



Pyrenees
Shire Council

AGENDA
Ordinary Meeting of Council

6:00pm Tuesday 18 February 2020
Council Chambers
BEAUFORT

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1. WELCOME MEMBERS OF PUBLIC

2. OPENING PRAYER

Heavenly Father, we ask you to give your blessing to this Council, direct and prosper its deliberations to the advancement of your glory, and the true welfare of the people of the Pyrenees Shire.

Amen

3. ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the people past and present of the Wadawurrung, Dja Dja Wurrung, and Djab Wurrung tribes, whose land forms the Pyrenees Shire.

We pay our respect to the customs, traditions and stewardship of the land by the elders and people of these tribes, on whose land we meet today.

4. APOLOGIES

5. NOTICE OF DISCLOSURE OF INTEREST BY COUNCILLORS AND OFFICERS

6. CONFIRMATION OF PREVIOUS MINUTES

RECOMMENDATION

That the Minutes of the:

- Ordinary Meeting of Council held on 21 January 2020;
- Closed Meeting of Council held on 21 January 2020

as previously circulated to Councillors be confirmed as required under Section 93 (2) of the Local Government Act 1989.

7. BUSINESS ARISING

8. PUBLIC PARTICIPATION

Questions

- All questions and answers must be a brief as possible, and no debate or discussion will be allowed other than for the purposes of clarification
- The number of questions that any person may ask at each meeting is limited to two.
- A question may include a brief introduction.
- A time limit of five minutes for each question will apply but the time may be extended at the discretion of the Chairperson.
- Questions will only be heard at a meeting if the person who submitted the question or their nominated representative, is present at the meeting.

- The Chairperson or an Officer may:
 - a. Immediately answer the question asked; or
 - b. Require the question to be taken on notice.

Submissions

- Any member of the public wishing to address Council must submit a brief synopsis of the address in writing to the Chief Executive Officer a week prior to the Council meeting.

- A time limit of five minutes for each address will apply but the time may be extended at the discretion of the Chairperson.
- Council may decide to defer an address until a later date.
- The Chairperson may, at their discretion, refuse a request to address Council.
- Addresses will only be heard at a meeting if the person who submitted the synopsis, or their nominated representative, is present at the meeting.

9. ITEMS FOR NOTING

ASSET AND DEVELOPMENT SERVICES

9.1. PLANNING AND DEVELOPMENT REPORT

Katie Gleisner – Manager Planning and Development

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No: 66/02/02 – 08/02/02 – 50/24/02 – 46/02/02

PURPOSE

The purpose of this report is to provide Council with an update on activities within Planning, Development and Regulatory Services, during January 2020.

This report includes four parts:

- Part A: Planning
- Part B: Building
- Part C: Environmental Health
- Part D: Community Safety and Amenities

PART A: PLANNING

The planning activity statistics for December 2019 and January 2020 are summarised in the table below:-

Activity	December 2019	January 2020	Financial Year to date
Applications received	8	6	64
Applications completed	14	10	78
Number of referrals	4	5	26
Requests for further information	6	7	44
Estimated cost of works	670,000	213,255	7.36 million

General Enquiries for January 2020		
Enquiry Type	January	Year to date (financial)
Pre-purchase enquiry	34	283
Pre-application enquiry	49	476
Existing permit enquiry	21	155
Current application enquiry	12	214
All other enquiries	16	220
Total Enquiries	133	1379

PART B: BUILDING

Activity

The building activity statistics as at 31/12/2019 are summarised in the table below:

CATEGORY	NUMBER	COMMENT
Permits issued by private Building Surveyor	5	
'Property Information Certificates' prepared and issued	13	
'Report and Consent' issued	2	
Building Notices	1	
Building Order	0	
Resolved Building Notices	1	
Resolved Building Orders	0	
Direction to Fix Building Work	0	
Building permit inspections undertaken	3	
Council issued permits finalised	34	** Council have not issued building permits since June 2018

Council plan / legislative requirements

- Council Plan 2013-2017
- *Building Act* 1993
- Building Regulations 2018

Financial / risk implications

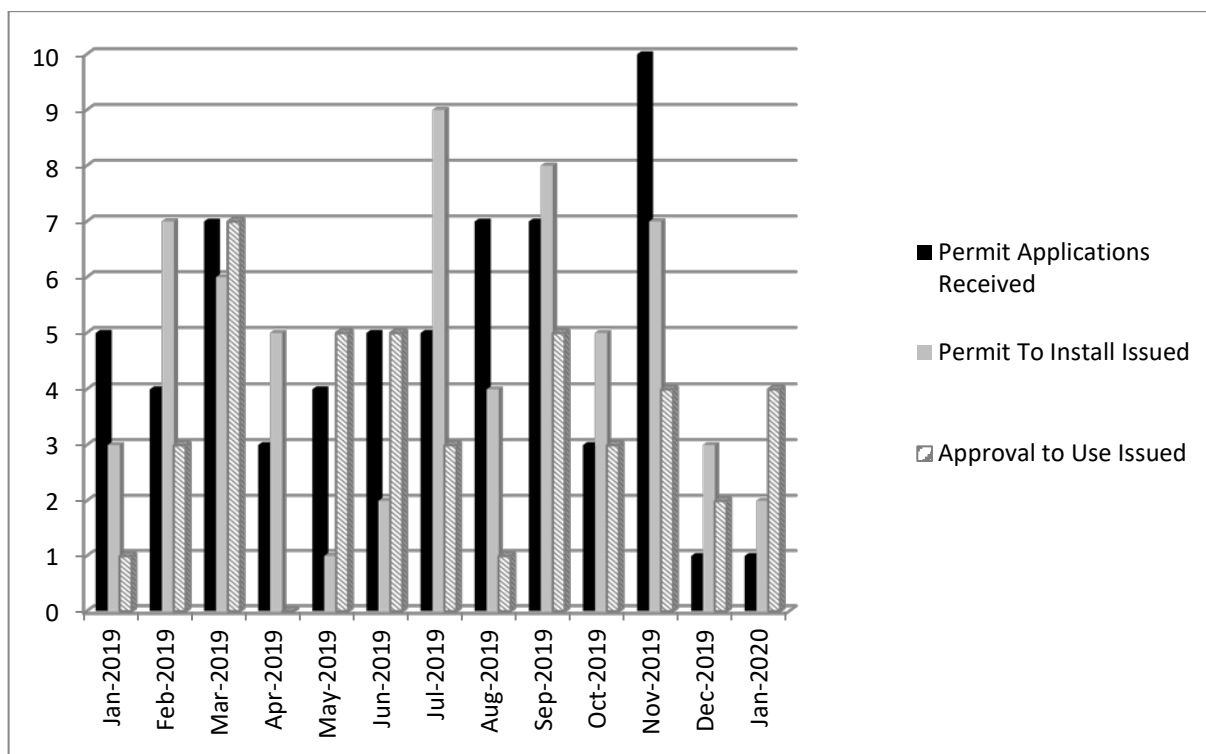
The Municipal Building Surveyor must have regard to any relevant guidelines under the *Building Act* 1993 or subordinate regulations. The building services department must ensure that a responsive service is provided that meets the demand of the building industry within the municipality.

PART C: ENVIRONMENTAL HEALTH

Activity: Wastewater

Period	Applications to Install or Alter Septic Tanks Received	Permits to Install or Alter Issued	Approval to Use Issued	Fees Paid
1st – 31st January 2020	1	2	4	\$0

Wastewater activity statistics for January 2020



Monthly wastewater activity (January 2019 to January 2020)

Wastewater related tasks for January 2019	
Septic Tank Inspections	5
Domestic Wastewater Management Plan Inspections	3
Domestic Waste Water Service Agent Reports	6

Activity: Food, Health & Accommodation Premises

Food Act 1984 and Public Health and Wellbeing Act 2008 Premises activity

Period	New Premises, Transfers and Renewals	Routine Inspections and Assessments	Follow Up Inspections	Complaints Received about Registered Premises	Food Recalls	Fees Paid
1st–31st January 2020	2	5	4	0	4	\$12,930

Mobile and Temporary Food Premises in the Shire (Streatrader)

Period	New Applications & Renewals	New Class 4 Notifications	Routine Inspections and Assessments	New Statements of Trade (SOT)	Fees Paid
1st–31st January 2020	4	0	2	21	\$1,688

At 31st January 2020, Pyrenees Shire had 41 current registrations with 47 premises registered, 78 low risk notifications and 171 current Statements of Trade (SOT).

Activity: immunisations

Immunisation sessions were conducted in Beaufort and Avoca whilst the opportunistic immunisations performed by the Maternal Health nurses continued. A session was also run at the Beaufort Secondary School for Year 7 Students.

Session Type	Number of Clients & Vaccines	2 Month - 4+ Yr Old	Secondary School	Adult
MCHN Opportunistic	Clients	19	0	0
	Vaccines	47	0	0
Beaufort Sessions	Clients	0	0	0
	Vaccines	0	0	0
Avoca Session	Clients	2	0	0
	Vaccines	6	0	0

Immunisation activity statistics for January 2020

Council plan / legislative requirements

- Council Plan 2017-2021
- Domestic Wastewater Management Plan 2015-2018
- Food Act 1984
- Public Health & Wellbeing Act 2008
- Public Health & Wellbeing Regulations 2009
- Tobacco Act 1987

- Environment Protection Act 1970
- EPA Code of practice – onsite wastewater management

Financial / risk implications

The Environmental Health Officer (EHO) must work with regard to various legislative requirements with respect to Food Safety (*Food Act 1984*), Public Health (*Public Health & Wellbeing Act 2008*, *Environment Protection Act 1970*), Tobacco (*Tobacco Act 1987*) and Wastewater (*Environment Protection Act 1970*, *Domestic Wastewater Management Plan*, *Code of Practice for Septic Tanks*).

It is necessary for the EHO to adapt to any changes in regulations whilst still providing a service that meets the demands of residents within the municipality and complies with legislation.

PART D: LOCAL LAWS AND ANIMAL CONTROL

ACTIVITY - Animals

	January 2020	Total Year to date
Cats Registered	621	-
Dogs registered	2496	-
Cats impounded	14	70
Cats reclaimed	2	7
Cats Euthanised	12	60
Dogs impounded	8	26
Dogs Reclaimed	2	17
Dogs Euthanised/surrendered	0	3
Stock impounded	2	11

Registration and impoundment statistics

ACTIVITY - Infringements

Infringement Type	January 2020	Total YTD (2019/20)
Domestic Animals Act	2	60
Local Laws	0	12
Road Safety Act	7	53
Environment Protection Act	0	0
Impounding of Livestock Act	0	0
Other	0	0
Total Infringements Issues	9	125
Prosecutions	1	8

Infringement statistics

Council plan / legislative requirements

- Council Plan 2017-2021
- Domestic Animals Act 1994
- Domestic Animal Management Plan 2017-2021
- Environment Protection Act 1970
- Infringements Act 2006
- Impounding of Livestock Act 1994
- Road Safety Act 1986 / Road Safety Road Rules 2017
- Council General Local Law 2019

COUNCIL TO NOTE THIS REPORT

CORPORATE AND COMMUNITY SERVICES

9.2. CUSTOMER ACTION REQUESTS – JANUARY 2020

Kathy Bramwell – Director Corporate and Community Services

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No: 16/08/04

PURPOSE

The purpose of this report is to update Council on requests made through the Customer Action Request System (CARS) for the month of January 2020.

BACKGROUND

Council has operated an electronic Customer Action Request System (CARS) for a number of years enabling residents to lodge service requests. Requests can be lodged in person, via telephone, via Council’s website or by using a smart phone “Snap Send Solve” application.

Service requests are received for operational issues regarding maintenance, pools, local laws, building maintenance and compliance matters. The system is also used for internal telephone messaging and case management of some matters (primarily local laws, dogs and cats).

ISSUE / DISCUSSION

263 customer action requests were received in January 2020, 104 of which related to telephone messages. 157 requests were closed during the month resulting in 210 outstanding. As at the 31st January 2020 the status of CARS was as follows:

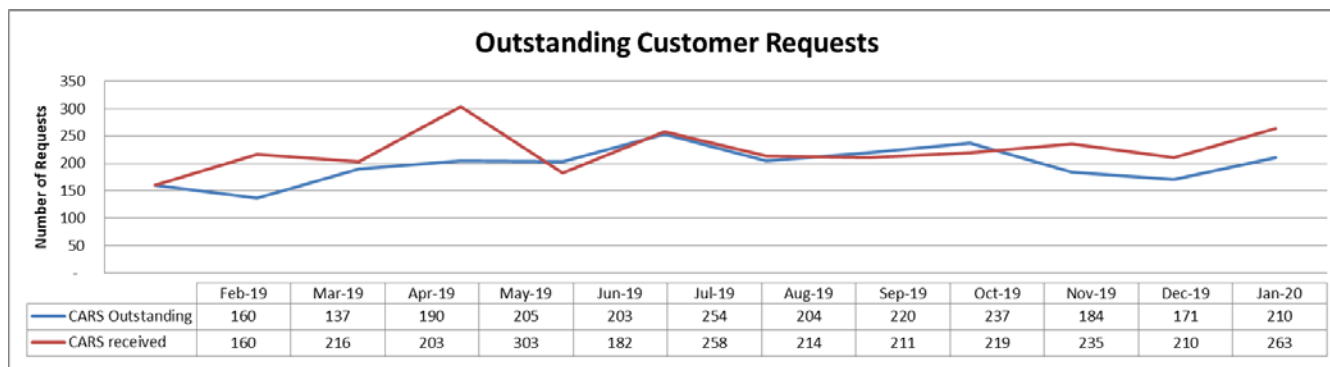
- Currently 157 outstanding from those received in 2019; a reduction of 47% from the previous month.
- 89 requests received year to-date in 2020.
- A 19% decrease in total outstanding requests.

The following table shows an overview of requests received and outstanding by Ward. Requests received over and above these numbers relate to telephone messages which are not allocated by Ward.

	Avoca Ward	Beaufort Ward	De Cameron Ward	Ercildoune Ward	Mount Emu Ward
Number of Requests received in January 2020 (last month)	37 (26)	59 (54)	15 (20)	30 (9)	18 (15)
Requests received in January still outstanding	17	19	7	17	6
Outstanding requests older than 1 month	32	37	20	12	10
Total outstanding requests (last month)	49 (43)	56 (50)	27 (25)	29 (16)	16 (13)

Telephone messages: As at the end of January 2020, 33 telephone messages remained open.

Outstanding Requests													
Year	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	% Change
2016	1	-	-	-	-	-	-	-	-	-	4	4	0
2017	4	3	2	2	2	2	2	2	2	1	5	5	0%
2018	65	36	22	17	15	16	14	13	13	6	5	5	0%
2019	90	98	166	186	186	236	188	205	222	177	157	107	-47%
2020	-	-	-	-	-	-	-	-	-	-	-	89	100%
Total	160	137	190	205	203	254	204	220	237	184	171	210	19%
Total Received	160	216	203	303	182	258	214	211	219	235	210	263	20%



31 January 2020 - Open Requests - Type			
	Dec-19	Jan-20	Change
Roads	24	28	4
Streetlights	1	1	0
Drainage	20	24	4
Footpaths	6	7	1
Roadside Veg	22	32	10
Environmental	0	0	0
Planning	0	0	0
Bld maint	18	9	-9
Park & Reserves	8	8	0
Local Laws	16	23	7
Fire Hazard	0	6	6
Bld Compliance	0	0	0
Road Maint	12	14	2
Waste	0	0	0
Roads Unsealed	2	2	0
Road Maint Unse	4	5	1
Cats	1	2	1
Natural	0	0	0
Pools	0	0	0
Council Clean	1	0	-1
EPA - Litter	1	2	1
Design & Assets	0	1	1
GIS	0	0	0
Com Wellbeing	1	0	-1
Dogs	9	12	3
Livestock Act	1	1	0
Parking	0	0	0
Telephone mess	24	33	9
Total	171	210	39

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 1 - Roads and Townships. We will plan, manage, maintain and renew infrastructure in a sustainable way that responds to the needs of the community.

1.1 - Ensure local roads are maintained and renewed in line with adopted plans and strategy to provide a safe transport network and meet community needs.

ATTACHMENTS

Nil

FINANCIAL / RISK IMPLICATIONS

There are no financial implications associated with this report.

CONCLUSION

The Customer Action Request System remains an integral part of Council's reactive identification of issues that need attention, as well as case management of more complex matters. Ongoing focus and effort continues with regard to resolution of customer requests in a timely and effective manner.

OFFICER RECOMMENDATION

1. That Council notes the above report.

9.3. COUNCIL PLAN 2017-2021 INITIATIVES PROGRESS REPORT Q2 OCT-DEC 2019

Kathy Bramwell – Director Corporate and Community Services

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No: 16/20/06

PURPOSE

The purpose of this report is to provide Council with a progress report on actions taken in relation to the initiatives identified in the Council Plan as at 31 December 2019.

BACKGROUND

In accordance with Section 125 (1) of the *Local Government Act (1989)* (the Act), Council is required to prepare a Council Plan within 6 months of a Council election.

Council adopted the current Council Plan 2017-2021 at its Ordinary Meeting on the 13th June 2017. Council reviewed and adopted a revised Council Plan 2017-2021 at its Special Meeting on the 26th June 2018.

The Council Plan 2017-2021 is framed around five Strategic Objectives:

1. Roads and Townships

We will plan, manage, maintain and review infrastructure in a sustainable way that responds to the needs of the community.

2. Relationships and Advocacy

We will build and maintain effective relationships with community, government and strategic partners, and advocate on key issues.

3. Community Connection and Wellbeing

We will engage with communities to provide responsive, efficient services that enhance the quality of life of residents and promote connected, active and resilient communities.

4. Financially Sustainable, High-performing Organisation

Our organisation will respond to community needs, attend to our core business, and strive for excellence in service delivery in an ethical and financially responsible manner.

5. Development and Environment











We will undertake forward planning, and facilitate growth in our local economy while protecting key natural and build environmental values.

ISSUE / DISCUSSION

This report provides an update on progress made, during the second quarter of the 2019-2020 financial year, against the strategic initiatives included in the 2017-2021 Council Plan.

The report has been structured for clarity, utilising symbols and brief commentary to provide a snapshot of progress. The status of the initiatives scheduled for the 2019-2020 financial year is identified against each individual item in the attached report, with a summary of performance provided below. It should be noted that some items cross multiple years.

In summary, initiatives are steadily progressing through the stages with a higher level now either at mid-stage or in final stages of delivery during this financial year.

Symbol	Progress	
	0%	3
	25%	11
	50%	22
	75%	10
	Complete	9
	Funding Required	0
	Information Required	0
	Ongoing	29
	On Hold	0
	Cancelled	0
Total		84

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

In accordance with Section 125 of the *Local Government Act 1989* Council adopted its revised 2017-2021 Council Plan at its June 2018 Special Council meeting.

ATTACHMENTS

9.3.1 Council Plan Progress Report – Q2 Oct-Dec 2019 (circulated separately)

FINANCIAL / RISK IMPLICATIONS

There are no risks associated with this report.

CONCLUSION

The Council Plan progress report describes the range and status of initiatives being undertaken by the Pyrenees Shire Council during the 2019/20 financial year, as directed by the revised 2017-2020 Council Plan. The report continues to reinforce the importance of good working relationships and joint partnerships between community, Council and other levels of government.

OFFICER RECOMMENDATION

1. That Council receives the Council Plan Program Report Q2 Oct-Dec 2019.

10. COUNCILLOR ACTIVITY REPORTS

Cr Tanya Kehoe – Mount Emu Ward		
December		
22/12/2019	Community Gathering	Lexton
January		
03/01/2020	Meeting with Dan Tehan	Lexton
06/01/2020	Mayor / CEO Meeting	Beaufort
13/01/2020	Mayor / CEO Meeting	Beaufort
16/01/2020	Meeting with Catherine King	Lexton
19/01/2020	Induction Uniting Church	Beaufort
21/01/2020	Council Meeting and Briefing	Beaufort
22/01/2020	ABC Broadcast Beaufort	Beaufort
25/01/2020	Dinner with Stefan Romaniw	Avoca
26/01/2020	Australia Day Celebrations	Avoca
26/01/2020	Beaufort Pool Party	Beaufort
27/01/2020	Mayor / CEO Meeting	Beaufort
27/01/2020	Volunteered with Blaze Aid	Lexton
29/01/2020	BizAid Roundtable Meeting	Canberra
Cr David Clark – Ercildoune Ward		
January		
08/01/2020	Meeting with Dan Tehan – Lexton Fires	Lexton
16/01/2020	Meeting with Katherine King – Lexton Fires	Lexton
21/01/2020	Council Briefing and Meeting	Beaufort
26/01/2020	Australia Day Celebrations	Avoca
29/01/2020	NCCMA inspection of Lexton Fire	Lexton
30/01/2020	Beaufort Progress Association	Beaufort
Cr Robert Vance – De Cameron ward		
January		
25/01/2020	Dinner with Stefan Romaniw	Avoca
26/01/2020	Australia Day Ceremony	Avoca
30/01/2020	Servo23 Meeting	Beaufort
04/02/2020	CEO Review	Beaufort
09/02/2020	Prisoner Memorial Service	Ballarat
Cr Ron Eason – Avoca Ward		
January		
03/01/2020	Meeting with Dan Tehan	Lexton
16/01/2020	Meeting with Catherine King	Lexton
21/01/2020	Council Meeting	Beaufort
30/01/2020	Servo23 Meeting	Beaufort

11. ASSEMBLY OF COUNCILLORS

MEETING INFORMATION			
Meeting Name	Councillor Briefing Session		
Meeting Date	21 January 2020 commenced at 2.45pm and closed at 5.45pm		
Meeting Location	Council Chambers, Beaufort		
Matters Discussed	<ol style="list-style-type: none"> 1. Rainbow Serpent Festival 2. Strategic Planning 3. 2019/20 Revenue Collection 4. Fire Recovery 5. Finance 6. Agenda Review (January Council Meeting) 		
ATTENDEES			
Councillors	Mayor Cr Tanya Kehoe Cr Ron Eason Cr Robert Vance	Cr Damian Ferrari Cr David Clark	
Apologies	Jim Nolan (Chief Executive Officer)		
Staff	Douglas Gowans (Acting Chief Executive Officer) Kathy Bramwell (Director Corporate and Community Services) Katie Gleisner (Manager Planning and Development) – Item 1 and 2 April Ure (Manager Governance, Risk and Compliance) – Item 3 Martin Walmsley (Manager Community Wellbeing) – Item 4 James Hogan (Manager Finance) – Item 5		
Visitors	Nil.		
CONFLICT OF INTEREST DISCLOSURES			
Matter No:	Councillor making disclosure	Particulars of disclosure	Councillor left meeting
Nil			

MEETING INFORMATION			
Meeting Name	Councillor Briefing Session		
Meeting Date	11 February 2020 commenced at 2.55pm and closed at 6.35pm		
Meeting Location	RTC Centre, Avoca		
Matters Discussed	<ol style="list-style-type: none"> 1. Pyrenees Community Care Service Review 2. Avoca Streetscape 3. Planning Scheme Amendment 4. Finance 5. Renumbering Streets 6. Beaufort Mechanics Institute 7. Staff Resourcing 8. Agenda Review – February Council Meeting 		
ATTENDEES			
Councillors	Mayor Cr Tanya Kehoe Cr Ron Eason	Cr Damian Ferrari Cr David Clark	
Apologies	Cr Robert Vance		
Staff	Jim Nolan (Chief Executive Officer) Douglas Gowans (Director Asset and Development Services) Kathy Bramwell (Director Corporate and Community Services) Katie Gleisner (Manager Planning and Development) – Item 2 Ed Riley (Strategic Planning Officer) – Item 2 & 3 James Hogan (Manager Finance) – Item 4 April Ure (Manager Governance, Risk and Compliance) – Item 5		
Visitors	Craig Kenny (Mach2 Consulting) – Item 1		
CONFLICT OF INTEREST DISCLOSURES			
Matter No:	Councillor making disclosure	Particulars of disclosure	Councillor left meeting
Nil			

12. ITEMS FOR DECISION

ECONOMIC DEVELOPMENT AND TOURISM

12.1. ECONOMIC DEVELOPMENT STRATEGY

Ray Davies – Manager Economic Development and Tourism

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No: 22/18/02

PURPOSE

The purpose of this report is to seek Council endorsement of the “Towards 10,000” Economic Development Strategy following feedback from the community.

BACKGROUND

The renewal of Council’s economic development strategy was reported to council in December at which time a draft version of the “Towards 10,000” Economic Development Strategy was provided for Council’s consideration and endorsement prior to being released for community feedback.

The development of the draft followed a period of investigation into economic and demographic data relating to the Pyrenees Shire, a review of the 2015-2019 Growth Strategy, Pyrenees Shire 2016-19 Tourism Strategy and the strategies of other government agencies. A public consultation phase occurred during October and November including drop in community events, surveys and invitations to send submissions.

The draft strategy was subsequently released for public comment which was promoted through Council’s web site, Facebook, Newspapers and direct emails to local businesses from each of the propulsive sectors plus retail businesses and those who had provided feedback through surveys.

The focus of the new economic development strategy will be to build on the foundations of economic development work guided by the 2015-2019 Growth Strategy and 2016-19 Tourism Strategy in recent years. The strategy aims to guide Council to capitalise on new opportunities, identify strategies to overcome challenges that are likely to present obstacles to growth of the businesses sector, and provide a plan for council to follow as the population increases towards 10,000 people.

ISSUE / DISCUSSION

The strategy provided with this report takes into account feedback received on the draft document via a second round of surveys and email feedback during January.

Feedback provided on the draft strategy included the following comments which have been incorporated into the updated version provided with this report:-

- That the Council updates its 2016-19 Tourism Strategy to capitalise on opportunities in the visitor economy:-
 - Development and promotion of nature based assets including Mount Cole, Mount Buangor State Park and the Pyrenees Ranges
 - The Pyrenees is situated between the Grampians Tourism Region and Ballarat. There is an opportunity to leverage the growing level of tourism activity occurring in these regions.
 - Incorporating details of strategic plans for nature based and wine tourism

- Work collaboratively with neighbouring Councils and in particular City of Ballarat as well as regional tourism organisations and government agencies to develop tourism products and promotional campaigns
- Nurture and promote an emerging arts and culture sector across the Shire. Examples include but are not limited to Arts Trax Gallery in Beaufort and Gallery 127 at Avoca
- That tourism experiences provide an opportunity to attract new residents
- To enhance Lake Beaufort and examine methods to sustain water levels for the amenity of the local community who highly value this as a recreational asset and to attract tourists
- Leverage the rapid population growth of the metropolitan area as an opportunity for growth in the Pyrenees Shire
- Develop and implement plans that support small businesses in dealing with red tape

The strategy has been updated to incorporate this feedback and is now provided for Council's endorsement.

At the time of preparing this report, some final adjustments were being made to the final document to be circulated to Council by separate circulation.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 5 - Development and Environment. We will undertake forward planning, and facilitate growth in our local economy while protecting key natural and built environmental values.

5.3 - Grow the economy by implementing the Pyrenees Shire Council Growth Strategy.

ATTACHMENTS

12.1.1 Towards 10,000- Economic Development Strategy (circulated separately)

FINANCIAL / RISK IMPLICATIONS

The development of this strategy has been completed "in house" by officers employed by Council with a nominal amount of costs associated with the community engagement phase and design work for the final strategy.

CONCLUSION

The document provided with this report is provided for Council's endorsement.

OFFICER RECOMMENDATION

- | |
|---|
| <p>1. That Council endorse the "Towards 10,000- Economic Development Strategy" with or without amendment.</p> |
|---|

ASSET AND DEVELOPMENT SERVICES

12.2. RAINBOW SERPENT FESTIVAL – APRIL 2020

Katie Gleisner – Manager Planning and Development

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No: 62/55/13

PURPOSE

The purpose of this report is to provide Council with an update on matters relevant to the current Rainbow Serpent Festival planning controls and to consider granting an extension of the controls to facilitate the 2020 festival to be held on an alternate date.

BACKGROUND

The Planning Controls that permit the annual running of the Rainbow Serpent Festival at Jack Smith's Lane, Lexton, over the Australia Day weekend, expired as of the 30 of January 2020.

The January 2020 Rainbow Serpent Festival was cancelled following a bushfire that damaged much of the site and continued to burn within the adjoining State Forest. Further, extensive bushfires that were burning elsewhere in the state, meant that there was a reduced capacity for emergency service agencies to support the festival.

ISSUE / DISCUSSION

The site that currently hosts the Rainbow Serpent Festival, (Jack Smith's Lane, Lexton) is identified under the *Pyrenees Planning Scheme* as Rural Conservation Zone (RCZ). The RCZ prohibits the site being used as a place of assembly, which is described as "land where people congregate for religious or cultural activities, entertainment, or meetings".

To overcome the restrictive nature of the RCZ, event organisers in consultation with Pyrenees Shire Council, undertook a planning scheme amendment that involved incorporating a Site Specific Control under clause 52.03 (now 51.01) of the Pyrenees Planning Scheme. The Site Specific Control, known as ***Site Specific Control under the schedule to Clause 52.03 of the Pyrenees Planning Scheme – Jack Smiths Lane, Lexton – October 2008 (Amended July 2013)***, provides for an annual music festival to be conducted incorporating the weekend closest to the Australia Day Public Holiday (January 26), or such other time period as approved by the Responsible Authority. The Site Specific Control expired on the 30 of January 2020.

On the 22nd of January 2020, Council received a written request from the Rainbow Serpent Festival organisers, seeking that the Site Specific Control be extended to allow for a festival to be held from the 9th to the 14th of April 2020. Officers have responded to this request and asked that all planning and supporting documentation relevant to the proposed April 2020 event be provided to Council no later than 28 February 2020.

Clause 51.01-2 allows for a specific control to be extended by the Responsible Authority, if a request is made in writing before the expiry date or within three months afterwards.

The Site Specific Control also allows for Council, in its capacity as the Responsible Authority, to approve an alternative time or date.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 5 - Development and Environment. We will undertake forward planning, and facilitate growth in our local economy while protecting key natural and built environmental values.

5.1 - Provide efficient and effective land use planning, ensuring local policies within the Pyrenees Planning Scheme remain relevant and forward looking.

5.4 - Increase the visitor economy by implementing the Pyrenees Shire Council Tourism Strategy.

Strategic Objective 4 - Financially Sustainable, High-performing Organisation. Our organisation will respond to community needs, attend to our core business, and strive for excellence in service delivery in an ethical and financially responsible manner.

ATTACHMENTS

Nil.

FINANCIAL / RISK IMPLICATIONS

There will be no direct effect on Council's budget through this decision.

It is noted that by permitting the Festival to be held at Easter, many traders within Pyrenees Municipality, who missed out on trade due to the cancellation of the January event, will benefit from increased visitation associated with this festival.

CONCLUSION

Council, in its capacity as the Responsible Authority and in accordance with the Site Specific Control and clause 51.01-2 of the Pyrenees Planning Scheme, has the power to grant an extension and change of date for the 2020 Rainbow Serpent Festival to be held at Jack Smiths Lane, Lexton.

OFFICER RECOMMENDATION

That Council:

1. Resolves to extend the ***Site Specific Control under the schedule to Clause 52.03 of the Pyrenees Planning Scheme – Jack Smiths Lane, Lexton – October 2008 (Amended July 2013)***, in accordance with clause 51.01-2 of the Pyrenees Planning Scheme until 30 April 2020, conditional to the following:
 - a) all documentation relevant to the April 2020 event be provided in a complete and final format to Council no later than Friday 28 February 2020;
 - b) all referral agencies be satisfied with the planning documentation provided as per item a) above; and that
 - c) a Place of Public Entertainment permit be obtained through Council's Building Department
2. Resolves to allow the date of the 2020 festival to be changed from the 24-27 January 2020 to the 9-14 of April 2020.

12.3. RAINBOW SERPENT FESTIVAL – PLANNING CONTROLS

Katie Gleisner – Manager Planning and Development

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No: 62/55/13

PURPOSE

The purpose of this report is to provide Council with an update on matters relevant to the current Rainbow Serpent Festival planning controls.

BACKGROUND

The Planning Controls that permit the annual running of the Rainbow Serpent Festival at Jack Smith's Lane, Lexton, over the Australia Day weekend, expired as of the 30 of January 2020.

ISSUE / DISCUSSION

The site that currently hosts the Rainbow Serpent Festival, (Jack Smith's Lane, Lexton) is identified under the *Pyrenees Planning Scheme* as Rural Conservation Zone (RCZ). The RCZ prohibits the site being used as a place of assembly, which is described as "land where people congregate for religious or cultural activities, entertainment, or meetings".

To overcome the restrictive nature of the RCZ, event organisers in consultation with Pyrenees Shire Council, undertook a planning scheme amendment that involved incorporating a Site Specific Control under *Clause 52.03 - Specific Sites and Exclusions* (now *Clause 51.01 - Specific Sites and Exclusions*) of the Pyrenees Planning Scheme. The Site Specific Control provided for an annual music festival to be conducted incorporating the weekend closest to the Australia Day Public Holiday (January 26), or such other time period as approved by the Responsible Authority. The Site Specific Control expired on the 30 of January 2020.

In July 2018, the Department of Environment Land Water and Planning gazetted planning scheme amendment VC148, which implemented changes to the Victorian Planning Provisions (VPP) and planning schemes. The amended has added clarity to schemes by simplifying and improving their structure, function and operation and removing unnecessary regulation.

VC148 introduces a new Specific Controls Overlay that will gradually replace *Clause 51.01 - Specific Sites and Exclusions*. The new *Clause 45.12 - Specific Controls Overlay* has the same function as Clause 51.01 which enables specific controls to override other requirements of the planning scheme. Clause 51.01 will be deleted from the Pyrenees Planning Scheme.

As with the Clause 51.01, the application of the *Specific Controls Overlay* will be subject to a planning scheme amendment. Such amendment will be dependent on an explanatory report that demonstrates strategic justification.

Council has the ability to determine whether the expired planning controls, ***Site Specific Control under the schedule to Clause 52.03 of the Pyrenees Planning Scheme – Jack Smiths Lane, Lexton – October 2008 (Amended July 2013)***, be translated into the new *Clause 45.12 - Specific Controls Overlay*. Any such decision must give consideration to the contemporariness of the incorporated document and whether it continues to reflect the nature of land use and development at the site. The process of translating the control does not allow for any edits to be made to the expired incorporated document. Any such edits can only be made via a planning scheme amendment.

Event organisers have engaged a planning consultancy firm to prepare documentation to support further planning approval that will replace the expired control. Officers have met with the consultants to discuss a range of options which include:

- Incorporating a new control document into the scheme via *Clause 45.12 Special Control Overlay*; or
- Rezoning of the land to a zone that permits a 'place of assembly'; or
- Identifying an alternative site that is supportive of a 'place of assembly' and obtaining the necessary approvals.

Any new controls must reflect the nature of the land use and allow for further consideration, protection and mitigation of a range of values and risks that are applicable to the Pyrenees Planning Scheme and other legislative requirements relevant to the proposed use and development.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 4 - Financially Sustainable, High-performing Organisation. Our organisation will respond to community needs, attend to our core business, and strive for excellence in service delivery in an ethical and financially responsible manner.

Strategic Objective 5 - Development and Environment. We will undertake forward planning, and facilitate growth in our local economy while protecting key natural and built environmental values.

5.1 - Provide efficient and effective land use planning, ensuring local policies within the Pyrenees Planning Scheme remain relevant and forward looking.

5.4 - Increase the visitor economy by implementing the Pyrenees Shire Council Tourism Strategy.

ATTACHMENTS

Nil.

FINANCIAL / RISK IMPLICATIONS

There will be no direct impact on Council's budget through this decision.

CONCLUSION

It is the officer's opinion that the expired planning controls, *Site Specific Control under the schedule to Clause 52.03 of the Pyrenees Planning Scheme – Jack Smiths Lane, Lexton – October 2008 (Amended July 2013)*, should not be transferred to *Clause 45.12 - Specific Control Overlay* due to the following reasons:

- The current size and nature of the festival significantly exceeds the intent of the event described and permitted in the expired control;
- The expired control has been prepared to facilitate a festival that is temporary in nature and does not provide for the development of permanent infrastructure. Permanent infrastructure has been constructed at the site in conflict with the Pyrenees Planning Scheme and Building Regulation requirements, demonstrating that the expired control no longer reflects the intended use of the land;
- The social, political and environmental climate has changed significantly since the introduction of the now expired control;
- It is reasonable to require that a new and contemporary control be developed to more accurately reflect the land use and development.

OFFICER RECOMMENDATION

That Council:

1. Resolves to not transfer the ***Site Specific Control under the schedule to Clause 52.03 of the Pyrenees Planning Scheme – Jack Smiths Lane, Lexton – October 2008 (Amended July 2013)*** incorporated document into the new Specific Controls Overlay as part of the VC148 amendment due to its expired and outdated nature.
2. Supports Officers in continuing to work with the event organisers and their consultants to obtain required planning approvals for the use and development (Rainbow Serpent Festival).

12.4. AVOCA STREETScape PROJECT UPDATE

Katie Gleisner – Manager Planning and Development

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No: 58/16/06

PURPOSE

The purpose of this report is to update Council on the progress of the Avoca Streetscape project and to seek a resolution to adopt the final Avoca Streetscape Plan.

BACKGROUND

Pyrenees Futures is a strategic planning project that has been established to guide the growth and development of nine key settlement areas within the Shire, including the township of Avoca.

It focuses on incorporating community feedback, local stories, and natural landscapes into a place-based and strategic plan for development. The project intends to support community growth by enhancing existing attributes and ensuring the sustainability of towns.

Consultation for Pyrenees Futures began in December 2017, where it became clear that the Avoca community sought a solution to the hazardous traffic conditions of High street. Concerns were raised around traffic safety, a lack of shade and shelter, limited seating, footpath surface quality and the general amenity of the town centre.

Following extensive consultation, including a well-attended community meeting, it is clear that the concept of enhancing the aesthetics of High Street is supported, however the community does not support a single lane treatment. In response to Council's enquiries, Regional Roads Victoria advised that a modified street environment is a positive step towards improving driver behaviour and compliance, indicating that such modifications need to be designed on a town-by-town basis.

In November 2019, Council resolved to:

1. Continue to support amendments to the Avoca Streetscape Plan;
2. Amend the Avoca Streetscape Plan to reflect a retention of the current two lane in each direction carriageway configuration;
3. Support a draft plan that shows:
 - a) the Cambridge Street Civic Spine concept;
 - b) safe crossing points;
 - c) tree outstands in current kerbside parking bays;
 - d) a retention of parking within the median strip;
 - e) the retention of the existing public toilet location;
 - f) a reviewed tree planting concept.
4. Continue to deliver the replacement BBQ shelter as a separate project to the Avoca Streetscape Plan review.
5. Continue to deliver the inclusive play space as a separate project to the Avoca Streetscape Plan review and give further consideration to any additional safety measures that may be taken to alleviate concerns.

ISSUE / DISCUSSION

Officers have continued to work with the design consultants to update plans to reflect Council and community comments. The plans have been modified to show:

- The retention of dual lanes in each direction;
- Improved and additional footpaths and safe crossing points;
- Improved median vehicle crossing configurations to limit the possibility of vehicles travelling in the wrong direction;
- Designated tourist bus parking;
- A reduction in the number of trees planted within the road way.

The final plans present a balanced of public realm improvements and safety. The design features will encourage slower vehicle movements while providing safer crossing points for pedestrians.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 5 - Development and Environment. We will undertake forward planning, and facilitate growth in our local economy while protecting key natural and built environmental values.

1.5- Prepare and implement township framework plans to guide future development in Beaufort, Avoca, Snake Valley, Lexton, Waubra / Evansford, Landsborough, Moonambel, Amphitheatre, and Raglan, and then consider extending the planning to include other towns

ATTACHMENTS

12.4.1 Avoca Streetscape Plans v3 – Final (circulated separately)

FINANCIAL / RISK IMPLICATIONS

Complete implementation of the Avoca Streetscape Plan is currently unfunded and will take multiple years to deliver.

Council is in receipt of a \$250,000 grant which will be used to deliver specific elements, including improvements to pedestrian infrastructure, the installation of street furniture and tree planting.

Council will continue to advocate for and attract further grants to assist with further implementation.

CONCLUSION

The Avoca Streetscape Plan represents a balance of community sentiment and an opportunity to enhance Avoca's vitality and streetscene aesthetic while improving road safety for all users.

OFFICER RECOMMENDATION

That Council:

1. Adopts the revised Avoca Streetscape Plan.

12.5. PLANNING SCHEME AMENDMENT C47PYRN

Katie Gleisner – Manager Planning and Development

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No:

PURPOSE

The purpose of this report is to obtain Council approval to seek authorisation from the Minister for Planning, to prepare and exhibit **Planning Scheme Amendment C47PYRN**, which seeks to implement findings from the adopted Framework Plans for the townships of Lexton, Snake Valley and Waubra.

BACKGROUND

The Pyrenees Futures program provides a clear vision for the Shire's townships by establishing a framework for use, development and placemaking. At its March 2019 meeting, Council adopted the Framework Plans for Lexton, Snake Valley and Waubra and noted that the plans should be incorporated into the Pyrenees Planning Scheme via a planning scheme amendment.

The adopted Framework Plans provide a clear and community-inspired aspiration for the three townships. A number of the recommended actions relate directly to Planning Scheme controls whilst other actions relate to capital projects.

The Framework Plans have guided the development of new local policies for the townships of Lexton, Snake Valley and Waubra which are now ready to be incorporated into the Pyrenees Planning Scheme.

ISSUE / DISCUSSION

The amendment proposes to incorporate findings from the Lexton, Snake Valley and Waubra Framework Plans into the Pyrenees Planning Scheme. Changes are proposed to be made to the Zones, Overlays and provisions of the Pyrenees Planning Scheme following in-depth community consultation and demographic trend analysis. In accordance with Planning Practice Note 13 'Incorporated and Background Documents', the Amendment also makes these three Framework Plans Background Documents in the Planning Scheme, meaning they can be taken into account when making planning decisions.

The Amendment updates the existing, but out-of-date, Local Policies and existing Strategy Plans for Lexton, Snake Valley and Waubra.

Providing updated policies and land use Zone / Overlays to these settlements will provide certainty for each community with respect to the development they can expect in their local area. Such certainty and clarity of vision also ensures the settlements can expand to accommodate population growth and encourage the establishment of new commercial businesses.

The Amendment implements the objectives of Planning in Victoria.

To progress the incorporation of the township plans into the Pyrenees Planning Scheme, Council must seek Ministerial authorisation to prepare an amendment. Once authorisation is received, Council is required to place the Amendment on public exhibition for a mandatory 21 days. Officers will advise the affected communities of the exhibition through its existing communication channels and affected landowners will be sent letters.

During the exhibition period, interested parties will have the opportunity to express their views to Council. Officers will directly engage with each representation received, and seek to resolve any concerns. Where there are unresolved concerns, it may be necessary to appoint an independent Panel comprised of Planning experts to review the Amendment. If appointed, the Panel would hold a public hearing or assess the issues, after which it makes a recommending report to the Minister.

The Minister will then decide which parts of the Amendment should be adopted to form part of the Pyrenees Planning Scheme.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 5 - Development and Environment. We will undertake forward planning, and facilitate growth in our local economy while protecting key natural and built environmental values.

5.2 - Prepare and implement township framework plans to guide future development in Beaufort, Avoca, Snake Valley, Lexton, Waubra/Evansford, Landsborough, Moonambel, Amphitheatre and Raglan and then consider extending the planning to include other towns.

ATTACHMENTS

- 12.5.1 Waubra Draft Township Strategy Plans (circulated separately)
- 12.5.2 Waubra Draft Township Strategy Plans – Full (circulated separately)
- 12.5.3 Snake Valley Draft Township Strategy Plans (circulated separately)
- 12.5.4 Lexton Draft Township Strategy Plans (circulated separately)

FINANCIAL / RISK IMPLICATIONS

The Framework Plans and associated Planning Scheme Amendment for the three townships have been prepared with internal staff resourcing. If there is a requirement for the Amendment to be presented to Panel, there would be a cost associated. That cost is dependent on the number of unresolved objections and therefore a dollar figure cannot be defined at this stage.

CONCLUSION

Implementing the planning policy reform proposed in the adopted Framework Plans represents an important stage in the Pyrenees Futures project. Pyrenees Futures aims to convert community aspirations into deliverable planning outcomes for our townships, and the Planning Scheme Amendment will achieve this for Lexton, Snake Valley and Waubra.

OFFICER RECOMMENDATION

That Council:

1. Seeks authorisation from the Minister for Planning under section 8A of the Planning and Environment Act 1987 to prepare Planning Scheme Amendment C47PYRN to implement findings from the adopted Lexton Framework Plan, Snake Valley Framework Plan, and Waubra Framework Plan, and
2. Following receipt of authorisation from the Minister for Planning, prepares Planning Scheme Amendment C47PYRN in accordance with section 12 of the Planning and Environment Act, and exhibit that Amendment under sections 17, 18 and 19 of that Act.

CORPORATE AND COMMUNITY SERVICES

12.6. FRONTLINE SERVICE REVIEW

Kathy Bramwell – Director Corporate and Community Services

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No: 16/20/35

PURPOSE

The purpose of this report is to provide Council with an overview of the review directions, implementation planning and resource implications and gain endorsement on planned direction.

BACKGROUND

The Pyrenees Shire Council has undertaken a strategic service review on its frontline customer service functions, defined as:

- The Customer Service function located at the Council Offices in Beaufort;
- The Community Resource / Information Centres located in Beaufort and Avoca; and
- Customer facing activities associated with the delivery of Council functions and services – e.g. libraries, planning, building, community care, rates & revenue, and environmental health (2nd line services).

The review objectives included:

- Delivery of a better customer experience at first point of call and all subsequent interactions with Council officers;
- Delivery of a financially sustainable outcome – better services delivered more efficiently;
- A customer-focused organisational culture that aligns with community and customer needs;
- Alignment with and leverage opportunities arising from the Rural Council Transformation Project.

The review was broad reaching and has implications for how the whole organisation approaches customer service as a culture, rather than a function; considering the different relationships that Council can have with its community at any point in time, that include:

- Community / citizen – members of the Pyrenees Shire community have rights and expectations regarding access to and communication with Council as a level of government;
- Applicant – many of Council's statutory roles are delivered in response to an application by a community member;
- Customer – Pyrenees Shire Council delivers a range of services where community members have expectations regarding levels of service; and
- Advice or Support – community members seek information, advice or support from Council that can also include expectations around advocacy.

The review process was conducted by:

1. Initiation through a two-hour executive leadership team workshop that established the high level objectives and parameters for the project;
2. Data collection and identification of the current state of the frontline service functions, undertaken with frontline staff;
3. Community consultation through a series of engagement forums alongside an online survey;
4. Workshops with frontline and 2nd line service staff designed to generate ideas and concepts to improve the way service is delivered at the frontline service points;

5. Consultation with the Rural Councils Transformation Project officers to ensure alignment with that project; and
6. Analysis of identified problems and issues using simple techniques that will be able to be replicated in subsequent review processes.

A cross-organisational workshop developed a comprehensive SWOT analysis and focused on how to save and improve, identifying the following issues:

- Change policy – consider stopping some services or moving to full cost recovery (particularly other agencies such as VicRoads etc).
- Optimise procurement –
 - Undertake joint procurement and develop shared services (RCTP) with other councils
 - Access group purchasing for more of the spend
- Economies of scale –
 - Shared systems and training (RCTP)
 - Multi-skill and share staff
 - Shared service options
- Shape demand –
 - Develop self-service technology and options
 - Better technology to support productivity
 - Improve internal and external communication
- Economies of flow –
 - Whole of organisation access to information and simple systems
 - Clear negotiated operating procedures
 - Review operating hours to respond to demand
- Reduce waste –
 - Integration of business systems to avoid need to hand-over information and processes
 - Streamline business processes – less paper, reduce double handling
- Optimise –
 - Upskill current staff – preparation for change
 - Single source of information – internal, external and business systems
 - Communicate vision and journey – use to motivate staff

The project is in its final phase and this report provides Council with an overview of the proposed review directions, implementation planning and resource implications.

ISSUE / DISCUSSION

The purpose of this report is to provide an update on proposed directions of the service review to gain Council endorsement of that direction. During the next month, a change plan will be developed including implementation impacts, steps, timelines and cost estimates. This will be brought back to Council as a further report for adoption in March 2020.

The achievement of the frontline service review objectives and recommendations will rely on coordination between three key elements:

- a) Instilling a sense of a unified organisation with a common purpose and objective to provide excellent service outcomes to the community and each other – Senior Leadership Team and follow-through will be imperative.

- b) Redesign of business processes to ensure removal of barriers to coordination and integration between functional and professional areas – adoption of a simple but consistent process-redesign methodology will support this.
- c) Taking advantage of new technology, the RCTP and shifting from ‘traditional’ systems architecture offers opportunities for overall cost savings and gaining access to automation and technical capabilities that would not have been available previously.

Outlined below is a summary of the key directions recommended as an outcome of the review.

1. Seamless Customer Service – No Wrong Door

It is recommended that a customer service policy be developed and adopted by Council that reinforces a mandatory whole-of-organisation approach to providing customer service to the community. The intent is that all customer interactions will be managed consistently within agreed standards, principles and processes.

The ‘No Wrong Door’ philosophy will reinforce the obligation of all staff to try and resolve the service issues of the customer they are facing without the customer having to repeat the issue to another staff member – this will rely on building a sense of ‘one organisation’ and development of Customer Service Principles. The Policy will also incorporate Service Performance principles as required by the *Local Government Bill 2019* in advance of this being enacted.

This direction relies on:

- Council policy as a driver
- Executive leadership on implementation and supporting change management
- Single source of information (truth)
- Agreed business processes
- Supporting technology and business systems
- Negotiated roles and functions

2. Frontline Services structure

It is recommended that a single Frontline Service Unit be created that consolidates the current Customer Service and Resource Centre teams. This will create a sense of a single service and a larger team to provide rotation and development opportunities. It is proposed that this business unit be located within the Corporate & Community Services directorate. A role and function review is underway to support this recommendation.

Considerations:

- The consolidation of the Customer Service and Resource Centre teams into the Frontline Service Unit is a major change and will require formal notification to the unions.
- The proposed changes may have resource implications that will be addressed in the next report:
 - It is probable that an additional 1 or 2 EFT within the area will be needed to ensure consistent levels of service; and
 - Consideration needs to be given to the banding levels of frontline service staff and the service unit coordinator.

3. Consistent frontline services

It is recommended that a consistent suite of services be offered across each physical location. At present this is not possible due to a range of technical, resource and human constraints. The initial suite of services will include:

- Receipt of payments – cash and online
- Lodge and track a customer action request
- Information request – to be expanded over time
- Advisory – tourism, economic development and emergency management
- Animal registrations and renewals

Physical works are under consideration to ensure that staff are appropriately supported in providing an appropriate level of customer service, including:

- Remodelling of 5 Lawrence Street entrance and foyer areas;
- Ensuring appropriate workplaces and desks for community engagement; and
- Reviewing security requirements against contemporary standards.

4. Second-line services

It is recognised that integration and coordination between the work of frontline and second-line services is essential to the successful outcome of this review. For every major function there will be:

- i. Information and processes that will need to be handled by specialist staff with specific skills and qualifications.
- ii. Elements of the function that can be defined in a business process that can then be managed by a non-specialist staff member or automated.
- iii. Consistent information that can be codified to develop information sheets, support online business processes and used by frontline service staff to respond to information requests.

It is recommended that PSC establishes a schedule of priority functions and services that can be reviewed to:

- Establish and confirm a Common Information Set;
- Capture that information in a single reliable database (single source of truth) that is subject to periodic review; and
- Determine which parts of the Common Information Set must be handled by specialist staff and what can be provided by frontline staff.

5. On-line delivery

It is recommended that the Pyrenees Shire Council will move towards a service model that encourages online delivery of information and access to services and products, whilst recognising that existing channels need to be maintained for some residents.

The long-term intent is to actively divert customer interactions and requests to self-service that can be initiated at any time of any day that suits the customer.

This direction relies on:

- Streamlined business processes
- Single source of information
- Supporting technology and business systems

It is proposed that online delivery will be supported by the development of a mobility plan for staff with the intent for all officers to be trained and equipped to work in a digital environment regardless of where they work or are located – office, satellite location or in the field. This will support effective allocation of work, field data collection and direct feedback to customers.

This direction relies on:

- Enterprise Customer Relationship Management systems (CRM)
- Enterprise information and data management
- Integrated business systems and processes

6. Enabling capability

In order to achieve the desired change, it is recommended that the organisation (or RCTP) needs to invest in developing capability in business process optimisation, work redesign and direct staff development. Many of the recommended directions also rely on enabling technological changes that will support a more integrated way of working, business workflows and automation of many manual time-consuming tasks.

This direction relies on:

- Development of an organisational tool to review, improve and embed business processes, to be used in all service reviews and business improvement processes.
- Adoption of a simple work redesign methodology and staff development strategy.
- A review of current information, communications and technology strategies to align capability with emergency technologies and systems that can support achievement of objectives and deliver cost savings and efficiencies (and aligned with the RCTP).

Definitions:

- **Single source of information** – a single repository of information and knowledge that supports and feeds all aspects of in-person, online and systems-based customer service. It replaces the current situation where information may be inaccessible and inconsistent; it avoids duplication and will support transition to self-service and online services.
- **Enterprise CRM** - new generation customer relationship management (CRM) systems can map business processes and automate many of the manual functions currently causing inefficiencies and breakdowns.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 3 - Community Connection and Wellbeing. We will engage with communities to provide responsive, efficient services that enhance the quality of life of residents and promote connected, active and resilient communities.

3.3 - Community Development - Supporting communities to build connections, capacity and resilience.

ATTACHMENTS

12.6.1 PSC Frontline Executive Directions Review Report (circulated separately)

FINANCIAL / RISK IMPLICATIONS

There are financial implications to implementing the recommendations of the frontline services review, and with non-implementation and maintaining the status quo. It is anticipated that implementation costs will be incurred as part of a medium to long-term plan and aligned with the RCTP to minimise cost, maximise efficiencies and improve customer service to our community.

There are industrial relations risks involved with any major change project, but it is hoped that sufficient involvement of staff in the development stages (and ongoing in the implementation) will enable any issues arising to be managed at an early stage and avoid major disruption.

CONCLUSION

Council has undertaken a comprehensive review of its frontline service functions, including customer service and the resource centres, which is in its final stages. This report provides recommendations on future direction for improvement for Council endorsement, and a further report detailing implementation details, timelines and estimated costs will be provided to Council in March 2020.

OFFICER RECOMMENDATION

1. It is recommended that Council endorses the following recommendations arising out of the frontline services review:
 - a. That a customer service policy be developed and adopted by Council that reinforces a mandatory whole-of-organisation approach to providing customer service to the community, incorporating a 'No Wrong Door' philosophy and including customer service and service performance principles.
 - b. That a single Frontline Services business unit be created that consolidates the current customer service and resource centre teams, located within the Corporate & Community Services directorate;
 - c. That a schedule of priority functions and services be created to facilitate:
 - (a) The establishment of a Common Information Set that can be captured in a future single source of information; and
 - (b) Determination of which parts of the Common Information Set must be handled by specialist staff and which can be provided by frontline staff.
 - d. That Council will move towards a service model that encourages online delivery of information and access to services and products, whilst recognising that existing channels need to be maintained for some residents.
 - e. That Council will seek to invest, and include within relevant business strategies, in developing capability in business process optimisation, work redesign and direct staff development; and on developing enabling technological changes that will support a more integrated way of working, business workflows and automation of many manual time-consuming tasks, where practicable aligning with and leveraging off the Rural Councils Transformation Project.
2. It is recommended that Council seek a further report detailing change management and implementation plans to be provided in March 2020.

12.7. PROGRESS UPDATE - LOCAL GOVERNMENT BILL 2019

Kathy Bramwell – Director Corporate and Community Services

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No: 16/20/35

PURPOSE

The purpose of this report is to provide Council with a progress update of the Local Government Bill 2019 through Parliament and the action plan developed to implement the Bill when enacted.

BACKGROUND

The Local Government Bill 2019 was introduced to the Victorian Parliament in November 2019. There are five key themes to the reforms:

1. Improved service delivery – to allow councils to focus on better financial management and engagement with their communities to deliver better services.
2. Improved councillor conduct – set minimum training requirements for candidates and councillors and clearer standards of behaviour with stronger mechanisms to address poor conduct.
3. Stronger local democracy – increase council and councillor’s direct accountability to the community.
4. Community confidence – reforms election processes and candidate requirements to increase transparency.
5. New relationships – Removal any unnecessary Ministerial approvals and arbitrary powers to build a new relationship between the State, local government and communities.



ISSUE / DISCUSSION

At the time this report was written, the Local Government Bill 2019 (the Bill) had progressed through the Victorian Parliament lower house, to a 2nd reading in the upper house. Debate continued on the sitting day of 6th February 2020 and was rescheduled to resume on 18th February 2020.

Council officers have developed an implementation action plan for 2020-2021, with the assumption that the Bill will progress to assent in early 2020. At the least, it is considered probable that the provisions relating to the 2020 general local government elections and councillor training and induction will be introduced in the near future. However, the Bill currently states that all provisions come into play by 30 June 2020.

A copy of the implementation action plan is attached for information and, once the Bill receives assent and is enacted, regular progress updates will be provided to Council.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 3 - Community Connection and Wellbeing. We will engage with communities to provide responsive, efficient services that enhance the quality of life of residents and promote connected, active and resilient communities.

ATTACHMENTS

12.7.1 Local Government Bill 2019 Implementation Action Plan 2020-2021 (circulated separately)

FINANCIAL / RISK IMPLICATIONS

There are financial and reputation risk implications if the Local Government Bill 2019 is not implemented as per the provisions of the Bill.

CONCLUSION

The Local Government Bill 2019 has progressed through the Victorian State Parliament to its 2nd reading in the Upper House. It is anticipated that the Bill will progress to assent in early 2020 and Council officers have prepared an implementation action plan. It is likely that some actions will be implemented in collaboration with the other councils involved in the RCTP to create efficiencies and reduction in workload.

OFFICER RECOMMENDATION

1. That Council receives this progress update of the Local Government 2019 Bill and supports the Implementation Action Plan.

12.8. QUARTERLY FINANCE REPORT – 1 JULY 2019 TO 31 DECEMBER 2019

James Hogan – Manager Finance

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No: 32/08/18

PURPOSE

The purpose of this report is to provide Council with an update of the operating and capital financial performance for the three months from 1 July to 31 December 2019. The report compares the current budget against year-to-date actuals for each operating program and for all capital works in the 2019/20 financial year to-date.

BACKGROUND

Council at its special meeting of 25 June 2019 adopted the budget for the 2019/20 financial year. The budget was adopted based on projected completion of projects and capital works at 30 June 2019 and information available at that time.

Council, at the 17th September 2019 Council meeting, considered a report on the 2018/19 year-end financial position. At this meeting Council approved the carryover of certain projects that remained incomplete as at 30 June 2019. These projects have now been added to the original budget amounts to form the amended budget. It is the amended budget amounts that this report, and future reports, will be using for comparison purposes.

ISSUE / DISCUSSION

The financial reports are prepared in consultation with the senior leadership team.

The attached financial report comprises of the following sections:

- Working capital report
- Income Statement
- Balance Sheet
- Cash Flow Statement
- Summary Results by Service Unit
- Detailed operating results by Service Unit
- Capital works report

The operating results show variations against the current budget.

Working capital result

At this stage of the financial year Council's overall financial result is showing a projected working capital surplus of \$1,127,000 as at 30 June 2020.

From this surplus, it is usual practice to reserve \$639,000 in case of a call from the defined benefits superannuation scheme or in the event of unexpected expenditure such as a natural disaster, leaving an available projected surplus of \$488,000 for the 2019/20 financial year.

The net working capital (working capital surplus) carried forward from 2017/18 and 2018/19 was \$514,000

Income Statement

Total YTD income is \$47,000 lower than YTD budget. This variance is driven primarily by timing differences in the receipt of grants.

Total YTD expenditure is \$1,377,000 lower than YTD budget. This variance is primarily due to timing differences in the payment of expenditure.

Annual income is forecast to be \$2,147,000 higher than the amended budget, while expenditure is forecast to be \$2,238,000 higher than the amended budget. These variances are largely due the following grant funded projects:

- \$245,263 Skipton Hospital Straw Heating Project
- \$120,000 Integrated Water Management Beaufort Closed Loop
- \$1,000,000 Drought funding
- \$538,000 Reimbursement of cost associated with the Lexton Fire

Other changes to income and expenditure include:

- \$171,000 Additional rate revenue associated with windfarms
- \$173,000 Increased salary costs, resulting from an internal review

As a result of these changes the predicted deficit is now \$2,705,000.

Major (Capital) projects

Capital expenditure YTD is 25% of the full year budget. This variance is driven by:

- Seasonal spend patterns
- Projects pending government grants

To date the only permanent savings identified in the program are \$42,000 in Transfer Station Upgrades. Only essential upgrades to Transfer Stations will be undertaken in 2019/20 to offset increased recycling costs.

Balance Sheet

Assets:

- Cash and investments at 31 December 2019 total \$9.48 million which include \$2.2 million for the Long Service Leave and Annual Leave provisions.
- Trade debtors (receivables) are \$1.9 million which includes outstanding rates from prior years, current year rates and other miscellaneous debtors. Rates are invoiced in August but not generally received as lump sums.

Liabilities:

- Creditors balance is \$1,484,000
- Loan Liability at 31 December is nil
- Employee provisions are \$2.2 million

Cash Flow

- Cash and investments at 31 December 2019 total \$9.48 million which include \$2.2 million for the Long Service Leave and Annual Leave provisions.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

In accordance with the Section 125 of the *Local Government Act (1989)*, Council adopted its 2017-2021 Council Plan at its June 2019 Council Meeting.

ATTACHMENTS

12.8.1 Q2 Jul-Dec 2019 Quarterly Finance Report (circulated separately)

FINANCIAL / RISK IMPLICATIONS

All financial implications have been dealt with in the report.

CONCLUSION

The finance report for the period 1 July to 30 September 2019 was developed in consultation with the Senior Leadership Team. At this stage of the financial year Council's overall financial result is projected to be a net working capital surplus of \$488,000 as at 30th June 2020.

OFFICER RECOMMENDATION

1. That Council receives the Finance Report for the period 1st July to 31 December 2019.

CHIEF EXECUTIVE OFFICER

12.9. DELIVERY OF VISITOR ECONOMY SERVICES - MOU

Jim Nolan – Chief Executive Officer

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No:

PURPOSE

The purpose of this report is to inform and seek support from Council for an MOU with the City of Ballarat relating to visitor economy services.

BACKGROUND

Prior to October 2019, Pyrenees Shire Council was party to a Memorandum of Understanding with Visit Ballarat to provide tourism services. Council was a partner of Visit Ballarat contributing funding to the organisation and holding a place on the Visit Ballarat Board.

On October 1, 2019 the City of Ballarat ceased funding Visit Ballarat and transitioned the delivery of visitor economy services back 'in house'. The City of Ballarat resumed the responsibility for the delivery of marketing, product development, event management and promotion, visitor services and industry development for the visitor economy within Ballarat. On October 1, 2019, Visit Ballarat ceased operation of these services.

The decision of the City of Ballarat impacted the delivery of visitor economy services for Pyrenees Shire Council resulting in a period of uncertainty.

Officers from the City of Ballarat and Pyrenees Shire Council have explored the opportunity for collaboration around tourism services, and the Chief Executive Officer of the City of Ballarat made the offer to enter into a 12 month MOU to formalise the arrangement. It is intended that, the Chief Executive Officers execute the MOU on behalf of the respective Councils which outlines cooperative arrangements between the City of Ballarat and the Pyrenees Shire Council for the delivery of visitor economy services based on the following principles:

The City of Ballarat as the lead agent will focus on delivering the following components of the visitor economy:

- 1. Destination Management Plan.** A plan to be developed that outlines key initiatives and activities for the visitor economy within Ballarat and the region.
- 2. Marketing.** Responsible for developing and implementing a brand and content that is uniquely appealing to visitors and residents.
- 3. Development.** Work with key partners including industry to develop capability, source new tourism products and facilitate partnerships.
- 4. Event Management.** Leading a vision to make Ballarat a compelling destination for world-class events.
- 5. Visitor Services.** Providing visitors with information on the area's attractions, accommodation, hospitality and retail offerings.

Each of the councils agree to the key principles and to the specific undertakings below.

In addition, to the principles above, the City of Ballarat, where appropriate and in consultation with the Pyrenees Shire Council will include the Pyrenees Shire in relevant strategic planning initiatives, marketing activities and offer fee for service opportunities.

The Pyrenees Shire Council will be responsible for:

- Contributing content and intellectual property when requested by the lead agent in the preparation of strategic plans.
- Contributing content and intellectual property when requested by the lead agent in developing and implementing marketing initiatives.
- Consider supporting marketing initiatives through specific buy in opportunities.
- Assist the lead agent to engage with appropriate industry partners located within the Pyrenees Shire Council.
- Inform the lead agent of new or developing tourism product within the region.
- Provide information upon request to the Ballarat Information Centre.
- Share relevant intellectual property and visitor economy data where appropriate.

In principle there will not be an exchange of funds between parties for the purposes of delivering visitor economy services; however, the opportunity may exist for the Pyrenees Shire Council to buy into specific marketing initiatives. It is at the complete discretion of the City of Ballarat to undertake activities representing the Pyrenees Shire.

This MOU applies from 1 March 2020 and ceases on 28 February 2021.

Parties to this MOU may terminate their involvement under any of the following conditions:

- By mutual agreement any time with four weeks lead time
- By written notice of at least four weeks without cause or prejudice
- By written notice of one party to the others having immediate effect.

ISSUE / DISCUSSION

Attraction of visitors to the region has primarily been the role of a Regional Tourism Board. With Visit Ballarat ceasing, there was an opportunity for Council to collaborate with the City of Ballarat to focus on growing the visitor economy to benefit both Ballarat and Pyrenees.

The Victorian Government is also undertaking a review of regional tourism boards and the outcome of that process may see some different arrangements in future. In the short to medium term however, there are significant benefits to the visitor economy to be realised through collaboration.

The MOU will continue to compliment the Visitor Information Services delivered by Council at the resource centres at Beaufort and Avoca.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 5 - Development and Environment. We will undertake forward planning, and facilitate growth in our local economy while protecting key natural and built environmental values.

5.4 - Increase the visitor economy by implementing the Pyrenees Shire Council Tourism Strategy.

ATTACHMENTS

Nil.

FINANCIAL / RISK IMPLICATIONS

Nil.

CONCLUSION

This MOU builds on the partnership with the City of Ballarat because there are significant benefits to the visitor economy to be realised through collaboration

OFFICER RECOMMENDATION

That Council:

1. Supports the initiative to enter into a Memorandum Of Understanding with the City of Ballarat to benefit the visitor economy.

12.10. EVALUATING TRANSPORT CONNECTIONS IN THE PYRENEES SHIRE

Jim Nolan – Chief Executive Officer

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No:

PURPOSE

The purpose of this report is for Council to receive a report titled “Evaluating Transport Connections in the Pyrenees Shire”, and to consider any further action in respect of the recommendations.

BACKGROUND

The Evaluating Transport Connections in the Pyrenees Shire report collates the findings of a transport evaluation project undertaken by the Pyrenees Shire Council over six months to October 2019. Council secured funding from the Regional Development Victoria – Regional Partnerships Seed Fund to conduct a project.

The project was initiated to undertake a study that would establish a baseline of what local and public transport services exist in the Pyrenees Shire at this time. It was an expectation that feedback from stakeholders would also reveal information regarding significant local transport issues.

Sheena Brown was appointed project officer for the work and a Transport Project Working Group was established comprising council officers and representatives from the Transport for Victoria, Department of Economic Development Jobs Transport and Resources, Regional Development Victoria and the health services sector. Direct engagement with a range of stakeholders and transport users was undertaken and the findings are reported in the appendices to the report.

The stakeholders include those involved in public transport, aged care providers, health care providers, hospitals, bus operators, sporting and social clubs, taxi service providers, Pyrenees Shire Council resources, tourist operators, education providers and residents of the Pyrenees Shire.

While providing solutions to transport issues was not within the scope of this project, recommendations have been made and potential opportunities noted, as a result of information provided and discussions had with stakeholders throughout the project. It is an expectation that the information gathered throughout this activity will assist to inform future local transport projects and provide a resource to inform residents and other stakeholders of local transport options.

ISSUE / DISCUSSION

Many of the findings in the report affirm issues identified previously, through the Pyrenees Transport Forum and an online survey conducted in 2018. Public transport options are limited to specific towns and often intermittent services.

Consultation with stakeholders across the Shire has identified a fairly solid asset base within communities. Improvements in coverage and availability of service types may require as much of a change in thinking, towards shared community assets and other resources, as investment in the bricks and mortar transport vehicles. Community transport was the strongest theme to run throughout the project. While many residents and providers felt that an increase in Public Transport services was needed, when commenting on solutions it inevitably came back to localised community-based solutions.

The Evaluating Transport Connections in the Pyrenees Shire Project has compiled a resource which identifies current transport services which can now be used to inform future local transport projects and inform residents and other stakeholders of local transport options.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 3 - Community Connection and Wellbeing. We will engage with communities to provide responsive, efficient services that enhance the quality of life of residents and promote connected, active and resilient communities.

3.3 - Community Development - Supporting communities to build connections, capacity and resilience.

ATTACHMENTS

12.10.1 Evaluating Transport Connections in the Pyrenees Shire (circulated separately)

FINANCIAL / RISK IMPLICATIONS

Nil.

CONCLUSION

This report provides a thorough, though in no way exhaustive, baseline of the Public and Community Transport Services that exist within the Pyrenees Shire.

The Evaluating Transport Connections in the Pyrenees Shire Project has compiled a resource which identifies current transport services which can now be used to inform future local transport projects and inform residents and other stakeholders of local transport options.

The report provides recommendations and potential opportunities for local transport in the Pyrenees Shire, which can also be used as evidence to support for future funding bids.

OFFICER RECOMMENDATION

That Council:

1. Receives the Evaluating Transport Connections in the Pyrenees Shire report.
2. Uses the findings in the report to support future funding applications to secure improved local transport services in the Pyrenes Shire.

12.11. AVOCA CARVING

Jim Nolan – Chief Executive Officer

Declaration of Interest: As author of this report I have no disclosable interest in this item.

File No:

PURPOSE

The purpose of this report is for Council to consider a proposal for a wood carving for the main street of Avoca.

BACKGROUND

Viv Smith has written to Council seeking support for a proposal for a wood carving to be commissioned as a public art piece to be located in the central median at the southern entrance to Avoca.

Previously Ms Smith raised with Council the concept of using the trunk of an existing dead tree, however the tree is a sugar gum tree which is not a suitable timber for a carving due to the lack of durability.

Tree Artist Dean Smith who was contacted by Ms Smith advised that he would be willing to create another carving from another suitable timber which could in turn be secured to the existing sugar gum stump.

The existing sugar gum tree has been cut down with approximately 3 meters of trunk remaining.

ISSUE / DISCUSSION

The design for the carving is still to be determined, and if Council were to support the project, it is suggested that the community be engaged in the concept and design before any such carving is commissioned.

A wood carving in this location was not considered in the preparation of the Avoca Streetscape plans. The Streetscape project identifies a range of improvements to the township amenity which have previously been supported by Council.

Previously Council has been supportive of similar wood carvings for use in public open space in Beaufort.

If a wood carving art piece is to be supported, Council may wish to consider whether the site of the existing tree stump is in fact the most appropriate location.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 3 - Community Connection and Wellbeing. We will engage with communities to provide responsive, efficient services that enhance the quality of life of residents and promote connected, active and resilient communities.

1.4 - Maintain, develop and renew the public amenity of our townships in consultation with our communities.

ATTACHMENTS

Nil.

FINANCIAL / RISK IMPLICATIONS

The estimated cost to commission a new carving and have it installed is \$5,000-\$7,000.

CONCLUSION

Council is to consider whether it wishes to provide support in principle and financially for the proposed wood carving for Avoca.

OFFICER RECOMMENDATION

1. That Council not support the proposal for a wood carving art piece at the southern entrance to Avoca at this time, but prioritise the delivery of streetscape improvements identified in the Avoca Streetscape plan.
2. That the existing sugar gum stump at the southern entrance to Avoca be removed.

13. COUNCILLOR REPORTS AND GENERAL BUSINESS

14. CONFIDENTIAL ITEMS

CLOSURE OF MEETING TO MEMBERS OF THE PUBLIC

That pursuant to the provisions of Section 89(2) of the Local Government Act 1989, the meeting be closed to the public in order to consider personnel matters.

RECOMMENDATION

That the meeting be closed to members of the public under Section 89(2) of the Local Government Act 1989, in order to discuss personnel matters considered in the reports on:-

- 14.1 Pyrenees Community Care - Service Review
- 14.2 CEO Annual Performance Review

RE-OPENING OF MEETING TO MEMBERS OF THE PUBLIC

RECOMMENDATION

That Council, having considered the confidential items, re-opens the meeting to members of the public.

15. CLOSE OF MEETING

Meeting closed at

Minutes of the meeting confirmed

2020 Mayor