signage around the Glenelg River.
- The main street footpaths lack amenity, and few other streets in town have paved paths.

#### Infrastructure (servicing)

- There is a limited reticulated water and wastewater network..

#### Natural Values and Open Space

- Properties without reticulated water provision in Balmoral do not have adequate bushfire protection.
- Bushfire management remains a significant issue for much of Balmoral, indicating that the northern and south western portions are the only space suitable for future development.
- However, the northern site free from bushfire concerns contains native vegetation that would require independent assessments and permit applications for removal.





## Opportunities

The following list of opportunities was developed to reflect previous strategic work and community engagement results.

### Community Infrastructure and Services

- Investigate financial viability of a more resilient business model for the Balmoral Bush Nursing Centre.
- Investigate re-purposing underutilised halls to other purposes, with an emphasis on supporting the wellbeing of youth and children.
- Support CFA investigations into delivery of fire station in town.

### Lifestyle and character

- Support the retail core of the Town in Glendinning Street in order to strengthen self-containment of the town and leverage tourism opportunities generated by Rocklands Reservoir.
- Develop a master plan for the “Balmoral Square” mural/car park area. This would strengthen the core of the town by providing a place for businesses to anchor events and activations, as well as increasing the desirability as a visitor destination.
- Make better use of the Glenelg River and deliver improvements to Red Gum Trail, including wayfinding signage and interpretation, to increase use amongst both locals and visitors.
- Strengthen the heritage character of the town and celebrate Aboriginal history by maintaining and restoring heritage façades in town centre and offering interpretive signage and information at important sites.
- Encourage the owners to upgrade Caravan Park to provide more visitor accommodation and temporary housing for both tourists and seasonal workers.
- Partner with Chameleon Arts Collective to present arts events, social gatherings and exhibitions that respond to the interests and needs of all age groups, cultures and demographics.

### Access, Connection and Transport

- Advocate to Department of Transport for broad and ongoing road renewal.
- Advocate for upgrades to connection roads and signage to better connect to Rocklands Reservoir.
- Identify streets where new pedestrian paths can be delivered.
- Increase safety around crossing point in front of the Community College.
- Deliver improved wayfinding and interpretation signage around Glenelg River.
- Deliver improved pedestrian and cycling paths to the Community College and Balmoral Recreation Reserve.





Infrastructure (servicing)

- Investigate small town domestic waste-water management solutions in consultation with Wannon Water and local communities for Balmoral.
- Provide community water tanks/ overhead fill supply to get water supply faster in areas with non-reticulated water supply.

Natural Values and Open Space

- Implement a reviewed VPO for the protection of the River Red Gums, as these trees are a feature of the town.



## Housing Response

- Land in Balmoral is zoned as LDRZ1 and TZ, with the estimated capacity to accommodate 16 rural living lots (10 new, 6 infill).
- The lack of proximity to employment and services in Hamilton and Coleraine is likely to limit the attractiveness of Balmoral as a rural living location in the medium term.
- Absence of sewer infrastructure and presence of BMO / bushfire risk limits the potential for existing land to accommodate dwelling growth through subdivision.

## What the community wants

Residents found Lifestyle and Character, Environmental Values and Community infrastructure as the most important themes for their town. A number of improvements were also seen as necessary including:

- Emergency facilities.
- Cleaning of the creek.
- Adding an additional café.
- Public realm upgrades, including lighting and security.
- Improvements to community infrastructure and facilities as well as general servicing such as becoming a RV friendly town, a dump point and more bins a peak times.

In addition, residents also pointed to the need for better aged care facilities as well as the addition of more businesses in the town centre and improved handling of waste and litter.

### Key Aspects to be Updated in Strategic Planning Documentation

- There has never been a structure plan developed for the town, and town boundaries are currently unclear. This Strategy should consider the need to review township boundaries and develop a structure plan for Balmoral in the longer term.
- Consider rezoning opportunities once there has been adequate analysis of land supply and demand and use.
- Consider appropriate commercial and retail growth as part of the strategic planning process.
- Support the retail core of the Town in Glendinning Street in order to strengthen self-containment of the town and leverage tourism opportunities generated by Rocklands Reservoir.
- Capitalise on the proximity to Rocklands Reservoir and Balmoral's position as a service town for visitors by increasing retail, hospitality and service options.







## BRANXHOLME

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### Town Summary

Branxholme is located along the Henty Highway between Heywood and Hamilton. It is located about 320km west of Melbourne, 25km south-west of Hamilton, and 60km north east of Portland. As of the 2021 census, Branxholme and the surrounding area had a population of 304, a moderate decline (loss of 84 residents) since 2011.

The traditional owners of the land now known as Branxholme are the Gunditjmara people. The first non-indigenous settlement of Branxholme was established around 1842 when several pastoral runs were established. As was common across Western Victoria, the initial settlers were predominantly Scottish. In 1843 the first hotel 'The Travellers Rest' was opened.

- Branxholme-Wallacedale Community School operates within the township serving years P-6.
- The township of Branxholme contains a number of historically significant places, which are recorded on the Victorian Heritage Database.
- The town core is located west of Creek St towards the former railway line and station.
- Branxholme township maintains a recreation reserve containing a football/cricket field and netball courts. It has a football team playing in the South West District Football League under the name Branxholme-Wallacedale.
- Branxholme recreation reserve also hosts the popular annual Branxholme Community Rodeo.
- The Heritage Park contains a timeline of the town and a pioneer's wall with plaques commemorating early settler families of the region. The wall itself is a fascinating collection of basalt blocks carefully collected from the original homesteads in the district. An avenue of honour lines the park commemorating those who served in WW1.
- Branxholme is located in close proximity to a number of nationally significant features, including Byaduk Caves, World Heritage listed Budj Bim, Lake Condah, Tumuli lava blisters, and the Volcanic Trails.
- No reticulated sewerage is provided within the township.

## Vision

Branxholme should be a peaceful and attractive place to live, in which people feel safe and secure, valuing its village-like atmosphere, historic beginnings, parks and open space, native flora and fauna, and is able to offer high quality education and sport and recreational opportunities for children whilst being an attractive place for tourists to stop and visit.

## Hierarchy Order

Classed as “Rural Settlement”. The overall role of Branxholme within the hierarchal network of small towns surrounding Hamilton is a supporting one, due to the following considerations:

- Moderate to low provision of services, community infrastructure and retail/commercial opportunities.
- Low demand for housing and low supply of residential land.
- Relative isolation from key services and jobs, may indicate low suitability for rural living lifestyle.
- Indicates a consolidation of the towns existing features, allowing for some carefully planned growth in tourist and residential accommodation based on the individual town.

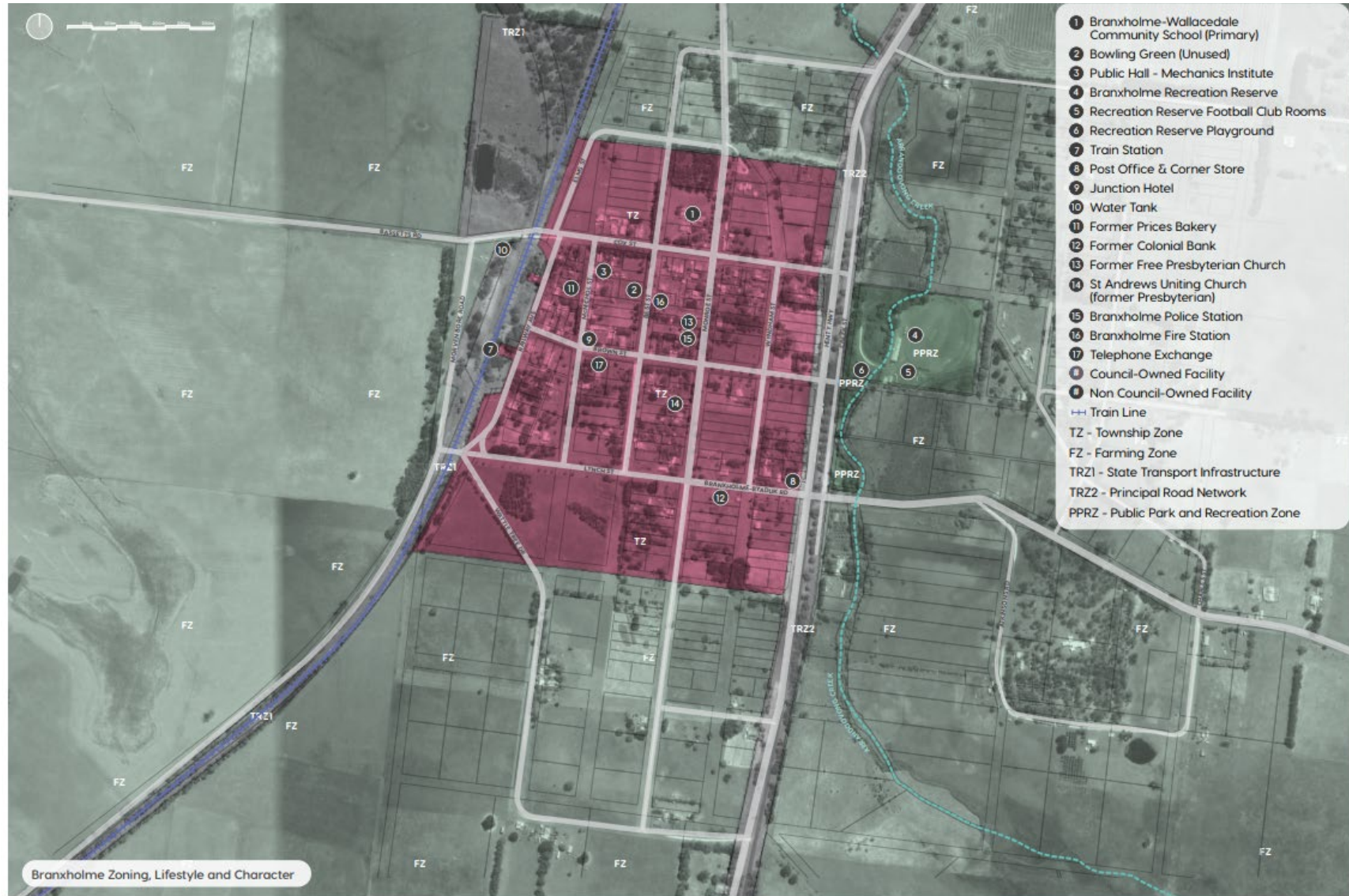
## Existing Attributes

- Some community infrastructure is available including a small community kindergarten and primary school and successful sporting clubs / recreation facilities.
- Only 2 new dwellings have been approved for construction in the town since 2014, very few property sales have occurred in the town, and there has been a steady loss of population over the past 10 years, indicators of very low demand for the current housing available.
- The absence of reticulated sewerage infrastructure is a key limitation to any further town development.
- The town is proximate to Hamilton which enables residents to access employment and services in the regional centre. Despite this proximity, several other towns in the area have equivalent proximity, meaning that ‘spill over’ demand for housing near Hamilton is not dependent on the availability of housing and residential land in Branxholme.

Community infrastructure provision, as assessed by Council is described as follows:



Community Infrastructure	Location	Land Owner	Managed By	Facility Details
Branxholme Public Hall	Branxholme	Crown	State Government; CoM	Community Meeting Space
Branxholme Recreation Reserve Football Club Rooms	Branxholme	Crown	State Government; CoM	Community Meeting Space
Branxholme Recreation Reserve	Branxholme	Crown	CoM	1 x Cricket, 1 x Football, 2 x Netball
Branxholme Recreation Reserve Playground	Branxholme		State Govt (CoM)	Local (township)
Branxholme Kindergarten (at Branxholme Hall)	Branxholme	Crown	CPSG	Sessional



## Key items for consideration in ongoing Strategic Planning:

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### Considerations

#### Community Infrastructure and Services

- The Town Hall is requires investment.
- The recreation reserve and toilets at sporting facilities are also in need of upgrades.

#### Lifestyle and character

- Native vegetation in township (such as the Woolly Tea Tree) are depleted.
- Safety is a concern around Stalkers Bend and Heritage Park
- Better maintenance of heritage buildings in Branxholme is needed.
- Limited demand for new housing due to servicing constraints
- Vacant store fronts have a negative effect on the town.
- Branxholme isn't integrated with nearby attractions Tumuli, Byaduk Caves, Budj Bim and Lake Condah

#### Access, Connection and Transport

- Roads are poorly maintained.
- Lack of streetscape amenity and planting creates a poor pedestrian environment for locals and visitors.
- Main streets are unpaved, comprised of a mix of coat bitumen seal and gravel.
- Poor connectivity between toilet/park opposite the shop with the oval and swimming holes
- Branxholme is on the Ararat to Portland trainline.

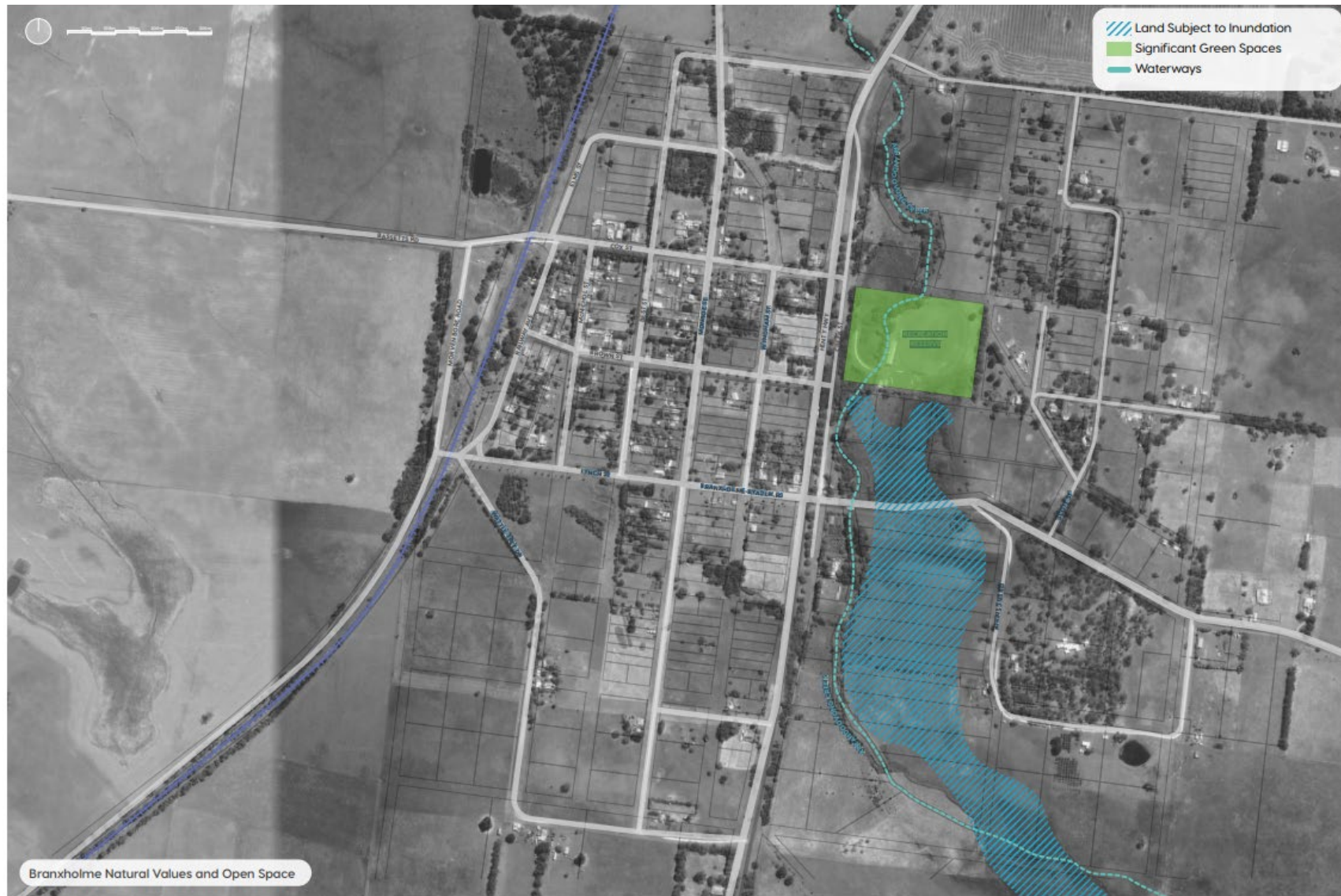
#### Infrastructure (servicing)

- The town experiences significant flood liability and drainage problems, especially west of Creek Street where the town core is located.
- Desire to become a RV friendly town.
- There are currently no sewerage services in Branxholme.

#### Natural Values and Open Space

- Both Flora and Fauna Guarantee Act and native vegetation are interspersed through the town, particularly on the western half and eastern boundary of the town.





## Opportunities

The following list of opportunities was developed to reflect previous strategic work and community engagement results.

### Community Infrastructure and Services

- Investigate whether there is sufficient demand for Branxholme Kindergarten to be a permanent kindergarten.
- Assess condition and use of community facilities, and upgrade or re-purpose to better meet community needs.
- Deliver improvements to the recreation reserve and toilets at sporting facilities.
- Installing infrastructure to become a RV friendly town.

### Lifestyle and character

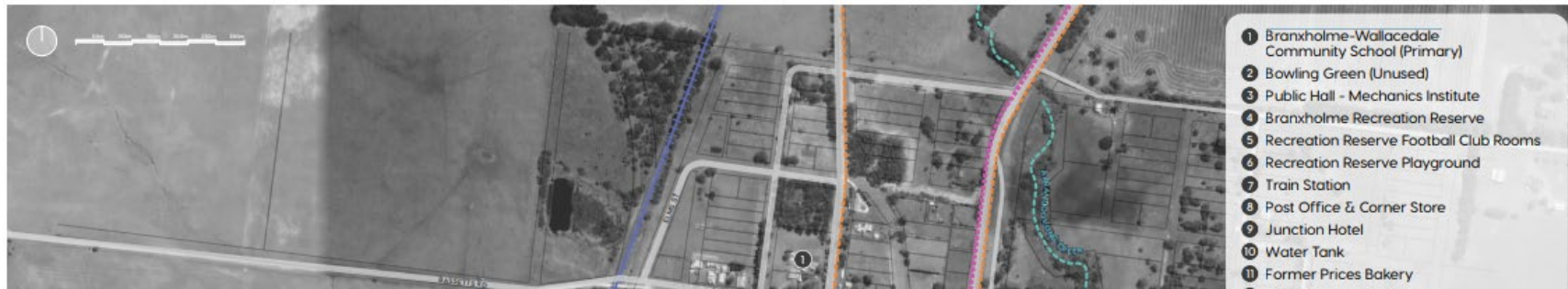
- Address safety concerns around Stalkers Bend and Heritage Park by providing improved lighting.
- Repurposing former bakery for alternative use.
- Develop a plan for the protection and adaptive re-use of heritage buildings.
- Implement Volcanic Trails Masterplan.
- Provide signage and information about nearby attractions such as Tumuli, Byaduk Caves, Budj Bim and Lake Condah.
- Develop a staged streetscape and planting plan, addressing drainage issues across the town.

### Access, Connection and Transport

- Consider sealing of key streets Infrastructure (servicing)
- Advocate for improvements to internet infrastructure.
- Better manage bushfire risk by delivering community water tanks or overhead fill supply in areas with non-reticulated water supply.

### Natural Values and Open Space

- Develop a flood management plan, incorporating water sensitive urban design and biological options for increasing drainage.
- Develop a plan for the conservation and restoration of native vegetation (e.g. Woolly Tea Tree restoration).



## Housing Response

There is potential to add 16 rural living lots to Branxholme.

## What the Community Want

Infrastructure and servicing were found to be the most important theme, with Natural Values and Community Infrastructure and Facilities were also noted but were not seen as important as the former. This emphasis on the importance of physical infrastructure is reflected in that residents also noted that roads improvements are needed the most, whilst general infrastructure also needs improvements.

Other important issues raised included the need for enhancing the public realm and public facilities such as improving lighting for security around Stalker Bend and Heritage Park, whilst also directing planning toward the Volcanic Trails Masterplan, to increase tourism. Becoming a RV friendly town is also on the town's agenda to encourage tourism.

Funding for a new kindergarten was also noted as a specific need due to a higher proportion of younger families entering the town or district.

Improving the road network by adding more signage and improving road quality and safety were also highlighted as needed improvements.

## Key Aspects to be Updated in Strategic Planning Documentation

- Planning scheme review required for land on the peripheries of the town that are currently under an agricultural zone.
- Consider appropriate commercial and retail growth as part of the strategic planning process.
- Support the retail core of the town to leverage tourism opportunities generated by the Volcanic Plans Masterplan once implemented.





## BYADUK

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### Town Summary

Byaduk is a small rural town situated between Penhurst and Branxholme and south of Hamilton. The resident population is 336 as of the 2021 census, which represents a slight growth (additional 15 residents) since 2011.

It is a quaint European settlement dating back to the 1850's and provides a lovely setting for a meandering stop over for tourists, and a place to love for its small residential community. Byaduk heavily relies on these neighbouring towns for many of its community infrastructure, servicing, medial, retail and other needs. The town is situated near a network of Volcanic Caves that provide tourists and local residents with recreational opportunities.

### Vision

An existing publicly accepted vision for the town has not been prepared or made available through strategic documentation.

### Hierarchy Order

Classed as "Rural Settlement". The overall role of Byaduk within the hierarchal network of small towns surrounding Hamilton is a supporting one, due to the following considerations:

- Moderate to low provision of services, community infrastructure and retail/commercial opportunities.
- Low demand for housing and low supply of residential land.
- Relative isolation from key services and jobs, may indicate low suitability for rural living lifestyle.
- Indicates a consolidation of the towns existing features, allowing for some carefully planned growth in tourist and residential accommodation based on the individual town.

## Existing Attributes

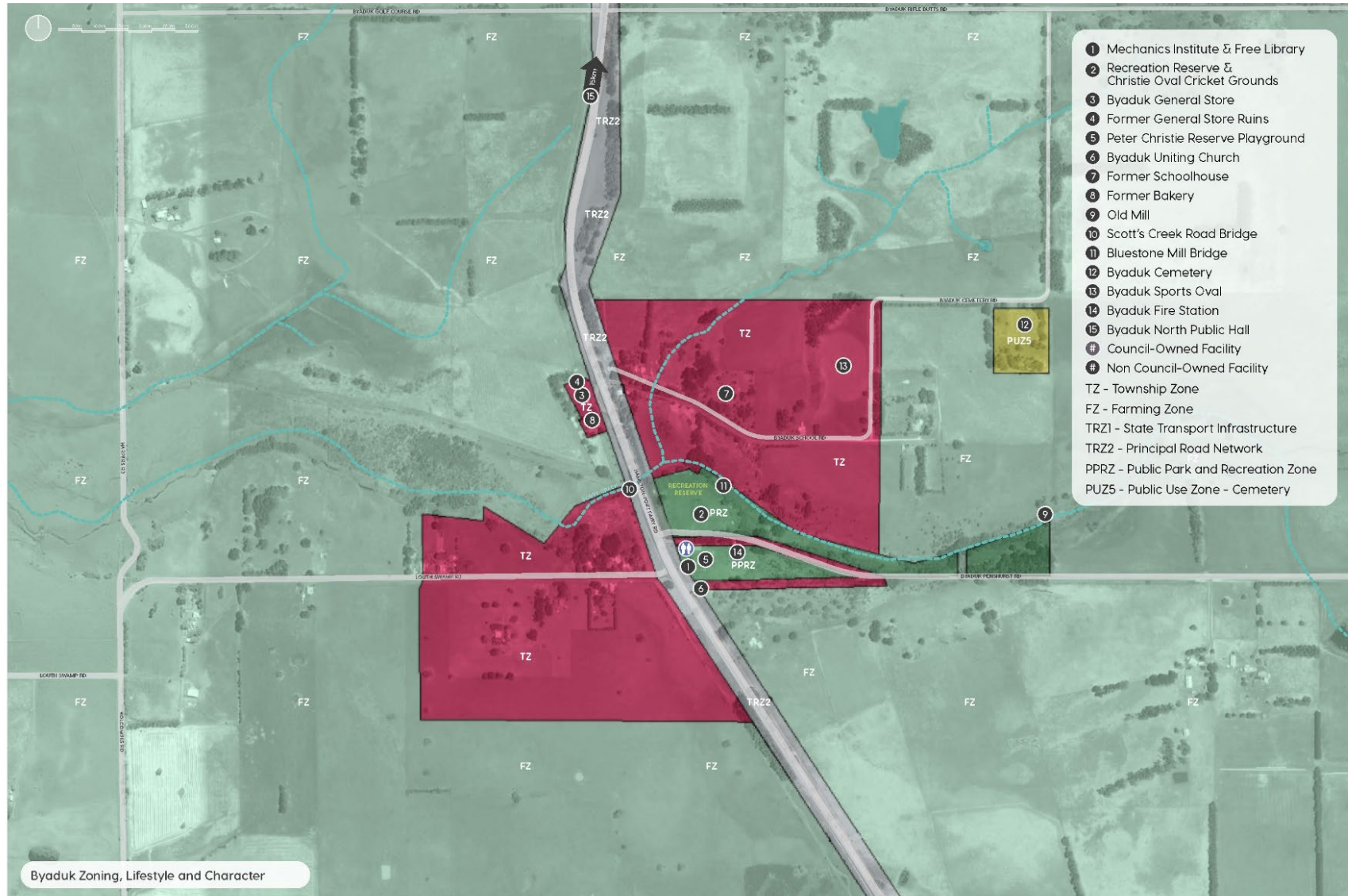
Community infrastructure is perhaps the key existing factor within Byaduk where future funding and attention should be directed to increase the liveability of the town. This is corroborated by the findings from the community engagement listed further below.

- Although Byaduk is located relatively close to Hamilton, the town is poorly serviced by community infrastructure and does not have reticulated sewerage provision. Residents utilise nearby towns such as Hamilton for key services including education and retail.
- The town and surrounding rural areas have experienced relatively stable population levels in the past 5-10 years with no material increase in the local housing stock.
- The lack of housing development and sales indicates low demand for the current housing stock, and despite good proximity to Hamilton, several other towns in the area have equivalent proximity, indicating that 'spill over' demand for housing near Hamilton is not dependent on the availability of housing and residential land in Byaduk.
- Although the closest study town to Port Fairy which is experiencing housing shortages for key workers, Byaduk is unlikely to present an attractive location for workers commuting to Port Fairy and the coast given the drive time of approximately 40 minutes.

Community infrastructure provision, as assessed by Council is described as follows:

Community Infrastructure	Location	Land Owner	Managed By	Facility Details
Byaduk Mechanics Institute	Byaduk	Crown	State Government; CoM	Community meeting space
Byaduk North Public Hall	Byaduk North	Other	CoM	Community meeting space
Byaduk Recreation Reserve	Byaduk	Crown	CoM	1 x Cricket
Byaduk Recreation Reserve - Tennis Courts (derelict)	Byaduk	Crown	CoM	
Peter Christie Reserve (Byaduk) Playground	Byaduk		State Govt (CoM)	District (township)







## Key items for consideration in ongoing Strategic Planning:

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### Considerations

#### Community Infrastructure and Services

- The value the community places on the community hall and recreation reserve as a meeting place.

#### Lifestyle and character

- Lack of maintenance in public green spaces discourages use.
- Poor maintenance of vegetation on verge.

#### Access, Connection and Transport

- Current speed zones discourage walkability and negatively impact the public realm.

#### Infrastructure (servicing)

- Poor waste management services, especially recycling.
- Poor internet connectivity limits town growth.
- The town experiences drainage issues.
- There is no sewerage or water services in Byaduk.

#### Natural Values and Open Space

- Improved maintenance needed for Cricket oval and club, which are on Crown Land.
- Byaduk Caves are a significant site yet are poorly managed by Parks Vic. Ongoing investment in infrastructure such as fencing, facilities, signage, and trails is needed.
- Properties without reticulated water provision in Byaduk do not have adequate bushfire protection.
- Further development with the town boundary is not significantly limited by environmental factors, however there is significant flora under the Flora and Fauna Guarantee Act (FFG) interspersed throughout the town as well as native vegetation requiring a permit for removal.



## Opportunities

The following list of opportunities was developed to reflect previous strategic work and community engagement results.

### Community Infrastructure and Services

- Advocate to DEECA to make improvements to the facilities at the cricket oval (such as toilets, shade for playground, gender inclusive change facilities, seating).

### Lifestyle and character

- Investigation of whether investment in Byaduk Caves under the Volcanic Trails Masterplan project changes local demands for services
- Advocate to Parks Victoria to deliver infrastructure such as fencing, facilities, signage and trails at the Byaduk Caves

### Access, Connection and Transport

- Advocate to Department of Transport to current speed zones through Byaduk and reduce as necessary to increase safety and walkability.
- Advocate to DoT for broad and ongoing road renewal
- Improve amenity and safety of path from Byaduk - Peshurst Road up to the tennis courts.

### Infrastructure (servicing)

- Implement better waste management services, including offering recycling and community composting initiatives.
- Deliver better internet infrastructure.
- Better manage bushfire risk by delivering community water tanks or overhead fill supply in areas with non-reticulated water supply.

### Natural Values and Open Space

- Develop a drainage management plan, incorporating water sensitive urban design and drainage solutions into verge planting.
- Community water tanks or overhead fill supply needed to get water supply faster in areas with non-reticulated water supply.
- Prioritise the protection of native flora and fauna, especially microbats in the Byaduk Caves.
- Protect avenue of mature trees along Port Fairy Road and identify key areas for additional planting.
- Deliver improvements to Byaduk Recreation Reserve and the oval.



## Housing Response

Byaduk consists of TZ zoned land, with the estimated capacity to accommodate up to 16 additional lots (1 new and 15 infill).

## What the Community Want

Residents found Infrastructure (servicing) and Community Infrastructure and Facilities to be the most important themes for their town, however a wider array of improvements were noted, including:

- The road network and surface quality
- Better pedestrian and cycle paths
- General town maintenance and improvements to the Town Hall
- Improved waste collection
- Better public facilities at the cricket oval
- Increase opportunities for attracting tourists.
- Improved protection for local flora and fauna
- Speed limit reductions in the town
- RV friendly town initiatives

## Key Aspects to be Updated in Strategic Planning Documents

- Development of a future thinking, community involved vision for the town of Byaduk.
- Byaduk is a rural settlement - the Township Zone suggests a level of development probably beyond what the community would want. The zoning may be more realistically RLZ. A restructure overlay may have benefits to the west and east.







## CAVENDISH

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### Town Summary

Cavendish is located on the Wannon River, which is a key aspect of community identity – fishing, walking, camping and Indigenous stories. The town has a population of 366, as of the 2021 census, a slight decline in population (loss of 9 residents) since 2011. The township was settled in the early 1850's, and Settlers Walk is a 2km walking and cycling trail, an iconic attraction in the Grampians established to honour the Soldier Settlers of the mid-20th century. The walk features plaques on the riverbank rocks, each bearing short stories recounting the experiences of pioneers from the mid-50s.

### Vision

Cavendish is a small rural town that values 'pride of place' and a sense of belonging for all generations. It should treasure peaceful, natural environmental values being nestled between Mount Dundas and the Grampians Ranges among the red gums. Set on the banks of the Wannon River, it draws inspiration from this important body of water and should remain connected to it and protect its long-term viability.

The community is an involved one and seeks to take responsibility for fostering partnerships in support of the towns-built assets, education and essential services for its potential and future growth.

### Hierarchy Order

Classed as "Lifestyle Rural Settlement" the overall role of Cavendish within the hierarchal network of small towns surrounding Hamilton is a specialist supporting role, due to the following considerations:

- Moderate to high provision of services, community infrastructure and retail/commercial opportunities.
- Indicates suitability for incremental change and growth that builds on the opportunities within the town.
- Increase in residentially zoned land would increase demand and thus place the town in the category above.
- No provision of reticulated sewerage.

### Existing Attributes



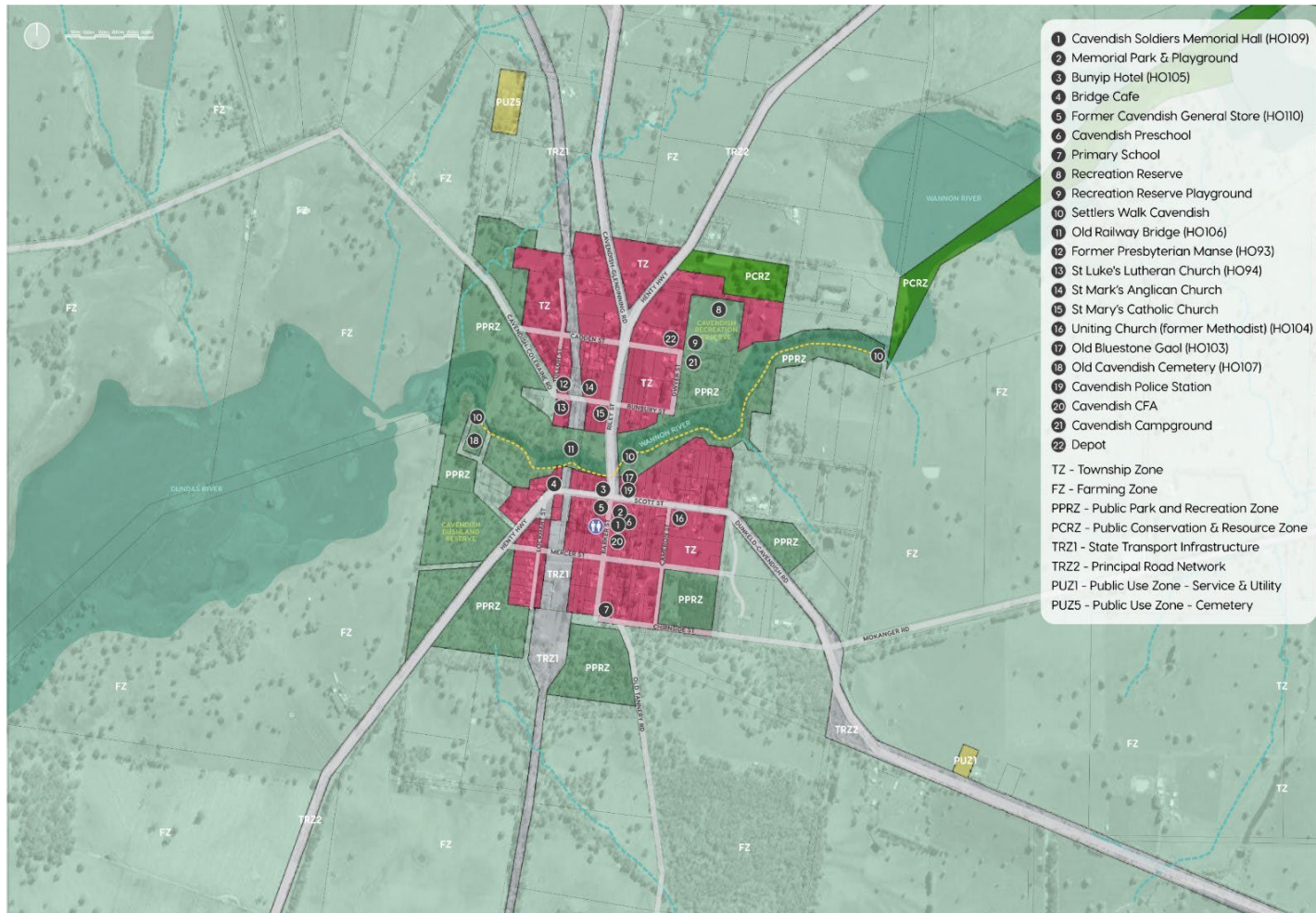
A key existing condition that should be addressed is the relative lack of community infrastructure within the town, especially considering it's potential to accommodate medium levels of growth.

- The background report for the Cavendish Structure Plan provides support for future residential and economic growth within the town while identifying the many environmental constraints such as bushfire, vegetation and agricultural land.
- Proximity to Hamilton is a clear advantage in terms of accommodating future growth, as is proximity to the Grampians in terms of accommodating visitors and tourism workers.
- Overall, Cavendish is well located to perform a moderate growth role as part of the strategy in terms of lower density lifestyle housing, subject to other Strategy findings regarding environmental constraints.

Community infrastructure provision, as assessed by Council is described as follows:

Community Infrastructure	Location	Land Owner	Managed By	Facility Details
Cavendish Memorial Hall	Cavendish	Council	Council; Council / S65 Committee	Community Meeting Space
Cavendish Recreation Reserve - Pavilion	Cavendish	Crown	State Government; CoM	Community Meeting Space
Cavendish Recreation Reserve	Cavendish	Crown	CoM	1 x Football
Cavendish Recreation Reserve - Multipurpose courts	Cavendish	Crown	CoM	2 x Netball, 3 x Tennis
Cavendish Memorial Park Playground	Cavendish		Council	District (township)
Cavendish Recreation Reserve Playground	Cavendish		State Govt (CoM)	District (township)
Cavendish Kindergarten	Cavendish	Council	CPSG	Sessional





Key items for consideration in ongoing Strategic Planning:

## Considerations

### Community Infrastructure and Services

- None

### Lifestyle and character

- There is a shortage of aged care housing and housing suitable for young families.
- Historic shopfronts need improved maintenance or grant program to encourage improvements.

### Access, Connection and Transport

- Recent discussions with potential sand mining companies in the Wimmera/Horsham area foreshadow using the local road network and driving through Cavendish (WIM Resources). A stronger rail network on the Maroona to Portland line would remove need for road freight. Impact on Cavendish is unclear noting 24 hr/day operation and B double trucks.
- Settlers Walk lacks wayfinding signage.

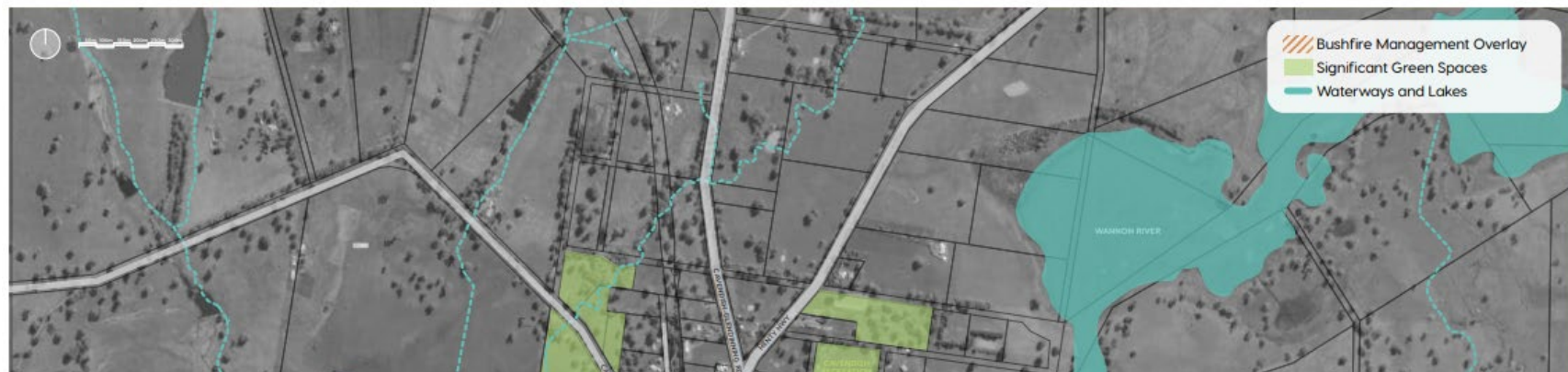
### Infrastructure (servicing)

- There are no reticulated sewerage services in Cavendish.

### Natural Values and Open Space

There are a number of factors inhibiting potential future residential growth within the town boundary:

- Part of the southern portion of the town is covered by a bushfire overlay.
- Native vegetation requiring a permit for removal is interspersed throughout the majority of the town.
- The River Red Gums around Cavendish require a re-mapped VMO.



## Opportunities

The following list of opportunities was developed to reflect previous strategic work and community engagement results.

### Community Infrastructure and Services

- Ongoing development of the Cavendish Red Gum Festival.
- Support and strengthen Kinder and Primary Education through completing building repairs or advocating for funding for them to be completed.

### Lifestyle and character

- Improve opportunities for tourism.
- Continue to deliver upgrades to Cavendish Camping ground.
- Deliver improvements to wayfinding signage on the Settlers Walk
- Elevate heritage character of township.
- Maintain the heritage buildings in the town.
- Deliver interpretation signage throughout the town to acknowledge Traditional Owners and better incorporate Aboriginal history.

### Access, Connection and Transport

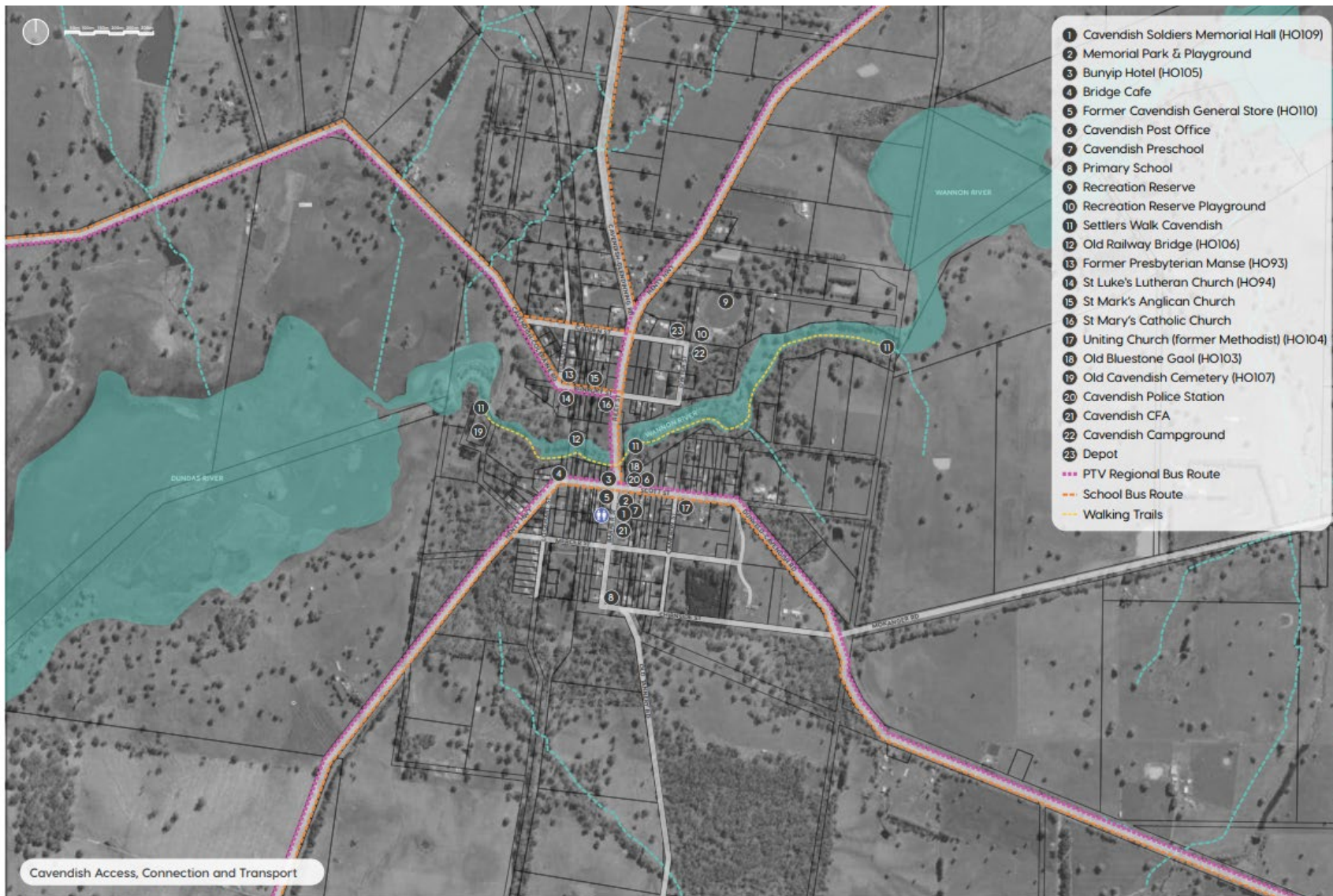
- Improve and extend footpaths in the town centre and walking tracks.
- Increase transport options including a Community Bus
- Advocate for a bus service to Hamilton

### Infrastructure (servicing)

Support adaptive wastewater solutions for future land use to address lack of reticulated sewer in the township. Natural Values and Open Space

- Remap VMO application on River Red Gums.





## Housing Response

Residential land in Cavendish is currently zoned TZ. There is potential to add 23 rural living lots to Cavendish (19 supply, 4 infill), although the capacity of existing zoned land in these towns is severely limited by the absence of reticulated sewer. Cavendish has experienced moderate levels of housing increase in recent years however the town is well-located to accommodate demand for lower density / lifestyle development through changes to zoning and town boundaries

## What the Community Want

Community Infrastructure and Facilities was found to be the most important theme, with Natural Values and Infrastructure and Servicing were also noted. This emphasis on the importance of physical infrastructure is reflected in that residents also noted that general retail needs expansion in the town, as does improvement to telecommunication services.

Other important issues raised included enhancing the public realm and public facilities such as improving the public toilets at the recreation grounds, increased seating and improved wayfinding by the river. The town should reflect the unique character of the river red gums in the area to increase the sense of place and locality for the community.

## Key Aspects to be Updated in Strategic Planning Documentation

- Cavendish has a background report only. Provide gaps analysis of existing strategic planning work (structure plans or other key docs) developed across all small towns, identifying any changes/refinements required. This would also examine UDFs and have regard to the issues identified in existing community plans. Review recently collected feedback on Council Plan 2021-2025 as to local priorities.
- Cavendish is sufficiently close to Hamilton to support rural living, possibly low-density residential use.
- Examination of appropriate zoning for public utilities and education facilities; appropriate zoning for conservation and public open space assets; appropriate zoning of small, fragmented lots on Farming Zone land adjoining Natimuk-Hamilton Road, Cemetery Road and Dunkeld-Cavendish Road; examination of planning policy to encourage the intensification of Farming Zone land along Cavendish East Boundary Road which adjoins strategic water assets and the re-examination of the towns boundaries and opportunities that exist to create RLZ to the east and the north of the town . This can all be completed through a new structure plan for the town.
- A number of conservation reserves have been included in the Public Park and Recreation Zone. Consideration should be given to rezoning these public reserves to accurately reflect their status as conservation areas, as distinct from parks and recreational uses.





## COLERAINE

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### Town Summary

Coleraine is a rural service centre with some small manufacturing, wholesale and tourism activities, located on the key east-west corridor to Mt Gambier. The Western District Health Service has a presence in Coleraine, which will mean Coleraine will service surrounding townships. Key activities in the town centre are the chocolate factory, hotels, professional services, wholesalers and the retail outlets. The retail offer includes a supermarket, convenience stores and cafes. As of the 2021 census, Coleraine had a resident population of 869. This is a slight decline in residential population since 2011, with a total loss of 36 residents.

### Vision

Coleraine to be a vibrant, thriving and inclusive community with a strong, caring community spirit. Residents want Coleraine to prosper with successful, locally-supported businesses, servicing surrounding agricultural industries, whilst protecting our natural environment and historical features and encourage visitors to the region to enjoy them. Furthermore, residents also support a range of activities for all ages as well as a healthy and active lifestyle.

### Hierarchy Order

Classed as “District Town”. The overall role of Coleraine within the hierarchal network of small towns surrounding Hamilton is as a service centre supporting Hamilton, due to the following considerations:

- Moderate to high provision of services, community infrastructure and retail/commercial opportunities.
- Lower demand for housing alongside underutilised supply.
- Combination of demand indicators point to moderate suitability to accommodate demand.
- Indicates suitability for incremental change and growth that builds on the opportunities within the town.

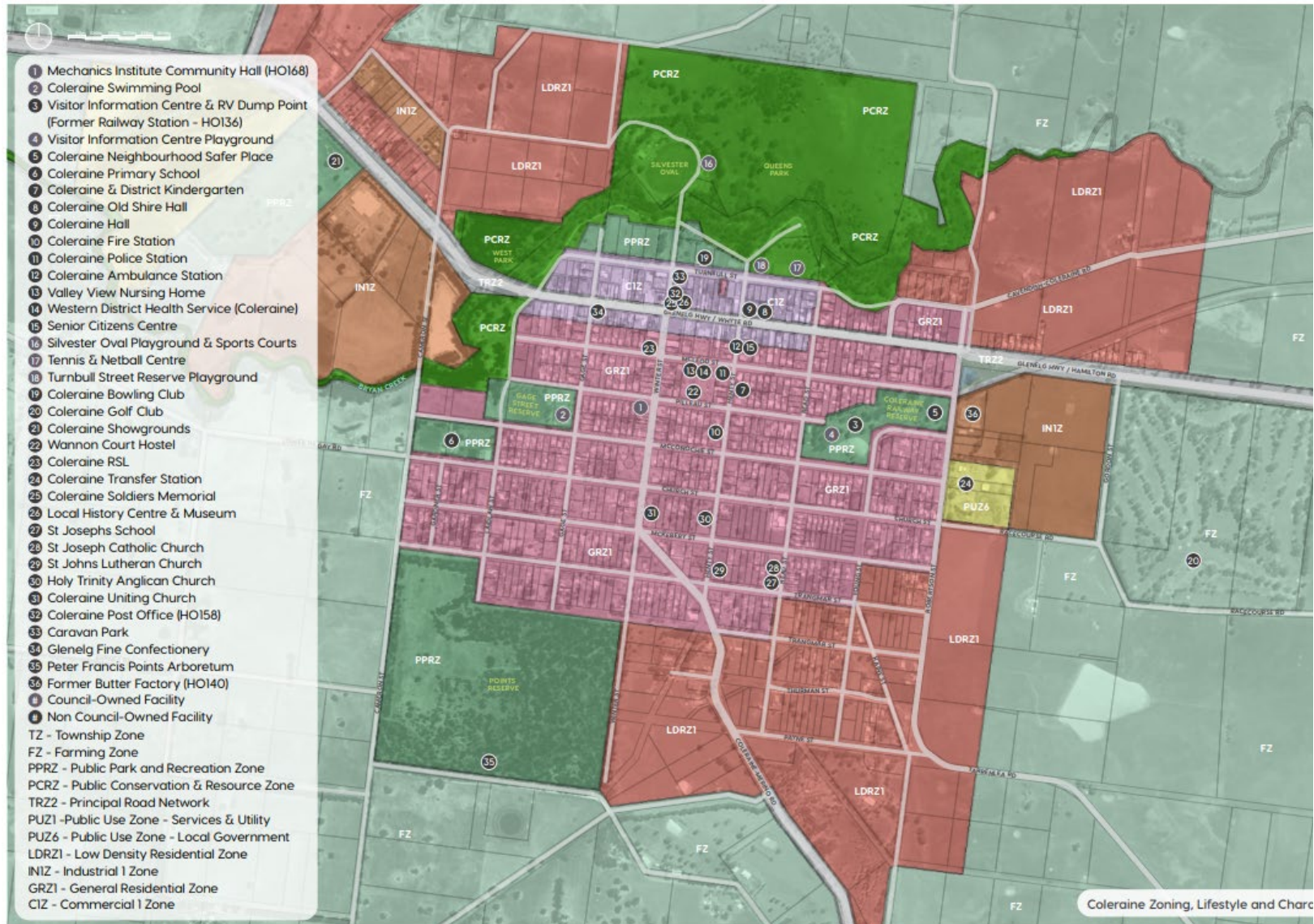


## Existing Conditions

- Coleraine is an important service centre for the western part of the Shire. The town has a district retail role and is relatively well serviced by community infrastructure, a small hospital, kindergarten, primary school and a medical centre.
- House prices are low relative to the municipal median and development activity has been very low (5 new dwellings approved since 2014). Although there are some examples of minor subdivision occurring, demand indicators are substantially weaker than other towns such as Hamilton and Dunkeld.
- Coleraine is well placed to accommodate future residential growth base on proximity to Hamilton (25 minutes by car) and excellent health and community infrastructure. The town is one of few in the municipality with reticulated sewer.
- The Strategy should consider the opportunity for the town in providing incremental housing growth, especially to support older residents seeking proximity to health services and key workers seeking affordable housing. The GRZ has substantial capacity to accommodate infill development which should be investigated and encouraged.

Community infrastructure provision, as assessed by Council is described as follows:

Community Infrastructure	Location	Land Owner	Managed By	Facility Details
Coleraine Bowling Club	Coleraine	Other	Private	Community Meeting Space
Coleraine Mechanics Institute Hall	Coleraine	Council	Council; Council / S65 Committee	Community Meeting Space
Coleraine RSL	Coleraine	Other	Other	Community Meeting Space
Coleraine Senior Citizens	Coleraine	Council	Council	Community Meeting Space
Coleraine Silvester Oval - Football Pavilion	Coleraine	Crown	Council; Council / S65 Committee	Community Meeting Space
Coleraine Racing Club	Coleraine	Other	Private	
Coleraine Golf Club	Coleraine	Other	Private	
Coleraine Pool	Coleraine	DELWP	Council	1 outdoor pool (50m)
Coleraine Bowling Club	Coleraine	Other	Other	
Gage Street cricket pitch	Coleraine	Other	Other	1 x Cricket
Coleraine Silvester Oval	Coleraine	Other	Other	1 x Football, 2 x Netball, 2 x Tennis
Coleraine Tennis Club - Courts	Coleraine	Crown	Council	4 x Tennis
Coleraine Silvester Oval Playground	Coleraine		State Govt (CoM)	Local (township)
Coleraine Skate Park	Coleraine		State Govt (CoM)	District (skate park)
Coleraine Visitor Information Centre Playground	Coleraine		Council	Local (township)
Turnbull Street Reserve Playground	Coleraine		Council	District (township)
Coleraine & District Kindergarten	Coleraine	Council	CPSG	Sessional



## Key items for consideration in ongoing Strategic Planning:

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### Considerations

#### Community Infrastructure and Services

- Old Council Chambers are currently underutilised.
- Management of the Arboretum (Parks Victoria) could be improved and through the new management agreement the community has secured with Parks Victoria this is anticipated to be achieved.

#### Lifestyle and character

- Amenity and character of town is negatively impacted by some poorly maintained shop frontages.
- A substantial proportion of activity space and heritage buildings in the town centre are underutilised.
- Some of the street furniture in the town is of need of improvements.

#### Access, Connection and Transport

- Some of the roads and streetscapes in the town lack amenity.

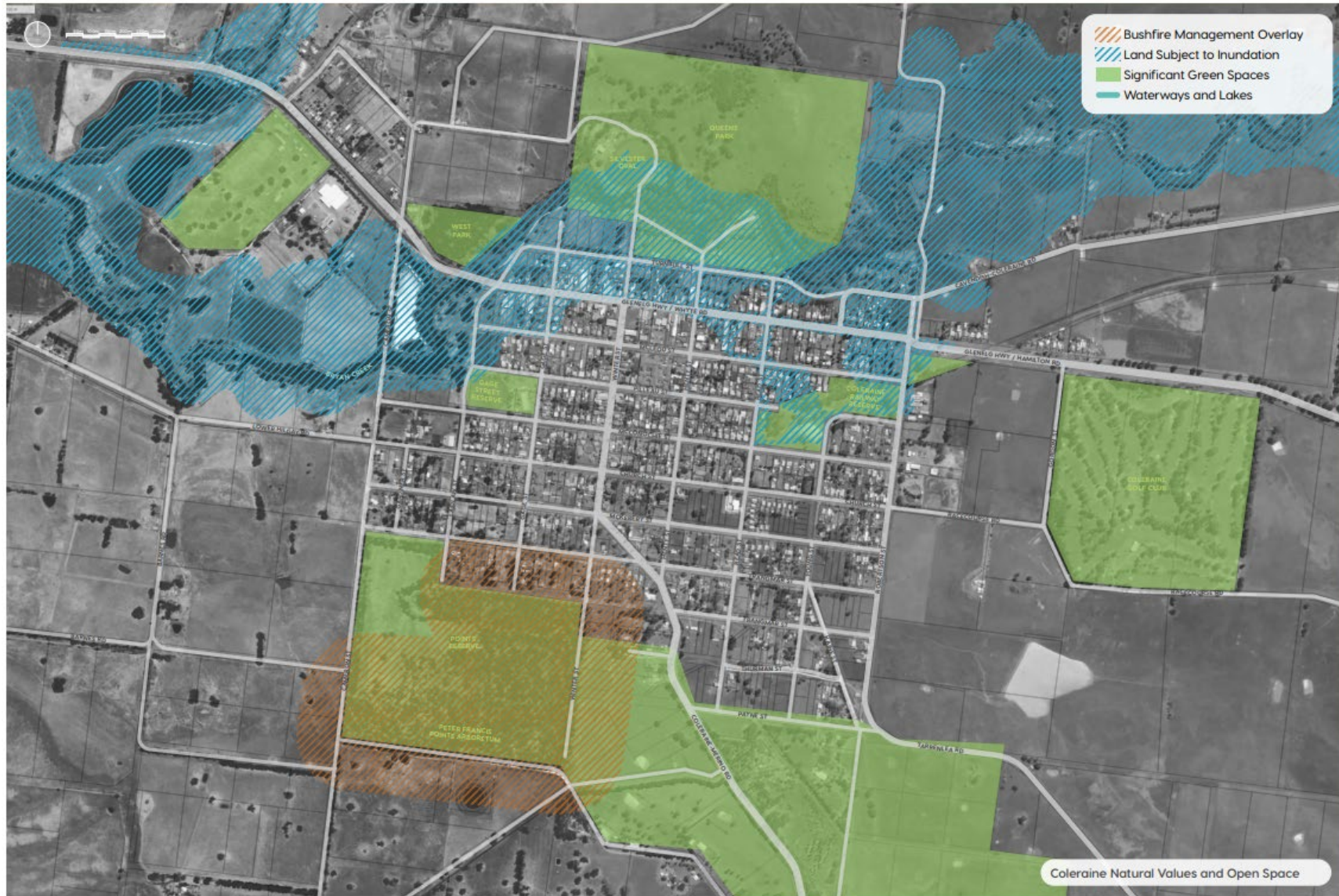
#### Infrastructure (servicing)

- Properties on the edge of town do not have access to reticulated sewerage.

#### Natural Values and Open Space

- A floodway and land subject to inundation impacts the northern and southern banks of the river that bisects the town.
- Native vegetation in the northern and southern portions of the town boundary would require a permit for removal.
- The main street lacks sufficient street trees, which contributes to urban heat and negatively impacts amenity.





## Opportunities

The following list of opportunities was developed to reflect previous strategic work and community engagement results.

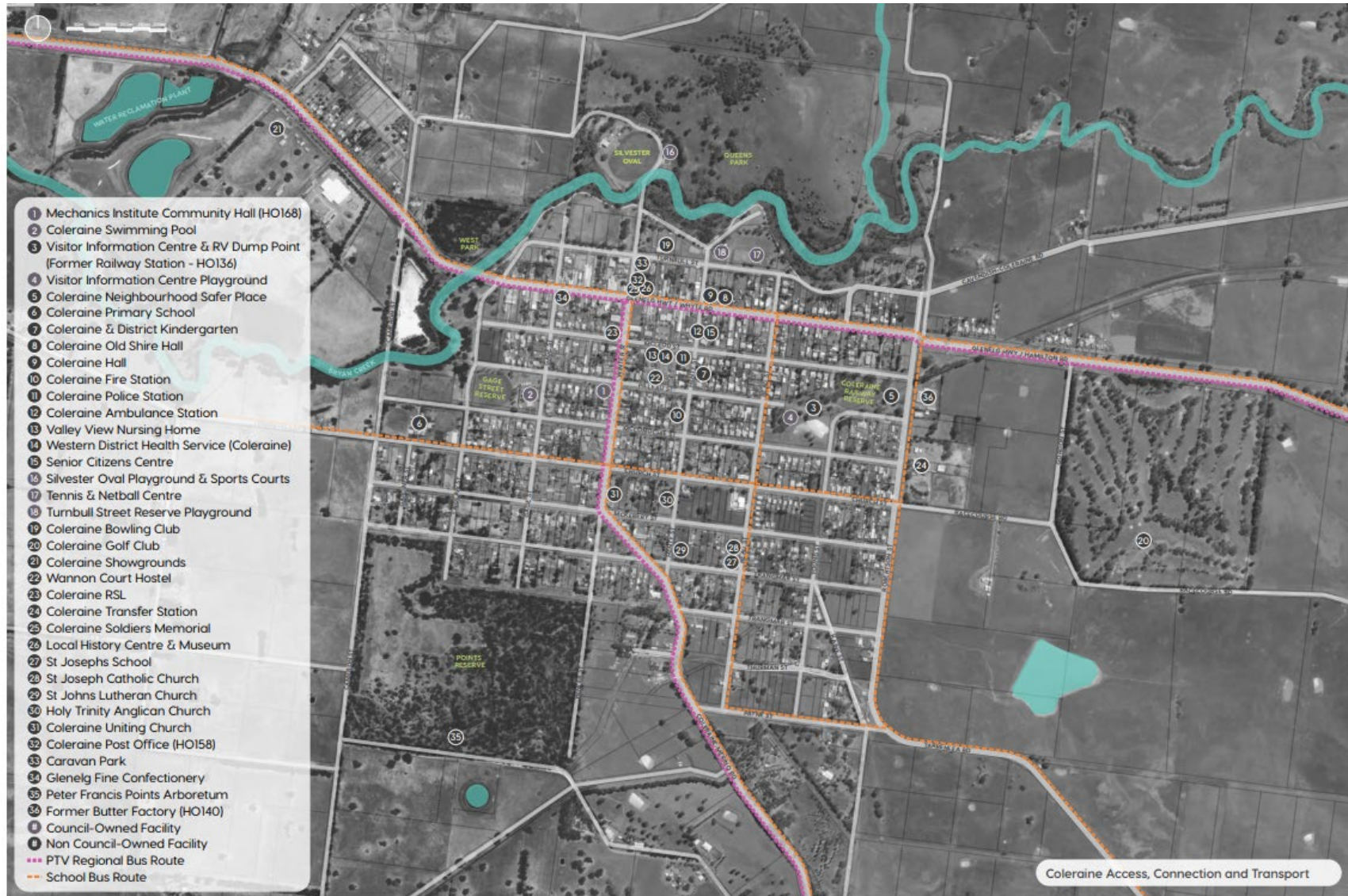
### Community Infrastructure and Services

- Investigation needed into utilisation of Racecourse, Golf Course and Showgrounds and how they can better function as community spaces.
- Investigate future use of the old Council Chambers.
- Encourage community use of the Coleraine swimming pool.
- Support the community to deliver improvements to the Arboretum through its new management agreement.
- Police station redevelopment is needed.

### Lifestyle and character

- Maximise opportunities for tourism in the town.
- Deliver ongoing RV friendly infrastructure to improve tourism around the lagoon precinct.
- Encourage investment in heritage buildings to support heritage-based tourism and improve amenity
- Provide better signage to nearby tourist attractions.
- Deliver more street tree planting on main street.
- Deliver upgrades to street furniture, in particular seats and waste bins.
- Upgrade picnic facilities.
- Investigation into a dog park for the town.







#### Access, Connection and Transport

- Advocate to DoT for broad and ongoing road renewal.
- Improve pedestrian and cyclist paths.
- Increase accessible shared paths throughout town,
- Connect existing walking tracks to the Arboretum.
- Provide a walking path to Silvester Oval.

#### Infrastructure (servicing)

- Identify key sites to deliver additional waste disposal.
- Investigate whether reticulated sewerage is required on lots on edge of town.

#### Natural Values and Open Space

- Advocate to Parks Victoria to deliver improvements to the Arboretum, such as improving the lookout and providing a connecting walking trail with street tree planting. Investigate possibility of Committees of Management.
- Investigate ways to increase use of the lake at the historic Railway Station/Community Park.
- Implement landscape protection at the foothills of township.
- Enhance Bryan Creek Corridor:
  - Deliver revegetation using indigenous species.
  - Establish waterholes and wetlands.
  - Deliver recreational trails on both sides of the creek.
  - Deliver new pedestrian bridges.

## Housing Response

Residential land in Coleraine is zoned mainly GRZ1, with some zoned LDRZ1. Coleraine can deliver a significant amount of potential new housing lots, with an estimated total of 168 new supply lots and 174 infill lots, across township, lifestyle and rural living zoning.

The capacity of existing zoned land to accommodate urban lots is relatively substantial (84 lots) when considered alongside the rate of new dwelling construction in recent years (1 per annum) and low property values, however delivery of the remaining 'vacant' capacity will rely on development of many smaller parcels which is inherently uncertain.

Housing and land development rates in Coleraine have been very low over the medium term, however the availability of rural services (especially health) and the policy designation as a 'rural service centre' and 'district town' highlights the importance of retaining existing population and accommodating low growth through appropriate housing provision, including housing suitable for older residents. The extent to which infrastructure or other constraints have limited development opportunities should be investigated as part of the Strategy process.

## What the community want

As noticed with other towns, residents tended to find Community Infrastructure and Facilities as the most important, with values relating to Lifestyle and Character and Natural Values and Infrastructure (servicing) were also seen as important. This predominance of Community Infrastructure is echoed in the improvements residents believe are needed most, camping ground toilets and improvements to Silvester and Gage St oval were both advocated for. Streetscape improvements are also noted, including needing new café's/restaurants and replacing diseased trees.

Celebrating the local aquifers, environmental and cultural heritage was also expressed, whilst some residents expressed the desire for better quality public open space.

### Key Aspects to be Updated in Strategic Planning Documentation

- Market the town as a higher level service centre: with local shops, supermarket, health centre and primary school it has the basis to support growth.
- Develop a comprehensive heritage conservation strategy.
- There is a need to review township boundaries for Coleraine as some land on edge of towns is being used as rural living rather than agriculture and zoning could be reconsidered through a structure plan
- Planning Scheme Review Report recommended progressing South West Landscape Assessment and Grampians Landscape Assessment to protect significant landscapes – including the foothills of Coleraine. Findings of the studies need to be adopted by Council and consulted with the community in order to determine permit triggers.





## DUNKELD

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### Town Summary

Dunkeld is a charming town at the foot of Mt Sturgeon (Wurgarri), widely recognised as the southern gateway to the Gariwerd National Park (Grampians) in both Gunditjmara and Eastern Maar Country.

The town is located 259 km west of Melbourne via the Western Freeway and Glenelg Highway, and 32km east of Hamilton. The Djab Wurrung lived in the region to the south and east of the Grampians for over 40,000 years prior to the arrival of the Europeans, when the first pastoralists took up properties in the late 1830s. A small township developed which was initially known as Mount Sturgeon, after the European name for the mountain behind the town.

At the 2021 census, Dunkeld had a permanent population of 510, down from the 658 recorded in 2016. This population increases significantly as a result of tourism during holiday periods.

The commercial centre of Dunkeld is located along the Glenelg Hwy (Parker St, B160) and incorporates a small shopping precinct, a caravan park, a recreation reserve, several cafes, the acclaimed Royal Mail Hotel, and a providore. There is a Visitor Information Centre in the centre of town on Parker Street. Memorial Park is located in the heart of the town and includes a war memorial, the local swimming pool (1966), playground, bowling green and tennis courts. The war memorial marks the fact that Dunkeld proportionately enlisted the fourth highest number of recruits in Victoria during World War I. The town also features Anglican, Catholic and Uniting churches. Salt Creek dissects the town just north of Parker Street (Glenelg Hwy) and is a small local waterway that is a minor tributary of the Wannon River to the north-west of the town. The creek corridor includes significant mature river red gums and native vegetation, wallabies and walking trails and crossings. The Mount Sturgeon homestead is near the Wannon River which runs between Dunkeld and the Grampians. Farming land around Dunkeld to the south and east is also relevant given it influences the character of the town and has the potential to accommodate future growth.

- The retail offer in the centre is geared mainly to visitors. There is no branded supermarket; there is a second-hand bookshop and pharmacy. There are no vacant commercial buildings in the centre, indicating a strong demand for commercial space. Total non-residential floorspace in the town centre is approximately 4,500 sqm, of which 2,100 sqm is in retailing.
- The Royal Mail Hotel is a destination in itself, and a significant attractor to the region especially for tourists from Melbourne. The restaurant sources fresh produce locally and from its expansive organic kitchen garden, and the onsite boutique accommodation comes with sweeping views of the Southern Grampians.
- The 18-hectare Dunkeld Arboretum is approx. 400m north of the main street, a natural sanctuary of walking tracks, giant red gums, lakes and a labyrinth reclaimed from the site of a wetlands and an old sawmill.

- The heritage trail takes in Dunkeld’s back streets and its history, with a historical museum accommodated in the former Presbyterian church (1865) and the art gallery in the old railway station building.
- The Peaks & Trails Run event, and the 3 Peaks Festival, with music, markets and activities are events attracting regional tourists to Dunkeld. Additionally, the Racing Club and the Dunkeld Races provide another tourism drawcard with the town also hosting the annual Serra Terror endurance event each year. All events provide opportunities to leverage further regional tourism development.

## Vision

Dunkeld has a strong history in agriculture and natural values and a local community spirit with a high proportion of local residents identifying as local volunteers. It should develop in respect of these values and ideals and build on its natural beauty, and strong sense of community spirit. It should be a popular destination for tourists being in close location to the Grampians Peaks Trail, whilst also becoming a greater draw card as a place to live and raise a family in the unique conditions that the town can offer to young families.

## Hierarchy Order

Classed as “District Town”. The overall role of Dunkeld within the hierarchal network of small towns surrounding Hamilton is as a service centre to Hamilton, due to the following considerations:

- Moderate to high provision of services, community infrastructure and retail/commercial opportunities.
- Higher demand for housing coupled with availability for residential land.
- Combination of demand indicators point to high suitability to accommodate demand.
- Indicates suitability for consolidated change and growth in residential and commercial/retail development that builds on the opportunities within the town.



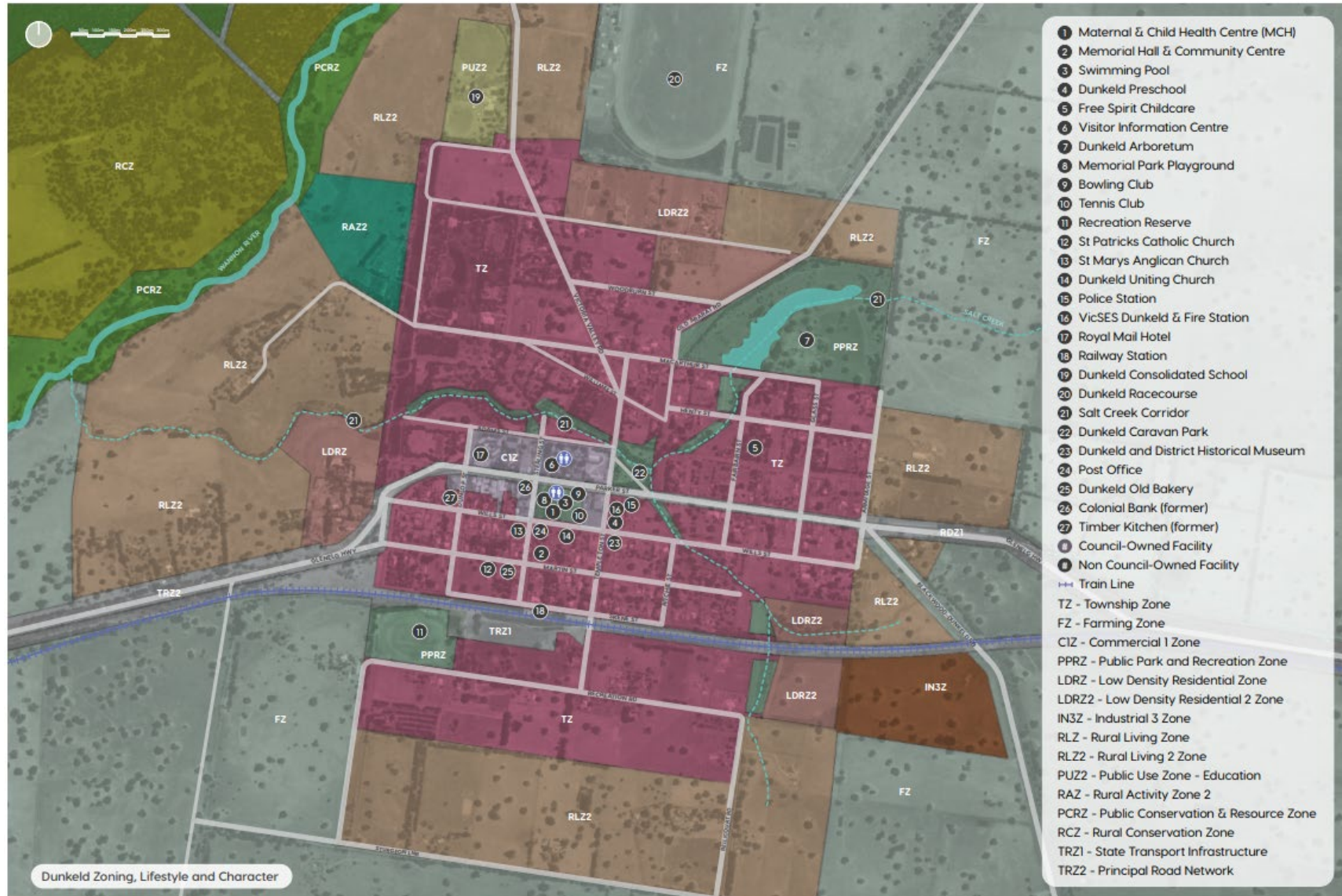
## Existing Attributes

- The town has a strengthening tourism role based on proximity to the Grampians and provision of hospitality and accommodation businesses.
- The town is serviced by reticulated sewer infrastructure and has a range of community infrastructure, including a kindergarten, primary school and community centre.
- The town is well located to accommodate demand from several market segments, including:
  - Those working and using education and services in Hamilton;
  - People seeking lifestyle properties close to the Grampians;
  - Visitors, workers and residents seeking short and long term rental and holiday home properties, primarily due to the close proximity to the Grampians National Park and the opportunity to accommodate visitors and hospitality workers linked to the tourism role of the town.
- Outside of Hamilton, Dunkeld has seen the greatest level of residential development activity in recent years.
- The median house price of \$575,500 is substantially higher than the Shire average and that of any other town in the municipality. This indicates strong demand for housing in the town, and is also likely to be the result of the attraction of new buyers from higher property values areas (such as Melbourne) following the onset of the COVID pandemic with greater capacity to pay higher house prices than local and regional residents.
- Consultation undertaken for the Key Worker Housing project identified that there is an acute shortage of rental housing available in the town to accommodate hospitality and other workers.
- There are several economic drivers which are likely to result in steady demand for housing in the town in the future, including the ongoing impacts of the COVID pandemic catalysing migration to high amenity regional.
- Investment in the Grampians Peak Trail and the associated expected strong overnight visitation growth, and ongoing employment growth and opportunity in Hamilton, for which Dunkeld is a popular 'commuter' location.
- Infrastructure scoping work completed for the Small Towns Strategy has identified drainage as a key constraint for development which would need to be addressed as part of strategic planning for growth.
- Lot sizes in the Township Zone provides substantial theoretical capacity to accommodate additional housing through infill development, however this would depend on a large number of individual land owners proposing subdivisions to be realised. Larger and vacant lots in the LDRZ and RLZ are very limited.

Community infrastructure provision, as assessed by Council is described as follows:



Community Infrastructure	Location	Land Owner	Managed By	Facility Details
Dunkeld Bowling Club	Dunkeld	Crown	State Government; CoM	Community Meeting Space
Stirling Place Dunkeld Community Centre	Dunkeld	Crown	State Government; CoM	Community Meeting and Event Space
Dunkeld Recreation Reserve - Pavilion	Dunkeld	Crown	State Government; CoM	Community Meeting Space
Grampians Golf Club	Dunkeld	Crown	State Government; CoM	
Dunkeld Racing Club	Dunkeld	Private	Other	
Dunkeld Pool	Dunkeld	DELWP	Council	1 outdoor pool (25m)
Dunkeld Recreation Reserve	Dunkeld	Crown	CoM	1 x Football, 2 x Netball
Dunkeld Tennis Club - Tennis Courts	Dunkeld	Crown	CoM	3 x Tennis
Dunkeld Bowling Club	Dunkeld	Crown	CoM	1 x Lawnbowls
Dunkeld Consolidated School oval	Dunkeld	Crown	Other	2 x Cricket
Dunkeld Memorial Park Playground	Dunkeld	Crown	State Govt (CoM)	District (township)
Dunkeld Kindergarten	Dunkeld	Crown	CPSG	Sessional
Dunkeld Visitor Information Centre and Hub	Dunkeld	Council	Council/Volunteers	Information Centre and Community Meeting Space



## Key items for consideration in ongoing Strategic Planning:

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### Considerations

#### Community Infrastructure and Services

- None.
- There is the opportunity for more use of Sterling Place for arts and culture.

#### Lifestyle and character

- Dunkeld does not currently have a supermarket equipped to meet demand of both locals and visitors.
- Dunkeld lacks suitable rental housing for key workers, hospitality staff and other temporary workers.
- Dunkeld needs more tourist and visitor accommodation

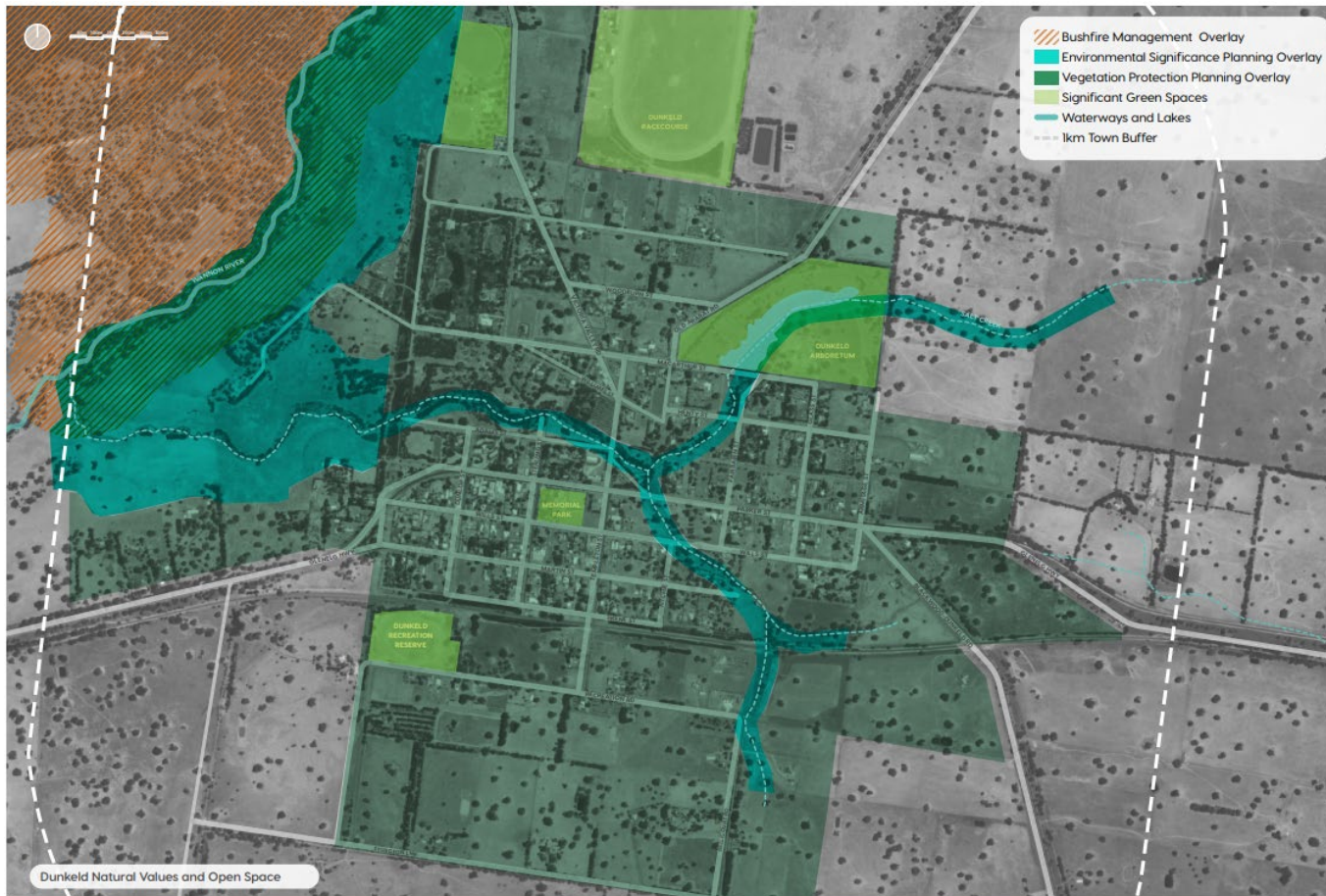
#### Access, Connection and Transport

- High-speed road environment to the Glenelg Hwy (B160) is lacking in safe crossing points for pedestrians.
- Lack of recreation activities for children and older youth
- Footpaths on main streets in town are either of poor quality or are lacking entirely.
- Dunkeld is on the Ararat to Portland trainline, which has potential to be re-activated.

#### Infrastructure (servicing)

- There is no sewerage design for unsewered parts of the town and the cost of reticulated sewerage outweigh the financial benefit for some property owners. Council to continue to work with Wannon Water to address.
- Drainage and flood liability is an ongoing issue, primarily relating to the current functionality the swale drains present in much of the town. Drainage plan for the town will look to address these issues with priorities for future works to be confirmed once complete.
- Power lines negatively impact the entrance to the town along key entry roads, and impact greening and amenity of the streets. Council to advocate for funding to help address these issues in line with Black Saturday Royal Commission findings.





### Natural Values and Open Space

There are a number of environmental constraints that may inhibit future development in the town:

- Native vegetation (especially high conservation grasslands) are protected throughout the town boundary as well as residential lots outside the boundary.
- Flora and Fauna Guarantee (FFG) protection covers the majority of the town boundary which can constrain development.

There are limitations around the restricted areas where the Salt Creek can be crossed and connectivity issues which need continued work between Council and State Government agencies to resolve.

### Opportunities

The following list of opportunities was developed to reflect previous strategic work and community engagement results.

#### Community Infrastructure and Services

- Improve recreational and leisure facilities through:
  - Deliver improvements to pool and increase activities such as early morning swimming.
  - Deliver toilets and exercise equipment around Arboretum.
- Deliver a nature based all access/aged playground in the town for both residents and visitors Deliver childcare services.
- Encourage investment in emergency infrastructure and services.
  - Deliver an integrated emergency service hub.
- Support the delivery of a supermarket on main street.
- Foster sport, culture and community events
  - Invest in infrastructure
  - Support more community events or arts and culture events at Sterling Place

#### Lifestyle and character

- Provide greater housing diversity in town to support key workers and tourism.
  - Support delivery of small footprint and affordable housing
  - Monitor impact of Airbnb and short term lets upon housing supply.
- Invest more in tourism.
  - Support delivery of more affordable overnight accommodation options (i.e., a backpackers or expansion of the caravan park)
  - Build eco-tourism-wellness and food related tourism.
  - Deliver more retail geared towards users of Peaks Trail (such as hiking equipment, food drops and transport options)
- Improve amenity of public realm and green spaces
  - Repair raised garden beds on Parker Street

- Glass screens for outdoor dining
- Celebrate history.
  - Introduce more wayfinding signage around the town.
  - Provide historical information at key sites (linked to app with audio).

#### Access, Connection and Transport

- Improve footpaths and bike paths throughout the town including a potential cycling strategy
- Make Parker Street more pedestrian friendly - Introduce traffic calming measures and continued advocacy from Council to see speed limits reduced
- Provide additional car parking -Investigate appropriateness of delivering parking at 75 Parker Street and 83 Willis Street sites.
- Advocate to DoT to monitor speeds of trucks.
- Deliver additional electric vehicle charging stations.
  - Identify appropriate and feasible locations.
  - Ensure new infrastructure does not negatively impact amenity.

#### Infrastructure (servicing)

- Deliver improved water servicing.
  - Deliver community water tanks in non-reticulated areas.
- Improve waste management.
  - Provide additional facilities for residents and in public realm for visitors to Grampians National Park.
  - Provide separated recycling.
  - Implement education programs.

#### Natural Values and Open Space

- Improve safety against bushfire risk.
  - Improving access and egress routes.
  - Improving telecommunications infrastructure.
  - Address excess grass loading on streetscape (with regard to native vegetation).
- Highlight environmental values.
  - Introduce township trail to provide information on surrounding environment.
  - Mark the points which where the town grid intersects with Salt Creek to enhance connections.
- Deliver native tree planting along main street.
- Complete drainage study.







## Housing Response

Residential land within Dunkeld is zoned either LDRZ, LDRZ2, RLZ2 or TZ, reflecting a diversity of dwelling types available. Existing TZ land has capacity to accommodate up to 250 urban lots. Existing lifestyle and larger lot areas have capacity to accommodate a further 44 lots, a low supply given the attractiveness of the town to households seeking the lifestyle attributes offered by Dunkeld's setting and services.

Dunkeld will need to accommodate several different housing types, given the role of housing in accommodating visitors, tourism and hospitality workers, permanent residents and lifestyle seekers. Facilitating re-subdivision of existing TZ land will be needed to enable this to occur. The likelihood of latent demand for housing in Dunkeld contrasts with the apparent availability of developable land across the Township Zone, warranting investigation of the extent to which development constraints are limiting dwelling growth in the town. Additional land in Dunkeld should be planned to accommodate demand for lifestyle housing.

The extension of sewer infrastructure to currently unsewered parts of the Township Zone could create additional housing opportunities. One example is the Recreation Road area, where Council and Wannon Water are working with landowners to establish an agreement regarding sewerage this area.

Additionally, Council have advised that a new flood overlay is proposed for parts of the town adjacent to existing waterways. This could further limit development potential in affected areas once implemented.

## What the Community Want

- A greater number of residents from Dunkeld responded to a wider range of themes that were found to be important, including Lifestyle and Character, Access, Connection and Transport. Again, Community Infrastructure and Facilities received was found to be the most important, with Natural Values and Environmental Risk and Infrastructure (servicing) and Access, Connection and Transport also found to be important by residents.
- A wider range of 'needed improvements' for the town was also observed. More social events were noted as well as more medical services, improvements to the supermarket among others. Improved waste collection, and better roads were recurring mentions.
- Confirming the concerns of residents in other towns, better servicing of the road network connecting the towns and improved pedestrian and cyclist access was noted as needed infrastructure, for tourists as well as residents.

## Key Aspects to be Updated in Strategic Planning Documentation

- See Council 2018 review (p.30) - Schedule 6 to the Design and Development Overlay (Dunkeld Larger Lot Residential Areas). In the case of Design and Development Overlay 6, the Schedule has been written to require a permit for all buildings and works. This was not the intended outcome of the Schedule. The Schedule needs to be re-written to explicitly state that a permit is not required except for specific works (and these need to be measurable). This is an urgent issue as it is having implications on Council's resources and delaying simple works.
- Retain existing Farming Zone on approaches to town; transition land use densities towards the threshold of the Grampians by rezoning parcels of land (excluding parcels closest to Victoria Valley Road) on the northern side Taylor Street currently in the Township Zone to Low Density Residential Zone or Rural Living Zone; Rezone 'main street' section of Parker street to C1Z to encourage consolidation of business uses and reduce permit requirements; retain existing flexibility in current land use zoning to allow for appropriate commercial development; develop design guidelines for new industrial development - apply DDO as part of any industrial zoning; rezoning appropriate land to LDRZ to offset rezoning undertaken to reflect environmental constraints; rezone land currently in smaller lots within the FZ at the eastern and western edges of town to RLZ . See 5.1 of Structure Plan for further proposed change to zones and overlay controls.
- Potential conflicts between land uses allowed under the Township Zone and the management of these conflicts. (Identified issue - Dunkeld Structure Plan, 2014).
- Need for more larger lot and 'rural lifestyle' residential opportunities. (Identified issue - Dunkeld Structure Plan, 2014)
- Opportunity for growth is encouraged primarily as infill development within the Township Zone - through existing lots within the town which have the potential for easy re-subdivision. (Identified issue - Dunkeld Structure Plan, 2014).
- Opportunity to protect the existing character of the town through the provision of 'design guidelines' responding to the character of different types of development, and implemented through a series of Design and Development Overlays. (Identified issue - Dunkeld Structure Plan, 2014).

- Opportunity identified for 'greenfield' type development within Dunkeld through the subdivision of existing larger lots within the boundaries of the town. Two areas are identified - an area to the north (in the 'northern residential precinct') and one to the south (around the Templeton Street / Recreation Road intersection) (Identified issue - Dunkeld Structure Plan, 2014).
- Opportunity for other types of residential growth in the adjoining areas through the introduction of the Rural Living Zone, on the basis of a 6ha minimum subdivision size for these areas. (Identified issue - Dunkeld Structure Plan, 2014).
- A Traffic & Pedestrian Management Plan is an initiative from the Dunkeld Structure Plan (2014).
- Challenges to the management of development within the town in relation to the threat of wildfire from the Grampians and also the threshold to the Wannon River floodplain. (Identified issue - Dunkeld Structure Plan, 2014).
- Significant review of the Dunkeld Structure Plan needs to be linked to seeing the effect of the Grampians Peak Trail on tourism, retail and land use needs in Dunkeld. (Data on the effect of GPT on Dunkeld is likely to emerge in next 2-3 years).
- Ensure a delicate mix of local and tourism services ensuring local sense of place is not eroded.
- Create a safer, more accessible and convenient environment that is not dominated by vehicles.
- Residential or service vehicles accessing the Township are contained in discreet and well-concealed car parking courts off the main street.
- Pursue the occasional infilling of inactive/non-contributory sites with responsive contemporary architecture containing ground level retail activity.
- Deliver an updated Urban Design Framework for Dunkeld.
- Dunkeld has a structure plan. Provide gaps analysis of existing strategic planning work (structure plans or other key docs) developed across all small towns, identifying any changes refinements required. This would also examine UDFs and have regard to the issues identified in existing community plans but could also lead to an updated or new Structure Plan being completed for the town.



## GLENTHOMPSON

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### Town Summary

Glenthompson is a small rural town in western Victoria, situated on the Glenelg Highway 239km west of Melbourne, 48km east of Hamilton and 18km east of Dunkeld.

Pastoral settlement in the Glenthompson area began in 1848, and the subdivision of the land began in 1853. Nowadays it is a very quiet country town that serves as a minor transport and services hub for the surrounding farming district.

The population has reduced in Glenthompson from the 2011 census counting 264 people, to the 2021 census which recorded 246. Its most notable landmark is the tall brickworks chimney that is also the symbol of the town's main industry for a period of time, as it provided bricks for regional buildings constructed in the post-war era. The brickworks is now closed. Rose Cottage in McLennan Street was first built in 1850 and was used for business as a blacksmith, the local bakery, and the front room for dressmaking and alteration. In 1996 residents started the Glenthompson Historical Group Inc. which operates a museum out of the former Glenthompson Railway Station. The History Centre is open to visit on Sundays from 12pm or by appointment. St Peter's Anglican Church in McLennan St (Caramut Road) had the story of St Peter produced as a mural around the internal walls of the church. Local artist Gareth Colliton from Warrnambool used local identities in place of the traditional faces to produce this modern variation. The Church is open every day. More recently Oaklands Hill Wind Farm was constructed to the south of the town and has 32 wind turbines.



## Vision

Residents wish Glenthompson to be positioned as the eastern gateway to the Southern Grampians Region, providing a township that is not only an attractive place to live and work but for tourists to pass through and appreciate its history, natural values and the quaint regional lifestyle on offer.

## Hierarchy Order

Classed as “Rural Settlement”. The overall role of Glenthompson within the hierarchal network of small towns surrounding Hamilton is a supporting one, due to the following considerations:

- Moderate to low provision of services, community infrastructure and retail/commercial opportunities.
- Low demand for housing and low supply of residential land.
- Relative isolation from key services and jobs, may indicate low suitability for rural living lifestyle.
- Indicates a consolidation of the towns existing features, allowing for some carefully planned growth in tourist and residential accommodation based on the individual town.

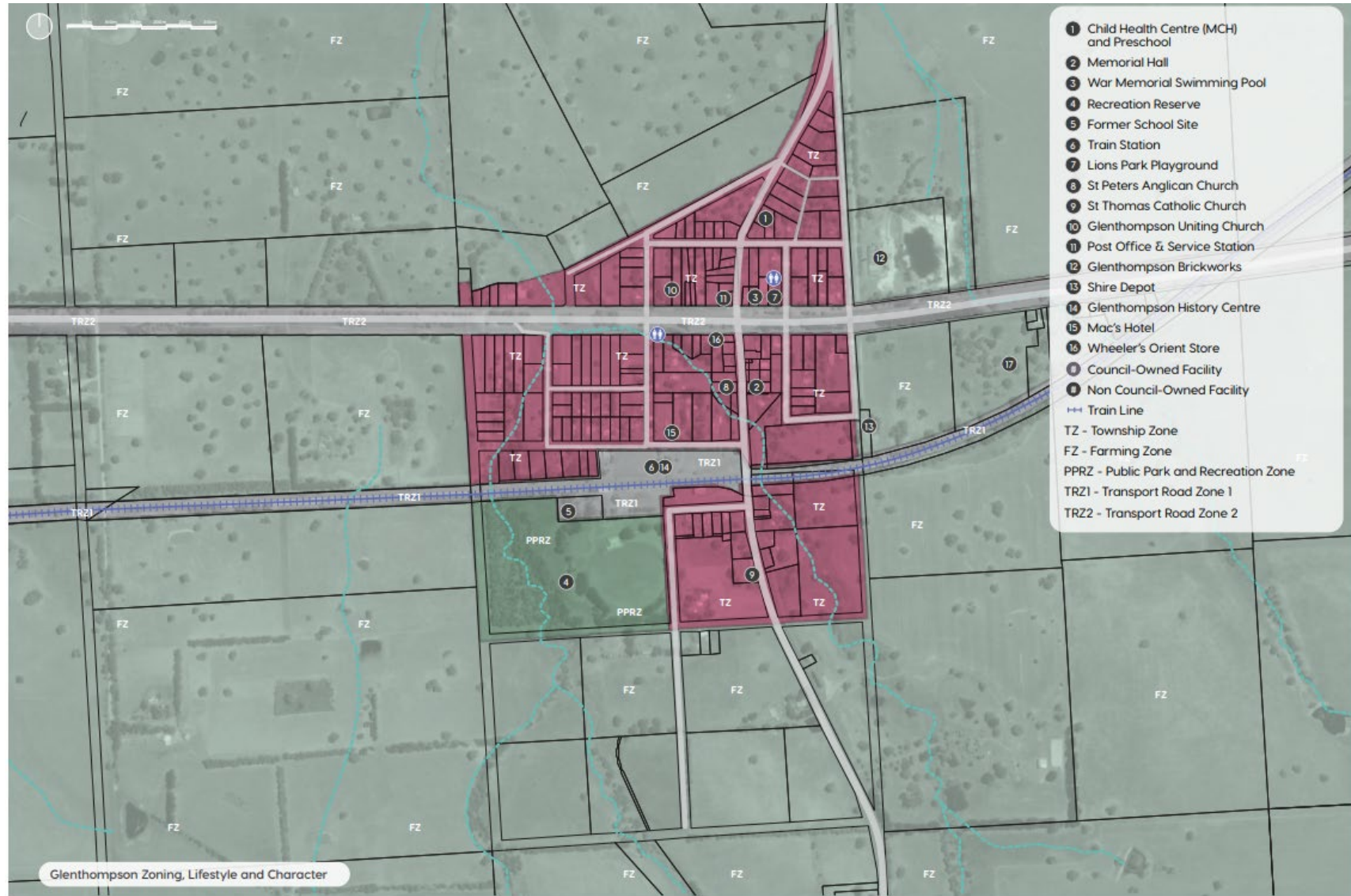
## Existing Attributes

- The town is poorly serviced by community infrastructure with no kindergarten, primary or secondary school, hospital or medical centre or community centre located within the town. The town is well serviced by recreation infrastructure.
- Glenthompson has experienced very low levels of dwelling development activity. Property prices lower than the Shire median also indicate low demand for housing at present, a condition confirmed in consultation with real estate agents.
- The town is well located to respond to demand for housing and visitor accommodation generated by the Grampians National Park, however has less scenic values and topographical variation than nearby Dunkeld in support of a potential tourism role.
- Glenthompson is proximate to a substantial area of mineral exploration to the immediate east which, if mined, could lead to new employment in the area and housing demand in the town.
- There is limited capacity to accommodate additional housing in the town based on current zoning, lot size profile and the absence of sewerage infrastructure.



Community infrastructure provision, as assessed by Council is described as follows:

Community Infrastructure	Location	Land Owner	Managed By	Facility Details
Glenthompson Memorial Hall	Glenthompson	Trust	Hall Committee	Community Meeting Space
Glenthompson Recreation Reserve - Pavilion	Glenthompson	Crown	State Government; CoM	Community Meeting Space
Glenthompson Pool	Glenthompson	Other	Council	1 outdoor pool (25m)
Glenthompson Recreation Reserve	Glenthompson	Crown	CoM	1 x Football
Glenthompson Recreation Reserve – Multipurpose courts	Glenthompson	Crown	CoM	2 x Netball, 2 x Tennis
Glenthompson Recreation Reserve Playground	Glenthompson		State Govt (CoM)	Local (township)
Lions Park Playground	Glenthompson		Council	District (township)



## Key items for consideration in ongoing Strategic Planning:

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### Considerations

#### Community Infrastructure and Services

- There is limited patronage of Glenthompson pool and significant upgrades are required.
- Infrastructure, services and activities to support wellbeing of youth and children are lacking.

#### Lifestyle and character

- While Glenthompson is rich in history, the town doesn't currently maximise its tourist attractions.

#### Access, Connection and Transport

- The town lacks regular public transport options or active transport infrastructure.
- Inadequate signage at the Glenelg Highway/Cameron Street/McLennon Street intersection.
- Glenthompson is on the Ararat to Portland trainline, which has potential to be re-activated.

#### Infrastructure (servicing)

- There are no sewerage services in town and septic systems. Natural Values and Open Space

Constraints that may impact future development include:

- The Flora and Fauna Guarantee (FFG) covers most of the town and land surrounding the town boundary with some native vegetation requiring a permit for removal located about 800m northwest of the town.
- Some privately owned green spaces are poorly maintained.



## Opportunities

The following list of opportunities was developed to reflect previous strategic work and community engagement results.

### Community Infrastructure and Services

- Repurpose pool / reinvest in alternative community infrastructure.
  - Develop the former school site.
  - Consider reducing pool service to a splash pad.
  - Improve playground or build a skatepark.
  - Demolish old brick toilets on highway and upgrade Lions Park toilets
- Investment in community hall
  - Ensure community facilities are accessible for all.
  - Implement programming of activities for young people and families.

### Lifestyle and character

- Celebrate history.
  - Introduce or improve current wayfinding signage including historical landmarks
  - Provide historical information at key sites (linked to app with audio).
- Activate the public realm.
  - Restore and promote the heritage significance of buildings within the town through a potential grant program
  - Activate and revitalise old shops through artist residencies.
  - Upgrade signage at town entrance to welcome visitors and promote attractiveness as a destination.
  - Fund mural in town to foster town beautification.
  - Deliver creek walk and dam beautification.

### Access, Connection and Transport

- Improve walking and cycling paths
  - Improve walking and cycling path to Dunkeld (such as Yuppeckiar Creek Walk).
  - Deliver an accessible shared path network.
- Improve bus services
  - Continue to advocate to the State Government for improved frequency on Ballarat-Hamilton-Mt. Gambier route.
  -
- Advocate to the State Government for road safety improvements.
  - Broad and ongoing road renewal.
  - Signage to direct trucks to avoid using brakes to reduce noise pollution.
  - Stop signs installed at Cameron Street and McLennan Street at the Glenelg Highway intersection.



#### Infrastructure (servicing)

- Investigate alternative wastewater management solutions
  - Pursue rectification/mitigation of off-site discharge.
- Improve waste management services
  - Provide additional waste facilities around public spaces.
  - Deliver smart bins for visitors

#### Natural Values and Open Space

- Invest in reducing bushfire risk.
  - Reduce grass loading on streetscapes.
  - Provide community water tanks/ overhead fill in areas with non-reticulated water supply.
  - Improve telecommunications infrastructure (including areas in between towns).





## Housing Response

All residential land supply in Glenthompson is zoned TZ. There is the potential to add a further 13 new Rural Living lots to the supply. There is limited capacity to accommodate additional housing in the town based on current zoning, lot size profile and the absence of sewerage infrastructure.

There is opportunity for resource extraction in Southern Grampians, including near Glenthompson to increase into the future. This could drive additional future demand for housing, particularly in towns such as Glenthompson.

## What the Community Wants

Residents in Glenthompson viewed Community Infrastructure and Facilities as the most important theme which includes activation of the former school site for a community hub, with Access Connection and Transport as considerably important too. Lifestyle and Character and Infrastructure (servicing) and Natural Values and Environmental Risk were noted too.

Residents advocated for improvements to existing walking tracks are needed, which aligns with Access Transport and Connection receiving the most attention from residents. Most residents mentioned improvements to the commercial centre, which is assumed to refer to general uplift of the area. Better recycling, better sewerage and reopening the pub are also noted as important.

Reflecting the findings from other towns and those of the Intercept Survey, residents viewed all themes as needing funding and greater planning on behalf of Council, in particular with regards to Community Infrastructure and Facilities and Infrastructure (servicing). Community needs, such as a local GP, a men's shed and retainment of the local pool were noted as needed improvements whilst a greater number of social gathering opportunities were also argued for, such as morning tea in the super room.

Tourist accommodation and active street frontages as well as revitalising old shops, all to encourage greater tourist numbers, similar to that of other towns were noted.

Road safety improvements and clear parking markings, particularly for Memorial Road were argued for as well as improvements, and as previously noted in other towns, greater accessibility for pedestrians was also advocated for. Interestingly, the return of the passenger rail for the town was requested, as were other improvements to local public transport, such as a community bus service.

### Key Aspects to be Updated in Strategic Planning Documentation

- Investigate delivery of township plan
  - Position Glenthompson as the “eastern gateway” to Southern Grampians region
  - Identify infrastructure needs
  - Understand current community priorities
  - Review zoning regime and lot sizes





## PENSHURST

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### Town Summary

Penshurst is situated on a sensitive groundwater environment near an extinct volcano at the intersection of four major highways, 30km south of Hamilton. There is a natural spring of significance to the region's Traditional Owners, the Eastern Maar located within the Botanic Gardens. The town had a population of 491 as of the 2021 census, representing a slight population increase (22 people) from 2011.

### Vision

Being a small regional town, Penshurst could increase its stature in the hierarchy of towns and ensure that it grows as a healthy, happy and connected places for people to live, whilst encouraging growth in tourism and associated activities. Through this, Penshurst should enhance and add to its community assets to ensure that it grows as a viable and liveable community. Finally, considering Penshurst has wonderful natural environs and features, these assets should be sustained and preserved for future generations.

### Hierarchy Order

Classed as "Lifestyle Rural Settlement". The overall role of Penshurst within the hierarchal network of small towns surrounding Hamilton is a supporting one, due to the following considerations:

- Moderate to high provision of services, community infrastructure and retail/commercial opportunities.
- Lower demand for housing alongside underutilised supply.
- Combination of demand indicators point to moderate suitability to accommodate demand.
- Indicates suitability for incremental change and growth that builds on the opportunities within the town.
- Increase in residentially zoned land could increase demand and thus place the town in the category above.



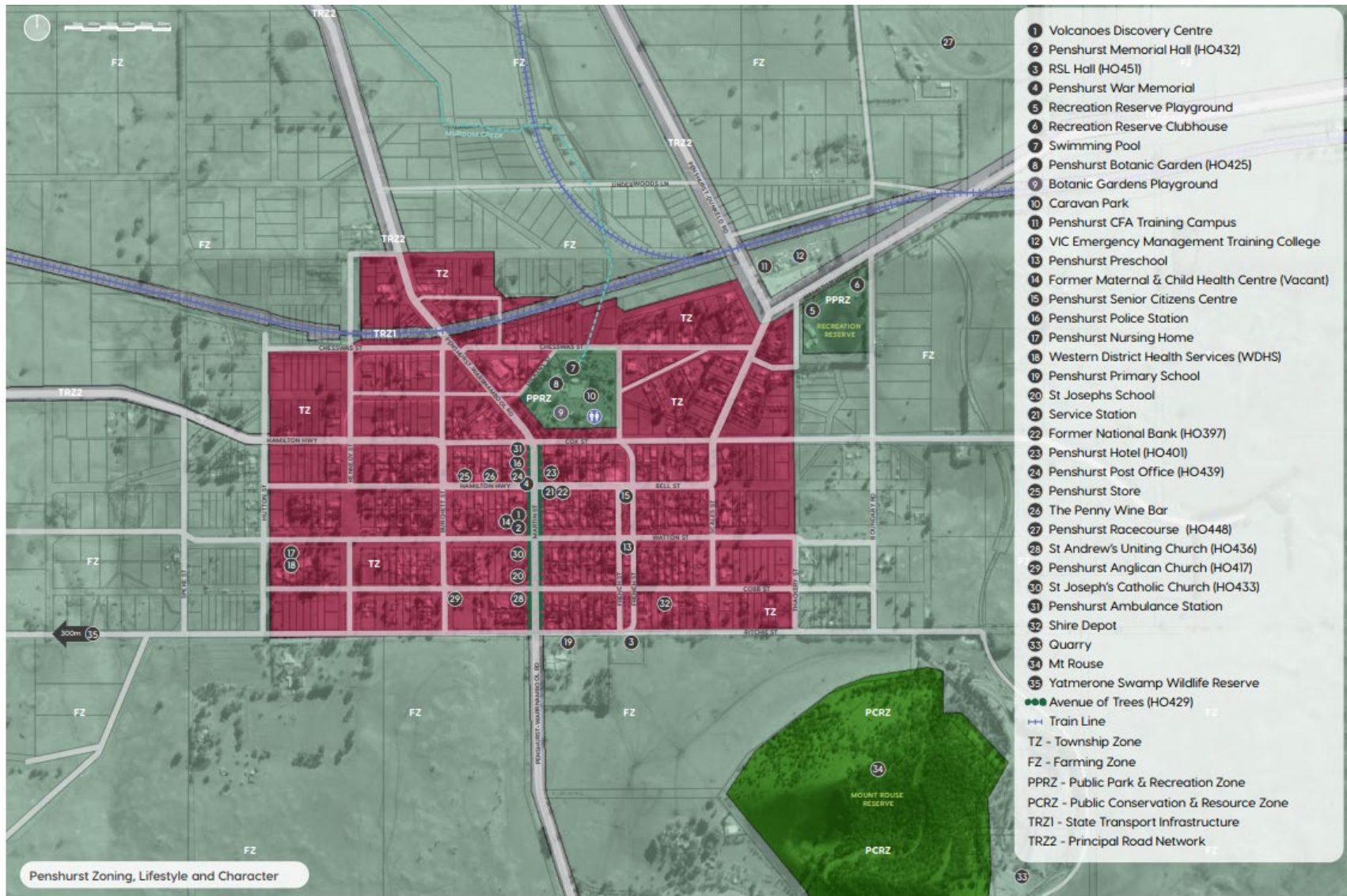
## Existing Attributes

- Peshurst is a rural service centre which provides a district role to township and rural residents and provides key community infrastructure, including a kindergarten, primary school and medical centre.
- The town is currently unsewered; however, Wannon Water is investigating opportunities to introduce reticulated sewer infrastructure to the town.
- Close proximity to Hamilton is the main advantage of Peshurst in terms of accommodating future demand, along with the availability of community infrastructure.
- The lack of sewerage restricts urban development in the town – only 3 new dwellings have been approved since 2014/15. The median house price in the town is \$310,000, approximately \$40,000 lower than the Southern Grampians median price.
- Discussions with real estate agents indicated that towns proximate to Hamilton are popular with buyers and would be expected to achieve good short-term sales rates if new township land was made available.
- Peshurst is a logical location to support moderate urban growth given proximity to Hamilton, the prospect of reticulated sewer and good supply of community infrastructure.



Community infrastructure provision, as assessed by Council is described as follows:

Community Infrastructure	Location	Land Owner	Managed By	Facility Details
Penshurst Memorial Hall	Penshurst	Crown	State Government; CoM	Community Meeting Space
Penshurst Bowls Club	Penshurst	Crown	Council; CoM	Community Meeting Space
Penshurst Recreation Reserve - Pavilion	Penshurst	Crown	State Government; CoM	Community Meeting Space
Penshurst Senior Citizens	Penshurst	Crown	Council	Community Meeting Space
Penshurst Racing Club	Penshurst	Crown	CoM	
Penshurst Pool	Penshurst	DELWP	Council	1 outdoor pool (25m)
Penshurst Recreation Reserve	Penshurst	Crown	CoM	1 x Cricket, 1 x Football, 2 x Netball, 2 x Tennis
Penshurst Bowls Club	Penshurst	Crown	CoM	1 x Lawnbowls
Penshurst Recreation Reserve Playground	Penshurst		State Govt (CoM)	Local (township)
Penshurst Botanic Gardens Playground	Penshurst		Council	District (township)
Penshurst Kindergarten	Penshurst	Council	CPSG	Sessional



## Key items for consideration in ongoing Strategic Planning:

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### Considerations

#### Community Infrastructure and Services

- The swimming pool in Peshurst is in poor condition, has low visitation and high operating costs.
- The caravan park is of a low standard, with limited infrastructure and no on-site supervision.

#### Lifestyle and character

- A high proportion of activity space in the town centre is apparently vacant.
- The amenity of the streetscape requires improvement, especially Bell and Martin Streets.
- The built form of the township better reflects historical uses and is poorly equipped to meet current needs.

#### Access, Connection and Transport

- The Botanic Gardens lack shared paths infrastructure.
- Ongoing road renewal is needed.
- Public transport access is limited.

#### Infrastructure (servicing)

- The most densely populated settlement without reticulated sewerage. Natural Values and Open Space

Several environmental constraints may inhibit development in certain areas of the town ship and its surrounds:

- Flora and Fauna Guarantee (FFG) are located around the township boundary within a kilometre of the town, including Bandicoots, Readers Daisy, Australasian Shoveler, and Magpie Geese, among others.
- Some facilities in the Botanic Gardens require upgrades.
- The groundwater aquifers underlying the town are currently undervalued.





## Opportunities

The following list of opportunities was developed to reflect previous strategic work and community engagement results.

### Community Infrastructure and Services

- Investigate repurposing of swimming pool into a splash park or commit to re-investing in the facility.
- Investigate value of delivering a neighbourhood hub to Peshurst.
- Provide support to schools and kindergarten.

### Lifestyle and character

- Better leverage Peshurst's location on the Great Southern Touring Route.
- Maximise increased tourism opportunities generated by delivery of Peshurst Volcanic Discovery Centre.
- Seek funding to undertake a streetscape revitalisation project, involving improvements to building facades and street tree plantings.
- Investigate how to better utilise vacant heritage buildings.
- Complete Masterplan for the Caravan Park to enable future upgrades such as more space and a camp kitchen or upgrades to facilities in the Botanic Gardens.
- Investigate options for a dump point in the town noting that the town doesn't have access to reticulated sewerage.

### Access, Connection and Transport

- Advocate to Department of Transport for broad and ongoing road renewal.
- Continue to advocate to Department of Transport to improve bus service.
- Explore potential to purchase a community bus and local school bus.
- Improve shared paths and active transport connectivity across the town.
- Create a walking and cycling loop that connects the Botanic Gardens.
- Improve the walking track to Mount Rouse
- Deliver signage and bicycle parking facilities in Botanic Gardens.
- Investigate changes to parking and in Bell Street to allow for some longer vehicle parking.
- Advocate for better crossing points across Bell Street.

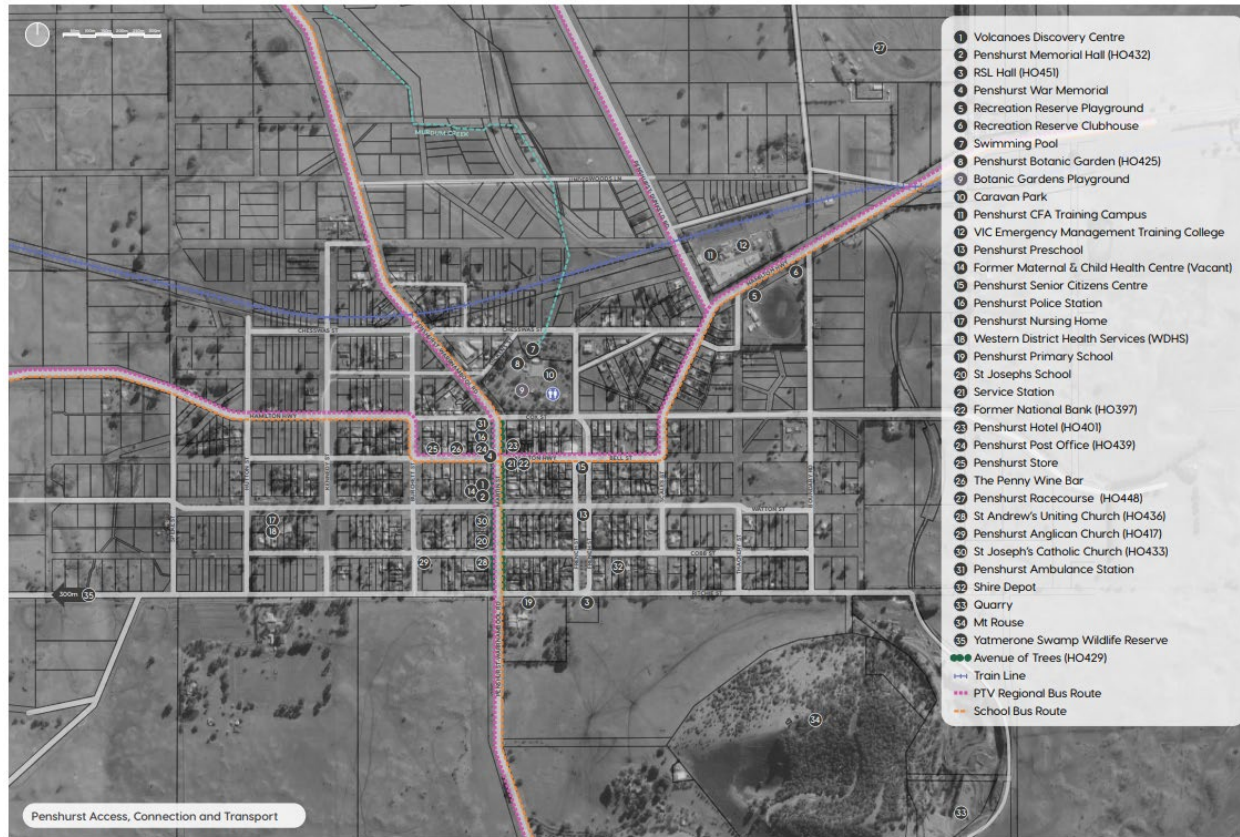
### Infrastructure (servicing)

- Finalise funding model for Peshurst adaptive wastewater scheme, to be delivered with Wannan Water.

### Natural Values and Open Space



- Investigate the groundwater aquifers underlying Penshurst and surrounds and identify environmental, Indigenous and cultural significance and interconnection with the Mt Rouse volcano and nearby Wetlands including Yatmerone.





## Housing Response

Residential land in Penshurst is all zoned TZ. There is potential capacity to accommodate 43 new lots, with 1 additional infill lot. Penshurst is well placed in terms of relative proximity to several larger settlements including Hamilton, Dunkeld and Warrnambool and is currently the subject of a wastewater pilot project which could result in greater urban lot development being possible in the future.

## What the Community want

Contrary to most of the previous towns, Lifestyle and Character was mentioned the most while the remaining four themes were also noted as important but less frequently.

Road improvements, telecoms and medical services also received attention from residents.

Issues relating to Infrastructure (servicing), Lifestyle and Character and Access, Connection and Transport were brought up the most, suggesting that aspects of the natural environment and Community Infrastructure were regarded as less in need of improvement. However, a GP, and long term day care facilities were noted as needed aspects of Community Infrastructure as well as promoting funding for infrastructure upgrades to the kindergarten. Additionally, specific improvements to the Caravan Park, such as toilet upgrades were also noted.

General improvements to pedestrian and bicycle access, road safety and way finding measures were noted.

## Key Aspects to be Updated in Strategic Planning Documentation

- Require land owners to provide own infrastructure to provide water access in less concentrated urban areas as part of building permit, e.g. 10000L water tank with fitting for fire truck. Triggers in planning system needed.
- Penshurst is a good candidate town for consideration of rural living, especially with its support services (schools, local retail, quality open space, WDHS health centre etc).
- Vision of community infrastructure needs.
- Investigation areas for rural living/residential development and logical zone changes around existing townships in map form through a structure plan







## TARRINGTON

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### Town Summary

Tarrington is a village located 9km south east of Hamilton with a strong German heritage, originally named Hochkirch by its German founder in 1853. At the 2021 census, Tarrington had a population of 467, which is a slight increase (additional 16 residents) since 2011.

The town has a large Lutheran Church, along with a school, church, hall, oval, , and a fire station. The township also supports a dedicated 10-kilometre cycling track, which links through the Henty Wine Region. The town is recognised for its local tourist attraction of hay bale art as part of the annual Laternenfest.

### Vision

Tarrington will be a place that makes the most of its existing and improved recreational and natural landscape features. By providing a range of housing options including heritage cottages and houses and low density rural lots, it will be a lifestyle choice for a diversity of people. Through community gatherings and events, we will recognise and celebrate our past and our community values. We will retain the village feel of our community whilst supporting the growth and attraction of appropriate business and cultural activities.

### Hierarchy Order

Classed as “Lifestyle Rural Settlement”. The overall role of Tarrington within the hierarchal network of small towns surrounding Hamilton is a supporting one, due to the following considerations:

- Moderate to high provision of services, community infrastructure and retail/commercial opportunities.
- Lower demand for housing alongside underutilised supply.
- Combination of demand indicators point to moderate suitability to accommodate demand.
- Indicates suitability for incremental change and growth that builds on the opportunities within the town.
- Increase in residentially zoned land could increase demand and thus place the town in the category above.

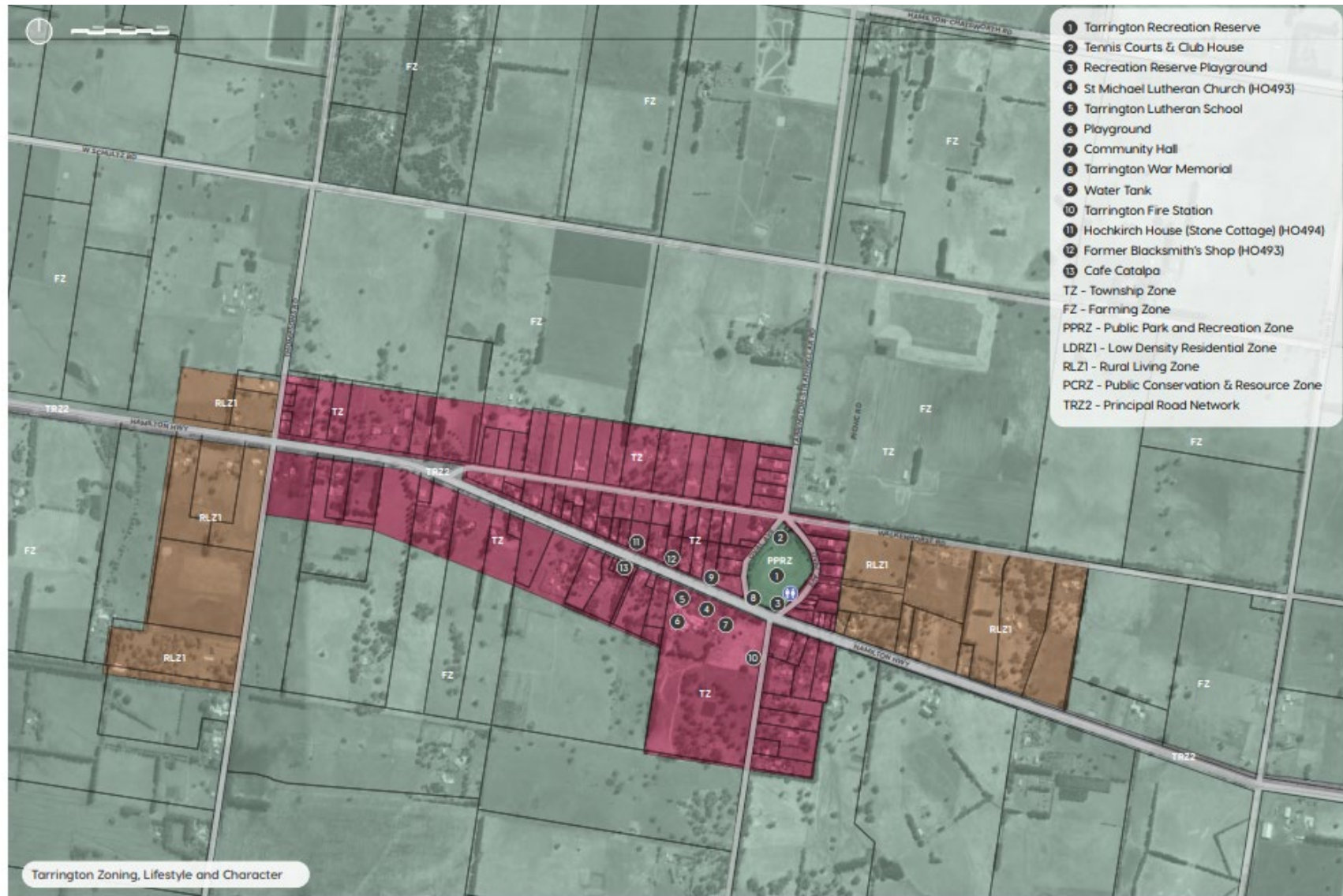
### Existing Conditions



- Tarrington is located in close proximity to Hamilton and is only 9km from the Hamilton CBD. The western edge of the Tarrington RLZ is only 1.3km from the eastern edge of the Hamilton RLZ.
- No reticulated sewer is available and the town is relatively poorly serviced by community infrastructure, with only a primary school.
- Agents identified that there is moderate demand for housing in the town given proximity to Hamilton.
- The Tarrington Structure Plan encourages economic growth of the town including through increased tourism and agri-businesses. Any such increase in economic activity has the potential to underpin residential demand within the town.
- Proximity to employment and services in Hamilton is one of the main drivers of housing demand in the Shire.
- The lack of community infrastructure in Tarrington is a key weakness, indicating that a potential future role in accommodating lower density (off-sewer) could be contemplated by the Strategy subject to a constraints assessment.

Community infrastructure provision, as assessed by Council is described as follows:

Community Infrastructure	Location	Land Owner	Managed By	Facility Details
Tarrington Recreation Reserve - Pavilion	Tarrington	Crown	State Government; CoM	Community Meeting Space
Tarrington Recreation Reserve	Tarrington	Crown	CoM	1 x Cricket
Tarrington Recreation Reserve - Tennis courts	Tarrington	Crown	CoM	3 x Tennis
Tarrington Recreation Reserve Playground	Tarrington	Crown	State Govt (CoM)	District (township)





## Key items for consideration in ongoing Strategic Planning:

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### Considerations

#### Community Infrastructure and Services

- Tarrington lacks a community hall and an emergency meeting space
- Improvement to facilities at Recreation Reserve are required.

#### Lifestyle and character

- Highway trees require increased maintenance to better contribute to amenity.
- Street layout of Main Street encourages speeding and through-movement.

#### Access, Connection and Transport

- Broad and ongoing road renewal is needed – roads are not fit for purpose as they are based on decades old traffic and freight patterns.
- Bicycle and pedestrian infrastructure needs improvements and increased wayfinding signage
- Telecommunications/poor network coverage is an issue in the town.
- Limited public transport options.

#### Infrastructure (servicing)

- Tarrington is not serviced by reticulated sewerage.

#### Natural Values and Open Space

- None



## Opportunities

The following list of opportunities was developed to reflect previous strategic work and community engagement results.

### Community Infrastructure and Services

- Promote and develop Arts and Culture through community events.
- Invest in placemaking at the Recreation Reserve
- Advocate for funding to upgrade facilities at Recreation Reserve, including provision of new community centre.

### Lifestyle and character

- Upgrade interpretative signage along historic walk
- Enhance Tarrington's main street.
  - Deliver improvements to bus stop, post office box, telephone space, landscaping and pavement treatments.
  - Introduce traffic calming and urban design/landscaping treatments to slow through-traffic and encourage lingering in town.
  - Investigate civic art to highlight sites and improve visual amenity.
  - Better maintain vegetation on verges
- Explore creative utilisation of Water Tower

### Access, Connection and Transport

- Improve active transport infrastructure and connectivity.
  - Deliver regular rest stops/shaded seated areas on the path to Hamilton.
  - Improve quality of shared path to Hamilton and provide increased wayfinding signage.
  - Explore opportunities to develop pedestrian nodes within the wide Hamilton Highway road reserve
  - Provide a shared path connection to the highway crossing to join the Recreation Reserve to the Main Street pedestrian network
- Continue to advocate to Department of Transport to improve quality and safety of road network and for inclusion in Hamilton Town Bus Service.

### Infrastructure (servicing)

- Provide community water tanks or overhead fill supply to areas with non-reticulated water supply to protect against bushfire

### Natural Values and Open Space

- Continue to support the implementation of the of the Tarrington Recreation Reserve as a community and sporting facility.
- Explore the enhancement of stands of native vegetation throughout the town through the addition of native understorey planting.
- Apply the Vegetation Protection Overlay to significant stands of vegetation.





## Housing Response

Residential land in Tarrington is zoned RLZ1 and TZ. There is the capacity to add an additional 11 new lots and 11 potential infill lots to the residential and supply. Tarrington has experienced moderate levels of housing increase in recent years and is well-located to accommodate demand for lower density / lifestyle development. There is the possibility to investigate the relative suitability of Tarrington to accommodate lifestyle demand to support the housing role of Hamilton. The capacity of existing zoned land in Tarrington is severely limited by the absence of reticulated sewer.

## What the Community Wants

Community Infrastructure was noted as the most important theme that needs to be addressed through the building of a new multi-use community centre at the oval whilst the return of a café/restaurant was also mentioned as the improvements or additions that were needed most for the town.

Aspects of Community Infrastructure and Facilities, Lifestyle and Character and of the Natural Environment were mentioned the most. Specific point so improvements for residents include parking additions and playground enhancements.

In addition to this, residents also advocated for investment into civic art to highlight the character of town and improve visual amenity.



### Key Aspects to be Updated in Strategic Planning Documentation

- Tarrington has a structure plan. Provide gaps analysis of existing strategic planning work (structure plans or other key docs) developed across all small towns. This would also examine UDFs and have regard to the issues identified in existing community plans. Review recently collected feedback on Council Plan 2021-2025 as to local priorities.
- Provide a critique of existing structure plan, identifying any changes refinements required. Review recently collected feedback on Council Plan as to local priorities.
- In considering future growth and development of Tarrington, Council may contemplate a review and potential amendment to the existing Planning Scheme to integrate the provision of waste water management initiatives for a suite of lot sizes in potential residential areas in unsewered Townships.
- 2018 Planning Scheme Review states that Tarrington does not require urgent rezoning.
- Requiring land owners to provide own infrastructure to provide water access in less concentrated urban areas, as part of building permit. E.g. 10000 water tank with fitting for fire truck. Triggers in planning system needed.
- Vision of community infrastructure needs.
- Investigation areas for rural living/residential development and logical zone changes around existing townships in map form.

## ELECTION PERIOD POLICY

Council will have in place an election period policy that:

- a) Governs decision making during a local government election period, including what may be considered at a Council meeting;
- b) Prohibits the use of Council resources for any election campaign purposes;
- c) Sets out the conditions for any community engagement required to be undertaken during an election period, including consultations, Civic events, and activities of Advisory Committees established by Council;
- d) Sets out the requirement for any Council publications during a local government election period – including the website, social media, newsletters and advertising – to ensure Council does not publish materials that relate to issues that are the subject of election campaigns;
- e) Define roles and responsibilities in relation to who is the spokesperson for Council during an election period;
- f) Sets out the requirements for a Councillor or member of Council staff who is a candidate in an election.

At least once in each Council term, prior to the commencement of an election period, Council will review its election period policy.

The Election Period Policy forms part of the Governance Rules.

The Operation of Council Committees shall be suspended upon the commencement of the election period ahead of a general Council election.

Any outstanding Delegate's Reports may still be reported to a Council meeting during this period.

Council Committees shall resume meeting following the election and the appointment by the incoming Council of Councillors to each Committee.

## ELECTION PERIOD POLICY

### INTRODUCTION

The *Local Government Act 2020* provides that during the election period, certain prohibitions apply to the general functions and powers of Council.

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.

The close of nominations is 12 noon on the day that is 32 days before the election day.

The election period for the Local Government Elections will commence at midday 32 days before the election day and concludes at 6pm on the election day.

### PURPOSE

The purpose of this Policy is to ensure that the election for the Southern Grampians Shire Council is conducted in a manner that is ethical, fair and equitable, and publicly perceived as such.

The policy will also facilitate the continuation of the ordinary business of Local Government in Southern Grampians Shire Council throughout the election period in a responsible and transparent manner, in accordance with statutory requirements and established election period conventions.

This policy also commits Council during the election period to:

- Avoid making significant new policies or decisions that could unreasonably bind a future Council; and
- Ensure public resources, including staff resources are not used in election campaigning in a way that may improperly influence the result of an election, or improperly advantage existing Councillors as candidates in the election.

### DEFINITIONS

<b>Election Period</b>	The Act defines the Election Period as commencing on the close of nominations on nomination day and ending at 6 pm on election day, a period of 32 days.
<b>Electoral Material</b>	Means an advertisement, handbill, pamphlet or notice that contains electoral matter, but not does include an advertisement in a newspaper that is only announcing the holding of a meeting.
<b>Handbill</b>	A small printed advertisement or other notice distributed by hand.
<b>Electoral Matter</b>	Matter which is intended to, or likely to, affect voting in an election other than that which is prepared by the Returning Officer for the purposes of conducting the election.

<b>Publication</b>	Includes any means of publication including letters and information on the internet and social media.
<b>Significant Decision</b>	Means a decision that significantly affects the municipality.
<b>Act</b>	Means <i>Local Government Act 2020</i>

## APPLICATION

This policy applies to all Councillors, Advisory Committees, Delegated Committees, and Community Asset Committees and Council staff.

## RESPONSIBILITIES

All Councillors, Delegated Committees, Advisory Committees, Community Asset Committee Members and Council staff are responsible for complying with this policy. The Governance Coordinator has the responsibility of ensuring that this Policy is updated as required.

## SCOPE

This Policy is made in accordance with:

- *Local Government Act 2020*
- Local Government (Electoral) Regulations 2020
- *Privacy and Data Protection Act 2014*
- Public Transparency Policy
- Councillor Code of Conduct

There are specific caretaker provisions in the *Local Government Act 2020* that Councils must implement during the election period.

This policy has been written to provide guidance for Councillors, candidates, Delegated Committees, Community Asset Committees, Advisory Committees and Council staff, it does not substitute legal advice.

## CHIEF EXECUTIVE OFFICER

The Chief Executive Officer must ensure, as far as possible, that:

- All Councillors and Council staff are informed of the application of this policy prior to the commencement of the Election period; and
- Matters of Council business requiring major policy or significant decisions are scheduled for Council to enable resolution prior to the commencement of the election period, or deferred where appropriate for determination by the incoming Council.

## DECISIONS BY COUNCIL

### **Major Policy Decisions**

Section 69 (2) of the Act prohibits any Council decision during the election period for a general election that:

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

During the election period, section 69 (4) of the Act prohibits Council making major policy decisions and any major policy decision made during the election period is deemed to be invalid under the Act.

### **Significant Decisions**

During the election period, Council will avoid making decisions that significantly affect the municipality and unreasonably bind the incoming Council.

Council acknowledges it has an ongoing responsibility to act in the best interests of the community. Where a delay in making a significant decision would result in a significant detriment to the municipality, Council may make an exception where the issue is:

- Urgent
- Cannot be reasonably deferred without major negative repercussions.

It is the responsibility of the CEO to determine if a matter is significant and urgent and as such, will request an exemption from the Minister for Local Government in accordance with section 177 of the Act. The request for exemption is not automatically granted.

### **Delegations**

Before making decisions under delegated authority during the election period, Council staff should consider the following:

- Whether the decision is significant
- The urgency of the issues
- Whether the decision is likely to be controversial
- Whether the decision is in the best interests of Council

It is the responsibility of the Chief Executive Officer to determine if a matter is significant and if it is urgent.

## **COUNCIL MEETINGS**

Council meeting papers will be carefully vetted to ensure that no agenda item is included that could potentially influence voters' intentions at the forthcoming election or could encourage councillors and candidates to use the item as part of their electioneering.

There will be no Public Question Time or Deputations during the election period.

#### BRIEFING SESSIONS

Briefing session meeting papers will be carefully vetted to ensure that no agenda item is included that could be perceived as a disadvantage to candidates.

Access to historical briefings and workshop papers will be suspended for the duration of the election period.

#### ADVISORY COMMITTEES

The operation of Council Advisory Committees shall be suspended upon the commencement of the election period ahead of a general Council election.

#### DELEGATED COMMITTEES

The operation of Delegated Committees shall be suspended upon the commencement of the election period ahead of a general Council election.

#### COMMUNITY ASSET COMMITTEES

The operation of Community Asset Committees shall be suspended upon the commencement of the election period ahead of a general Council election.

#### COMMUNITY ENGAGEMENT AND EVENTS

Community engagement will not take place during the election period except where there is a legal obligation, or the CEO determines special circumstances exist.

Scheduling of Council events will be permitted but limited during the election period. Council events will only be organised and run by Council administration if they are part of the normal services or operation of the Council and the scheduling of the event during the election period is deemed appropriate.

Where events occur and whether or not a Councillor is to make a speech, Councillors will be conscious of the fact that they are representing Council and are not to use the opportunity for electioneering.

Speeches for Councillors will only be prepared by Council staff in relation to events that are part of the normal services or operation of the Council and such speeches will not be circulated or available for publication.

#### COUNCIL PUBLICATIONS

##### **Prohibition on publishing material that contains electoral material**

Section 304(2) of the Act prohibits Council from printing, publishing or distributing any electoral material during an election period unless the electoral material only contains information about the election process or is otherwise required in accordance with, or under, any Act or regulation. This is to ensure that Council does not utilise public funds that may influence or be seen to influence people's voting intentions.



### **CEO Certification**

Council must not print, publish or distribute or cause, permit or authorise to be printed, published or distributed, any advertisement, handbill, pamphlet or notice unless the advertisement, handbill, pamphlet or notice has been authorised by the CEO.

### **Prohibited material**

Electoral matter is defined in the Act and means any matter which is intended or likely to affect voting in an election, but does not include:

- Any electoral material produced by or on behalf of the Victorian Electoral Commission election manager for the purposes of conducting the election.

### **Website**

Material published on Council's website in advance of the election period is not subject to certification, however existing material that is prominently displayed will be reviewed and consideration given to the removal of any such material that would be considered electoral matter, were it to be published during the election period.

Councillor contact information will remain available on the website during the election period, but Councillor profiles will be removed.

Any material published on Council's website during the election period must be certified by the CEO.

### **Annual Report**

The Annual Report will be compiled during the election period and will not contain any material that could be regarded as electioneering or inappropriately promotes individual Councillors. Information about Councillors will be restricted to names, contact details, titles, membership of Committees and other bodies to which they have been appointed by the Council.

### **Social Media**

Any publication (comments or new content) on Council-managed social media sites during the election period must be certified by the CEO.

At the commencement of the election period, Council may advise social media subscribers that comments containing electoral matter will be deleted.

Councillor's individual (personal) social media pages are not managed by Council and are not subject to the same provisions.

### **Newsletters**

The CEO Weekly Update and Exchange Newsletter will continue to be provided during the election period.

## **COUNCIL RESOURCES**

Public resources must not be used by Councillors or a member of Council staff in a manner that would influence the way people vote in elections. Council will ensure Council resources are not used inappropriately during the Council election and comply with the

requirements of section 304 of the Act.

Council resources, including offices, Council staff, equipment, electronic equipment and stationery will be used exclusively for normal Council business during the election period, and will not be used in connection with any electioneering activity.

#### **Use of Council Resources by Councillors**

Councillors may continue to use any Council equipment provided to them to facilitate their performance of normal Council duties, subject to existing protocols and terms of use. Councillors standing for re-election must not use Council equipment as a resource to assist with election campaigns.

Photocopying for election campaigning by Councillors or staff on office photo copiers is not permitted.

Databases and mailing lists held by the organisation remain the property of the Council and are therefore not available to members of the public, candidates or Councillors.

The organisation will not prepare or produce any materials associated with Councillors' individual election campaigns.

No Council logos, letterheads or other Council branding should be used for, or linked in any way to, a candidate's election campaign.

Councillors will not use Council issued mobile phone and email addresses for election campaigning purposes.

The use of Council's internet and intranet sites for any activity to do with election campaigning is prohibited. This includes linking Council websites to private candidate websites.

Access to the voters' roll is subject to the requirements of the Act and the Privacy and Data Protection legislation. A copy of the voters' roll will be provided to candidates by the Returning Officer (VEC). The voters' roll will be available for inspection during the election period at advertised times.

Council facilities booked for electoral campaigning purposes by Councillors, candidates or supporters or other persons during the election period will be let at the same rates to all hirers.

#### **Staff Discretion**

Staff must avoid assisting Councillors in ways that are, or could, create perception that staff are assisting Councillors in their election campaign.

If any staff member considers that a particular use of Council resources may influence voting in the election, or be perceived as influencing voting, or be perceived as being part of an election campaign, they must advise the CEO immediately.

#### **Councillor Expenses Reimbursement**

Reimbursement of Councillor's out-of-pocket expenses during an election period will only apply to costs that have been incurred in the performance of official Council duties as defined and not for expenses that could be perceived as supporting or being connected with a candidate's election campaign.

## MEDIA

Council publicity during the election period will be restricted to communicating normal Council activities and initiatives and subject to certification by the CEO.

All official media statements during the election period will only be made by the CEO.

Media Releases or other media statements will not refer to specific Councillors or feature any photograph, quote from or name of incumbent Councillors during the Election Period. Where it is necessary to make or clarify any public statement, comment on sensitive or political issues or identify a spokesperson in relation to an issue, the matter must be referred to and approved by the CEO.

Media services, including media releases, will not be provided for individual Councillors by any Council officers, including the CEO, during the election period.

Media statements dealing with their election campaign must be issued by Councillors privately. Statements must be clearly communicated as personal opinion and not undermine the standing of the Council in the community.

Councillors must not use their position as an elected representative or their access to Council staff and resources to gain media attention in support of an election campaign.

### **Council staff**

Staff must not provide advice or assistance in the preparation of media releases or other media statements that contain electoral material.

Staff must not make any public statement that can be interpreted as a political comment or have influence on the electoral process, public statement includes social media platforms. Council staff must make it clear when making comments related to the election that they are expressing their own views and not making an official comment.

It is critical that Council staff be, and appear to be, apolitical throughout the election period to maintain the confidence of the Council, Councillors, candidates and the community at all times throughout the electoral process.

## ACCESS TO INFORMATION

### **Candidates**

All election related enquiries from candidates or prospective candidates must be directed to the VEC Returning Officer.

Staff must not provide any information to any candidate or prospective candidate that is not publicly available. If staff receive requests from candidates, or prospective candidates, for any information that is not publicly available these requests must be forwarded to the Governance Coordinator.

If the information requested is appropriate to be released to the candidate, the Governance Coordinator will ensure that it is made available to all candidates, not just the candidate who requested the information. This is to ensure that all candidates have fair and equitable access to information.

### **Current Councillors**

As Councillors must continue to perform their elected role during the election period, they may receive all necessary information for them to fulfil that role. Information that can be provided to Councillors includes:

- Information that is publicly and freely available – Council Plans, Annual Reports, strategies, policies etc.;
- Information and advice provided by Council's management as part of Council meeting agendas; and
- Briefing papers in relation to matters to be decided upon at forthcoming Council meetings.

Any information provided to Councillors must be necessary to the carrying out of the Councillor's role and must not be used for election purposes.

Requests for information which require significant resources to be devoted to making a response or which might be perceived to support an election campaign must be referred to the CEO or the Governance Coordinator for consideration.

### **Information Request Register**

Governance will maintain an Information Request Register during the election period that will be made publicly available. It will record all requests relating to electoral matters and non-routine requests for information by Councillors and candidates, and the responses given to those requests.

### **DISPLAYING ELECTORAL MATERIAL**

Electoral material, including pamphlets, posters and notices must not be visible or available at any council premises, including libraries, during the election period. The only exception to this is material issued by the Returning Officer for the purpose of conducting the election.

### **USE OF TITLE**

Councillors may use the title 'Councillor' in their election material as they continue to hold the positions in the period; however to avoid confusion, Councillors must ensure that any election publication using the title Councillor clearly indicates that it is their own material and has not been produced or endorsed by Council.

### **IMPLEMENTATION**

Prior to an Election Period, the CEO will ensure that Councillors, and Council staff are advised in regard to the application of the Policy.

The Policy will be published on Council's website, a copy provided to all Councillors and copies available at Council's offices.

# Finance Report

1 July 2023 to 30 September 2023



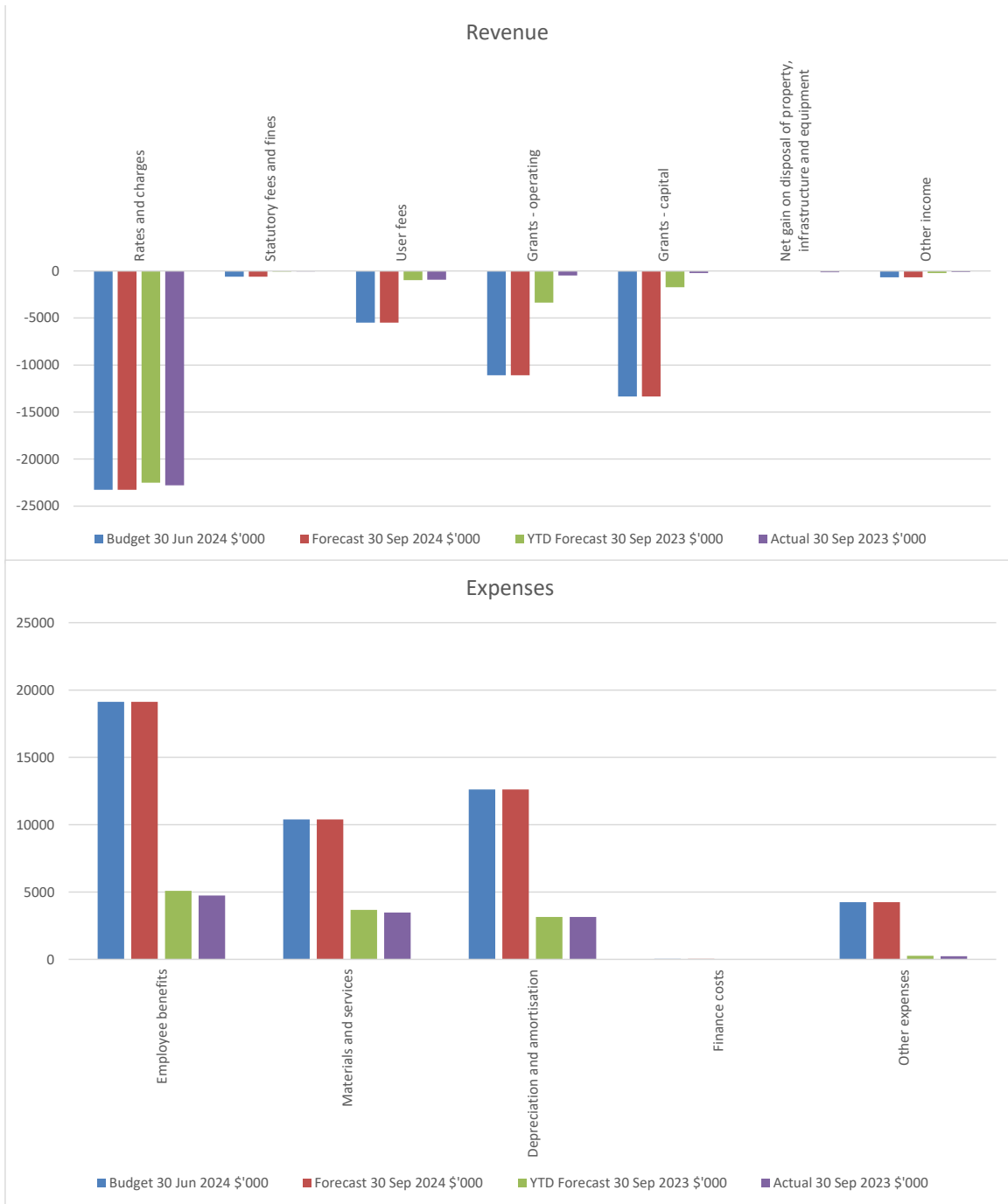
## 1. Comprehensive Income Statement

	Budget 30 Jun 2024 \$'000	Forecast 30 Jun 2024 \$'000	% Forecast Diff to Budget	YTD Forecast 30 Sep 2023 \$'000	Actual 30 Sep 2023 \$'000	% of YTD Forecast	Note
<b>Operating Revenue</b>							
Rates and charges	(23,252)	(23,252)	100%	(22,497)	(22,777)	101%	
Statutory fees and fines	(601)	(601)	100%	(80)	(58)	72%	
User fees	(5,502)	(5,502)	100%	(982)	(938)	95%	
Contributions - cash	(352)	(352)		0	0		
Grants - operating	(11,087)	(11,087)	100%	(3,363)	(480)	14%	1
Grants - capital	(13,336)	(13,336)	100%	(1,720)	(223)	13%	2
Net gain on disposal of property, infrastructure and equipment	0	0		0	(127)		
Other income	(684)	(684)	100%	(221)	(121)	55%	3
	<b>(54,814)</b>	<b>(54,814)</b>	100%	<b>(28,864)</b>	<b>(24,725)</b>	<b>86%</b>	
<b>Operating Expenses</b>							
Employee benefits	19,121	19,121	100%	5,091	4,746	93%	
Materials and services	10,386	10,386	100%	3,668	3,478	95%	
Bad and doubtful debts	0	0		0	0		
Depreciation and amortisation	12,611	12,611	100%	3,153	3,153	100%	
Finance costs	43	43	100%	4	4	100%	
Other expenses	4,249	4,249	100%	261	235	90%	
	<b>46,410</b>	<b>46,410</b>	100%	<b>12,176</b>	<b>11,616</b>	<b>95%</b>	
<b>(Surplus) Deficit resulting from operations</b>	<b>(8,404)</b>	<b>(8,404)</b>		<b>(16,687)</b>	<b>(13,109)</b>		

**Notes:**

1. VGC financial assistance grant prepaid in advance in 22/23 financial year.
2. Timing of capital grants are dependant on completion of projects
3. Income from investments lower due to term deposits coming due later in the year.





## 2. Balance Sheet

	Budget 30 Jun 2024 \$'000	Forecast 30 Jun 2024 \$'000	% Forecast Diff to Budget	YTD Forecast 30 Sep 2024 \$'000	Actual 30 Sep 2024 \$'000	% of Forecast	Note
<b>Current Assets</b>							
Cash & Cash equivalents	5,121	5,121	100%	2,851	2,858	100%	
Trade & Other Receivables	3,904	3,904	100%	21,947	26,807	122%	1
Other Financial Assets	0	0	0%	14,532	16,735	115%	2
Inventories	403	403	100%	613	816	133%	3
Non-Current Assets classified as held for resale	6,976	6,976	100%	4,462	4,462	100%	
Other Assets (Prepayments & Accrued Income)	0	0	100%	471	507	108%	
	<b>16,404</b>	<b>16,404</b>	<b>100%</b>	<b>44,876</b>	<b>52,184</b>	<b>116%</b>	
<b>Non Current Assets</b>							
Investments, Trade & Other Receivables	37	37	100%	40	0	0%	
Investment Property	3,300	3,300	100%	3,250	3,300	102%	
Property, Infrastructure, Plant & Equipment	448,331	448,331	100%	425,841	481,518	113%	
	<b>451,668</b>	<b>451,668</b>	<b>100%</b>	<b>429,131</b>	<b>484,818</b>	<b>113%</b>	
<b>Total Assets</b>	<b>468,072</b>	<b>468,072</b>	<b>100%</b>	<b>474,007</b>	<b>537,003</b>	<b>113%</b>	
<b>Current Liabilities</b>							
Trade & Other Payables	(3,266)	(3,266)	100%	(3,589)	(2,657)	74%	4
Trust Funds & Deposits	(450)	(450)	100%	(606)	(480)	79%	5
Interest Bearing Loans & Liabilities Provisions	(554)	(554)	100%	(32)	(32)	100%	
	(4,810)	(4,810)	100%	(4,629)	(4,810)	104%	
	<b>(10,875)</b>	<b>(10,875)</b>	<b>100%</b>	<b>(8,856)</b>	<b>(7,979)</b>	<b>90%</b>	
<b>Non Current Liabilities</b>							
Interest Bearing Loans & Liabilities Provisions	(4,696)	(4,696)	100%	(1,935)	(2,205)	114%	
	(1,359)	(1,359)	100%	(1,513)	(1,022)	68%	6
	<b>(6,055)</b>	<b>(6,055)</b>	<b>100%</b>	<b>(3,449)</b>	<b>(3,226)</b>	<b>94%</b>	
<b>Net Assets</b>	<b>451,142</b>	<b>451,142</b>	<b>100%</b>	<b>461,703</b>	<b>525,797</b>	<b>114%</b>	
<b>Accumulated Surplus</b>							
Accumulated Surplus	(152,163)	(152,163)	100%	(165,357)	(154,605)	93%	
Asset Revaluation Reserve	(298,805)	(298,805)	100%	(294,805)	(370,621)	126%	7
Other Reserves	(174)	(174)	100%	(540)	(571)	106%	
<b>Net Equity</b>	<b>(451,142)</b>	<b>(451,142)</b>	<b>100%</b>	<b>(460,703)</b>	<b>(525,797)</b>	<b>114%</b>	

- Delays in issuing of rates notices has caused a higher % of rate debtors for the end of the quarter
- Increase in Term Deposits held due to higher than anticipated cash balances
- Inventories are higher due to a backlog in costing inventory to projects due to the changeover of finance systems.
- Trades and Payables fluctuate in line with liabilities as they are recognised during the year.
- Trust funds and deposits are less due to the release of substantial contractor retention amounts. This amount fluctuates inline with major contract payments progressing.
- Provisions for landfill rehabilitation (both current and non-current) has reduced, thereby requiring forecast adjustments.
- Revaluation of Infrastructure and drainage assets late in 22-23 resulted in movement in revaluation reserve.

**Notes:**

Core Ratios	Prudential Guideline	Adopted Budget	Forecast Budget	YTD Actual
Working Capital Ratio/Liquidity Ratio (Current Assets/Current Liabilities)	> 150%	150.8%	150.8%	654.0%
Debt Servicing Ratio (Interest as a % of total Revenue)	< 5%	0.2%	0.2%	0.0%
Debt Commitment Ratio (Interest & Loan repayments as a % of total Revenue)	< 15%	1.1%	0.8%	0.1%

### 3. Cash Flow Statement

	Budget 30 Jun 2024 \$'000	Forecast 30 Jun 2024 \$'000	% Forecast Diff to Budget	YTD Forecast 30 Sep 2023 \$'000	YTD Actual 30 Sep 2023 \$'000	% of YTD Forecast	Note
<b>Cash flows from Operations</b>							
<b>Operating Revenue</b>							
Rates and charges	23,252	23,252	100%	19,244	19,424	101%	
Grants - operating	11,086	11,086	100%	3,884	1,001	26%	1
Grants - capital	13,337	13,337	100%	1,720	223	13%	1
Interest	378	378	100%	90	93	103%	
User fees	5,502	5,502	100%	982	938	95%	
Statutory fees and fines	601	601	100%	80	58	72%	
Other revenue	658	658	100%	31	28	91%	
	<b>54,814</b>	<b>54,814</b>	<b>100%</b>	<b>26,032</b>	<b>21,765</b>	<b>84%</b>	
<b>Operating Expenses</b>							
Employee benefits	(19,121)	(19,121)	100%	(5,091)	(4,746)	93%	
Materials and consumables	(10,386)	(10,386)	100%	(5,299)	(5,105)	96%	
Other expenses	(4,249)	(4,249)	100%	(261)	(235)	90%	
	<b>(33,756)</b>	<b>(33,756)</b>	<b>100%</b>	<b>(10,650)</b>	<b>(10,086)</b>	<b>95%</b>	
<b>Net Cash Flows From Operating Activities</b>	<b>21,058</b>	<b>21,058</b>		<b>15,381</b>	<b>11,679</b>	<b>76%</b>	
<b>Cash Flows From Financing Activities</b>							
Finance Costs	(43)	(43)	100%	0	(4)		
Proceeds from Borrowings	4,000	4,000	100%	0	0	0%	
Repayment of Borrowings	(585)	(585)	100%	(417)	(32)	8%	
<b>Net cash flows from financing activities</b>	<b>3,372</b>	<b>3,372</b>	<b>100%</b>	<b>(417)</b>	<b>(36)</b>	<b>9%</b>	
<b>Cash Flows From Investing Activities</b>							
Payments for investing activities	(37,228)	(37,228)	100%	(6,690)	(2,115)	32%	2
Proceeds from Asset Sales	2,650	2,650	100%	0	127		3
<b>Net Cash Flows From Investing Activities</b>	<b>(34,578)</b>	<b>(34,578)</b>	<b>100%</b>	<b>(6,690)</b>	<b>(1,987)</b>	<b>30%</b>	
<b>Net Cash Flows From Movements in Balance Sheet</b>	<b>0</b>	<b>0</b>		<b>(6,160)</b>	<b>(5,332)</b>		
<b>Net increase (decrease) in Cash</b>	<b>(10,148)</b>	<b>(10,148)</b>		<b>2,114</b>	<b>4,324</b>		
<b>Cash (Overdraft) at the beginning of the period</b>	<b>15,269</b>	<b>15,269</b>		<b>15,269</b>	<b>15,269</b>		
<b>Cash (Overdraft) at the end of the period</b>	<b>5,121</b>	<b>5,121</b>		<b>17,383</b>	<b>19,593</b>		

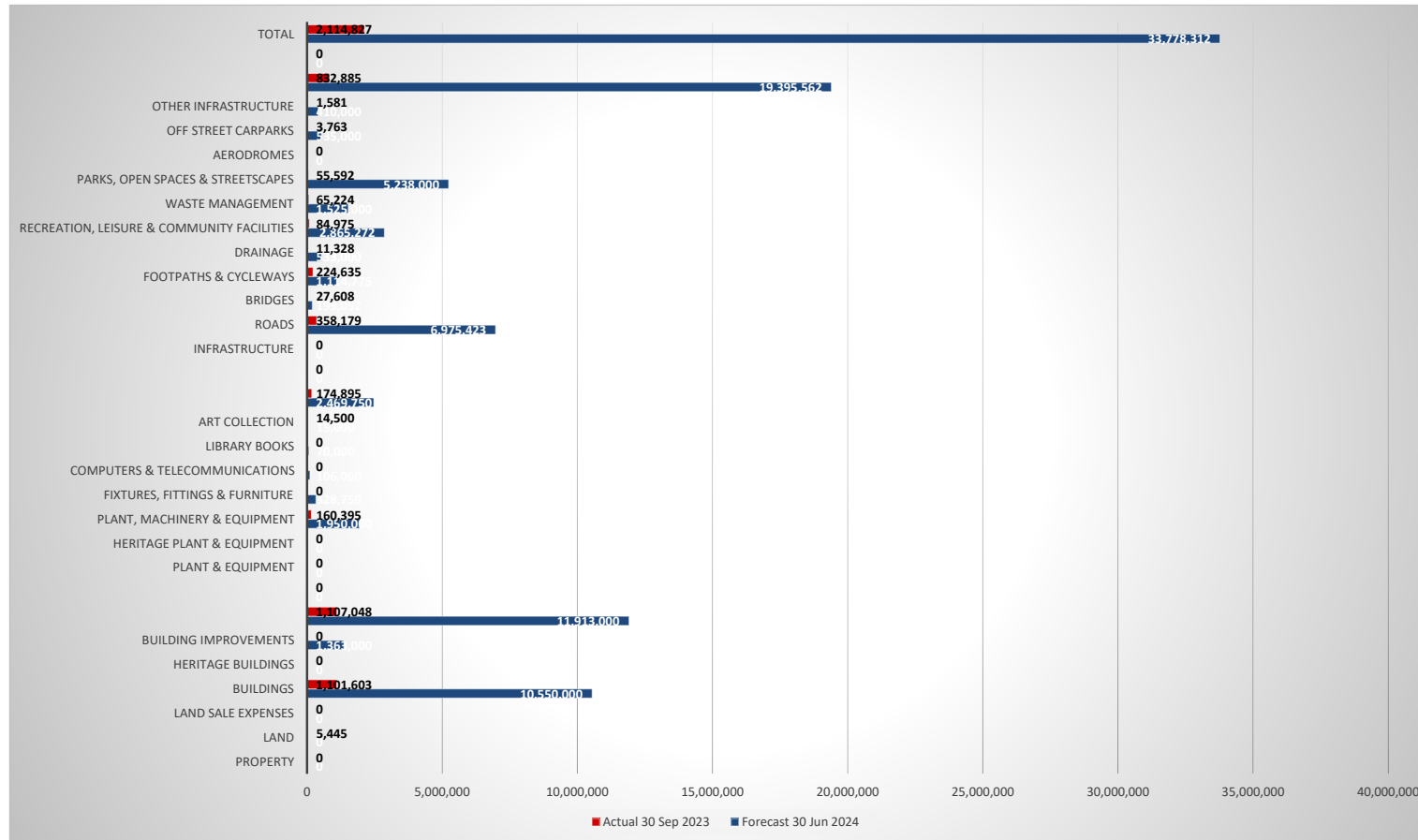
**Notes:**

1. Timing of Operating and Capital Grants recognition and unprocessed grant payments.
2. See Detailed capital report for individual variances.
3. Capital Sales have been forecast to include sale of surplus plant. Sales vs forecast fluctuate do to the uncertain timing of sales.

#### 4. Capital Works

	Budget 30 Jun 2024	Forecast 30 Jun 2024	% Forecast Diff to Budget	YTD Forecast 30 Sep 2023	Actual 30 Sep 2023	Actual + Committed 30 Sep 2023	% of Annual Forecast
<b>Property</b>							
Land	0	0		0	5,445	893,610	
Land Sale Expenses	0	0		0	0	0	
Buildings	10,550,000	10,550,000	100%	2,262,490	1,101,603	8,745,330	10%
Heritage Buildings	0	0		0	0	0	
Building Improvements	1,363,000	1,363,000	100%	249,999	0	53,310	0%
	<b>11,913,000</b>	<b>11,913,000</b>		<b>2,512,489</b>	<b>1,107,048</b>	<b>9,692,250</b>	
<b>Plant &amp; Equipment</b>							
Heritage Plant & Equipment	0	0		0	0	0	
Plant, Machinery & Equipment	1,950,000	1,950,000	100%	374,997	160,395	666,307	8%
Fixtures, Fittings & Furniture	328,750	328,750	100%	59,688	0	119,059	0%
Computers & Telecommunications	106,000	106,000	100%	26,499	0	12,864	0%
Library Books	70,000	70,000	100%	17,499	0	0	0%
Art Collection	15,000	15,000	100%	0	14,500	14,500	97%
	<b>2,469,750</b>	<b>2,469,750</b>		<b>478,683</b>	<b>174,895</b>	<b>812,730</b>	
<b>Infrastructure</b>							
Roads	6,975,423	6,975,423	100%	1,751,257	358,179	863,931	5%
Bridges	199,092	199,092	100%	49,773	27,608	49,810	14%
Footpaths & Cycleways	1,114,775	1,114,775	100%	278,691	224,635	389,536	20%
Drainage	533,000	533,000	100%	133,248	11,328	62,184	2%
Recreation, Leisure & Community Facilities	2,865,272	2,865,272	100%	405,846	84,975	672,978	3%
Waste Management	1,525,000	1,525,000	100%	122,499	65,224	216,079	4%
Parks, Open Spaces & Streetscapes	5,238,000	5,238,000	100%	904,497	55,592	83,026	1%
Aerodromes	0	0		0	0	0	
Off Street Carparks	535,000	535,000	100%	62,499	3,763	28,983	1%
Other Infrastructure	410,000	410,000	100%	33,750	1,581	1,581	0%
	<b>19,395,562</b>	<b>19,395,562</b>		<b>3,742,060</b>	<b>832,885</b>	<b>2,368,108</b>	
<b>Total</b>	<b>33,778,312</b>	<b>33,778,312</b>	<b>100%</b>	<b>6,733,232</b>	<b>2,114,827</b>	<b>12,873,087</b>	
<b>Represented by:</b>							
New	4,514,625	4,514,625	100%	662,412	241,632	1,508,203	13%
Renewal	23,578,799	23,578,799	100%	5,502,578	1,794,333	10,564,376	70%
Expansion	0	0		0	0	0	0%
Upgrade	5,684,888	5,684,888	100%	568,242	78,862	800,508	17%
Other	0	0		0	0	0	0%
	<b>33,778,312</b>	<b>33,778,312</b>	<b>100%</b>	<b>6,733,232</b>	<b>2,114,827</b>	<b>12,873,087</b>	

Note: This report is financial only and does not reflect the actual progress of the project/works





# Finance Report

1 July 2023 to 31 December 2023

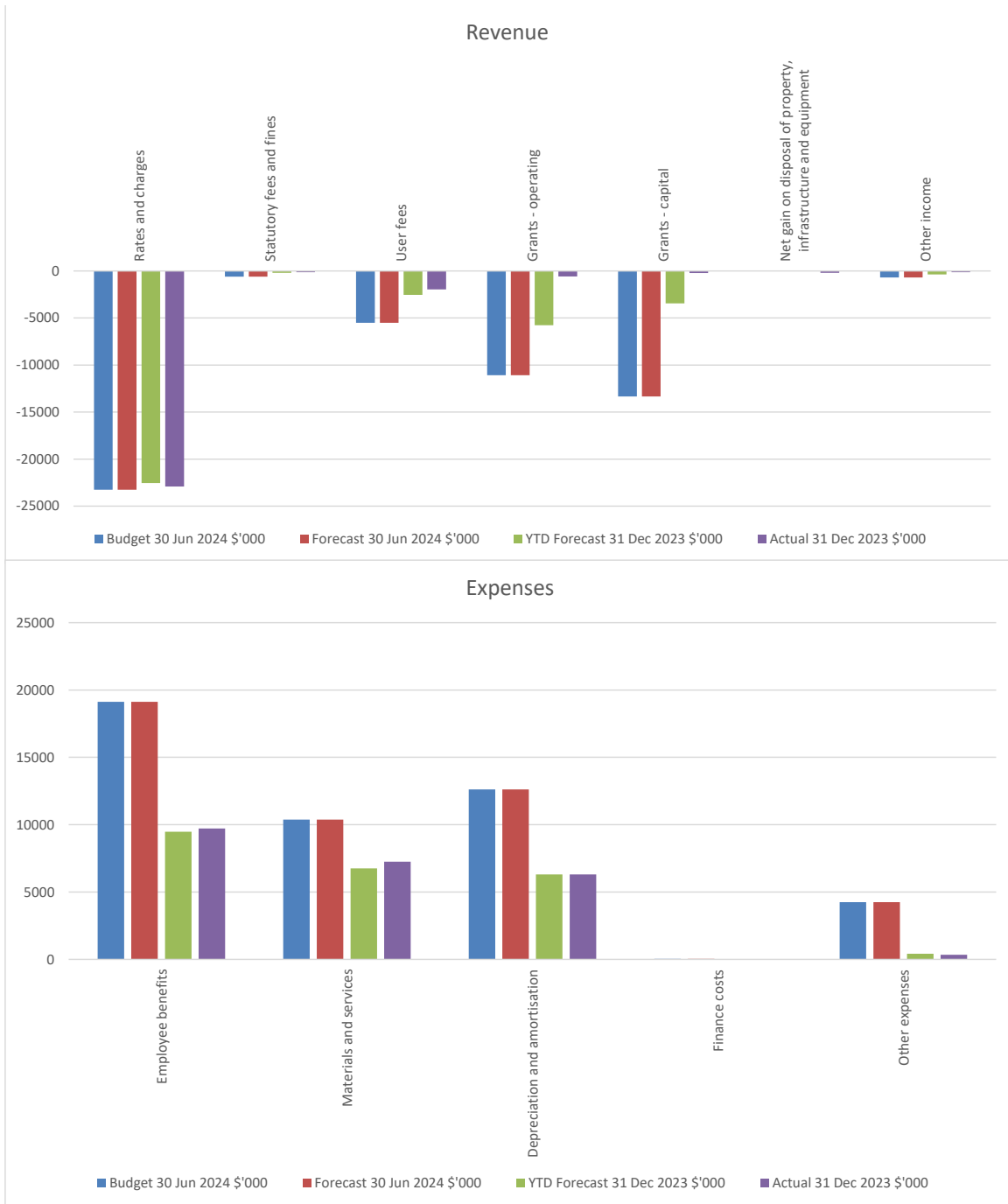


## 1. Comprehensive Income Statement

	Budget 30 Jun 2024 \$'000	Forecast 30 Jun 2024 \$'000	% Forecast Diff to Budget	YTD Forecast 31 Dec 2023 \$'000	Actual 31 Dec 2023 \$'000	% of YTD Forecast	Note
<b>Operating Revenue</b>							
Rates and charges	(23,252)	(23,252)	100%	(22,542)	(22,912)	102%	
Statutory fees and fines	(601)	(601)	100%	(201)	(137)	68%	1
User fees	(5,502)	(5,502)	100%	(2,532)	(1,957)	77%	2
Contributions - cash	(352)	(352)		0	0		
Grants - operating	(11,087)	(11,087)	100%	(5,768)	(581)	10%	3
Grants - capital	(13,336)	(13,336)	100%	(3,440)	(223)	6%	4
Net gain on disposal of property, infrastructure and equipment	0	0		0	(202)		
Other income	(684)	(684)	100%	(377)	(131)	35%	5
	<b>(54,814)</b>	<b>(54,814)</b>	100%	<b>(34,859)</b>	<b>(26,143)</b>	<b>75%</b>	
<b>Operating Expenses</b>							
Employee benefits	19,121	19,121	100%	9,476	9,720	103%	
Materials and services	10,386	10,386	100%	6,762	7,252	107%	
Bad and doubtful debts	0	0		0	0		
Depreciation and amortisation	12,611	12,611	100%	6,305	6,301	100%	
Finance costs	43	43	100%	27	8	31%	6
Other expenses	4,249	4,249	100%	413	338	82%	
	<b>46,410</b>	<b>46,410</b>	100%	<b>22,984</b>	<b>23,619</b>	<b>103%</b>	
<b>(Surplus) Deficit resulting from operations</b>	<b>(8,404)</b>	<b>(8,404)</b>		<b>(11,875)</b>	<b>(2,525)</b>		

**Notes:**

1. Planning Fees and Permits Fees lower than forecast YTD
2. HRLX Fees are lower than forecast for YTD
3. VGC financial assistance grant prepaid in advance in 22/23 financial year.
4. Capital grants are dependant on completion of projects
5. Income from investments lower due to term deposits coming due later in the year.
6. Forecasting of loan repayments not matching actual installments for 1st half of year.



## 2. Balance Sheet

	Budget 30 Jun 2024 \$'000	Forecast 30 Jun 2024 \$'000	% Forecast Diff to Budget	YTD Forecast 31 Dec 2023 \$'000	Actual 31 Dec 2023 \$'000	% of Forecast	Note
<b>Current Assets</b>							
Cash & Cash equivalents	5,121	5,121	100%	7,457	4,763	64%	1
Trade & Other Receivables	3,904	3,904	100%	3,447	14,081	409%	2
Other Financial Assets	0	0	0%	14,532	16,231	112%	1
Inventories	403	403	100%	538	648	121%	3
Non-Current Assets classified as held for resale	6,976	6,976	100%	4,462	4,462	100%	
Other Assets (Prepayments & Accrued Income)	0	0	100%	471	507	108%	
	<b>16,404</b>	<b>16,404</b>	<b>100%</b>	<b>30,906</b>	<b>40,691</b>	<b>132%</b>	
<b>Non Current Assets</b>							
Investments, Trade & Other Receivables	37	37	100%	40	0	0%	
Investment Property	3,300	3,300	100%	3,250	3,300	102%	
Property, Infrastructure, Plant & Equipment	448,331	448,331	100%	434,846	484,709	111%	
	<b>451,668</b>	<b>451,668</b>	<b>100%</b>	<b>438,136</b>	<b>488,009</b>	<b>111%</b>	
<b>Total Assets</b>	<b>468,072</b>	<b>468,072</b>	<b>100%</b>	<b>469,042</b>	<b>528,700</b>	<b>113%</b>	
<b>Current Liabilities</b>							
Trade & Other Payables	(3,266)	(3,266)	100%	(4,508)	(1,363)	30%	4
Trust Funds & Deposits	(450)	(450)	100%	(508)	(338)	67%	5
Interest Bearing Loans & Liabilities	(554)	(554)	100%	(32)	(32)	100%	
Provisions	(4,810)	(4,810)	100%	(4,629)	(4,810)	104%	
	<b>(10,875)</b>	<b>(10,875)</b>	<b>100%</b>	<b>(9,677)</b>	<b>(6,542)</b>	<b>68%</b>	
<b>Non Current Liabilities</b>							
Interest Bearing Loans & Liabilities	(4,696)	(4,696)	100%	(1,935)	(2,173)	112%	
Provisions	(1,359)	(1,359)	100%	(1,539)	(1,032)	67%	6
	<b>(6,055)</b>	<b>(6,055)</b>	<b>100%</b>	<b>(3,474)</b>	<b>(3,205)</b>	<b>92%</b>	
<b>Net Assets</b>	<b>451,142</b>	<b>451,142</b>	<b>100%</b>	<b>455,890</b>	<b>518,953</b>	<b>114%</b>	
<b>Accumulated Surplus</b>							
Accumulated Surplus	(152,163)	(152,163)	100%	(160,545)	(147,761)	92%	
Asset Revaluation Reserve	(298,805)	(298,805)	100%	(294,805)	(370,621)	126%	7
Other Reserves	(174)	(174)	100%	(540)	(571)	106%	
<b>Net Equity</b>	<b>(451,142)</b>	<b>(451,142)</b>	<b>100%</b>	<b>(455,890)</b>	<b>(518,953)</b>	<b>114%</b>	

**Notes:**

1. Increased cash and Term Deposits held due to higher than anticipated cash balances
2. Delays in issuing of rates notices has caused a higher % of rate debtors for the end of the quarter
3. Inventories are higher with a backlog in costing inventory to projects due to the changeover of finance systems.
4. Trades and Payables fluctuate in line with liabilities as they are recognised during the year.
5. Trust funds and deposits are less as this amount fluctuates inline with major contract payments retention.
6. Provisions for landfill rehabilitation (both current and non-current) has reduced, thereby requiring forecast adjustments.
7. Revaluation of Infrastructure and drainage assets late in 22-23 resulted in movement in revaluation reserve.

Core Ratios	Prudential Guideline	Adopted Budget	Forecast Budget	YTD Actual
Working Capital Ratio/Liquidity Ratio (Current Assets/Current Liabilities)	> 150%	150.8%	150.8%	622.0%
Debt Servicing Ratio (Interest as a % of total Revenue)	< 5%	0.2%	0.2%	0.0%
Debt Commitment Ratio (Interest & Loan repayments as a % of total Revenue)	< 15%	1.1%	0.4%	0.3%

### 3. Cash Flow Statement

	Budget 30 Jun 2024 \$'000	Forecast 30 Jun 2024 \$'000	% Forecast Diff to Budget	YTD Forecast 31 Dec 2023 \$'000	YTD Actual 31 Dec 2023 \$'000	% of YTD Forecast	Note
<b>Cash flows from Operations</b>							
<b>Operating Revenue</b>							
Rates and charges	23,252	23,252	100%	19,288	19,559	101%	
Grants - operating	11,086	11,086	100%	6,289	1,102	18%	1
Grants - capital	13,337	13,337	100%	3,440	223	6%	1
Interest	378	378	100%	90	93	103%	
User fees	5,502	5,502	100%	2,532	1,957	77%	2
Statutory fees and fines	601	601	100%	201	137	68%	3
Other revenue	658	658	100%	187	38	21%	4
	<b>54,814</b>	<b>54,814</b>	<b>100%</b>	<b>32,027</b>	<b>23,109</b>	<b>72%</b>	
<b>Operating Expenses</b>							
Employee benefits	(19,121)	(19,121)	100%	(9,684)	(9,720)	100%	
Materials and consumables	(10,386)	(10,386)	100%	(8,393)	(8,878)	106%	
Other expenses	(4,249)	(4,249)	100%	(413)	(338)	82%	5
	<b>(33,756)</b>	<b>(33,756)</b>	<b>100%</b>	<b>(18,491)</b>	<b>(18,936)</b>	<b>102%</b>	
<b>Net Cash Flows From Operating Activities</b>	<b>21,058</b>	<b>21,058</b>		<b>13,536</b>	<b>4,173</b>	<b>31%</b>	
<b>Cash Flows From Financing Activities</b>							
Finance Costs	(43)	(43)	100%	(22)	(4)		
Proceeds from Borrowings	4,000	4,000	100%	0	0	0%	
Repayment of Borrowings	(585)	(585)	100%	(209)	(63)	30%	6
<b>Net cash flows from financing activities</b>	<b>3,372</b>	<b>3,372</b>	<b>100%</b>	<b>(231)</b>	<b>(67)</b>	<b>29%</b>	
<b>Cash Flows From Investing Activities</b>							
Payments for investing activities	(37,228)	(37,228)	100%	(18,973)	(4,229)	22%	7
Proceeds from Asset Sales	2,650	2,650	100%	125	202	161%	8
<b>Net Cash Flows From Investing Activities</b>	<b>(34,578)</b>	<b>(34,578)</b>	<b>100%</b>	<b>(18,848)</b>	<b>(4,028)</b>	<b>21%</b>	
<b>Net Cash Flows From Movements in Balance Sheet</b>	<b>0</b>	<b>0</b>		<b>(6,160)</b>	<b>5,646</b>		
<b>Net increase (decrease) in Cash</b>	<b>(10,148)</b>	<b>(10,148)</b>		<b>(11,703)</b>	<b>5,725</b>		
<b>Cash (Overdraft) at the beginning of the period</b>	<b>15,269</b>	<b>15,269</b>		<b>15,269</b>	<b>15,269</b>		
<b>Cash (Overdraft) at the end of the period</b>	<b>5,121</b>	<b>5,121</b>		<b>3,566</b>	<b>20,994</b>		

**Notes:**

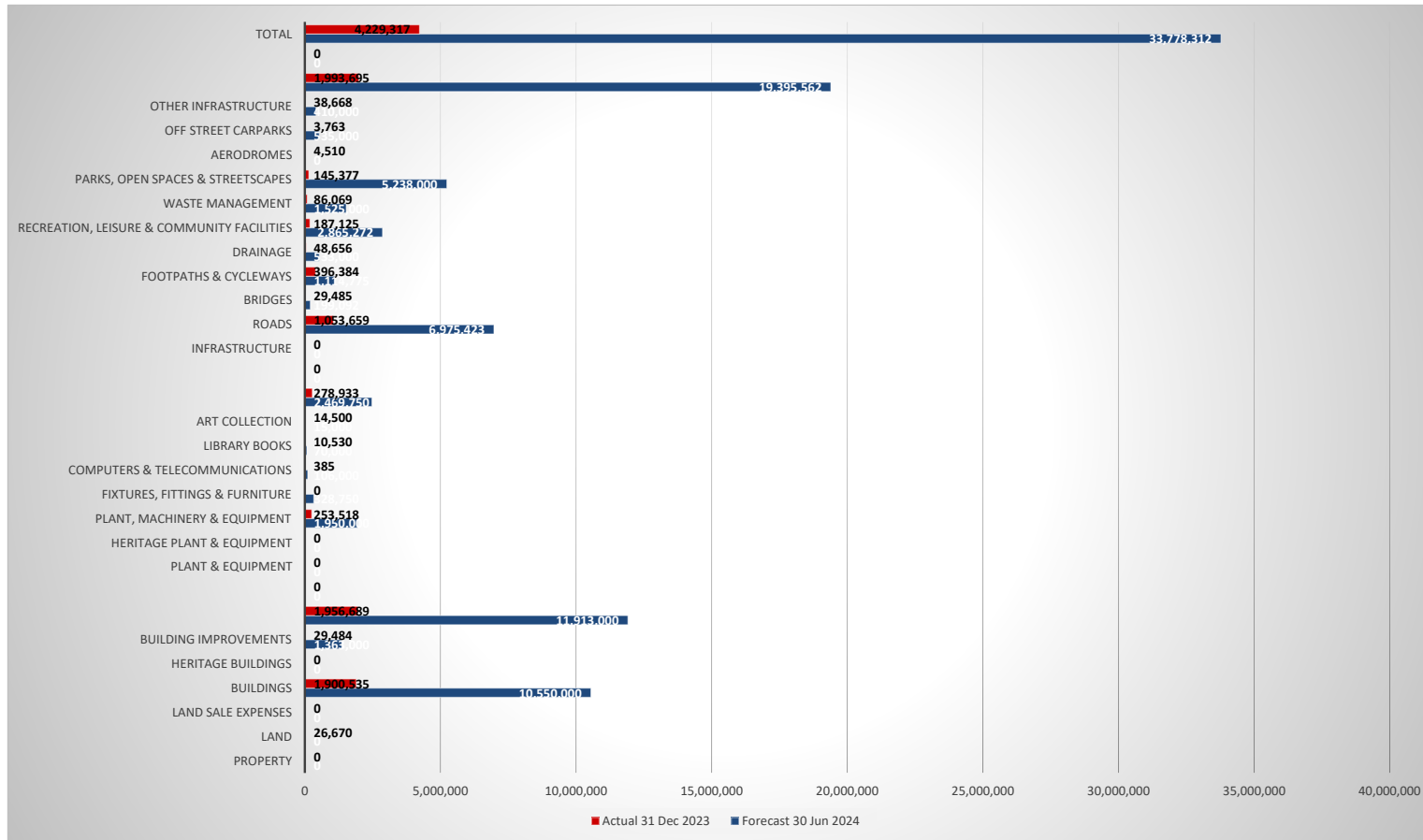
1. Timing of Operating and Capital Grants recognition and unprocessed grant payments.
2. See Detailed capital report for individual variances.
3. HRLX Fees are lower than forecast for YTD
4. Planning Fees and Permits Fees lower than forecast YTD
5. Timing of some lease payments and contributions delayed until 2nd half of year.
6. Forecasting of Borrowing repayments higher than anticipated due to delayed borrowing for 23/24.
7. See Detailed capital report for individual variances.
8. Capital Sales have been forecast to include sale of surplus plant. Sales vs forecast fluctuate do to the uncertain timing of sales.



#### 4. Capital Works

	Budget 30 Jun 2024	Forecast 30 Jun 2024	% Forecast Diff to Budget	YTD Forecast 31 Dec 2023	Actual 31 Dec 2023	Actual + Committed 31 Dec 2023	% of Annual Forecast
<b>Property</b>							
Land	0	0		0	26,670	914,835	
Land Sale Expenses	0	0		0	0	0	
Buildings	10,550,000	10,550,000	100%	6,224,980	1,900,535	9,550,727	18%
Heritage Buildings	0	0		0	0	0	
Building Improvements	1,363,000	1,363,000	100%	842,498	29,484	82,794	2%
	<b>11,913,000</b>	<b>11,913,000</b>		<b>7,067,478</b>	<b>1,956,689</b>	<b>10,548,356</b>	
<b>Plant &amp; Equipment</b>							
Heritage Plant & Equipment	0	0		0	0	0	
Plant, Machinery & Equipment	1,950,000	1,950,000	100%	1,199,994	253,518	759,430	13%
Fixtures, Fittings & Furniture	328,750	328,750	100%	169,376	0	119,059	0%
Computers & Telecommunications	106,000	106,000	100%	5,000	385	13,249	0%
Library Books	70,000	70,000	100%	34,998	10,530	10,530	15%
Art Collection	15,000	15,000	100%	0	14,500	14,500	97%
	<b>2,469,750</b>	<b>2,469,750</b>		<b>1,409,368</b>	<b>278,933</b>	<b>916,768</b>	
<b>Infrastructure</b>							
Roads	6,975,423	6,975,423	100%	3,492,514	1,053,659	1,559,411	15%
Bridges	199,092	199,092	100%	99,546	29,485	51,687	15%
Footpaths & Cycleways	1,114,775	1,114,775	100%	557,382	396,384	561,285	36%
Drainage	533,000	533,000	100%	266,496	48,656	99,512	9%
Recreation, Leisure & Community Facilities	2,865,272	2,865,272	100%	1,758,578	187,125	775,128	7%
Waste Management	1,525,000	1,525,000	100%	169,998	86,069	236,924	6%
Parks, Open Spaces & Streetscapes	5,238,000	5,238,000	100%	3,428,994	145,377	172,811	3%
Aerodromes	0	0		0	4,510	4,510	
Off Street Carparks	535,000	535,000	100%	409,998	3,763	28,983	1%
Other Infrastructure	410,000	410,000	100%	342,500	38,668	38,668	9%
	<b>19,395,562</b>	<b>19,395,562</b>		<b>10,526,006</b>	<b>1,993,695</b>	<b>3,528,918</b>	
<b>Total</b>	<b>33,778,312</b>	<b>33,778,312</b>	<b>100%</b>	<b>19,002,852</b>	<b>4,229,317</b>	<b>14,994,042</b>	
<b>Represented by:</b>							
New	4,514,625	4,514,625	100%	3,134,824	481,334	1,747,905	13%
Renewal	23,578,799	23,578,799	100%	12,429,656	3,364,179	12,140,687	70%
Expansion	0	0		0	0	0	0%
Upgrade	5,684,888	5,684,888	100%	3,438,372	383,805	1,105,451	17%
Other	0	0		0	0	0	0%
	<b>33,778,312</b>	<b>33,778,312</b>	<b>100%</b>	<b>19,002,852</b>	<b>4,229,317</b>	<b>14,994,042</b>	

Note: This report is financial only and does not reflect the actual progress of the project/works



## 5. Declaration by CEO

As per Section 97 of the Local Government Act 2020, as soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public.

A quarterly budget report must include a comparison of the actual and budgeted results to date, an explanation of any material variations and any other matters prescribed by the regulations.

After reviewing the aforementioned Financial Report to 31 December 2023, the budget comparisons contained therein and other pertinent information available to me, there is no requirement for Council to prepare a Revised Budget for the 2023/24 Financial Year.

Tony Doyle  
Chief Executive Officer  
02 January 2024