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Beaufort Linear Park Master Plan **DRAFT** Concept Design October 2023



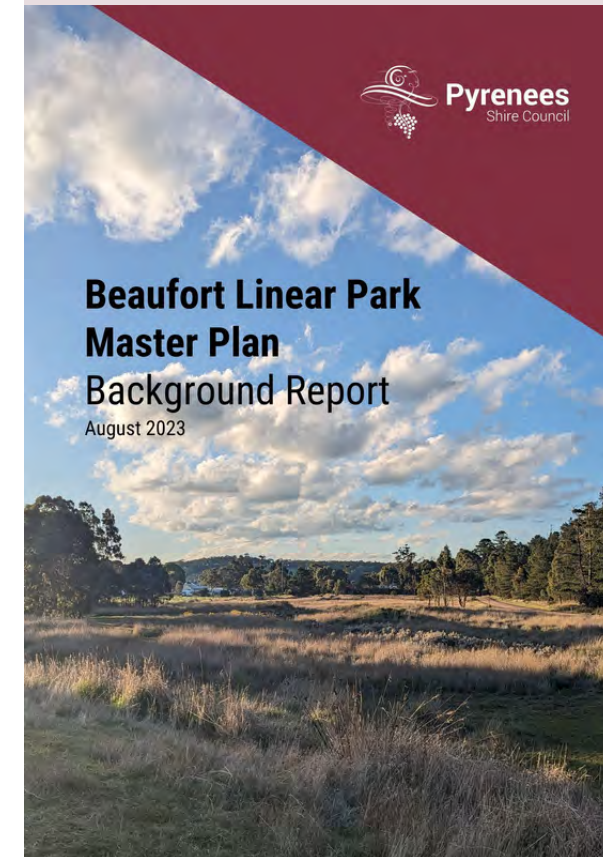
The Pyrenees Shire is located on the traditional lands of the Wadawurrung, Dja Dja Wurrung, Wotjobaluk and Eastern Maar Peoples. Beaufort is located on Wadawurrung country which stretches from the Great Dividing Range of Ballarat, to the coast from the Werribee River to Mangowak (aireys Inlet), including Djilang (Geelong).

We pay our respects to the customs, traditions and stewardship of the land by the Elders past and present and emerging leaders, and the people of these tribes.



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Background Report

This masterplan should be read in conjunction with the Background Report.

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- Vision
- Project Overview
- Location
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- Strategic Context
- Policy Map
- Project Governance

Current State

- Traditional Custodianship
- Land Ownership
- Ecological Context
- Vegetation Species
- Waterway Conditions

Opportunities

- Blue Green Infrastructure
- Integrated Water Management
- Social and Recreation Opportunities
- Community Values and Needs
- Beaufort Bypass
- Sense of Place
- Enhance habitat for local species

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Executive Summary

The Project

Develop a Master Plan for a new linear park along the Garibaldi Creek which runs north-south from Beaufort Lake in the south to the railway line in the north.

The project has been initiated by Pyrenees Shire to improve the township and natural environment of Beaufort and provide opportunities for the local community and tourists to walk, cycle, learn and gather along the restored waterway.

The location of the creek and open space corridor provides an exciting opportunity to draw visitors into the regenerated environment, celebrate the waterway and connect to other destinations including the town centre and Camp Hill.

Partnering with the Community




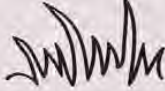






The project has been designed along side the community and there have been multiple opportunities for stakeholders to provide their ideas for for the site. These opportunities included -

- online surveys
- pop ups at the playground and the local supermarket
- walking tour
- community workshop
- discussions with traditional owners
- meetings with local businesses, schools and service clubs
- informal drop in conversations in the town centre

This is detailed in the Background Report

What we heard

Key Themes

 <p>Keep a natural feel and improve the environment</p>	 <p>Flooding is a concern for the area</p>	 <p>Walking and cycling trails are very important and can also connect to surrounding destinations</p>	 <p>Make sure it is safe and well maintained</p>	 <p>We need good signs to direct residents and visitors</p>
 <p>We need somewhere for dogs off leash (although some feedback opposed a designated area)</p>	 <p>We like to see art in the landscape and to draw people to a destination</p>	 <p>What about other recreation activities like a pump track, disc golf or an obstacle course</p>	 <p>We'd like to see mostly native vegetation</p>	 <p>Attract visitors to appreciate and learn about the environment</p>

Objectives

Vision

To create an ecological and recreational corridor along the course of the Garibaldi Creek to connect Beaufort, improve water quality, biodiversity, community health and wellbeing.

Principles

Four principles have been identified as key values that apply across all directions, objectives and actions.



Community health and wellbeing



Collaboration with Traditional Owners



Community partnerships



Sustainability

Directions

Improved connectivity and movement



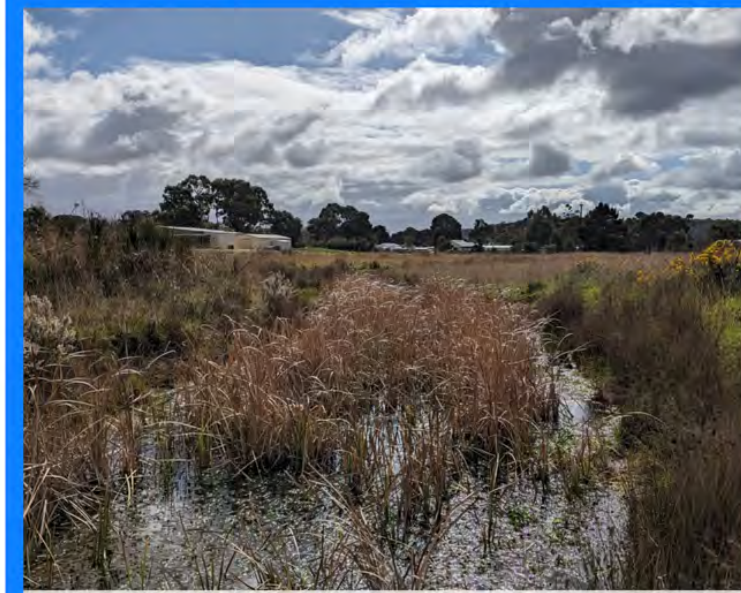
- Clear wayfinding and sense of arrival
- Strong walking and cycling connections
- Improved access and safety

Enhanced landscapes



- Sustainable management
- Strengthen local environment & sense of place
- Encourage social and nature connection

Healthy and valued waterways



- Celebrate the Garibaldi Creek and its catchment
- Improve biodiversity and water quality
- Mitigate and adapt to flooding

Objectives



Masterplan Concept Design



Masterplan Overview

The Beaufort Linear Project is a unique opportunity for Beaufort to engage with Integrated Water Management (IWM) practices and work towards a more sustainable and climate-resilient future.

The master plan unites the community's needs for connectivity and improved well-being with the environment's needs to enhance water quality and improve wildlife habitat. In the past, we saw urban waterways as drains and wastelands; the Beaufort Linear Project embraces the waterway as a valued part of the community, a place to play, relax, and ride, while connecting with the cycles of nature. The design expands on the path network and leisure activities of the Goldfields Reserve and builds a direct link to the playground and skate park.

The master plan is divided into four design zones:

Zone 1

Regeneration of the Yam Holes Creek and flood plain creating a welcoming entrance to the town from Albert Street.

Zone 2

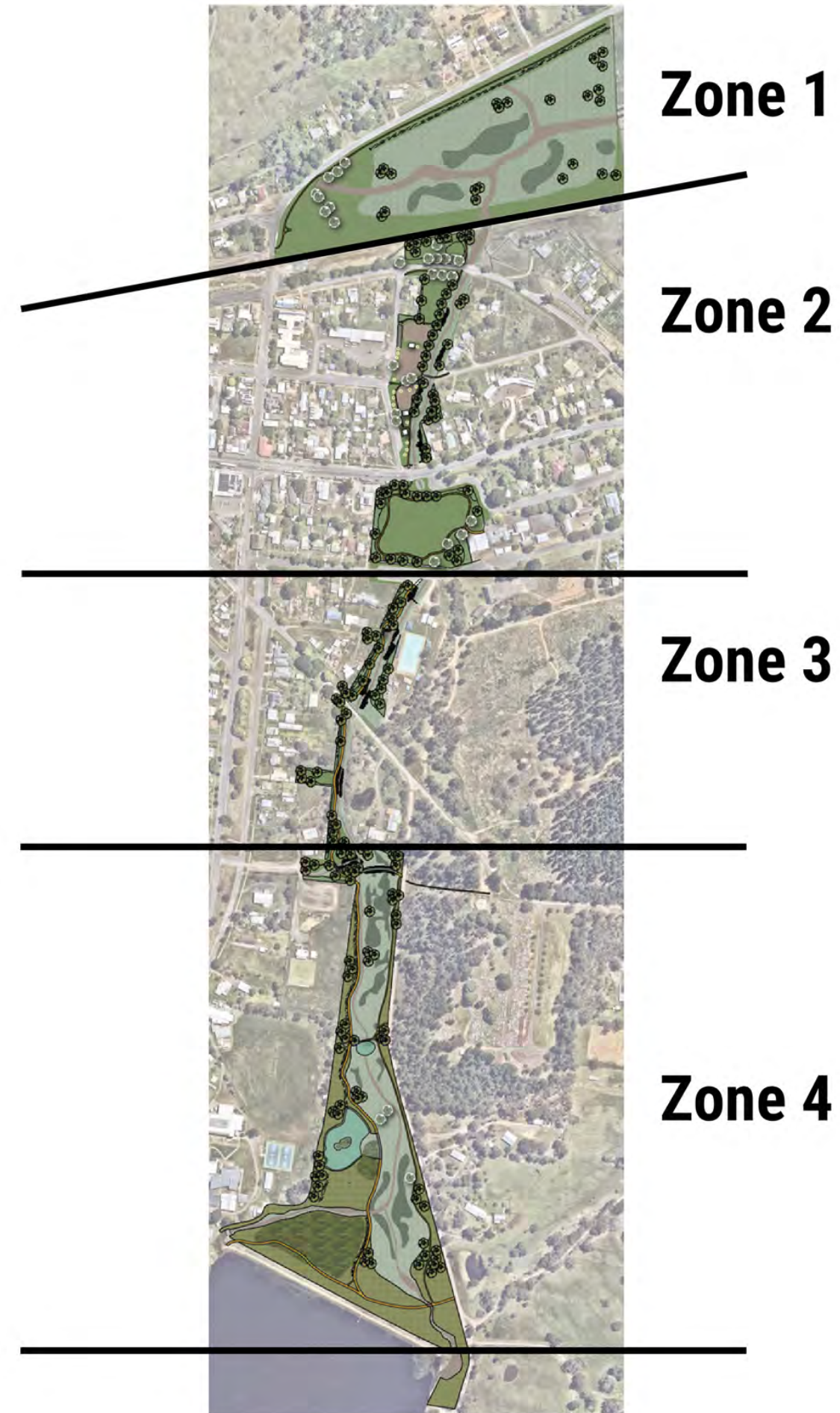
Activity hub with improved play and skate facilities

Zone 3

Habitat link and pedestrian/cycle corridor (linking north with south).

Zone 4

Regeneration of the Garibaldi Creek and connection to the Goldfield Recreation Reserve



Zone 1



Zone 2

Existing shed to be repurposed as a shelter and seating area

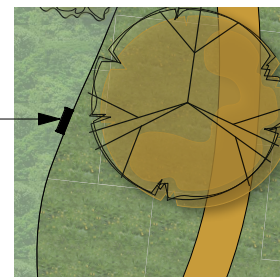


Proposed parking

Existing shelter

Existing toilet

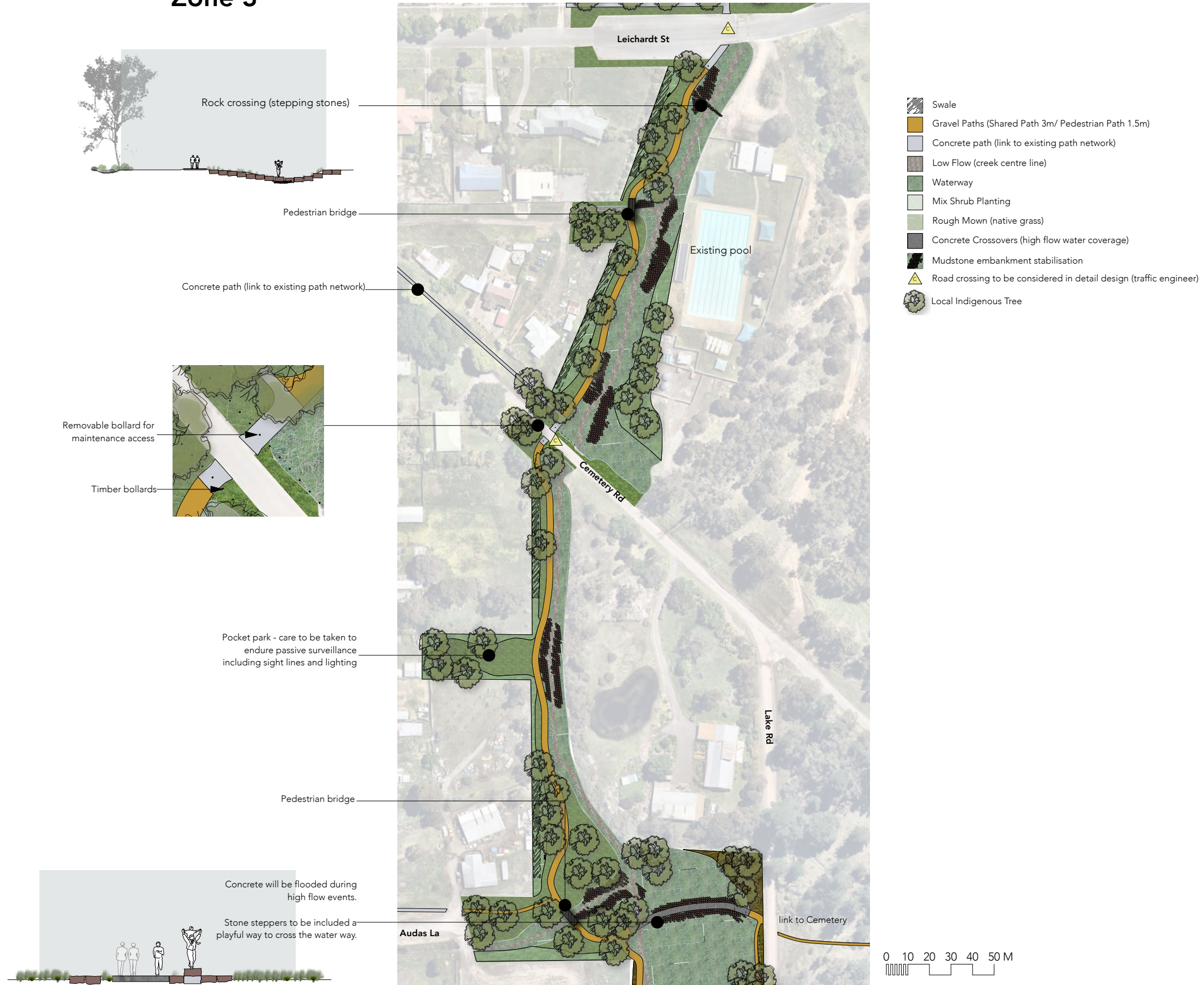
Bench seating located away from paths (to relax and take in the views)



- Swale
- Proposed Play Space
- Gravel Paths (Shared Path 3m/ Pedestrian Path 1.5m)
- Concrete path (link to existing path network)
- Low Flow (creek centre line)
- Waterway
- Mix Shrub Planting
- Rough Mown (native grass)
- Concrete Crossovers (high flow water coverage)
- Mudstone embankment stabilisation
- Road crossing to be considered in detail design (traffic engineer)
- Existing Tree
- Recent Tree Planting
- Local Indigenous Tree
- Exotic Tree

Old school oval to be regraded and drained to form an effective detention basin

Zone 3



Zone 4



- Water Body
- Swale
- Gravel Paths (Shared Path 3m/ Pedestrian Path 1.5m)
- Concrete path (link to existing path network)
- Low Flow (creek centre line)
- Waterway
- Wetlands (low depressions)
- Woodland
- Mix Shrub Planting
- Rough Mown (native grass)
- Existing Tree Planting
- Concrete Crossovers (high flow water coverage)
- Mudstone embankment stabilisation
- Road crossing to be considered in detail design (traffic engineer)
- Existing Tree
- Local Indigenous Tree

Pedestrian bridge

Rural (6 wire strand) fencing to delineate school grounds Lineal Project

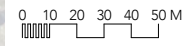
Existing dam



Rock seating / gathering place

link to Goldfields Recreation Reserve

Cycle loop onto Lake Road



Key Directions

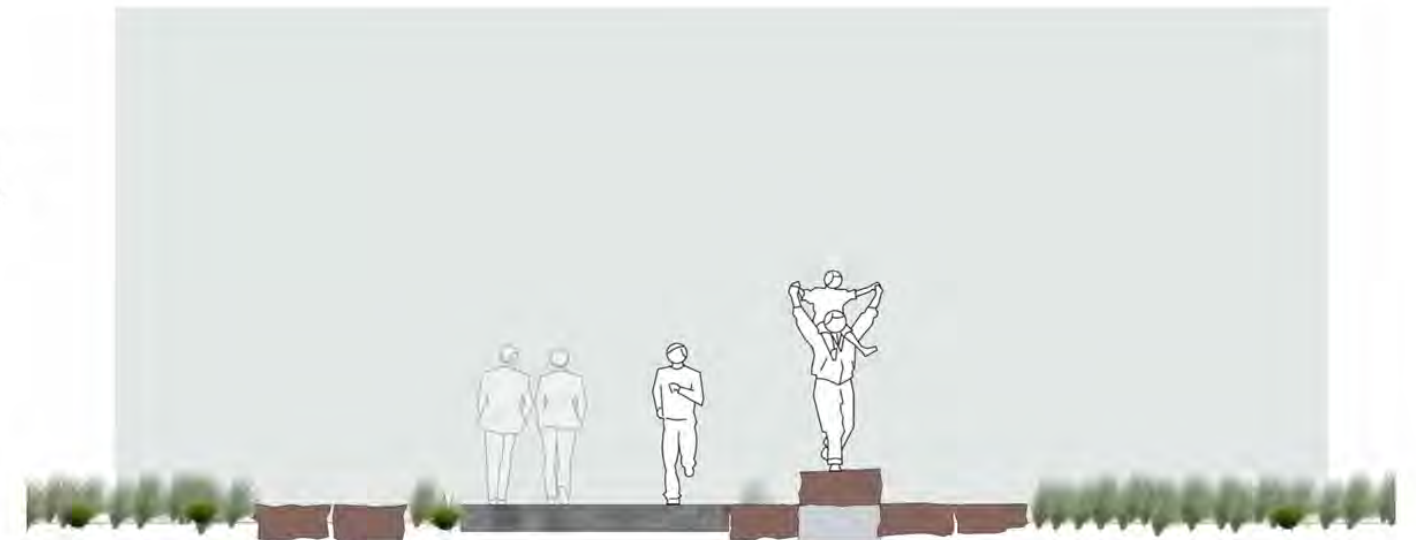


Improved connectivity and movement

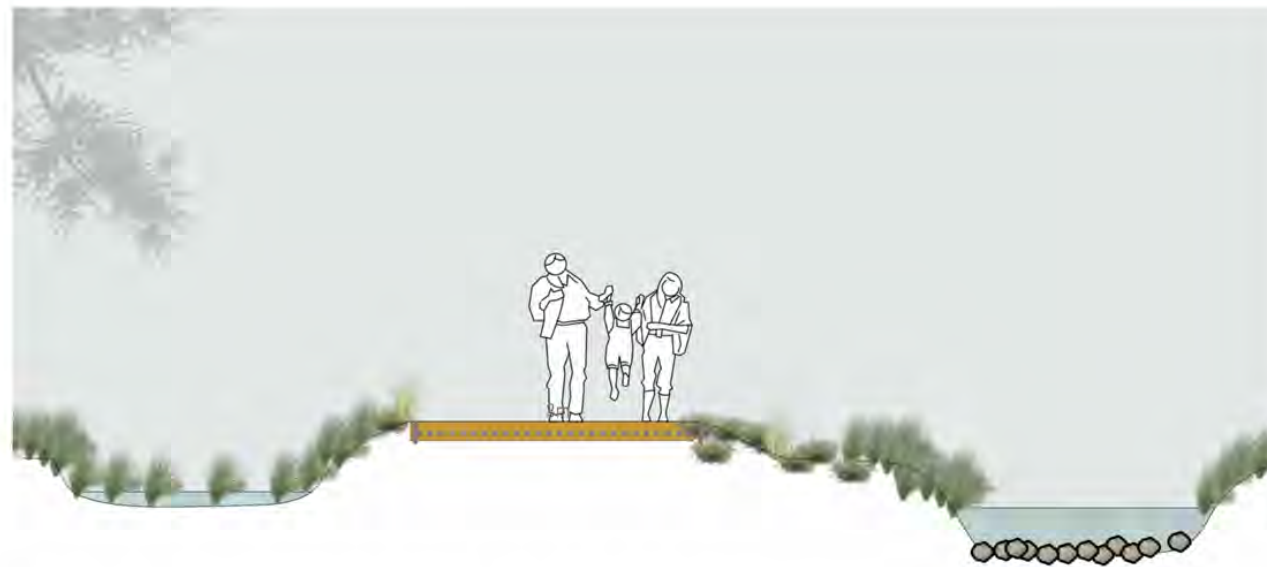
Improved access and safety

Currently the site has no path access, is poorly maintained and feels unloved and potentially unsafe for visitors.

The master plan recommends landscaping and trails that respond to the characteristics of the site. The proposed trails have been designed to ensure there is a clear line of site with appropriate adjacent vegetation including mown zones and absence of bushy shrubs where appropriate. Transitioning the overgrown drainage line, that lies at the back of properties, into a popular walking/cycling destination will bring activity, surveillance and safety for the community.



Concrete is used to cross areas of frequent flooding
Stepping stones provides a playful way to cross the waterways



The width of the shared paths within isolated sections of the project maintain clear sight-lines, improving safety and surveillance.



Extra wide shared paths allow for safe use and movement for multiple users including cycling, mobility scooters, jogging and pedestrians. The width also provides access to service and maintenance vehicles to ensure ease of site maintenance.



Strong walking and cycling connections

The master plan aims to provide a clear walking and cycling connection not only through the subject site but also to other trails further afield including the existing trails around the reservoir, Camp Hill trails, Beaufort town centre and Trawalla State Forest. There are some significant barriers that the master plan proposes to address, to improve connectivity such as intersection of the highway through the park, the railway line and highway to the north of the site.

The proposed trails have been designed to respond to the sensitivities of the site with wider trails where increased activity is predicted and narrower trails where alternatives routes for cycling are available.

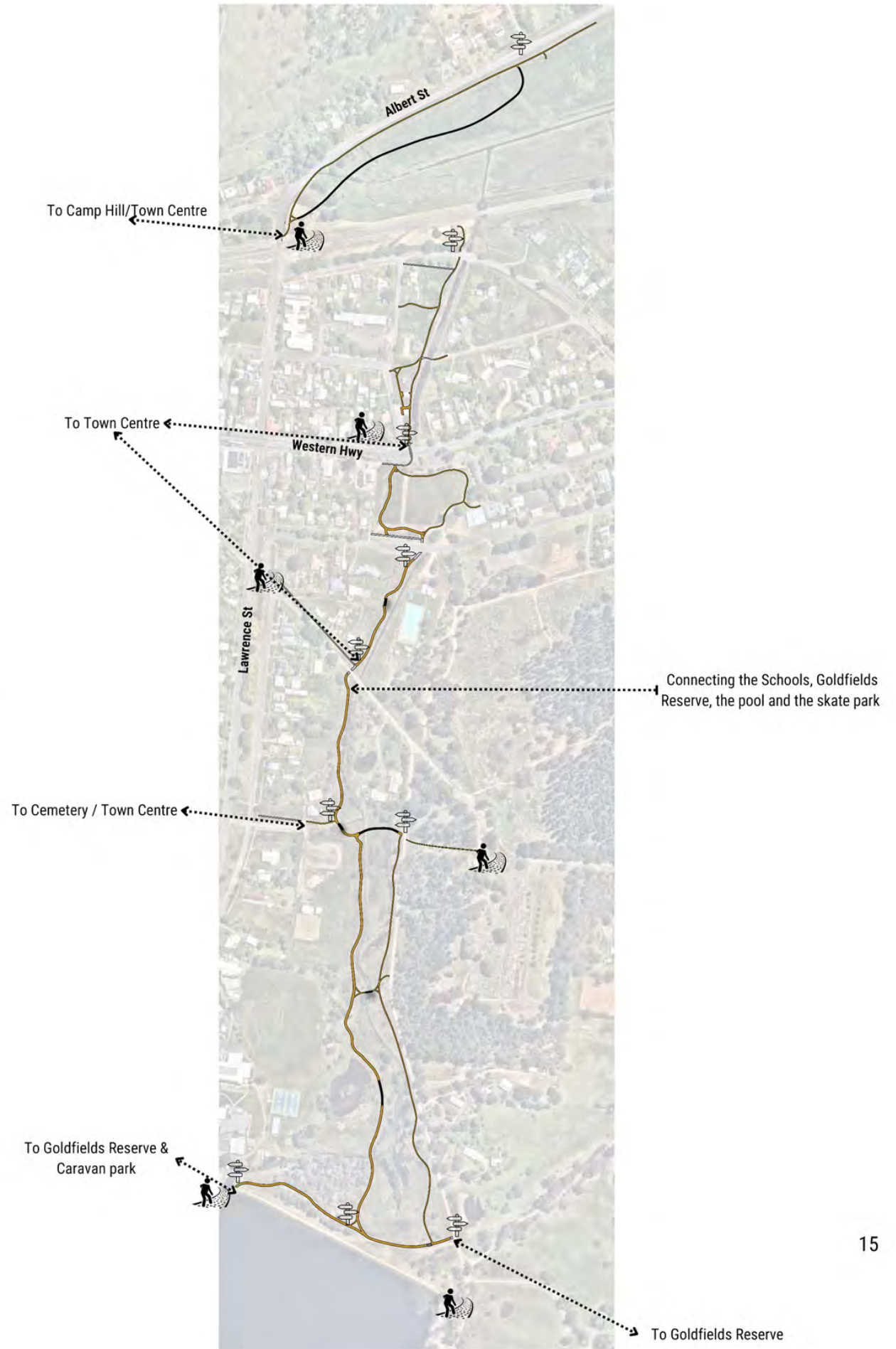


Clear wayfinding and sense of arrival

The master plan guides opportunities to articulate the location of the linear park, the activities available and the broader connections. The design concept highlights the arrival points to the linear park.

Way finding information to include but not limited to

- Directions and distance to key attractions
- Interpretive signage - on plants and wildlife
- Interpretive single on history and heritage
- Alternative routes



Enhanced Landscapes

Sustainable Management

The master plan acknowledges the challenges of numerous land owners and management models along the subject site. The structure of the masterplan, with identified landscape types, provides an opportunity for all land owners and managers to work together to revitalise this valuable site, improve the environment and bring the community together.

All recommended actions are underpinned by environmentally sustainable design principles and reflect policy directions already identified via existing Council strategies. The design is "light touch" and has not recommended new infrastructure where it is not important. Materials, species and approaches selected have low ongoing maintenance requirements. Regenerative approaches to landscape management, in landscape types 1 and 2, are designed to minimise weed incursion, and will be largely self sustaining after establishment.

Collaborative management is vital to the park's ongoing success. A collaborative management team; including Council staff, the local community, bush regeneration practitioners, and Traditional Owners is critical.

Encourage Social and Nature Connection

The proposed design will create spaces for the community to play, experience nature, for social get togethers, celebrations, and for exercise such as walking or cycling.

In the areas identified as landscape type 3, the master plan proposes improved play opportunities including an expanded skate park, new junior pump track, and eventually, a refurbished playground. These expanded facilities will be supported by social seating and comfortable gathering spaces.

The natural areas throughout the site will be welcoming to the community to explore and connect with nature. The landscape type 4 area, in particular, focuses on bringing people into the landscape and restored waterway.

The special use areas (landscape type 5) have been identified specifically to create opportunities for collaborative placemaking. These spaces offer flexibility for the community to use the space as they need, and collaborate to determine their use on an ongoing basis. The plan proposes consideration of an area for off-leash dogs, and a space for events, as examples of potential uses. This approach seeks to create a sense of ownership of the space and connection within the community.

Strengthen Local Environment and Sense of Place

The master plan proposes a uniquely Beaufort approach to revitalise the site, which is currently underutilised and in poor condition. The waterway, a regionally significant connector, also runs through the middle of the town connecting the lake to the town centre.

Species, materials and designs proposed in the master plan are uniquely Beaufort and reflect the history and landscape of the surrounding area. This approach, when established, will make a significant positive contribution to the town of Beaufort. A lush, green, natural landscape will be woven through the town in a way which invites people into to explore, move and enjoy.



Landscape Types

To create a uniquely Beaufort landscape and to clearly identify the approach, design and ongoing requirements of the different spaces within the site, five different landscape types have been identified.

Each landscape type is described on the following pages.

Legend

- Landscape Type 1**
Regeneration - Damp Sand - Herb rich woodland
- Landscape Type 2**
Regeneration - Lower Slopes/Hills Woodlands (grassy)
- Landscape Type 3**
Recreation Activity Area
- Landscape Type 4**
Natural recreational waterway
- Landscape Type 5**
Special Use



Landscape Type 1

Regeneration Damp Sand - Herb rich woodland

Overview

Within the natural flood plains of Beaufort, the pre-colonial vegetation type was a Herb Rich Woodland with riparian vegetation growing adjacent to the waterways (Garibaldi Creek).

The vegetation is typified by the open woodland canopy of Manna and Swamp Gum, a shrub layer and a rich ground layer of herbs, grasses, and orchids. Remnant examples of this vegetation type can be found within the adjacent Goldfield Recreation Reserve.

Rationale

The Garibaldi Creek receives increased stormwater runoff from the hard surfaces of Beaufort (roads, paths, and roofs). The excess water increased the flow of the creek, and the surrounding soil remained wet for longer. In areas where the soil remains moist for extended periods riparian vegetation is most appropriate, and will thrive in the changed conditions.

Strengthen Local Environment and Sense of Place

The intention for the landscape type 1 is to regenerate the landscape to resemble a pre-colonial condition and if practical propagate from local plants preserving genetic makeup of local populations.

Encourage Social and Nature Connection

The regeneration areas provide the community and visitors with an opportunity to engaged with nature, though walking and cycling, places to sit, as well as take part in the activity of bush regeneration. Regenerating and healing the landscape is an ongoing commitment that requires the community to work with council, Landcare groups and Traditional Custodians to develop a sense of stewardship of the water way.

Sustainable Management

The regeneration process includes two main phase; initiation and perpetual.

Initial phase 2-5 years

- Control of existing invasive plant species – with minimal disturbance to soil and native vegetation
- Revegetation of local indigenous species – if practical genetic stock to be selected local to the Beaufort region

Perpetual phase

- Control of new invasive species as required (expected to be minimal)
- Custodianship activities that may include:
 - Cool burning (patchwork)
 - Slashing (patchwork)
 - Repair / revegetation after significant disturbance events

Species



Herb Rich Grassy Understorey



Acacia verticillata



Eucalyptus viminalis



Pultenaea gunnii



Brunonia australis



Thelymitra macrophylla



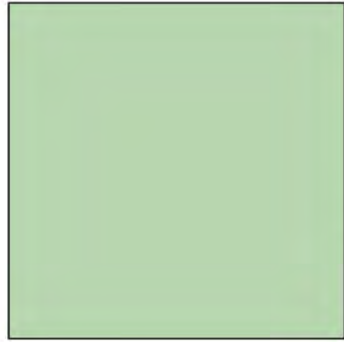
Pimelea humilis



Juncus pallidus

Materials





Landscape Type 2

Regeneration - Hills Woodlands (grassy)

Overview

The vegetation in landscape type 2 is similar to the grassy woodland of Camp Hill and characterised by a sparse shrub layer and a rich ground layer of herbs, grasses, and orchids.

Rationale

The areas adjacent to the water way will remain slightly dryer, the plants of the Hills Woodlands are adapted to short periods of inundation and long periods of drought. By using plant species that respond to the location climate resilience is built into the landscape.

Strengthen Local Environment and Sense of Place

The intention for the Landscape Type 2 is to regenerate the landscape to resemble a pre-colonial condition and if practical propagate from local plants preserving genetic makeup of local populations.

Encourage Social and Nature Connection

The regeneration areas provide the community and visitors with an opportunity to engaged with nature, though walking and cycling, places to sit, as well as take part in the activity of bush regeneration. Regenerating and healing the landscape is an ongoing commitment that requires the community to work with council, Landcare groups and Traditional Custodians to develop a sense of stewardship of the water way.

Sustainable Management

The regeneration process includes two main phases; initiation and perpetual.

Initial phase 2-5 years

- Control of existing invasive plant species – with minimal disturbance to soil and native vegetation
- Revegetation of local indigenous species – if practical genetic stock to be selected local to the Beaufort region

Perpetual phase

- Control of new invasive species as required (expected to be minimal)
- Custodianship activities that may include:
 - Cool burning (patchwork)
 - Slashing (patchwork)
 - Repair / revegetation after significant disturbance events

Species



Pultenaea pedunculata



Acacia melanoxylon



Melaleuca



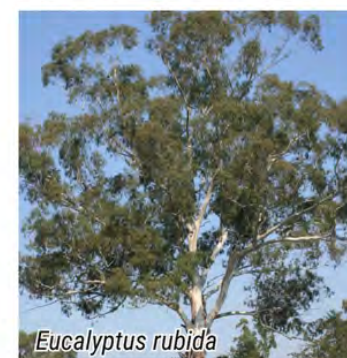
Pimelea humilis



Ozothamnus obcordatus



Leptospermum continentale



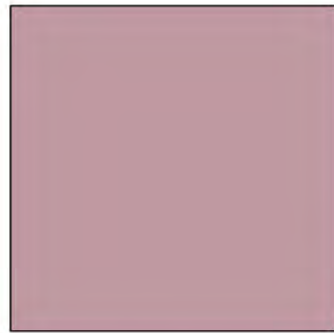
Eucalyptus rubida



Drosera Whittakeri

Materials





Landscape Type 3

Recreation Activity Area

Overview

Landscape type 3 is a traditional active recreation park area. There is an existing fenced playground with an adjacent picnic area/shelter and public toilets. Further north there is a skate park and play equipment for older children.

Rationale

The master plan builds on the existing character and proposes upgrades to the play and skate infrastructure as well as the addition of a junior pump track. The design and layout of the additional infrastructure will ensure that there are flexible open spaces for picnics or informal lawn games along with the connecting trails.

Strengthen Local Environment and Sense of Place

Species have been selected to compliment the park and play style landscape with a mixture of exotic and native species that provide shade and amenity while ensuring passive surveillance sight lines.

Sustainable Management

This area will continue to be managed by Council as part of the standard park, playground, skate and public toilet maintenance regime including regular audits and inspections. Lawn areas will be mown and trees pruned in line with standard park landscape maintenance.

The proposed additional pump track and expanded skate park are low maintenance, hard surface amenities which are not anticipated to increase the maintenance burden substantially.

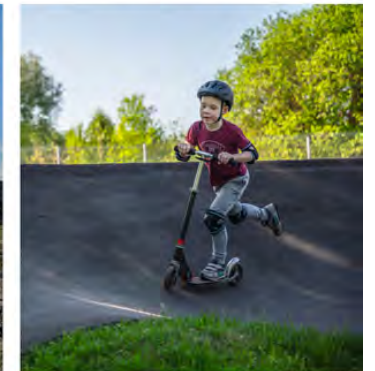
Encourage Social and Nature Connection

This area will continue to attract families and children of all ages to gather, play and participate in challenging activities such as skate boarding or biking. This area will have something for everyone and will continue to attract groups for parties or neighbourhood get togethers. The connecting trails will allow families to walk or ride to this active recreation node.

Species

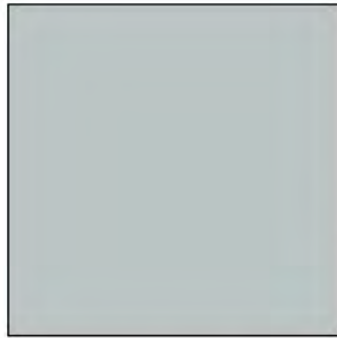


Community Use



Materials





Landscape Type 4

Natural Recreational Waterway

Overview

The waterway will be 'naturalised' from its current state as an open drain. The edges of the channel will be softened with riparian vegetation and constructed rocky outcrops, sections will be widened to allow for temporary pooling during storm events. The adjacent path network will wind its way along the creek to activate and provide access to the waterway with pause points to sit and enjoy the landscape.

Rationale

Naturalising the channelised waterway will improve water quality through vegetation and aeration, and water flow rates are slowed to increase soil absorption and mitigate flash flooding. A reconstructed Garibaldi Creek provides opportunities for improved habitat and ecology, providing visitors and the Beaufort community with an opportunity to connect with nature.

Strengthen Local Environment and Sense of Place

The intention for the landscape type 4 is to regenerate the landscape to resemble a pre-colonial condition and, if practical, propagate from local plants preserving the genetic makeup of local populations.

Encourage Social and Nature Connection

The regeneration areas provide the community and visitors with an opportunity to engage with nature, through walking and cycling, places to sit, as well as take part in the activity of bush regeneration and waterway management. Regenerating and healing the landscape is an ongoing commitment that requires the community to work with council, Landcare groups and Traditional Custodians to develop a sense of stewardship of the water way.

Sustainable Management

The regeneration process includes two main phases; initiation and perpetual.

Initial phase 2-5 years

- Control of existing invasive plant species – with minimal disturbance to soil and native vegetation
- Revegetation of local indigenous species – if practical genetic stock to be selected local to the Beaufort region

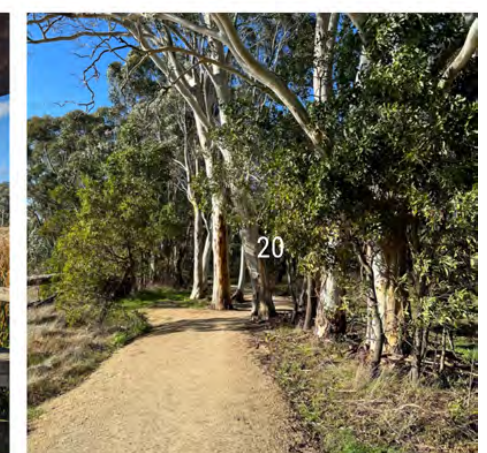
Perpetual phase

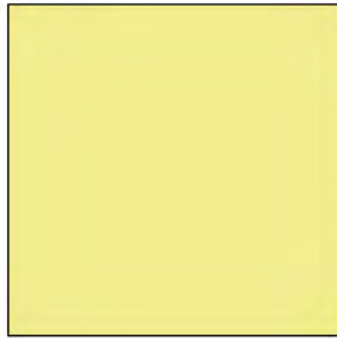
- Control of new invasive species as required (expected to be minimal)
- Custodianship activities that may include:
 - Cool burning (patchwork)
 - Slashing (patchwork)
 - Repair / revegetation after significant disturbance events

Species



Materials





Landscape Type 5

Special Use

Overview

These areas have been identified for multipurpose community and special event use. To allow for maximum flexibility the space is to be open, largely grassed, with few trees, and mostly flat to gently undulating. The grass to be rough mown, biodiverse mix of native grasses with buffer planting of mixed native and/or exotic shrubs (woody meadow type planting to reduce maintenance and increase biodiversity).

Rationale

Apart from sporting ovals, Beaufort lacks open grassy areas to host community gatherings and events including farmers markets, festivals, concerts and for informal activities such as Disc Golf. The aim of the special use areas are to provide opportunities for future uses to be explored and community lead placemaking to take place.

The special use areas have an additional storm water management role. The scale of the open space and the proximity to Garibaldi Creek allows for flash flood events to spread out across the landscape in a controlled way to mitigate flooding in built up areas.

Strengthen local environment and sense of place

The grass to be rough mown, biodiverse mix of native grasses with buffer planting of mixed native and/or exotic shrubs (woody meadow type planting to reduce maintenance and increase biodiversity). This approach will create a softer, more natural look, which is similar to the landscapes surrounding Beaufort, including at the Camp Hill lookout.

Encourage Social and Nature Connection

The special use areas are to encourage the local community to take part in 'Place Making' providing them with the flexibility to use they space as they need, providing a sence of ownership of the landscape and connection with the community.

Sustainable Management

The open grassy areas are to be managed though slashing and when appropriate the slashing may be suspended to allow for the native grasses to set seed.

The intention of the shrub buffer plantings is to be as low maintenance as possible and utilise a combination traditional parks management with regenerative practice including coppicing.

Potential Functions



Biodiverse rough mown grass



Ozothamnus obcordatus

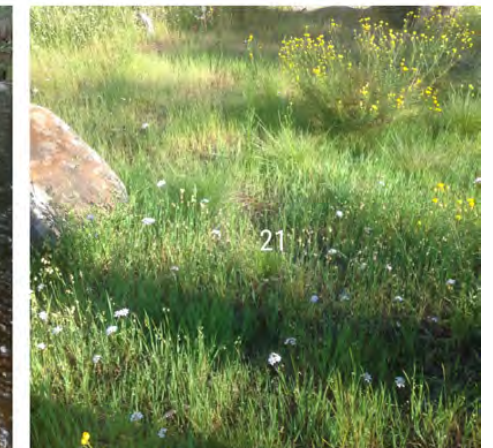


Eucalyptus sp



Eucalyptus sp

Materials



Healthy and Valued Waterways

Improve Biodiversity and Water Quality

Swales

Swales are shallow, vegetated open channel that conveys and treat stormwater. They are typically planted with grass or sometimes more dense vegetation to filter runoff.

Swales initially immobilise pollutants by binding them to organic matter and soil particles, then remove them by settling, filtration and infiltration into the subsoil. Certain pollutants, such as hydrocarbons, may be digested and processed by soil microorganisms in the ground as the water filters through.

The park site already has an extensive network of swales - the proposal is to revegetate these, turning them into what are called 'vegetated swales' or 'bioswales' where appropriate.



Vegetated Swales

A vegetated swale is an open channel with sloping sides which has been planted with native wetland and damp land species.

Vegetated swales are utilised in the master plan to:

- Protect gravel paths from washing out during storm events
- Provide passive irrigation to the surrounding landscape by holding water in the soil and distribute it to adjacent trees and vegetation.



Bio Swales

Bio-swales are similar to vegetated swale but have been constructed to manage a higher volume of storm water through installation of underground filtration structures and soils.

Bioswales are utilised in the master plan to:

- Mitigate flash flooding of the Garibaldi Creek by diverting and delaying stormwater from reaching the creek during severe storm events
- Improve water quality by allowing plants and soil organisms filter out pollutants and purify storm water before reaching the waterway.

Wetlands and Waterways

Wetlands are shallow water bodies permanently or periodically inundated. Many areas throughout Beaufort Linear Park currently act as wetlands.



Revegetated Wetland

Additional vegetation will help these areas to retain much of the stormwater flow before slowly discharging it through natural aquatic vegetation to reduce sediment and improve water quality.

Revegetated wetlands are utilised in the master plan to:

- Improve water quality by allowing plants and soil organisms filter out pollutants and purify storm water before reaching the waterway
- Slow water velocity with plants to slow the water and increase infiltration
- Mitigate downstream erosion and flash flooding
- Increase habitat for wetland and riparian species



Naturalised Waterway

Beaufort Linear park currently has extensive open drains running the length of the site connecting Yam Holes Creek to the Beaufort Reservoir.

Re-naturalising the channels restores creek meander, slow storm water velocity, reduce erosion, aerate and improve water quality and create habitat. The process of renaturing, includes construction of low flow rock line creek and rock bank stabilization as well as revegetation.

Low flow rock lined creek and rock bank stabilization areas are utilised in the master plan to:

- Improve water quality, by aerating the water as it flows over and between the rocks
- Slow water velocity, to increase infiltration and reduce erosion
- Provide habitat for small fish, insects and invertebrates
- Stabilise and protect the bank at constructed meander points
- Increase the meander of the creek to slow velocity
- Make the creekline look more attractive, welcoming for people, and creates an opportunity to use the creekline as a recreation experience (nature play)

Mitigate and Adapt to Flooding



Detention Basin

Detention (or 'retarding') basins are dam-like depressions designed to detain large stormwater flows immediately after a storm then release it slowly downstream. The proposed basins do not hold water for long periods, but they do help to prevent flash flooding and to protect assets after storms.

Detention basins are utilised in the master plan to fix water flow issues caused by the roads. The masterplan proposes to reinstate old school oval as a detention basin, primarily for major storm events. This space is already designed to be a detention basin, however over time soil has built up reducing the depth and efficiency of the oval.

Location of WSUD elements

Zone 1



Swales (including Bio-swales)

- Increase soil infiltration of surface runoff
- Provides passive irrigation to adjacent landscape
- Mitigates down stream flash flooding (disrupt the stormwater flow and velocity reaching Yam Holes creek)
- Protects gravel paths from washing out from surface runoff

Low Flow (creek centre line)

- Rock lining - reduce flow velocity, increase flow aeration and increase habitat
- Increased meander - slow flow velocity and improve the natural aesthetic of the creek

Waterway

- Increase meander Increased meander, slow flow velocity and improve the natural aesthetic of the creek
- Regenerative planting of riparian species, improves water quality and habitat

Mudstone Embankment Stabilisation

- Bank stabilisation
- Increase water aeration
- Provide habitat

Wetlands (low depressions)

- Existing depressions act as functioning natural wetlands
- Vegetation improves water quality, slows runoff and improves habitat
- Natural depressions mitigate down stream flash flooding

Detention Basin (old school oval)

Mitigates flooding by safely diverting and temporarily storing flood waters. The old school oval already serves as a detention basin with an overflow grate at Leichardt Street, however re-grading the oval will increase the water diverting capacity

Zone 2



Location of WSUD elements

Zone 3



Swales (including Bio-swales)

- Increase soil infiltration of surface runoff
- Provides passive irrigation to adjacent landscape
- Mitigates down stream flash flooding (disrupt the stormwater flow and velocity reaching Yam Holes creek)
- Protects gravel paths from washing out from surface runoff

Low Flow (creek centre line)

- Rock lining - reduce flow velocity, increase flow aeration and increase habitat
- Increased meander - slow flow velocity and improve the natural aesthetic of the creek

Waterway

- Increase meander Increased meander, slow flow velocity and improve the natural aesthetic of the creek
- Regenerative planting of riparian species, improves water quality and habitat

Concrete Crossovers (high flow water coverage)

- Provide vehicle and pedestrian access during dry periods.
- Allows unimpeded flow during high flow and flood events

Mudstone Embankment Stabilisation

- Bank stabilisation
- Increase water aeration
- Provide habitat

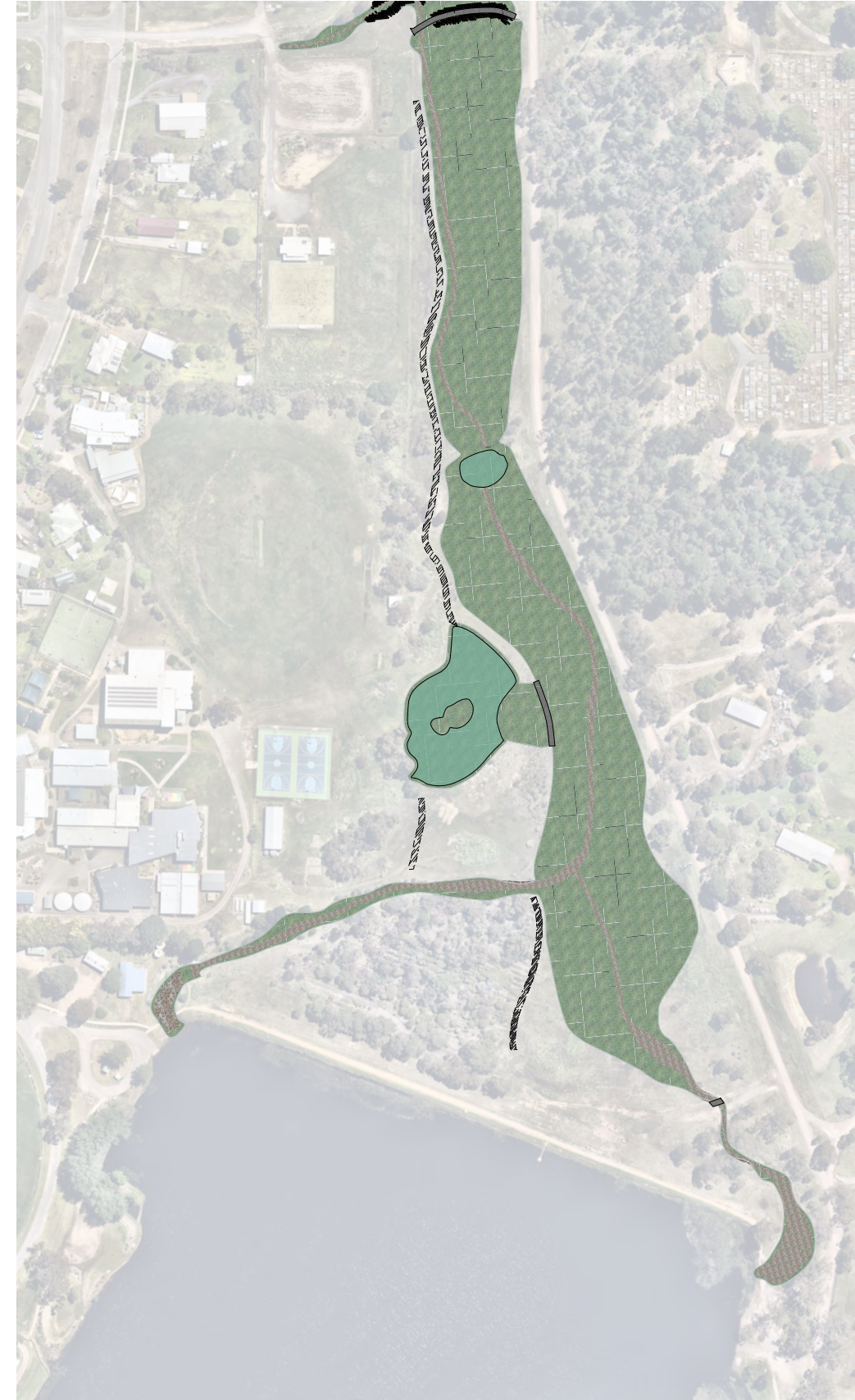
Wetlands (low depressions)

- Existing depressions act as functioning natural wetlands
- Vegetation improves water quality, slows runoff and improves habitat
- Natural depressions mitigate down stream flash flooding

Existing Dams

- Capture and hold stormwater runoff
- Migrate down stream flash flooding
- Aesthetic feature

Zone 4

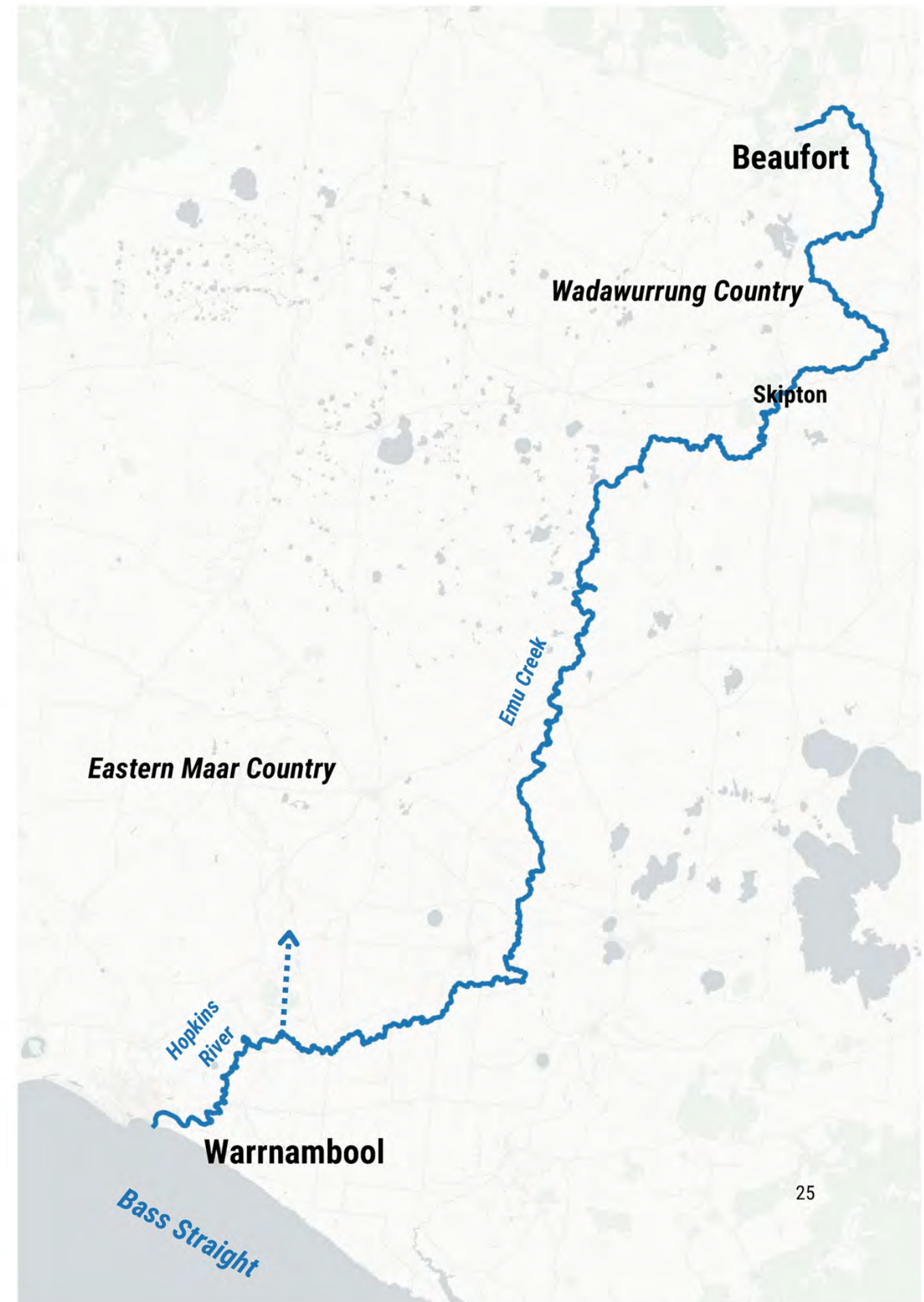
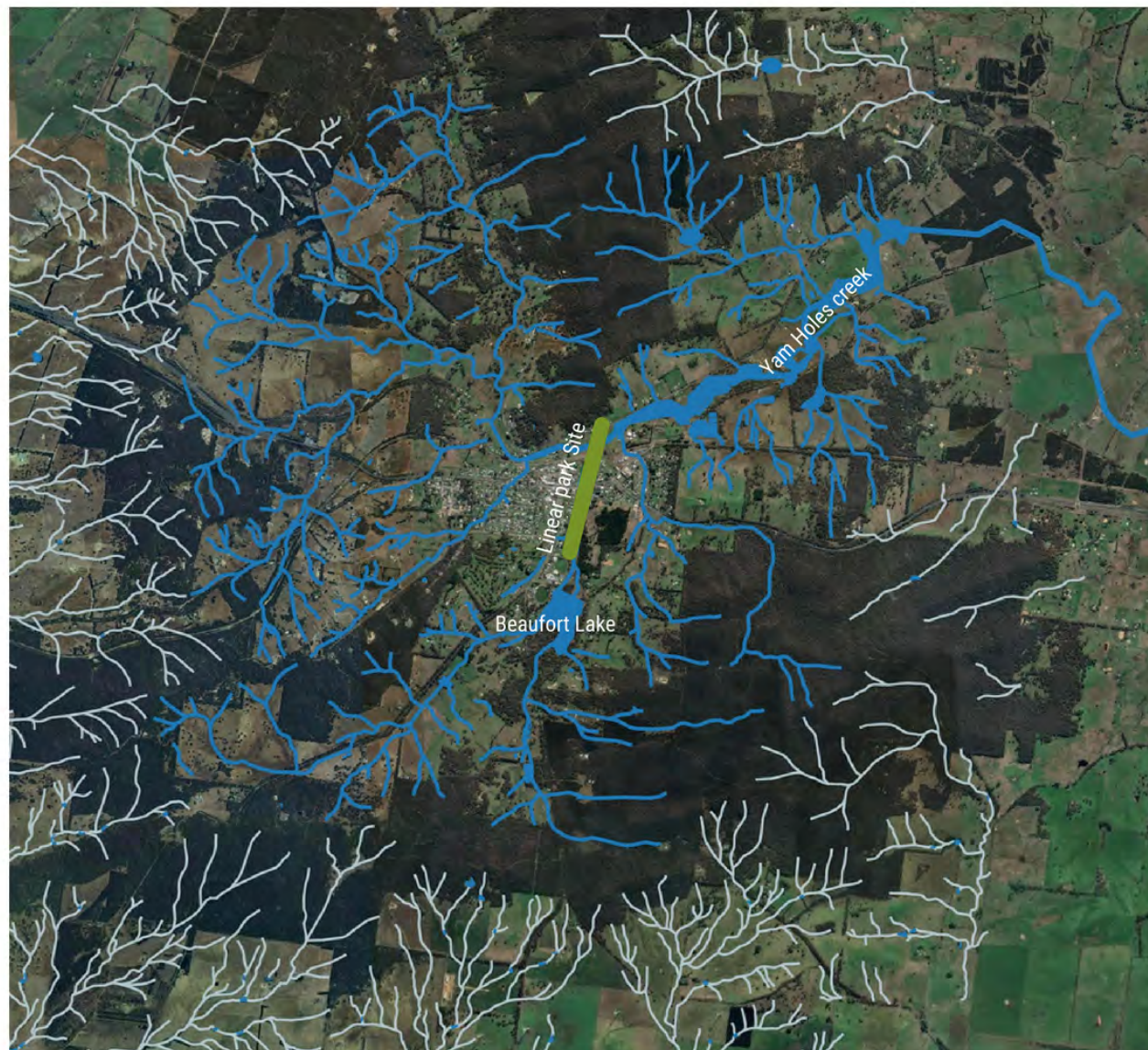


Celebrate the Garibaldi Creek and the Broader Catchment

The Garibaldi Creek is part of a much larger network of creeks flowing through the Yam Holes creek and towards Emu Creek.

Green Blue Infrastructure along the Beaufort Linear Park site is important and will increase the climate resilience of Beaufort, however a wholistic approach is needed across the entire Beaufort catchment and township to capitalise on the benefits of Integrated Water Management.

Water Sensitive Urban Design can be incorporated into the streetscapes, parks and private property to include rain gardens, swales and passive irrigation. Connecting the Beaufort Catchment with an Integrated Water Management system will vastly improve the towns resilience against both drought and flood.



Action Plan



Action Plan Overview

The Action plan is designed to be funded by grants and partnership as they become available.

Actions are staged and costed by zone and by anticipated time frame.

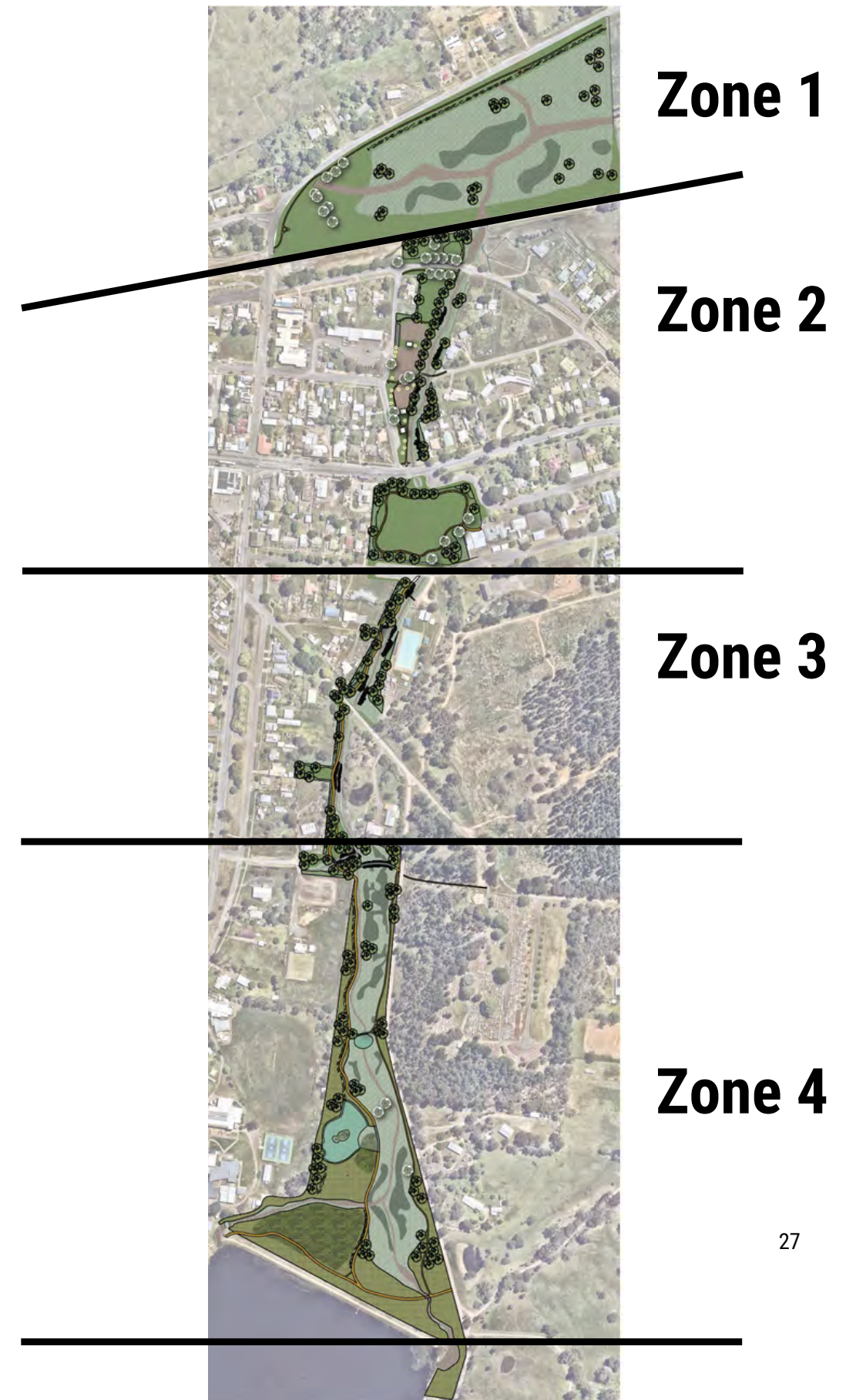
*NOTE: costs estimated here are approximate and current as of November 2023. Costs are expected to increase per year at a rate higher or equal to the [Australian Bureau of Statistics' Producer Price Index for Non-Residential Building Construction in Victoria](#). For example, over the past twelve months (Sept 2022-Sept 2024), non-residential building construction prices rose 5.7%.

Because timing of the works is currently unknown the estimated costs do not include predicted escalation.

Zone	Nov 2023* Predicted Costs
Total Zone #1	\$1M
Total Zone #2	\$720-40K
Total Zone #3	\$460-70K
Total Zone #4	\$760-80K

Total project costs **Approx \$3M**

Project Timing	Nov 2023* Predicted Costs
Total Short Term Projects (1-3 years)	\$460-70K
Total Medium Term Projects (4-6 years)	\$520-30K
Total Long Term Projects (7-10 years)	\$1.3K
Total for regeneration over the first 10 years	\$739-40K



Implementation Actions

**NOTE: costs estimated here are approximate and current as of November 2023. Costs are expected to increase per year at a rate higher or equal to the Australian Bureau of Statistics' Producer Price Index for Non-Residential Building Construction in Victoria. For example, over the past twelve months (Sept 2022-Sept 2024), non-residential building construction prices rose 5.7%.*

#	Zone	Activities	Description	Cost*	Timeframe
1	1	Detailed design and preliminary works for a new welcoming entry to Beaufort (Zone 1)		\$20-30,000	7-10 Years
2	1	Picnic area and parking at a new welcoming entry to Beaufort	Install entry picnic grounds. Proposed works include a small seating area with accessible furniture, access path shade structure and grass area.	\$63-68,000	7-10 Years
3	1	Boardwalk and interpretive signage at a new welcoming entry to Beaufort	Install a boardwalk and pathways to connect visitors from the picnic area along the regenerated creek and on to Beaufort Linear Park and into Beaufort. Use Water Sensitive Urban Design elements including swales along Albert Street, and naturalised wetland and creek line to improve water quality and ecosystem health.	\$730-750,000	7-10 Years
4	1	Additional trees along Albert Street at a new welcoming entry to Beaufort	Plant an avenue of exotic trees to define the entry to the township and provide a colourful welcome for visitors and residents	\$25-35,000	7-10 Years
5	1	Regeneration of the Yam Holes Creek flood plain and planting in swales (Zone 1)	Initial bush regeneration of waterway including weed control, revegetation. The commencement of patchwork disturbance regime including grazing (goats), cool burning and slashing.	\$250-\$260,000 establishment cost.	7-10 Years
6	2	Detailed design and preliminary works for the Beggs Street Recreation Activity Area Enhancement (Zone 2)		\$34-38,000	7-10 years
7a	2	Beggs Street Recreation Activity Area Enhancement	Expand and upgrade existing recreation node to cater for all ages and abilities and provide a meeting, play and recreation space for the local community and visitors. Including: - Expand the skate park to cater for a wider range of ages and abilities - Develop a new junior pump track to provide the community with biking skill development - Upgrade the play space to improve play opportunities for all ages and to integrate with the neighbouring skate park and pump track - New small car parking area - New shade structure between the pump track and skate park	\$270-320,000	7-10 years
7b	2	Special Use Area- Off Leash Dog Park	Create a new area for dog off leash use including fenced areas for large and small dogs and a seating area shaded by trees. Repurpose the existing shed to create a shelter and seating area. <i>Subject to community engagement (see Action 25)</i>	\$60-65,000	7-10 years
8	2	Rocks, embankment stabilisation and grading to create a naturalised creek line	Undertake site grading, and install rocks and mudstone flats to change the open drain into a creek line formation. The works will naturalise the existing open drain to add aquatic and riparian ecological values and create a waterway which mimics a natural creek.	\$60-70,000	7-10 years
8	2	Pathways connecting Western Highway through to Pratt Street and the existing bridge for access from Willoby Street.	Install gravel pathways (1.5m width) around and through the Beggs Street Recreation Activity Area.	\$20-25,000	7-10 years
9	2	Trees and a rough mown lawn area of native grasses in the recreation activity zone.	Prepare and install of rough mown areas with native grass species, garden beds with low maintenance woody meadow species and trees to maintain an area of grassy open space for informal lawn activities and events.	\$55-65,000	7-10 years
10	2	Establishment weed control and revegetative planting of the newly reshaped waterway (Zone 2)	After site grading and reformation of the open drain to create a naturalised waterway formation, undertake establishment weed control and revegetation planting. The works will naturalise the existing open drain to add aquatic and riparian ecological values and create a waterway which mimics a natural creek.	\$30-35,000 establishment cost.	7-10 years
11	2	Pathways and grassy open space detention basin at the old School Oval site	Re-grade the site to form a detention basin and grassy open space including buffer plantings (woody meadow) to provide critical flood mitigation function. Remove the existing school fence to open the site for community use and increase drainage. Install pathways around the detention basin area with seating to rest and enjoy the view of the site. Utilise extra wide shared paths (3m) to allow for safe use and movement for multiple users including cycling, mobility scooters, jogging and pedestrians. The width also provides access to service and maintenance vehicles to ensure ease of site maintenance.	\$160-170,000	4-6 years
12	3	Detailed design and preliminary works for habitat link and pedestrian/cycle corridor (linking north with south) (Zone 3)		\$25-30,000	1-3 years
13	3	Rest and observation nodes along the pathway to provide comfortable access to the natural, recreational waterway	Install seating, bins, bicycle hoops, drinking fountain and wayfinding/interpretive signage along the recreational waterway path and at the entrance to the pocket park (just South of Cemetery Road).	\$28-32,000	1-3 years

Implementation Actions

**NOTE: costs estimated here are approximate and current as of November 2023. Costs are expected to increase per year at a rate higher or equal to the Australian Bureau of Statistics' Producer Price Index for Non-Residential Building Construction in Victoria. For example, over the past twelve months (Sept 2022-Sept 2024), non-residential building construction prices rose 5.7%.*

#	Zone	Activities	Description	Cost	Timeframe
14	3	Pathways and a pedestrian bridge for walking and cycling along the recreational waterway, protected by water sensitive urban design features and embankment stabilisation to manage stormwater and create a naturalised creek line	<p>Undertake site grading, and install rocks and mudstone flats to change the open drain into a creek line formation.</p> <p>The works will naturalise the existing open drain to add aquatic and riparian ecological values and create a waterway which mimics a natural creek.</p> <p>Install swales (and bioswales where required) alongside the route of the new gravel pathway to protect it from washing away during storm or flood events.</p> <p>Establish a new pathways network using extra wide shared paths (3m) to allow for safe use and movement for multiple users including cycling, mobility scooters, jogging and pedestrians. The width also provides access to service and maintenance vehicles to ensure ease of site maintenance.</p> <p>Provide bollards (including removal/droppable) bollards at the Cemetery Road crossover to allow for vehicle access to the path when required.</p> <p>Improve access to the pool by installing a new low-maintenance pedestrian bridge (recycled plastic) and positioning creek line rocks to create stepping stones across the new waterway.</p>	<p>\$300-320,000</p> <p>Excluding the concrete path into town North of Cemetery Road (walkability project)</p>	1-3 years
15	3	Native grasses and densely planted woody meadow areas in a new pocket park space and along the natural recreational waterway area to buffer adjoining properties and the pool	<p>Prepare and install of rough mown areas with native grass species, garden beds with low maintenance woody meadow species, planting to the newly installed swales and shade trees.</p> <p>Utilise high volume, densely planted woody meadow species to establish low maintenance buffers to adjoining private land owners and improve the interface with the pool.</p>	\$63-68,000	1-3 years
16	3	Establishment weed control and revegetative planting of the newly reshaped waterway (Zone 3)	<p>After site grading and reformation of the open drain to create a naturalised waterway formation, undertake establishment weed control and revegetation planting.</p> <p>The works will naturalise the existing open drain to add aquatic and riparian ecological values and create a waterway which mimics a natural creek.</p>	\$36-40,000 establishment cost.	1-3 years
17	4	Detailed design and preliminary works for habitat link and pedestrian/cycle corridor (linking north with south) (Zone 3)		\$25-35,000	4-6 years
18	4	Rest and observation nodes along the pathway to provide comfortable access to the school and the wetland area	Install seating, bins, bicycle hoops, drinking fountain and wayfinding/interpretive signage along the recreational waterway path and create a circular seating area with local rocks to provide opportunities for an outdoor classroom.	\$33-38,000	4-6 years
19	4	Pathways and a floodable crossover with stepping stones for informal/playful crossing to Audus Lane, protected by water sensitive urban design features and embankment stabilisation to manage stormwater and create a naturalised creek line.	<p>Undertake site grading, and install rocks and mudstone flats to change the open drain into a creek line formation, where required while maintaining existing wetland and dam areas.</p> <p>The works will naturalise the existing open drain to add aquatic and riparian ecological values and create a waterway which mimics a natural creek.</p> <p>Install swales (and bioswales where required) alongside the route of the new gravel pathway to protect it from washing away during storm or flood events.</p> <p>Provide pathways to connect through the zone and to Goldfield Recreation Reserve and cycle loop onto lake road and beyond. Pathways on the western side of the site are wide (3m) to allow for safe use and movement for multiple users including cycling, mobility scooters, jogging and pedestrians. The width also provides access to service and maintenance vehicles to ensure ease of site maintenance. Pathways on the eastern side of the site are designed to be pedestrian only (1.5m wide) as cyclists can cross over to Lake Drive.</p> <p>Install a floodable concrete road crossing to allow access across the site at Audus Lane (east-west). Designed-in stepping stones will soften the look at the crossing (especially when not flooded), provide an alternative options for crossing during wetter months, and encourage playful interactions with the creek.</p>	\$260-310,000k	4-6 years
20	4	Regeneration of the Garibaldi Creek wetland areas and waterway and adjacent woodland (Zone 4)	<p>After site grading, swale installation and reformation of the open drain to create a naturalised waterway formation, undertake establishment weed control and revegetation planting.</p> <p>The works will naturalise the existing open drain to add aquatic and riparian ecological values and create a waterway which mimics a natural creek.</p> <p>Utilise denser planting in woodland areas to help to buffer visibility to the school.</p>	<p>\$ 400-405,000 establishment cost.</p> <p>Custodian management of the site is ongoing.</p>	4-6 years

Management Actions

	Activities	Timeframe
21	<p>Establish maintenance protocols for the site which respond to the unique characteristics of the linear park, by managing the landscape in line with landscape types 1-5, including:</p> <ul style="list-style-type: none"> Control existing invasive plant species with minimal disturbance to soil and native vegetation. Source local indigenous species for revegetation. If practical genetic stock to be selected local to the Beaufort region Choose shrub species for buffer plantings, which will be as low maintenance as possible (Woody Meadow style planting and management) Utilise a combination traditional parks management with regenerative practice including coppicing Establish a patchwork disturbance regime including grazing (goats), cool burning and slashing. Monoculture lawn to be avoided to reduce irrigation and maintenance cost and replaced with the establishment of rough mown grassy areas - a biodiverse mix of native grass and flowering species to increase biodiversity and climate resilience 	Initial phase 2-5 years, then ongoing
22	Partner with Wadawurrung, Dja Dja Wurrung, Wotjobaluk and Eastern Maar Peoples to regenerate and heal the landscape as a long term commitment to ongoing management of the landscape	Ongoing
23	<p>Partner with community groups including Landcare to develop a sense of ownership and commitment to the ongoing regeneration of the waterway and linear park. Custodianship activities that may include:</p> <ul style="list-style-type: none"> Cool burning (patchwork) Slashing (patchwork) The open grassy areas are to be managed through slashing and when appropriate the slashing may be suspended to allow for the native grasses to seed Repair / revegetation after significant disturbance events 	Ongoing
24	Undertake community engagement regarding the potential dog off leash area (Beaufort Linear park Zone 2) to determine level of community support and if supported, it's final design.	Within the next 12 months
25	<p>Engage a specialist hydrologist to review concept drawings and model the proposed water management approaches to confirm:</p> <ul style="list-style-type: none"> capacity and grading of detention basin (old school oval) if bioswales are required in areas of greater stormwater runoff volume (or if basic swale drains are sufficient throughout the project) 	Within the next 12 months



This document was prepared by Emerge Associates on behalf of Pyrenees Shire Council.

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Katherine Howard, katherine.howard@emergeassociates.com.au*

November 2023

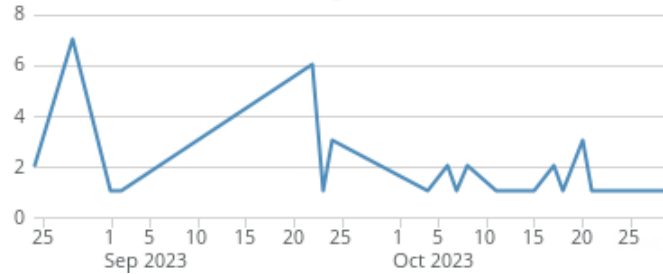
Usage Report

Site Name: Avoca - DM002 Site Manager: Brooke Martin
 Site Manager Email: brooke.martin@goevie.com.au Reporting Period 2023-08-01 - 2023-10-31

Number of Sessions

Month	Sessions
2023-Aug	9
2023-Sep	12
2023-Oct	20
GRAND TOTAL	41

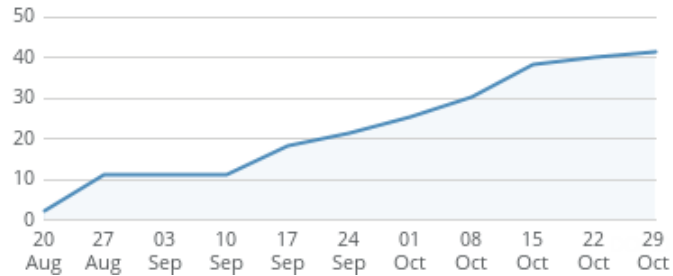
Sessions per day



Total Charging Time (mins)

Month	Charging Time
2023-Aug	65.39
2023-Sep	183.58
2023-Oct	639.63
GRAND TOTAL	888.60

Cumulative no. of Sessions



Average Charging Time per Session (mins)

Month	Average session time
2023-Aug	7.27
2023-Sep	15.30
2023-Oct	31.98
GRAND TOTAL	21.67

kWh Provided

Month	kWh provided
2023-Aug	50.44
2023-Sep	125.10
2023-Oct	449.91
GRAND TOTAL	625.45

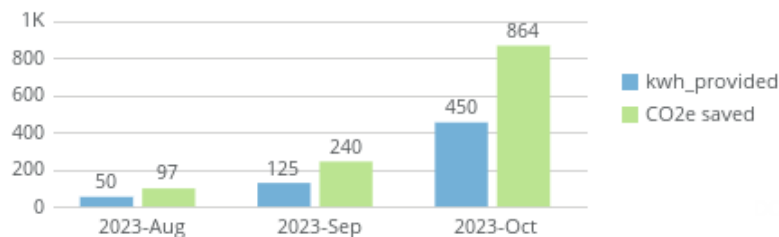
CO2e-kg saved replacing ICE vehicles

Month	CO2e-kg saved
2023-Aug	49.23
2023-Sep	122.10
2023-Oct	439.11
GRAND TOTAL	610.44

CO2e-kg saved using GreenPower

Month	CO2e-kg saved
2023-Aug	47.61
2023-Sep	118.10
2023-Oct	424.71
GRAND TOTAL	590.42

Energy Usage and CO2e Saved



Fast Cities Australia Pty Ltd trading as Evie Networks ABN 58613484754 CO2e-kg reduction values derived from state generation sources published by the Clean Energy Regulator (2019-2020). CO2e-kg saved using GreenPower compares the CO2e-kg emitted based on average state energy generation, and the average state energy generation using GreenPower certified energy sources. CO2e-kg saved replacing ICE vehicles compares the CO2e-kg emitted based on average state GreenPower energy generation, and the average ICE CO2e-kg output per unit of energy generated.

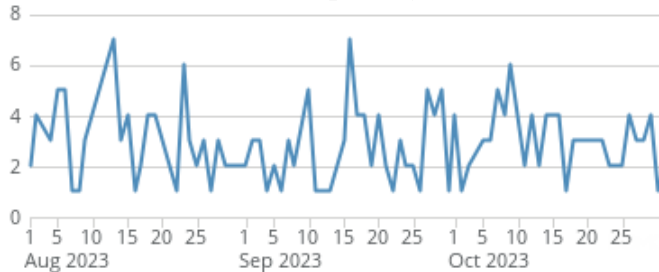
Usage Report

Site Name: Beaufort S2 - DM001 Site Manager: Brooke Martin
 Site Manager Email: brooke.martin@govie.com.au Reporting Period 2023-08-01 - 2023-10-31

Number of Sessions

Month	Sessions
2023-Aug	88
2023-Sep	75
2023-Oct	82
GRAND TOTAL	245

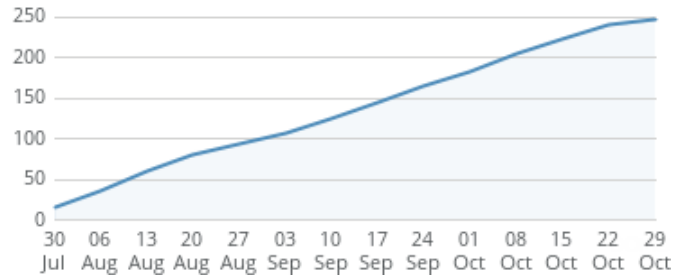
Sessions per day



Total Charging Time (mins)

Month	Charging Time
2023-Aug	2,710.47
2023-Sep	2,045.47
2023-Oct	2,437.03
GRAND TOTAL	7,192.96

Cumulative no. of Sessions



Average Charging Time per Session (mins)

Month	Average session time
2023-Aug	30.80
2023-Sep	27.27
2023-Oct	29.72
GRAND TOTAL	29.36

kWh Provided

Month	kWh provided
2023-Aug	1,888.95
2023-Sep	1,398.95
2023-Oct	1,676.46
GRAND TOTAL	4,964.36

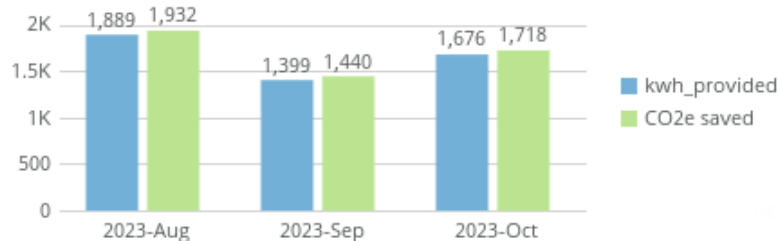
CO2e-kg saved replacing ICE vehicles

Month	CO2e-kg saved
2023-Aug	1,843.61
2023-Sep	1,365.37
2023-Oct	1,636.23
GRAND TOTAL	4,845.21

CO2e-kg saved using GreenPower

Month	CO2e-kg saved
2023-Aug	88.00
2023-Sep	75.00
2023-Oct	82.00
GRAND TOTAL	245.00

Energy Usage and CO2e Saved



Fast Cities Australia Pty Ltd trading as Evie Networks ABN 58613484754 CO2e-kg reduction values derived from state generation sources published by the Clean Energy Regulator (2019-2020). CO2e-kg saved using GreenPower compares the CO2e-kg emitted based on average state energy generation, and the average state energy generation using GreenPower certified energy sources. CO2e-kg saved replacing ICE vehicles compares the CO2e-kg emitted based on average state GreenPower energy generation, and the average ICE CO2e-kg output per unit of energy generated.



**Progress Update Report as of
November 2023**

**of the
OPERATIONAL COUNCIL PLAN
2023-2024**

Detailing operational delivery of
the Pyrenees Shire Council Plan
2021-2025

Original Operational Plan endorsed
by Council February 2022
SLT Reviewed October/November
2023



PURPOSE

This reporting document is designed to align operational objectives and actions with delivering the Pyrenees Shire Council Plan 2021-2025. The Operational Plan will be reviewed annually, alongside reviews of the Council Plan, to maintain alignment with the Council Plan 2021-2025 and Community Vision 2021-2031.

Monitoring, measuring, and reporting.

Outcomes of this Plan will be monitored and measured in accordance with the measures included in the Council Plan 2021-2025. Reporting to Council and Community will be undertaken as part of the quarterly Council Plan reporting.

Contents

PURPOSE.....	2
Monitoring, measuring, and reporting.....	2
Status Legend:	3
ENABLING PRINCIPLES.....	3
PEOPLE	8
PLACE.....	17
ENVIRONMENT.....	21
ECONOMY.....	28



Status Legend:

0%	25%	50%	75%	Complete	Funding required	Information required	Ongoing	On Hold / Deferred to 2023/24	Cancelled

ENABLING PRINCIPLES

a. Motivate and inspire community involvement				
Council priority	Operational focus	Responsibility Lead	Progress summary	Status
1. Embed community participation in project management framework	Monitor engagement through steering group meetings.	Project Steering Group	Meetings of the steering group are held monthly at which all exceptions are discussed. Project budget is monitored through specific finance meetings.	
2. Work with our communities to understand and realise their aspirations	Re-develop and reinvigorate the Community Action Plan program.	Community Development	Communication with community members has started on updating action plans and communicating priorities to Council.	
	Facilitate grant submission training for community groups.	Community Development	Guidance and support provided when requested. Ongoing information sessions are provided prior to grant program opening.	
3. Encourage wide representation of community in	Review community engagement policy and develop community communications & engagement strategy; implement strategy.	Community Development	Drafting of engagement toolkit / guidelines for staff underway. When complete, will be	



a. Motivate and inspire community involvement				
Council priority	Operational focus	Responsibility Lead	Progress summary	Status
Council decision-making			included as step in project management concept development.	
	Promote and encourage community participation in Councillor cuppa opportunities.	CEO Office	Opportunities for community discussion with Councillors and senior officers provided monthly in all regions of the shire on a 48-month rotation / schedule. From September 2022, sessions were held in late afternoon / evening – enabling a greater level of engagement.	
	Collaborative annual review of engagement / communications plans.	Communications	Engagement / Communications Plan adopted November 2023.	
4. Provide a range of opportunities for community participation, including online, in-person, and through different media	Redevelop Community Action Planning Framework.	Community Development	Planning underway and communication with Community Action Planning groups has started.	
	Ongoing development and use of the Engagement Hub system.	SLT	Ongoing promotion and use of Engagement Hub system.	
5. Annual report to a community consultative group to review the implementation of the Community Vision	Provide annual report to Community via Council.	Communications / Director C&CS	2023 Annual Report Completed.	
	Every two years (Council mid-term and end-of-term) convene in-person forum with community consultative group.	CEO Office	Completed – event held in October 2023. Next session to be prepared for late 2024/ early 2025 as part of next Council Plan preparation.	






b. Provide transparency and accountability				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Reflect community consultation and research findings in decision-making	Monitor engagement details input into Council reporting.	Director C&CS	Implemented into Council report template and monitoring conducted monthly.	
	Ensure community action plan priorities are considered in Council project and funding opportunities.	Community Wellbeing / ELT		
2. Have goals that are clear and measurable	Continue reporting against the operational council plan every six months.	SLT led by Director C&CS	First six-monthly report evidenced by this report.	
	Monitor proper implementation of project planning processes prior to approval by Steering Committee.	Project Steering Committee.	In progress.	
3. Provide relevant, timely, and accessible updates via a broad range of communication channels to reach groups and individuals within our community (e.g., website, email, e-newsletters, paper newsletters, noticeboards)	Audit public notice boards across the shire and develop processes to facilitate wide dissemination of information to people without internet access. Assign roles for maintenance.	Frontline Services / Assets	Audit in progress by Frontline Services. Maintenance accepted by Assets Team.	
	Continue to update project dashboard (monthly) and promote community access to the dashboard.	Project Managers / SLT	Maintained by Project Managers and Project Management Facilitator. Reviewed on a monthly basis by project groups and project steering committee.	
	Utilise the Engagement Hub where appropriate for dissemination of information and gaining community feedback.	Project Managers / SLT	Project summaries are posted on the Engagement Hub to provide information about upcoming work to the community.	
	Contribute to content for communications.	SLT	Ongoing activity.	



b. Provide transparency and accountability				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
4. Continue to foster a culture of accountability and transparency	Quarterly reporting to Council and Community against the Council Plan 2021-2025 and aligned operational plan.	Director C&CS	Ongoing activity.	
	Seek feedback and ideas from staff on how they need management to support them.	ELT / SLT	Ideation project in constant use by staff to provide ideas for improvement. New Feedback link provided and promoted to staff.	
	Include project review, case study and issues review in project completion activities.	Community Development	In progress.	

c. Use resources efficiently and effectively				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Continue to build the capability and capacity of Council employees to deliver the Council Plan	Undertake a project to build organisational capacity and report regularly to Council – Develop a Capacity Building Plan.	ELT	In progress alongside a customer satisfaction improvement plan.	
	Continue the dynamic review of a Workforce Plan that is aligned with the Council Plan and operational plan.	SLT / ELT / People & Culture	Operational Workforce Plan developed as a dynamic, living Plan.	
2. Promote financially responsible decisions	Conduct six-monthly checks on aggregate procurement levels with single suppliers or contractors.	Finance	Checks now included within financial reporting to ELT as an ongoing activity.	
	Project Steering Committee to monitor financial adherence of whole-of-project life budgets.	Project Steering Cttee	Project budget adherence being monitored by Manager Finance and true budgets being input on dashboard.	



c. Use resources efficiently and effectively				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
			Capital budget overruns still being seen which are being addressed.	
	Identify financial risks and alignment with Council Plan for all new projects or initiatives.	Project Steering Cttee	To be input as part of project development.	
	Monitor and maintain financial risks within the Strategic and Operational risk registers.	Finance	Ongoing as part of annual reviews.	
3. Monitor staff wellbeing and satisfaction	Conduct annual staff satisfaction surveys or similar. Analyse results and identify improvement actions. Report back to staff on proposed actions.	People & Culture / ELT	Survey completed for 2023. Some actions and report back implemented as part of all staff day in 2023. New feedback link introduced to provide easy route for staff to provide timely feedback and not limited to just once per year.	



PEOPLE

a. Prepare for emergencies and ensure community safety				
Council priority	Operational focus	Responsibility Lead	Progress summary	Status
1. Have appropriate and up-to-date emergency management plans (Facilitate)	Support the MEMPC (Municipal Emergency Management Planning Committee) in reviewing the Municipal Emergency Management Plan and preparing for audit in 2023.	Emergency Management	MEMP review completed and submitted for regional endorsement in November 2023.	
	Review operational emergency management plans and maintain emergency management manuals.	Emergency Management	In progress	
	Review emergency management internal roles and maintain appropriate capability.	Emergency Management	Emergency management roles reviewed and new team members attended training exercise in November 2023. Crisis Management Team reinvigorated.	
	Evaluate and review post emergency plan to learn and improve.	Emergency Management	Post flood event debrief held mid-2023. Further debrief around Recovery actions to be held in 2024.	
2. Support communities in times of emergencies and in post-emergency recovery (Support)	Maintain / build level of staff / volunteer capability ready for operation in case of emergency.	Emergency Management	Training programs for MEMO and EMLO provided. Relief Centre training provided to Rotary volunteers to support staff when needed. New MEMO and MRM roles attended regional training exercise in November 2023 around relief centres. Location and format of relief centres under review.	



a. Prepare for emergencies and ensure community safety				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
	Implement Recovery Plans for major emergency events.	Emergency Management	Recovery plan implemented following on from 2022 Floods. Flood recovery team established in January 2023 to implement. Scenario-based recovery plans for other types of events under development.	
	Maintain relationships and alignment with regional teams and plans.	Emergency Management	Ongoing participation in meetings of regional emergency management teams.	
	Identify funding opportunities that facilitate resilience building programs in individual communities or shire wide.	Emergency Management	Successful in safer together funding for community resilience officer who was appointed in Sep 2022 to share with Golden Plains Shire. Ongoing activity to identify funding to strengthen preparedness and resilience of community.	
	Implement community resilience plan.	Emergency Management	Safer Together project implementing community resilience plan where appropriate. Monitoring of what additional funding might be needed to fully implement underway.	
b. Support a vibrant community arts, culture, and heritage environment				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Develop a Creative Community Strategy (Facilitate)	Support the community in collaborative development of a creative community strategy.	Planning & Development / Community Wellbeing	Draft strategy developed in preparation for Council endorsement.	



b. Support a vibrant community arts, culture, and heritage environment				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
	Identify funding opportunities to implement strategy inclusions.	Community Wellbeing	Strategy focus is for community led, Council supported programs.	
2. Implement the Reconciliation Action Plan and Reconciliation Advisory Committee (Facilitate)	Convene, manage, and maintain a Community / Council Reconciliation Advisory Committee.	CEO Office	In place and meets regularly throughout the year.	
	Collaboratively implement Pyrenees Shire Reconciliation Action Plan No.2.	CEO Office	In progress.	
	Identify opportunities to recognise Country in publications, on Website and on signage across the shire.	CEO Office / SLT	Acknowledgement of Country done at all meetings where public are involved. Acknowledgement of Country is being implemented as part of Policy templates. Acknowledgement of Country is done on website. Appropriate facilities signage is being considered and appropriate providers being sought.	
	Celebrate NAIDOC week and other reconciliation-focused events.	CEO Office	In progress for 2023/24	
3. Support our community groups, including historical societies, preserve and understand our region's history (Support)	Prioritise digital historical records' preservation when promoting and assessing community grants.	Community Development	Support provided via community grant funding where requested.	
	Promote Pyrenees' history through communications.	All	History included in Annual Report 2023.	
	Encourage historical societies and community groups to apply for appropriate grants to support heritage preservation.	Community Development	Ongoing.	




b. Support a vibrant community arts, culture, and heritage environment				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
	Facilitate grant submission training for historical societies to improve quality of grant submissions.	Community Development	Community Funding Programs provided applicant support sessions, with three (3) historical societies participating.	
4. Support community events (Support)	Provide support via sponsorship and community grants programs.	Community / Economic Development & Tourism	2023/24 grant program commenced October/ November 2023 with most of available funding expended.	
	Review Council's events administration to simplify for organisers.	Events Officer	Events administration under continual review for improvements to local volunteer organisations.	
	Attendance by Councillors / Council officers at community events when available.	CEO Office / ELT	Ongoing activity where opportunities arise.	
	Provide, maintain, and promote fit-for-purpose spaces for events.	Economic Development & Tourism	A number of events have been held in public spaces on land managed by council.	

c. Improve accessibility and inclusivity				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Facilitate connectivity and increase accessibility through	Improve pathways, linkages, and connections to and between key locations.	Assets / Strategic Planning	A number of pathway projects have been planned, constructed and completed.	
	Collaborate with community on re-invigorating the community action planning framework to	Community Development	Communication with community groups has commenced.	



c. Improve accessibility and inclusivity				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
appropriate infrastructure (Advocate)	inform asset/facilities management and improvement plans.			
	Ensure community action priorities are communicated and considered as part of project / funding priorities.	Community Development / ELT	In progress.	
	Continue increased support for Community Asset Committees.	Community Development / Governance / Assets	Review of Instrument of Delegation and Governance Manual underway. Key communication links established with Community Development.	
	Identify available funding to increase planning to develop pipeline of shovel-ready projects.	ELT	Ongoing	
	Advocate for public transport to meet community needs.	CEO Office / ELT	Ongoing advocacy.	
	Advocate for improved services – telecommunications blackspots and NBN coverage.	CEO Office / ELT	Ongoing advocacy.	
	2. Develop an Accessibility Strategy (Pending funding)	Develop an Accessibility Strategy.	Community Development	The Council Plan indicates that this was awaiting appropriate external funding opportunities, which have not arisen. Council officers will convene a working party to determine what can be achieved within available internal resources.
3. Progress towards improved gender equity (Facilitate)	Develop and implement a Gender Equality Action Plan.	People & Culture	Plan development completed. Implementation underway via a working group – multi-year project.	



c. Improve accessibility and inclusivity				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
	Continue participation as a member of the Communities of Respect & Equality (CoRE).	Community Wellbeing & Partnerships	Meetings interrupted during COVID but regenerated in 2022.	

d. Promote health, wellbeing, engagement, and connection				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Have a Municipal Health and Wellbeing Plan (Deliver)	Implement actions identified in the Municipal Health & Wellbeing Plan 2021-2025.	Community Wellbeing	In progress. Multi-year project.	
2. Assist community with access to appropriate aged-care and early-years services (Partner / Deliver)	Review, update and implement Active Ageing Strategy.	Community Wellbeing	Positive Ageing Coordinator recruited. Positive Ageing strategy to be included within update of Municipal Health & Wellbeing Plan.	
	Monitor transition success from Council to private providers of home-based care.	Community Wellbeing	Complaints are starting to be received that services are not being provided as expected, post-Council exit from direct delivery. More data is being collected before strategies can be developed on how to manage.	
	Review, update and implement Early Years Strategy.	Community Wellbeing	Fully funded Early Years Project Officer recruited. Early Years strategy to be included within update of Municipal Health & Wellbeing Plan.	
3. Work with partners to support young	Support community leaders to develop a Youth Strategy for the Pyrenees Shire.	Community Development	Fully funded Youth Engagement Officer in place.	



d. Promote health, wellbeing, engagement, and connection				
Council priority	Operational focus	Responsibility Lead	Progress summary	Status
people to be active in our community (Support)			Youth Strategy to be included within update of the Municipal Health & Wellbeing Plan.	
	Support community clubs, associations, and other agencies delivering services to young people.	Community Development	In progress and ongoing.	
4. Support communities to have access to high-quality assets, facilities, and programs to promote passive and active recreation (Support)	Implement Council’s Recreation Strategy.	Community Development	In progress and ongoing.	
	Develop an aquatic strategy for long-management of Council’s public pools.	Community Development	In progress. Currently managing issues with opening of the 2023/24 season.	
	Identify opportunities for funding to maintain, develop, and upgrade community facilities.	Community Development	Ongoing activity.	
	Utilise risk funding to develop clear inspection and maintenance process for Council-insured, but non-Council owned facilities – to maintain insurability and potentially reduce insurance costs.	Risk Management	Project complete and report received. The report identified risks associated with insurance funding of non-council owned / managed community facilities which highlight the bigger picture of State cost-shifting and non-support of community facilities on Crown land. Other issues highlighted include a community equity issue associated with financial support facilities that are Council owned or managed, and not others.	
	Schedule inspections for facility essential safety measures.	Building Services/Assets	Ongoing compliance activity.	
5. Advocate for appropriate access to medical and	Maintain relationships with healthcare providers to understand service needs and support funding applications for new services.	CEO Office	Ongoing advocacy activity.	





d. Promote health, wellbeing, engagement, and connection

<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
allied health services (Advocate)				

e. Improve social outcomes

<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Support community programs targeted at access to healthy food (Support)	Provide ongoing support for the Beaufort and Avoca Food Pantries.	Community Wellbeing	Annual funding provision awarded to both Food Pantries.	
	Prioritise healthier options as part of the Municipal Health & Wellbeing Plan 2021-2031.	Community Wellbeing	Ongoing.	
	Support community markets that provide local produce.	Economic Development / Tourism	Avoca market now managed by separate entity, receiving half of original support funding awarded by Council. Difficulty experienced in identifying interest in managing the market in Beaufort.	
2. Deliver and support activities aimed at increasing community connections and reducing social isolation (Deliver)	Review and redevelop positive ageing / living strategies.	Community Wellbeing	Positive Ageing Coordinator recruited. Positive Ageing strategy to be included within update of Municipal Health & Wellbeing Plan.	
	Continue to provide community grants in support of community events.	Community Development	2023/24 Community Grants first round complete – year’s funding almost expended so 2 nd round likely to be minimal.	
3. Support learning through provision	Develop a libraries strategy, collaboratively with the community and schools.	Frontline Services	Not yet started.	



e. Improve social outcomes				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
of knowledge services including contemporary library services (Support)	Promote the use of resource centres as public gathering and events resource.	Frontline Services	In progress. Libraries being considered as first stage of relief centre operations to act as receipt and recording centres.	
	Expansion of the mobile library outreach program to reach more communities.	Frontline Services	Current expansion now complete.	



 PLACE

a. Sustain and enhance unique character of our communities				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Implement and develop strategic planning projects such as further progression of Pyrenees Futures or the Rural Review (Deliver)		Strategic Planning	Long-term multi-year projects. Resource limitations continue to impact delivery.	
2. Maintain a planning scheme that accommodates community values and guides sustainable development (Deliver)		Strategic Planning	Ongoing.	



b. Enhance the liveability and resilience of our communities				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Manage impacts of large-scale infrastructure projects (e.g., Beaufort bypass) on communities (Deliver, Advocate & Support)	Implement façade improvement incentive program in Beaufort.	Economic Development & Tourism	Façade Improvement Funding program complete in late 2023.	
	Advocate for funding to identify and implement strategies to make Beaufort a destination and withstand business impacts of bypass implementation.	Strategic Planning / Economic Development	Beaufort bypass route confirmed by Minister which allows for more firm strategic planning endeavours for Beaufort township development. Funding commitment not in place so bypass implementation unlikely in next five years.	
2. Actively invite and encourage investment that supports employment (Advocate & Support)	Draft Investment Attraction Strategy in progress as a result of RCV program. Ongoing support is being provided for investment attraction.	Economic Development & Tourism	Investment Attraction Strategy completed. Ongoing investment support provided to developers in response to enquiries.	
3. Provide services for towns (e.g., toilets, parks, playgrounds, sports facilities, town entrance signs etc) (Deliver)	Include within 10-year asset management plan.	Asset Management	Included as part of asset renewal program.	
	Annual inspection and maintenance programs.	Asset Management / Works	Ongoing activity	
4. Maintain our streetscapes and public gathering spaces and improve / enhance where	Annual inspection and maintenance programs.	Works	Ongoing activity	
	Identify and implement appropriate improvement and place-making initiatives.	Assets and Development Services	Ongoing activity.	



b. Enhance the liveability and resilience of our communities				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
funding permits ¹ (Deliver)				
5. Provide and maintain appropriate infrastructure to ensure a high level of amenity, accessibility, and safety ² (Deliver)	Inclusion with 10-year asset management plan.	Asset Management	Adopted June 2022. Ongoing activity.	
6. Work with our communities to understand and realise their aspirations (Facilitate)	Re-invigorate the community action planning framework.	Community Development	Communication with community groups has commenced.	

c. Promote responsible development				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>

¹ Within current resourcing, Council has budgeted for maintaining existing level of service in these areas. However, where additional funding or grants are obtained, Council will seek to also improve, enhance, and beautify public spaces further.



c. Promote responsible development				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Adopt and apply principles around sustainable growth and development within townships (Deliver)		Strategic Planning	Not yet commenced – requires project funding to develop and deliver policy and scheme incorporation.	\$



ENVIRONMENT

a. Continue being an environmentally progressive organisation				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Continue to implement actions from the Climate Change Response and Mitigation Action Plan (Deliver)	Convene a Climate Change Working Group to implement action plan.	ELT	Climate change plan adopted. Actions to be included in review of Municipal Health & Wellbeing Plan.	
	Install electric vehicle charging stations in Beaufort and Avoca.	Environment & Sustainability	Complete.	
	Implement tree planting in accordance with Council's goals.	Environment & Sustainability	Ongoing Activity. Meeting target subject to budget availability.	
2. Apply environmentally responsible design and construction principles (Deliver)	Promote recycled material use within Council workspaces.	TBA	Roles and responsibilities in this regard to be identified.	
	Review Procurement Policy to include recycled materials priorities.	Director C&CS / Manager Finance	Review of Procurement Policy in progress.	
	Identify strategies and opportunities to use recycled materials in construction projects.	Engineering	Some recycled product use has been installed including recycled bollards and seating products	
	Identify opportunities to build resilience into, and improve energy efficiencies, of Council and public infrastructure.	Assets / Environment & Sustainability	Ongoing projects include LED replacement lighting and the construction of electric vehicle charging stations.	
	Incorporate GBI (Green Building Index) guidelines into planning for green spaces and drainage, e.g., recycled water projects.			



a. Continue being an environmentally progressive organisation				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
	Review Council’s light fleet policy to create incentives for inclusion of electric or hybrid vehicles.	Finance / Asset Management	Review of policy in progress.	
	Ensure project and infrastructure design briefs call for environmentally responsible outcomes – e.g., reduction of energy consumption, reduction of long-term costs.	Engineering	Staff involved in construction and design currently have a high level of understanding of appropriate design incorporating energy and resource efficiency. Further training opportunities to be identified.	
	Facilitate staff training in understanding appropriate design, energy responsible construction, water, and resource usage.	Engineering	Internal training within the engineering team is complete with further additional training planned for the future. Environmental and sustainable design principles have been applied on several current projects.	
3. Continue to increase energy efficiency of Council-owned facilities (Advocate)	Improve utilisation of community facilities – review facilities’ use in collaboration with community.	Community Development	Large investment in improving energy efficiency of Council facilities over past years. Further recommendation implementation will require funding.	
	Review procurement policy and incorporate energy efficiency requirements.	Manager Finance	Full energy audit recently conducted. Seeking to engage an ongoing auditor to monitor CO2 footprint.	
	Undertake an energy efficiency audit on Council assets / facilities.	Environment & Sustainability.	Complete.	
	Convene an Environment Committee to identify further opportunities for improvement.	Director A&DS	To be considered in 2022/23. Council are active members of CVGA and have identified a number of opportunities for	



a. Continue being an environmentally progressive organisation				
Council priority	Operational focus	Responsibility Lead	Progress summary	Status
			environmental improvement and these are currently being implemented.	

b. Foster a climate change resilient community				
Council priority	Operational focus	Responsibility Lead	Progress summary	Status
1. Support environmentally responsible technology innovation initiatives (Advocate)	Within the next review of Council’s light fleet policy, include incentives to purchase more environmentally friendly vehicles.	Finance / Director C&CS	Review of policy in progress.	
	Engage with Agriculture Victoria and other agencies to deliver training and information on innovation to the agriculture sector and to encourage uptake of new innovation.	Economic Development	Partnership with Ballarat Regional Tourism’s “Industry Strengthening Program” to support the flood recovery in Pyrenees. Agricultural commodities and seasons have remained favourable recently, however, focused on forecasted El Nino weather patterns in near future.	
	Encourage use of recycled materials and sustainable products in construction to reduce items taken to landfill.	Engineering	Some recycled product use has been installed including recycled bollards and seating products	
	Leverage projects that convert straw to energy or similar.	Economic Development	Paused while focus is on pandemic recovery for retail and visitor economy and impacts of flood events in October/November.	
2. Ensure urban design and placemaking	Partner with agencies to deliver recycled water projects.	Economic Development	CHW have let contracts for Beaufort recycled water scheme and construction of the trunk pipeline is well-advanced.	



b. Foster a climate change resilient community				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
incorporates climate sensitive principles (Deliver)	Create more usable urban spaces that incorporate GBI principles and contribute as cooling spaces.	Economic Development / Assets & Development Services	In progress, tree planting has been ongoing.	
	Facilitate staff training in climate sensitive and appropriate design for urban environments.	Strategic Planning	Ongoing.	
	Increase tree planting with a focus on resilient species.	Environment & Sustainability	Ongoing activity subject to budget availability.	
3. Cooperate regionally to implement initiatives identified within the Grampians Region Climate Adaptation Strategy (Partner)		Community Wellbeing and Development	Council adopted a climate change mitigation and adaptation strategy in February 2021 aligned with the Grampians Regional Plan.	



c. Encourage community care of biodiversity and natural values				
Council priority	Operational focus	Responsibility Lead	Progress summary	Status
1. Encourage ownership and leadership over natural public open space, including participation / lead by First Nation Peoples, youth, industry etc. (Facilitate)	Work with partners to improve public open space and establish a community engagement practice – e.g.: <ul style="list-style-type: none"> • Avoca River Flats public engagement / DELWP • Goldfields Recreation Reserve Masterplan development 	Strategic Planning/ Community Development	Ongoing. Goldfields Recreation Reserve Masterplan development in final stages. Beaufort Linear Park Masterplan development in final stages.	
	Engage with land councils regarding land use activity agreements. (LUAA)	Project Managers	Now ongoing activity and included within project development requirements. All projects are now being delivered in compliance with LUAA requirements. Governance checklists have been developed.	
2. Support community-led biodiversity projects (Support)	Identify appropriate community-led projects for Council support.	Economic Development	Ongoing activity. Support provided through combined grants programs.	
3. Ensure that the implementation of the Roadside Management Strategy considers and enhances biodiversity regeneration (Deliver)	Review Roadside Management Strategy to incorporate enhanced biodiversity regeneration, with appropriate community engagement.	Environment & Sustainability	In progress.	



d. Improve waste management to reduce landfill and reduce harm to the environment				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Support a regional waste management community education campaign (Support)	Partner and actively participate with regional waste management group.	Director A&DS	Council has been an active participant in the regional waste management forum since its inception. The forum officially ceased on 30/6/2022, however Council is committed to working with Grampians councils on regional waste and recycling issues. Council are aligning waste education with state policy.	
2. Strengthen partnerships with regional and state agencies to develop innovation in services and technology (Partner)	Continue involvement and participation in Grampians Central Waste and Ballarat Regional MRRF.	Director A&DS	Council has been an active participant in this forum since its inception. The forum officially ceased on 30/6/2022, however Council is committed to working with Grampians councils on regional waste and recycling issues. Council is involved in a multi-council project to facilitate interest in regional waste management and recycling.	
3. Work with local partners to encourage practical waste and recycling opportunities (Support)	Support local businesses to improve recycling of waste – e.g., steel, concrete, paper, cardboard.	Director A&DS	Greater access to recycling has been provided including separation of glass from other comingled recyclables. Non-Council (State) project to install recycling facilities in townships commenced 1 November 2023.	
4.	Improve education and information to residents on roadside recycling, transfer stations, waste segregation and recovery.	Director A&DS	Information regarding what can be recycled supplied as part of waste calendar information to residents.	





ECONOMY

a. Support our local businesses and help to strengthen key industries				
Council priority	Operational focus	Responsibility Lead	Progress summary	Status
1. Preserve and promote our built heritage and ecotourism opportunities and support tourism through promotion, marketing, and sponsorship (Advocate & Support).	Partner with regional tourism bodies to leverage government funding for tourism stakeholders.	Tourism	ED&T team work closely with Tourism Mid-West Victoria who have presented to Council recently on progress.	
	Continue support for the Central Victorian Goldfields World Heritage Bid.	City of Ballarat & Greater City of Bendigo	Ongoing. The Goldfields World Heritage Bid is being project managed by City of Ballarat in partnership with City of Bendigo and secured funding of \$500K late 2022 to progress the project. Pyrenees is one of 13 LGA partners and the project that has been funded commenced in March 2023.	
	Implement façade improvement program with a heritage priority.	Economic Development & Tourism	Façade improvement funding project completed in November 2023.	
	Facilitate investment in ecotourism products.	Tourism	Refer Investment Attraction Strategy: Destination Management Plan implementation in progress.	
	Continue development of the Avoca to Moonambel cycle track with adjoining nodes to new locations.	Economic Development & Tourism	Funding as yet unsuccessful.	
	Develop strategy for the use of tourism funding / review of regional tourism alignment.	Tourism	Tourism Mid-West Victoria is now in place and is well-progress with: <ul style="list-style-type: none"> - A region wide Destination Management Plan to inform the high priority areas for investment by 	



a. Support our local businesses and help to strengthen key industries				
Council priority	Operational focus	Responsibility Lead	Progress summary	Status
			both the public and private sectors and - Local Area Action Plan for each LGA within the partnership. Tourism Mid-West Victoria recently presented to Council on progress.	
2. Facilitate networks for industry knowledge-sharing and innovation across tourism, agriculture, and commerce (Facilitate)	Continue partnerships with Ballarat Regional Tourism and City of Ballarat to develop and grow tourism opportunities.	Economic Development & Tourism	Economic Development & Tourism are continuing to work closely with both organisations, currently through the “Industry Strengthening” program to support recovery from the impacts of the pandemic.	
	Facilitate expanded training opportunities to agricultural groups.	Economic Development & Tourism	Paused at present.	
3. Build relationships with investors to unlock opportunities for development and innovation and investment that supports employment (Facilitate)	Develop and implement an investment attraction strategy.	Economic Development & Tourism	Strategy Completed.	
4. Promote and protect agricultural sustainability	Rural Land Review.	Strategic Planning	Preliminary project documentation developed and reviewed to confirm scope and outputs of project.	



a. Support our local businesses and help to strengthen key industries				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
through land use planning and community education (Deliver)			Workshop with Councillors held to identify agricultural land that needs preservation and land to be targeted for rural living growth.	
	Review the Future Landscapes Project to identify appropriate actions to promote and protect agricultural sustainability.	Strategic Planning	Incorporated in the Rural Land Review project.	
	Partner with organisations to facilitate sustainability land use workshops.	Economic Development & Tourism	Paused at present.	
5. Collaborate with business associations to facilitate localised economic development (Partner)	Partner with local associations to reactive the Business Taskforce.	Economic Development & Tourism	Deferred due to flood impacts in October / November 2022 with recovery support activities still underway.	
b. Invest in road infrastructure to improve connectivity for commerce and community				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Maintain and improve our roads	Develop a 10-year Asset Management Plan including improvement priorities.	Asset Management	Adopted June 2022.	



b. Invest in road infrastructure to improve connectivity for commerce and community				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
and associated assets to ensure safe and efficient connectivity (Deliver)	Prepare and deliver a four-year Capital Works Program including re-sheeting, re-sealing, road, and bridge / culvert upgrades.	Engineering / Works / Assets Management	Capital Works Programs are being implemented in accordance with Council's adopted 10-year Asset Plan.	
2. Identify infrastructure constraints and facilitate solutions, including investing in access for high-productivity vehicles to support the agricultural sector and access to markets (Deliver)	Utilise information gained on infrastructure constraints limiting heavy vehicle access (i.e., 28 bridges) to develop improvement plan to increase load limits and bridges and identify key routes where improvements are required (linked to road hierarchy). Link to Assets Improvement plan.	Engineering / Assets Management	Asset plan developed and approved to prioritise bridge replacement and improvement.	
	Identify and allocate appropriate funding to increase heavy vehicle accessibility.	Engineering/ Assets Management	Bridge projects identified and priority projects underway that will enable greater access to heavy vehicles	
	Consult with key industry stakeholders on road improvement priorities (including the Agricultural Reference Group).	Economic Development & Tourism	Ongoing.	
c. Encourage and invest in assets and infrastructure for commerce and community				
<i>Council priority</i>	<i>Operational focus</i>	<i>Responsibility Lead</i>	<i>Progress summary</i>	<i>Status</i>
1. Work with water authorities to	Continue advocating for Moonambel Town Water Potable Water Supply.	CEO Office	Ongoing advocacy. Included in project discussions with RDV.	



c. Encourage and invest in assets and infrastructure for commerce and community				
Council priority	Operational focus	Responsibility Lead	Progress summary	Status
facilitate opportunities for secure water sources for rural areas to support agriculture, viticulture, and other economic opportunities (Advocate)			Included in Southwest and Northeast Pyrenees Water Supply Project.	
	Advocate for treatment of more accessible water for potable use.	CEO Office	Ongoing advocacy. Included in pipeline project discussions with RDV. Included in Southwest and Northeast Pyrenees Water Supply Project.	
2. Work with partners to advocate for improved telecommunications service outcomes (Advocate & Support)	Nominate black spots for future funding.	CEO Office	Ongoing advocacy.	
	Engage with Victorian Government Rural Connect program in conjunction with the Commonwealth Government RCIF program to improve internet connectivity at Moonambel, Lexton, and other priority areas.	CEO Office		
3. Establish relationships and advocate for commitment to continued investment and growth to improve access to water / sewer / internet access / phone	Identify key projects (e.g., small town sewerage solutions) and priorities for advocacy. Advocate to prioritise small town sewerage solutions during Central Highland Water’s Urban Water Strategy review.	CEO Office / ELT	Southwest and Northeast Pyrenees Water Supply Project in progress.	
	Advocate for power upgrades for recreational facilities.	CEO Office	Advocacy underway. Successful in funding application for Beaufort \$250,000 for lighting, but still need funding for power upgrades at Beaufort and	



c. Encourage and invest in assets and infrastructure for commerce and community				
Council priority	Operational focus	Responsibility Lead	Progress summary	Status
connectivity / transport / housing / power upgrades etc. (Advocate)			power upgrades / lighting at 4 other townships. Beaufort lighting project contract let. Southwest and Northeast Pyrenees Water Supply Feasibility Study.	
4. Develop a strategic plan for asset service improvement (Deliver)	10-year asset management and improvement plan.	Asset Management	Adopted by Council June 2022.	
5. Utilise innovation for better outcomes in asset delivery (Deliver)	Audit existing asset conditions to provide appropriate level of data to make asset management decisions.	Asset Management	Condition assessment of infrastructure assets was completed in the 2021/22 financial year. This condition assessment work is undertaken on a 3-year cycle. Video and still image capture of road assets was also completed 2021/22. Rehabilitation of critical assets impacted by 2022 floods in progress.	
	Continual review and improvement of project management framework and tools.	Project Facilitator	Ongoing	
	Consider implementation of appropriate contract management and writing tools.	Director C&CS	Internal Audit Review of contract management completed. Project to improve contract management framework in progress.	
	Review utilisation of drone technology.	Director A&DS	Drone tech has been used for some land surveying and land info purposes and has	



c. Encourage and invest in assets and infrastructure for commerce and community				
Council priority	Operational focus	Responsibility Lead	Progress summary	Status
			been considered for some visual prop inspection related matters.	
6. Work with industry stakeholders to capitalise on renewable energy opportunities that will reduce consumption of fossil fuels, reduce greenhouse gas emissions, and provide competitively priced energy to local industries and communities (Partner)	Partner with experts (CVGA, other LGAs, private companies, power generators) to improve Council's environmental Responsibility Lead knowledge and expertise.	Environment & Sustainability	Partner with CVGA complete and ongoing. Trellis software implemented. Ironbark Sustainability data analysis complete in 2021.	
	Identify Council's 2030 energy / emissions target.	Environment & Sustainability	Ongoing – regular identification of sustainability projects.	
	Advocate for more efficient and consistent local energy efficient power sources and storage.	CEO Office	Ongoing advocacy.	
	Advocate on achieving a balance between electricity transmission needs / security and preserving community amenity and impact.	CEO Office	Ongoing advocacy.	
	Identify opportunities for future partnership to develop waste to energy products.	Economic Development & Tourism	Maintaining networks with local groups with interests in progressing renewable energy projects. Will provide support to proponents of projects where possible.	



2024 Meeting Schedule

MO11	Tuesday	26 March 2024	3.00pm to 4.30pm	Venue/Format TBC
MO12	Tuesday	18 June 2024	3.00pm to 4.30pm	Venue/Format TBC
MO13	Tuesday	24 September 2024	3.00pm to 4.30pm	Venue/Format TBC
MO14	Wednesday	27 November 2024	3.00pm to 4.30pm	Venue/Format TBC

2024 Workplan

Audit & Risk Committee Workplan		Meeting / Timing		Responsibility	Status / Compliance
1.	Annual Chairperson election	1	Mar	Committee	
2.	Recruitment – Internal Committee Member	1	Mar	Administration	
3.	Re-appointment of Committee Member	1	Mar	Administration	
4.	Annual Committee performance review by Council	2	Jun	Council	
5.	Annual performance self-assessment	2	Jun	Committee	
6.	Biannual report to Council by Chairperson	1	Mar	Committee Chair	
		3	Sept	Committee Chair	
7.	Receive VAGO Audit Strategy Memorandum and Interim Management Letter	2	Jun	External Auditor / Committee	
8.	Review proposed 2024/25 budget, rates / revenue plan and long-term financial plan and provide feedback	1	Mar	Committee	
9.	Receive final 2024/25 budget and associated plans	2	Jun	Committee	
10.	Receive draft EOFY financial and performance reports and nominate signatories for final reporting	3	Sep	Committee	
11.	Financial monitoring – receive financial / budget reports	Each mtg		Committee	
12.	Performance monitoring – receive internal audit reports and review internal audit plan	Each mtg		Committee	
13.	Performance monitoring – outstanding audit recommendations	2	Jun	Internal Auditor / Committee	
14.	Compliance monitoring – receive quality (policy) / framework review progress updates				
	a. Quality framework monitoring report	Jun & Nov		Committee	
	b. Procurement policy and framework review	1	Mar	Committee	
	c. Business continuity framework review	2	Jun	Committee	
	d. Fraud & corruption annual compliance status report	3	Sep	Committee	
	e. Local Government Act 2020 – post election compliance action plan	4	Nov	Committee	
15.	Risk monitoring – opportunity to provide feedback on strategic risks and risk appetite	1	Mar	Committee	



Audit & Risk Committee Workplan		Meeting / Timing		Responsibility	Status / Compliance
	Risk monitoring – enterprise risk registers	3	Sep	Committee	
16.	2024 LG General Election outcomes notification		Nov	Administration	
17.	Appoint Councillors to committee membership		Nov	Council	
18.	Receive Annual Report including final EOFY financial and performance statements	4	Nov	Committee	
19.	Review annual work plan	4	Nov	Committee	
20.	Adopt annual work plan and meeting schedule for forthcoming year	4	Nov	Committee	
21.	Consider discussion of confidential issues in-camera with internal / external auditors	Each mtg		Committee	
22.	Presentations by Council senior officers	Each mtg		Administration	

Local Government

Reports and publications of interest



Please find below our update of recent reports and publications of interest to your industry. The information contained within this document is current as at the time of development. We also provide regular updates on the latest as it happens. Stay updated and subscribe to AFS insights: <https://www.afsbendigo.com.au/insights/>

Source	Name	Coverage
Institute of Internal Auditors (IIA) Australia	IIA Australia Audit and Risk Committee Forum 2023	<p>Over two days in October senior members of the AFS Internal Audit team attended the IIA Australia Audit and Risk Committee Forum for 2023, two half day sessions focused on uncovering the key areas that matter for Audit and Risk Committees in the current environment, designed to inform and educate. The following key areas were discussed as part of the forum, the below is a summary only:</p> <p>Human resource risk front and centre in the new workplace environment There are a number of changes implemented from 2023.</p> <ul style="list-style-type: none"> How employees can request changes and how employers respond - this is in relation to parental responsibilities, flexible working, and domestic violence. There is a positive obligation on the employer to have a discussion with the employee and provide reasoning for a no response. Increased coverage of the <i>sexual discrimination act</i>, which now also includes breast feeding, gender identity and intersex status. Changes to protect migrant workers to have the same entitlements and rights as other employees regardless of their migrant status. Employers have always been required to ensure the psychosocial health of their employees and offices. What's changed though is the introduction of guidelines which set out what employers need to do to protect employees. Including education that should be given at operational, managerial, and director level. With the guidelines now in place, it is going to be easy for employees and employers to identify breaches. The consequences will be WorkCover claims and vicarious liability for those claims. Directors are liable. Increased payroll obligations – prohibiting pay secrecy, employees are able to disclose or ask other employees to disclose pay and other employment terms and conditions. Employers are as liable for an employee's workplace in the home when working at home, as they are for the normal place of work. Both physical and psychosocial risks. Director, employer, and potential employee liabilities for wage theft and industrial manslaughter. <p>Greenwashing – ensuring your organisation does not get hung out to dry</p> <ul style="list-style-type: none"> Given the increase in focus and demands for environmental, social and governance (ESG) information and reporting, comes the risk of organisations finding workarounds to benefit and address requirements. An example of this is Greenwashing - misrepresenting the extent to which a good, service or strategy is sustainable under ESG dimensions. Greenwashing can distort information, erode confidence, reduce the fairness and efficient operation of market and industries, impact the societal goals, legal, and reputation risks – class actions. Businesses are dealing with ESG washing issues in both a consumer facing context, as well as in reporting/disclosure context. There is not yet a consistent responsibility centre for ESG based statements within organisations. Businesses have had mixed experience with certification schemes for ESG issues. Trust in certification schemes is an issue. Many businesses feel that there are sector or industry-specific issues relating to ESG washing that are not addressed by general principles.

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Reports and publications of interest



Source	Name	Coverage
		<p>Stepping up – expectations of the audit committee There is an increasing need for audit committees to be dynamic.</p> <ul style="list-style-type: none"> ▪ Understanding and responding to the impact of a changing landscape on the organisation and role of the committee. For example, the cyber security environment, data governance, ESG, cost of living changes – things committees weren’t thinking of in the past or hasn’t been front of mind. ▪ Question whether responsibilities in the first, second and third lines of defence in the right place and continue to seek the information to be able to assess and challenge the way in which the organisation is managing and providing assurance over risks. ▪ Review board and committee charters regularly to ensure nothing is falling through the cracks or being duplicated. ▪ Understand the enterprise risk environment – it is changing at an unrepresented rate due to numerous factors of technological innovation and digitisation. ▪ Ensuring the internal audit plan is aligned to areas of strategic importance. ▪ There should be open and collaborative culture between the audit committee and management. Where management can confidently raise issues, concerns and constraints. To not be fearful of delivering bad news. ▪ Facilitates early detection and resolution of issues. <p>The power of artificial intelligence (AI)</p> <ul style="list-style-type: none"> ▪ Take up and uses of AI is rapidly increasing. ▪ Uses for AI – insights, user experience, and process automation. ▪ Does carry risks that need to be considered, particularly in the input and protection of data. ▪ Top risks organisations currently consider through use of AI include – accuracy of data, cyber security, intellectual property infringement, regulatory compliance and explainability. ▪ Need to understand and mitigate the risks, including through internal audit programs, for example strong linkages to projects covering third party risk, privacy, data governance, and cyber security. <p>Third party risk management - building trust with your third parties in a technology-driven and disruptive world</p> <ul style="list-style-type: none"> ▪ Organisations are increasingly dependent on third-parties to innovate, meet new consumer preferences, and grow rapidly through external capacity. This strategy has introduced significant new levels of risk to these organisations. ▪ Leading the charge are those who are redefining how to build trust, governance, and reliability across this supply chain to create value. ▪ A third party is a supplier or vendor that provides products and/or services to an entity. These products and/or services may be outsourcing, hardware, software, services, commodities, etc. ▪ Third party risk management provides a function for management to identify, evaluate, monitor, and manage the risks associated with third parties and contracts. ▪ The array of services provided by third parties requires a scalable and sustainable strategy to effectively manage third party risks. ▪ There are several types of upside, downside, and inside risks that an organisation needs to consider. ▪ 89% of organisations report that their top pain point is lack of coordination between internal stakeholders and third party risk management.

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Reports and publications of interest

Source	Name	Coverage	Relevant links
Department of Social Services	Good Practice Guidelines for Engaging with People with Disability	<p>New guidelines are now available to help governments and organisations effectively engage with people with disability.</p> <p>The Good Practice Guidelines for Engaging with People with Disability (the Guidelines) are a commitment under the Engagement Plan of Australia’s Disability Strategy 2021- 2031.</p> <p>Driven by the insights and expertise of people with disability, the Guidelines provide a practical tool for engaging and including people with disability during:</p> <ul style="list-style-type: none"> ▪ community consultation ▪ policy development ▪ government decision-making. <p>The Guidelines aim to improve how these engagements are designed, planned and delivered, allowing more people with disability to have their say on topics that impact them.</p>	https://www.dss.gov.au/about-the-department/news/67676
Justice Connect: Not-For-Profit Law	New duties to prevent discrimination, harassment, and psychosocial risks in workplaces	<p>Since December 2022, the <i>Sex Discrimination Act 1984 (Cth)</i> includes a positive duty on all employers and PCBUs to proactively prevent discrimination and harassment in their workplaces by taking reasonable and proportionate measures to eliminate, as far as possible:</p> <ul style="list-style-type: none"> ▪ discrimination on the ground of sex ▪ unlawful sexual harassment ▪ unlawful harassment on the ground of sex ▪ workplace environments that are hostile on the ground of sex ▪ acts of victimisation. <p>This change shifts the focus on employers from responding to discrimination and harassment that has already occurred to proactively preventing discrimination and harassment in workplaces.</p> <p>Organisations owe this obligation to all workers – including volunteers, and potential volunteers.</p>	https://www.nfplaw.org.au/news/duties-prevent-discrimination-harassment-psychosocial-risks-workplaces

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Reports and publications of interest

Source	Name	Coverage	Relevant links
Australian Human Rights Commission	Safeguarding the right to privacy	<p>The Australian Human Rights Commission's (Commission) submission has been successful in influencing the government's response to the <i>Privacy Act 1988 (Cth)</i> (Privacy Act), with sixteen of the Commission's recommendations being adopted either in full or in part.</p> <p>The Privacy Act protects personal information. In an age where digital participation is essential, users are pressured to either agree to data collection or be excluded from digital spaces.</p> <p>Digital participation should not come at the expense of privacy. The human right to privacy must be a core obligation of the Privacy Act.</p>	https://humanrights.gov.au/about/news/safeguarding-right-privacy
Victorian Chamber of Commerce and Industry	Housing Taskforce	<p>The Victorian Chamber of Commerce and Industry has released their Housing Taskforce Report which has 36 policy recommendations to improve housing affordability and supply in Victoria and Australia. The top eight recommendations include:</p> <ul style="list-style-type: none"> ▪ Recommendation 3: Establish a state-wide Victorian Housing Plan that details the design, quantity, location, and type of housing required across Victoria, as well as the investment required, to prevent future housing crises. ▪ Recommendation 7: Establish a central planning agency that is responsible for ensuring fast, consistent approvals to speed up housing approvals and increase transparency and accountability of planning decisions. ▪ Recommendation 15: Establish a permit process assistance service, equipped with advisers to discuss the process, initial feasibility and constraints, and components of successful applications with applicants for housing approvals to speed up approval processes and maximise the success rate of applications lodged. ▪ Recommendation 5: Encompass and enforce stringent timelines for planning approvals within statutory requirements to ensure faster planning processes and increased accountability. ▪ Recommendation 1: Reform Victoria's planning and environment legislation and framework to make Victoria's regulatory settings appropriate for modern housing and infrastructure demands. ▪ Recommendation 6: Increase urban density, especially in areas that are well-served by transportation infrastructure, to limit urban sprawl. ▪ Recommendation 28: Incentivise the wide uptake of innovative construction technologies and methods (e.g., prefabs, timber cassettes, 3D printing) by fast tracking the approval of housing builds that use these methods to deliver new housing stock quickly. ▪ Recommendation 32: Develop a dedicated planning strategy for Regional Victoria, which includes medium-density housing, to ensure housing and supporting infrastructure meet regional population demands. <p>Read the report for the full recommendation list.</p>	https://www.victorianchamber.com.au/policy-and-advocacy/taskforces/housing-taskforce

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Source	Name	Coverage	Relevant links
Premier of Victoria	New Council Projects Set To Drive Down Waste	<p>The Victorian State Government is delivering over \$2 million to 13 projects to assist councils across the state to cut waste and recycle more.</p> <p>Minister for Environment Steve Dimopoulos, announced the successful recipients from the third round of the Circular Economy Councils Fund, which will divert over 22,000 tonnes of waste from landfill, and repurpose over 27,000 tonnes of goods and material.</p> <p>The funding will also see reuse shops be established at a number of locations across Victoria, including Cobram, Nurmurkah, Myrtleford, Romsey and Kyneton.</p> <p>The projects will create 11 long term and 40 short term jobs – helping the Government to meet its target to divert 80% of waste from landfill by 2030.</p> <p>Overall, funding provided through the Circular Economy Councils Fund has supported 66 projects – keeping over 100,000 tonnes of material out of landfill.</p>	https://www.premier.vic.gov.au/new-council-projects-set-drive-down-waste
Government News	Risk profile says councils a vulnerable target for organised crime	<p>Victoria’s Independent Broad-based Anti-corruption Commission (IBAC) has highlighted vulnerabilities for local government, including becoming the target of organised crime, as part of a suite of new resources highlighting public sector corruption risks.</p> <p>Key general corruption risks for local government include “organised crime groups cultivating relationships with council staff and councillors to gain access to information, systems or commodities,” the corruption watchdog’s newly published risk profile warns.</p> <p>Other pressures relate to decisions around planning, IBAC says, while the changing workplace environment, with more staff working remotely, has also heightened the risk of confidential information being misused.</p>	https://www.governmentnews.com.au/risk-profile-says-councils-a-vulnerable-target-for-organised-crime/
Australian Institute of Company Directors (AICD)	Proactive compliance in a new era of wage theft prevention	<p>The proposed Fair Work Legislation Amendment (Closing Loopholes) Bill 2023, now before parliament, will criminalise wage theft for intentional employee underpayments. This offence will carry penalties of up to 10 years in prison and fines up to \$1,565,000 for individuals and \$7,825,000 for corporations, or three times the value of the underpayment — whichever is higher.</p> <p>For civil provisions, serious contraventions now cover recklessness as well as intentional acts, with the maximum fine increasing to \$939,000, or three times the underpaid amount if it exceeds the cap. These proposed reforms are prompting directors to think ahead about compliance strategies to avoid penalties resulting from honest mistakes or ignorance.</p>	https://www.aicd.com.au/board-of-directors/duties/liabilities-of-directors/proactive-compliance-in-a-new-era-of-wage-theft-prevention.html

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Reports and publications of interest



Source	Name	Coverage	Relevant links
AICD	A developmental approach to CEO succession	<p>When traditional succession planning is augmented as a more strategic lever in talent identification and development, its impacts go well beyond the typical risk management lens through which it is often viewed. Opportunities emerge to truly nurture the top talent in an organisation, amplifying loyalty and impact of succession talent on the inside.</p> <p>Fostering growth of promising individuals internally and providing opportunities to learn from the CEO and board can fast-track preparedness for top leadership roles. A well-designed succession development program centred on nurturing internal talent not only refines the distinctive leadership skills required in readiness for larger roles, but can reduce the load of on boarding and preparing external hires.</p>	https://www.aicd.com.au/leadership/qualities-of-a-good-leader/developmental-development-approach-to-ceo-succession.html
IIA Australia	Whitepaper: How to Increase Disclosures of Conflicts of Interest	<p>Conflicts of interest are a significant concern. When they are not disclosed by individuals to their organisations, conflicts of interest are not managed and trust in processes, people and the organisation is reduced.</p> <p>Reputational, financial, strategic and operational damage often follows. According to the OECD: 'Enforcing conflict of-interest requirements is vitally important to deterring non-compliance and ensuring the legitimacy of and trust in integrity systems' (Organisation for Economic Cooperation and Development, 2023).</p> <p>This White Paper by the IIA Australia explains what organisations can do to increase the level and accuracy of disclosures about conflicts of interest.</p>	https://iia.org.au/wp-content/uploads/2023/09/IIA-Whitepaper-How-To-Increase-Disclosures-of-Conflicts-of-Interest.pdf
Government News	Tackling ethical issues around smart garbos	<p>Artificial Intelligence (AI) and data driven technologies are opening up whole new vistas of efficiency and improvement for local government services. But they've also opened up a new can of worms. And those worms are all about the sort of data that's collected, how it ends up being used, and what that means in terms of community trust in the agencies that govern them.</p> <p>Those issues are explored in a new report from Swinburne University on the use of AI by council garbage trucks owned by a metropolitan Melbourne Council.</p>	https://www.governmentnews.com.au/councils-smart-garbos-system-raises-ethical-issues/

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Source	Name	Coverage	Relevant links
Australian Financial Review	Australian Securities & Investments Commission (ASIC) to target boards, execs for cyber failures	<p>ASIC will seek to make an example of board directors and executives who are recklessly ill-prepared for cyberattacks, by taking legal action against compromised companies that did not take sufficient steps to protect their customers and infrastructure from hackers.</p> <p>ASIC chairman Joe Longo will tell The Australian Financial Review Cyber Summit on Monday that businesses must be prepared for the ever-rising risk of cybercrime and will warn firms against putting too much faith in third-party providers of technology systems and services.</p> <p>ASIC has only previously prosecuted one Australian company for slapdash cyber preparation, but Mr Longo will say his staff are seeking out breached companies that had cut corners.</p> <p>“For all boards, cyber resilience has got to be a top priority,” Mr Longo says. “If things go wrong, ASIC will be looking for the right case where company directors and boards failed to take reasonable steps, or make reasonable investments proportionate to the risks that their business poses.</p>	https://www.afr.com/technology/asic-to-target-boards-exec-for-cyber-failures-20230913-p5e4bf
AICD	Understanding Artificial Intelligence (AI) in a governance context	<p>AI-focused governance helps secure its benefits while managing its risks. So, what are organisations doing right now to seize the opportunities of AI and mitigate potential problems? In a recent AICD webinar, Prof. Nicholas Davis, co-Director of the Human Technology Institute (HTI) and Industry Professor at University of Technology, spoke to a panel of experts about the risks and harms AI systems pose and governance approaches to thwart potential pitfalls.</p> <p><u>What risks do AI systems pose that need to be governed?</u> Before a governance compliance system can be designed, directors must know what concerns they should be looking for by identifying the source(s) of harm relating to their AI systems.</p> <p>Based on work undertaken at the HTI, Davis and his team have outlined three potential sources of harm that might affect an organisation and its stakeholders:</p> <ul style="list-style-type: none"> ▪ AI system failures ▪ Malicious or misleading deployment ▪ Overuse, inappropriate or reckless use. <p><u>Why is AI essential to organisations today?</u> Data garnered from the HTI revealed that approximately two-thirds of Australian businesses are currently using or planning to use AI systems this year. This number may, in fact, be higher when considering that many company employees are using AI platforms without the knowledge of senior management.</p>	https://www.aicd.com.au/innovative-technology/digital-business/artificial-intelligence/understanding-ai-in-a-governance-context.html

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Reports and publications of interest



Source	Name	Coverage	Relevant links
Independent Broad-Based Anti-Corruption Commission (IBAC)	Members of Parliament (MPs) and councillors reveal their perceptions of corruption within government	<p>The IBAC has released the findings of its Perceptions of Corruption Survey completed by MPs and local government councillors.</p> <p>The voluntary survey for MPs and councillors builds on IBAC’s surveys in 2022 with state and local government employees, Victoria Police employees, business suppliers, and the Victorian community.</p> <p>The online survey was sent to all Victorian MPs and councillors in May and 159 people participated.</p> <p>IBAC Executive Director Prevention and Communication, Dr Linda Timothy said IBAC sought the opinions of MPs and councillors to better understand their knowledge of corruption; their perceptions about the prevalence of corruption; and their awareness and attitude towards reporting corruption.</p> <p>The survey showed that 73% of councillors and 68% of MPs think corruption is a problem in Victoria, with 59% of councillors and 61% of MPs agreeing it is a problem among elected officials.</p> <p>Favouritism/nepotism, breaches of professional boundaries, misuse of resources, and collusion were identified as the most common risks facing MPs and councillors.</p>	https://www.ibac.vic.gov.au/mps-and-councillors-reveal-their-perceptions-corruption-within-government
Victorian Auditor General’s Office (VAGO)	Cybersecurity: Cloud Computing Products	<p>VAGO selected a range of agencies, including government departments, a local council, a water authority, a health service and other entities, to assess their approaches to cybersecurity and examine the effectiveness of the agencies' Microsoft 365 cloud-based identity and device management controls.</p> <p>VAGO concluded that the audited agencies’ Microsoft 365 cloud-based identity and device controls are not fully effective and the public sector does not use its size and economy of scale to address cybersecurity risks in a coordinated way, they can do more to improve their cybersecurity.</p> <p>VAGO made seven recommendations to address three key findings. The relevant agencies have accepted the recommendations in full or in principle or with qualifications. While the recommendations are directed to audited agencies, VAGO expect all Victorian public sector agencies to implement them where appropriate.</p>	https://www.audit.vic.gov.au/report/cybersecurity-cloud-computing-products?section

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Source	Name	Coverage	Relevant links
Government News	Recent cyber attacks highlight vulnerability of local government	<p>Up until recently, local government areas (LGAs) were thought by some in the cybersecurity industry to be one of the sectors least likely to be targeted by cyber hackers. But the high-profile attack on Melbourne’s Stonnington council in 2021, raised alert levels. And in 2022, the Australian Cyber Security Centre warned that local governments would be an attractive target for bad actors because many have responsibility for essential services such as water and sewage.</p> <p>But it’s clear that many LGAs still aren’t taking cybersecurity as seriously as they might.</p> <p>The latest NSW Auditor General Financial Audit Local Government 2022 report found that 47% of all NSW councils lacked at least one of the basic governance and internal controls to manage cyber security.</p>	https://www.governmentnews.com.au/type-contributors/recent-cyber-attacks-highlight-vulnerability-of-local-government/



20 November 2023

Ref No.: 2131030_3
Private and Confidential
Ms Wendy Honeyman
Audit and Risk Committee Chair
Pyrenees Shire Council
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Dear Wendy

Strategic Internal Audit Program Status Update

I attach the new three year Strategic Internal Audit Program for Pyrenees Shire Council (PSC). I have included the current status of topics and scopes for approaching topics.

The Planning Documents, including the proposed scope and approach for the following topics have been included as attachments for review and approval by the Committee:

- Past Issues Review March 2024
- Purchasing Cards.

Your program remains dynamic and may be tailored to your changing circumstances. The scopes, topics and timing of delivery may be altered to optimise value, minimise disruption or reflect a different risk profile.

I look forward to discussing the proposed topics and scopes in greater detail with you.

Yours sincerely

A handwritten signature in black ink that reads 'Brad Ead'.

Brad Ead
AFS & Associates Pty Ltd

afs**endigo**.com.au

Status of Strategic Internal Audit Program

Topic	Timing	Status
2023/24		
Cyber Security	23 October – 3 November 2023	Draft issued for management comment
Review of Past Recommendations	25 March 2024	Scheduled
Purchasing Cards	26 March – 5 April 2024	Scheduled
2024/25		
Human Resources	September 2024	Not Scheduled
Heavy Plant and Equipment Management	March 2025	Not Scheduled
Review of Past Recommendations	March 2025	Not Scheduled
Internal Audit Program Review	June 2025	Not Scheduled
2025/26		
Local Laws Enforcement	September 2025	Not Scheduled
Delegations by Council and CEO	March 2026	Not Scheduled
Review of Past Recommendations	March 2026	Not Scheduled
Governance	May 2026	Not Scheduled
Internal Audit Program Review	June 2026	Not Scheduled

High Level Scopes – Approaching Topics

Past Issues Review March 2024

Ref.	Scope Area	Ref.	Internal Audit Procedures
A	Confirm the actions taken by management to address the risks raised by Internal Audit. This will focus on those internal audit agreed management actions where a risk rating was assigned to the issue raised and management has actioned the agreed management actions.	A1	Review of the register of completed and closed Internal Audit agreed management actions as reported and provided by management (loaded onto the document portal) by the documentation due date.
		A2	Review and examination of documentation supporting the management advised 'closed' or 'completed' actions to mitigate the risk identified by Internal Audit, which has been loaded onto the document portal by the documentation due date.
		A3	Discussion with key personnel where required to confirm any points of clarification.
		A4	Determining whether those agreed management actions deemed 'complete' or 'closed' by management have been adequately completed to mitigate the risk identified as part of the original Internal Audit.
		A5	Reporting on those agreed management actions which are confirmed as complete or closed and those which management would like to have the committee review and close.
		A6	Those agreed management actions which we have not been able to confirm as complete or closed, due to unavailable supporting evidence or documentation addressing the risk/s identified, will be summarised and provided to management.

Purchasing Cards

Ref.	Scope Area	Ref.	Internal Audit Procedures
A	Assess the use of purchasing cards by cardholders of Council including the Mayor and CEO to confirm: <ul style="list-style-type: none"> ▪ documentation is appropriately retained ▪ cardholder agreements are appropriately signed and retained to confirm understanding of Council requirements of card use ▪ approvals and reconciliations are occurring ▪ the assignment and removal of card holders is sufficient. 	A1	Meet with key personnel and discuss the procedures for approval and reconciliations of purchasing cards.
		A2	Review PSC’s purchasing card policies and procedures and confirm they include key controls relating to: <ul style="list-style-type: none"> ▪ administering purchasing cards ▪ the appropriate use of purchase cards ▪ reviewing and approving expenditure ▪ terminating purchasing cards.
		A3	Perform sample testing of purchasing card transactions, statements, reconciliations and approvals from across the previous 12 months, testing for compliance with and application of the PSC Credit/Purchasing Card Policy Framework and Instrument of Delegations.
		A4	Perform testing of purchasing card holders to ensure: <ul style="list-style-type: none"> ▪ cardholder agreements are appropriately signed by the employee and retained on file ▪ cardholders are current employees ▪ purchasing cards have been cancelled in a timely manner for terminated employees.
		A5	Meet with key personnel and discuss the procedures for approval and reconciliations of purchasing cards.
B	Perform data analytics over purchasing card spending (if possible) to identify categories and trends in the use of purchasing cards.	B1	Perform data analytics to identify categories and trends in the use of purchasing cards (if possible).
C	Identify the use of purchasing cards for purchases where an alternate purchasing mechanism is available/preferred (e.g. fuel cards or purchase order under contract).	C1	Meet with key personnel to discuss the process for reviewing purchasing card expenditure to identify alternate purchasing mechanisms.
		C2	Review purchasing card policies and procedures to identify instances where employees are able to use purchasing cards vs. should use alternative means.
		C3	Perform limited sample testing or data mining of purchasing card transactions to identify instances where an alternate purchasing mechanism should have been used instead of a purchasing card.

Management Feedback

For each internal audit feedback is collated and then provided as part of each Audit and Risk Committee meeting. Below is the feedback received from and given to management as part of the projects delivered within the last quarter.

Project	Feedback given	Feedback received	Actions to address feedback
Cyber Security	AFS thanked PSC for their availability for meetings and for getting documents to us on time. A very easy client to deal with.	PSC thanked us for our work during the audit.	AFS will continue to look for improvement opportunities to align our approach to PSC needs and better practice.



Minutes

M010

Audit & Risk Committee Meeting

Tuesday 28 November 2023

3:00 pm
Council Chambers
Beaufort Council Offices
5 Lawrence Street, Beaufort





MINUTES - Audit & Risk Committee Meeting 28 November 2023

Members: **Ms Wendy Honeyman (Chair)**
 Mr Rod Poxon
 Mr Brian Keane
 Cr Damian Ferrari
 Cr Ron Eason

Officers: **Mr Jim Nolan – Chief Executive Officer**
 Mr Douglas Gowans – Director Assets and Development Services
 Ms Kathy Bramwell – Director Corporate and Community Services
 Mr Glenn Kallio – Manager Finance
 Mr Dean Miller – Manager Governance and Performance
 Ms Emma Poyser – Executive Assistant to the Directors

Guests: **Ms Kate Scarce – AFS & Associates**



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MINUTES - Audit & Risk Committee Meeting 28 November 2023

1. ACKNOWLEDGEMENT OF COUNTRY

The Chair acknowledged the people past and present of the Wadawurrung, Dja Dja Wurrung, Eastern Maar and Wotjobaluk 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.

2. APOLOGIES

Mr Brad Ead - AFS & Associates

Mr. Glenn Kallio - Manager Finance

3. CONFLICT OF INTEREST DECLARATIONS

There were no conflicts of interest declared.

4. CONFIRMATION OF THE PREVIOUS MINUTES

Attachments:

1. 2023.09.26 - M 009 - Minutes - Audit and Risk Committee Meeting - September 2023 [4.1.1 - 35 pages]

Rod Poxon / Brian Keane

<p>That the Minutes of the Audit and Risk Committee meeting held 26 September 2023, as tabled, be accepted as accurate and complete.</p>
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CARRIED



5. ACTIONS ARISING FROM PREVIOUS MINUTES

MEETING DATE	ACTION	STATUS	
M004 23 September 2021	Council officers to investigate separating policies into operational and strategic and separating procedures and policies.	Quality framework renamed and Quality Policy (Policy on Policies) and supporting templates reviewed. Catching up on outstanding reviews of policies and procedures is underway, supported by Governance Team.	Complete
M008 23 May 2023	Review of the Fraud & Corruption Control framework.	Gap analysis against Standard complete. Fraud Policy review completed, and copy attached to this agenda.	Complete
M008 23 May 2023	Review Instruments of Delegation and Governance Manuals for Community Asset Committees.	Project to review Instruments and Governance Manuals underway.	In progress
M009 September 2023	Provide copy of full Outstanding Recommendations Register to Committee.	Register updated in November with latest audit recommendations and circulated to members.	Complete
M009 September 2023	AFS to circulate updated AI Information to Committee members.	Circulated post meeting.	Complete
M009 September 2023	HR Recruitment and Selection internal audit to be brought forward in the program.	To be swapped with the Heavy Plant and Equipment Management.	Complete
M009 September 2023	Consider inclusion of business continuity /disaster recovery in internal audit program.		In progress
M009 September 2023	Seek comment from Councillors on the low scoring area identified in performance review in 2023 and provide feedback to Committee members.	Was reported that the low scoring resulted from a misunderstanding of the question.	Complete

COMMENTS:

'In Progress' items were discussed.



MINUTES - Audit & Risk Committee Meeting 28 November 2023

- A working group led by Dean Miller (Manager Governance and Performance) has been established to review the Instruments of Delegation. Completion of this action is expected by the next meeting scheduled for March 2024.
- Consideration to include business continuity/disaster recovery in the internal audit program will be discussed at this meeting.
- The final action item to seek comment from Councillors on the low scoring area has been resolved due to a misinterpretation of the term Strategic Planning relating to external planning and land planning. This term relates to the Strategic Business Planning and if this term had been interpreted correctly it would not have received a low score.



6. OPPORTUNITY FOR MEMBER ONLY DISCUSSION

Author: Wendy Honeyman - Chairperson

The Chairperson asked internal and external audit representatives present to discuss matters in closed session with Audit & Risk Committee members.

The Chairperson will move that the meeting be closed to all other Council officers or invitees and that a formal note of closed discussions will be provided to the Minute-taker for inclusion within the minutes of the meeting.

The items discussed were:

- Agreement and acceptance of the proposal to move from three meetings to four meetings per year. The Committee feels that this will fit better with timing of financial reporting and spreads the workload for meetings more evenly.
- The Risk Assessment survey circulated by AFS, to assist in the development of the Internal Audit program for 2023-26 was welcomed by Committee members, helping to meet conditions of the Audit Committee Charter.
- The intention to ask during the meeting if staff turnover has settled to its usual level, or if it was still a matter for concern.
- AFS were asked if there were any issues in conducting audits for Pyrenees Shire Council. The response was that AFS and PSC have a good working relationship and that it was a pleasure to do business with PSC.
- The Committee would like to commend Kathy Bramwell for the quality of the reports in the Audit and Risk Committee agenda papers and for the secretariat duties that she performs.
- Thanks also to Emma Poyser for maintaining a high standard of minute taking.

Attachments:

Nil



7. REPORTS

7.1. COMMITTEE CHARTER AND MEMBERSHIP

Author: Kathy Bramwell, Director Corporate and Community Services

Audit & Risk Committee Charter

The Audit & Risk Committee Charter is subject to review every two years, with the next review formerly scheduled for early 2024.

Examination of independent member tenure terms identified a risk to committee stability with member terms ending within six months of each other. A review of the Charter was, therefore, brought forward to allow for a change in tenure terms to one-, two- or three-year appointments.

Committee members endorsed the changes via email exchange and the revised Charter was adopted by the Council in October 2023. The next review is scheduled for May 2025.

Councillor Committee Members

At its Statutory Meeting on 31 October 2023, the Council assigned Cr Damian Ferrar and Cr Ron Eason to membership of the Audit & Risk Committee for 2023/2024.

Independent Member Tenure

The tenure for independent committee member Mr Brian Keane ended in November 2023. In accordance with normal practice and following discussion with Mr Keane, the CEO reviewed the performance of the committee and offered a one-year extension of Mr Keane's tenure, which was accepted.

The record in Appendix A of the Charter has been updated accordingly.

In 2024, the tenure of independent committee member Mr Rod Poxon is scheduled to expire in May 2024 and a review will be undertaken in advance of that date.

In 2024, the tenure of independent committee member and Committee Chair, Ms Wendy Honeyman, will expire in April 2024. This marks the end of nine years on the Pyrenees Shire Council's Audit & Risk Committee for Ms Honeyman and under the requirements of the Charter cannot be extended further.

As this may be the last meeting for Ms Honeyman, the Council would like to extend its sincere thanks for the years of service.

Attachments:

1. PSC Audit and Risk Committee Charter 2023 25 [7.1.1 - 11 pages]

COMMENTS:

Good document providing good clarification.

ACTION: Extension of tenure letter for Mr Brian Keane - amendment to ensure inclusion of the final meeting to be held in November 2024.



MINUTES - Audit & Risk Committee Meeting 28 November 2023

Rod Poxon / Cr Ron Eason

That the Audit and Risk Committee notes the information provided in this report.

CARRIED



7.2. CEO REPORT

Author: Jim Nolan, Chief Executive Officer

Report detail:

The following items are reported in brief here to highlight key issues being managed for information of the A&RC (some of which are reported more fully in other reports).

Road Funding

Council's approximate total annual spend on roads is in the order of \$7.5M, or around 30% of our total budget. This amount has varied over the past ten years up to around 45% of the total budget and depends on the extent of capital grant funded projects in any year.

Renewal of road and road related assets is a core function, and Council's ten-year financial plan projects a gap of approximately \$1.9M shortfall per annum to meet the projected long term renewal demand based on asset data provided through our Moloney Asset Management model.

This week, the federal Minister for Infrastructure, Transport, Regional Development and Local Government, Catherine King announced a significant boost to road funding, which will see an additional \$1.4M (approx.) annual allocation to Pyrenees from 2026/27 under the Roads to Recovery fund (doubling of our current allocation under this program). While this will not be effective for a couple of years, the ongoing nature of it enables us to plan for additional critical road renewal.

Other funding announced related to road safety grant which is also welcome, but this is subject to a competitive bidding process. The full announcement can be accessed here:

<https://minister.infrastructure.gov.au/c-king/media-release/significant-boost-road-safety>

The above announcement followed a report which was released by the Grattan Institute on the matter of funding for Local Government. In summary, the Institute identified a significant shortfall in funding in the order of \$1b per annum as a first step to fixing country roads. A copy of the full report can be accessed here:

<https://grattan.edu.au/1-billion-in-extra-funding-is-just-the-first-step-to-fixing-local-roads/>

Renewable Energy Infrastructure

There are two new windfarms being proposed for the Pyrenees Shire.

The Brewster windfarm is a seven-turbine facility, and an application has been made to the Planning Minister by developer RE Futures. There has been a significant community concern for this proposal and its impact on broilga. Council has advocated on behalf of the community, but the planning decision for this application is with the Minister.

The Nyanyniuk Windfarm proposed by Acciona is at the feasibility stage. This is a 58-turbine facility across the Pyrenees shire border with Hepburn and City of Ballarat. There has already been community resistance to the proposal, but again this project is subject to a decision by the Planning Minister.

Current operating windfarms in the Pyrenees are Stockyard Hill (149 turbines), Crowlands (39 turbines), Waubra (128 turbines – part in Pyrenees) Chepstowe (three turbines)



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Revenue for Pyrenees from windfarms is determined through the Payment in Lieu of Rates (PiLOR) mechanism under the Electricity Act. The 2023/24 estimated revenue in Councils Budget from wind farms is \$1.291M, and contributes significantly to Councils financial sustainability.

There is a need to connect renewable energy generators (wind or solar) to the national grid via transmission infrastructure. The Western Renewable Link project proposes a transmission through the center of Pyrenees to connect the western renewables zone to the city of Melbourne. This project is subject to an EES process and has been a constant area of community interaction and interest by Council and the community. The EES is expected to be placed on exhibition in 2024, and Council will be looking to make a submission in response to the identified impacts on our community.

The Victorian Interconnector with NSW (VNi West) transmission line is also proposed; however a recent announcement of the proposed route will not see any part of Pyrenees affected.

Beaufort Bypass

The Victorian Planning Minister recently announced her decision in support of the preferred alignment for the Beaufort Bypass following an extensive planning process involving an EES to which Council made a submission. This is a significant milestone for this project, and a step closer to addressing the uncertainty about the future development of Beaufort.

There will be a planning scheme amendment to follow assigning Regional Roads Victoria as the Planning Authority and for an Acquisition Overlay.

Funding for the project construction has not yet been committed by either Commonwealth or State governments, and this will be an ongoing matter for Council advocacy.

Land Development

In September, the Victorian Premier released the Victorian Housing Statement including a plan to build 800,000 new homes in the next ten years. This includes 152,000 new homes for rural and regional Victoria.

In conjunction with this announcement, the Victorian Government has committed \$1b in funding for housing in regional Victoria as part of its Commonwealth Games Legacy commitment (following its decision not to host the games) and committed 25% of its Big Housing Build to be in rural and regional Victoria.

As previously reported, Council has recently purchased land in Burke street Beaufort as a future residential development site. In November 2023, Council decided to allocate \$100,000 toward the preliminary planning for the development which will enable to costs and infrastructure needs to be better understood in order to capitalize on future government funding for enabling infrastructure and with the view to creating 20+ lots for housing.

Furthermore, Council has sought to purchase additional land in Avoca in order to stimulate development there in response to a housing demand. This is currently in progress.

In both Beaufort and Avoca, there has been a market failure of developers undertaking residential subdivision development due in part to lower profitability when compared with development in metropolitan or regional city settings and in part due to access to finance for investment in rural townships.

Regards,

Jim Nolan

CEO



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Attachments:

Nil

COMMENTS:

- No funding currently allocated in the forward estimate for the construction of the Beaufort Bypass. As such the expectation is that there will be no forward movement for 5 years. Clarification is required in preparation for the bypass.
- The recent ABC News 'good news' story was in response to media statements and publicity around housing. Topical issue with State and Local Government seeking solutions on how to manage the housing crisis.
- Great to see employment and community growth appetite for Council to invest further in similar projects. The Burke Street Beaufort project is a smaller development with some complexity and Council are pursuing a land purchase in Avoca as well.
- The Correa Park estate was well received by the community generally with some roll out issues regarding sufficient open space but as the development grew the open space was developed within the estate.
- Traffic access onto the Western highway with one way access during peak times is problematic with provision for future development. Escape routes are available in an emergency.
- By and large well received.
- Overall the project was cash neutral and in the early stages the cost exceeded the revenue. The latter stages of the development balanced this out with revenue exceeding costs. Holding land for a further 6-12 months would have seen this increase.

Brian Keane / Rod Poxon

That the Audit and Risk Committee notes the CEO Report as at November 2023.

CARRIED



7.3. COMPLIANCE UPDATE

Author: Kathy Bramwell, Director Corporate and Community Services

Fraud:

- There have been no identified instances of fraud or corruption in the reporting period.

Public Interest Disclosures:

- There were no public interest disclosures or complaints that should be managed as public interest disclosures received during the reporting period.

Non-compliances:

- No compliance breaches were detected or reported during the reporting period.

Mandatory reporting compliance:

- Pyrenees Shire Council met all its statutory reporting obligations and deadlines for the year 2022/23.

CEO Credit Card expenditure:

- Two purchases were made by the Chief Executive Officer in the reporting period totaling \$200.58:
 - o Uber fare
 - o Valeting of Mayor's vehicle in preparation for new Mayor
- An updated summary of expenditure was authorised by the Mayor in November.

Attachments:

Nil

COMMENTS:

All statutory reporting recommendations were met this year.

Cr Damian Ferrari / Rod Poxon

That the Audit and Risk Committee notes the information provided in this report.

CARRIED



7.4. GOVERNANCE RISK & COMPLIANCE REPORT

Authors:

- Kathy Bramwell – Director Corporate & Community Services
- Dean Miller – Manager Governance & Performance

COVID

The Council continues to be affected periodically by isolated cases of COVID that necessitate absences from work, but no more seriously than other illnesses. Council has maintained its additional COVID leave for these instances until the end of 2023 and the Pandemic Committee will determine whether to continue this into 2024 before that time.

STAFFING

During the reporting period there were 7 resignations and 5 new starters.

The Enterprise Agreement, for which negotiations were completed mid-year, was approved by Fair Work Australia and is in place until June 2026.

PRIVACY AND DATA SECURITY

There have been no known data breaches within this reporting period.

Council's *Privacy Policy* and supporting procedures around privacy complaints / breach management and the use of privacy impact assessments are under review. It is not expected that much change will be required to these documents.

A cyber security internal audit review was recently completed and a report on this is provided under separate cover. A full update on compliance progress against the *Victorian Protective Data Security Standards (VPDSS)* must be completed and submitted to OVIC by August 2024.

A project is underway with the Manager ICT and Manager Governance & Performance to fully review and align the Council's *Business Continuity Plan* and *Disaster Recovery Plan* using updated disaster experience as a guide to real-time needs.

REQUESTS FOR INFORMATION

Following discussions with the Office of the Information Commissioner, officers are reviewing processes to address requests of information with a view to:

- Maximising the amount and variety of information that is automatically publicly available – either through the website or upon request.
- Where practicable, i.e., for simpler requests to information, providing access to information or documents outside of the FOI process.

Since 1 July 2023, 14 FOI (Freedom of Information) requests have been received:

- 4 requests were processed in accordance with the FOI Act.
- 10 requests were processed outside of the FOI Act.



COMPLAINTS

Sixteen complaints have been lodged since 1 July 2023.

SERVICE REVIEWS

1. Information Management

At the last meeting, the outcomes of a review of the Corporate & Community Services Division were reported – namely the amalgamation of the ICT (Information and Communications Technology) and Records Management functions to create an Information Management Team. This merger is now complete.

2. Frontline Services

A revisit of former reviews of the Frontline Services business unit is underway. This department has been subject to former reviews, recommendations of which have been implemented in part, but COVID impacted on the full implementation of the last review completed at the end of 2019.

Things have changed over the past three years, particularly regarding community expectations on what is acceptable in the delivery of customer-focused services, and the creation of opportunities to increase workplace efficiencies.

This project is being led by the CEO and Director of Corporate & Community Services. Information gathering is in its final stages and the drafting of final reports and recommendations is underway.

RISK MANAGEMENT AND INSURANCE

1. Insurance claims and injury statistics

There is 1 open / ongoing injury claim.

3 motor vehicle insurance claims have been lodged since the last report.

Flood impact claims are almost complete with a final payout expected to cover relocation or rebuilding costs associated with the Beaufort Men's Shed, which is considered unusable.

2. Risks and trends

Planning is underway to review the Council's strategic risk register in early 2024 together with an update of the risk appetite tolerances.

Work is underway on reviewing the forecast risk trends for 2024 to prepare a report for the Council in December or January, as has been done in previous years. When completed, a copy of this report will also be circulated to the Audit & Risk Committee.

Support is being provided to members of the senior leadership team to create a more robust operational risk register. Identified risks and treatment tasks will be input into the new RelianSys system that allows real-time reminders and monitoring of task completions. Embedding risk management fully into an organisation is always challenging and it is hoped that the use of new automated tools will help.

3. Risk Management Committee

A meeting of the Risk Management Committee was held in September. Discussions centred upon:

- Inputting risk register data into the new risk and compliance system – RelianSys.



- Developing a contractor management framework.
- Internal audit program.
- Insurance and insurance claims for flood damage.
- OHS items.
- Flood recovery.
- Emergency management and preparedness.
- Staff turnover.
- Facilities security and CCTV.

Recent benchmarking with other councils indicated that many did not have dedicated risk management committees. However, notwithstanding this trend, Pyrenees Shire Council considers the risk management committee to be a vital part of its risk minimisation strategies.

4. Health Safety & Wellbeing (OHS)

A meeting of the Health, Safety and Wellbeing Committee was held in October. Discussions focused on:

- Mental health and psychosocial protection.
- Ergonomic assessments in Council works trucks.
- Storage space and hazards.
- Installation of the duress system at front counters.
- Workplace inspections.
- Training programs.
- Opportunities to create closer working environments.

The following updated procedures and process documents were approved:

- Risk Assessment procedure and template.
- Working from home safely checklist.
- Traffic management procedure.
- Noise management procedure.
- Reporting hazards / incidents flowchart.

5. JMAPP Property Insurance Risk Management Project

The review of insurance for non-Council assets project is nearing completion, with a draft report received. The purpose of this project was to review insurance coverage for assets not owned or managed by Council, with a view to maximising the potential for successful claims outcomes in the future.

The Council insures approximately 167 Crown assets across 29 sites. The financial cost to the Council under the JMAPP Scheme for the year 2023/24 represents 38.34% of the total property insurance premium - \$63,052 plus GST. These assets include playgrounds, public halls, toilets and amenity blocks, pavilions, sheds, kiosks, workshops, shelters and BBQs, light towers and scoreboards, fencing and gates, stockyards, contents, sports courts and playing surfaces (including turf), water tanks and fixtures, and powered sites.



As Council is not directly responsible for DEECA infrastructure or the governance of committees of management, there is a significant gap in Council's capacity to ensure Crown infrastructure is properly maintained, further exposing Council to the possibility of rejected claims.

Council officers are now considering future options, including:

- Potential transfer of insurance costs to committees of management. This might raise questions of inequity between communities – some of which have Council-owned facilities which are financially supported by the Council, and others that are not because their facilities are on Crown land.
- Developing agreements with Crown committees of management that allowed greater transparency over inspection and maintenance programs. This may decrease the likelihood of insurance claims being denied.

OUTSTANDING RECOMMENDATIONS FROM FORMER INTERNAL AUDITS

At the last meeting, the Committee requested that the latest register of outstanding recommendations from former internal audits be provided. This has been updated with the recommendations from the latest reviews and was circulated under separate cover.

EMERGENCY MANAGEMENT

1. Emergency Preparedness

Following the resignation of officers with key emergency management roles, the Council has endorsed the following mandatory appointments:

- Kathy Bramwell as the interim Municipal Emergency Management Officer (MEMO). This role leads the organisation in ensuring capability, capacity and preparedness for emergency events, including response support and the key functions of local government in relief and recovery. Kathy will maintain this role for twelve months, allowing Dean Miller (Manager Governance & Performance) to become fully conversant with his new role prior to taking on full responsibility.
- Jerry van Delft as the Municipal Recovery Manager (MRM). This role leads the teams responsible for relief and recovery, including oversight of information gathering (impact assessments) that determines the impact on the shire from an incident and informs what recovery needs exist.

To prevent burn out in the case of an extended event, deputies have also been appointed:

- Deputy MEMOs are Douglas Gowans and Dean Miller.
- Deputy MRMs are Kathryn Doroshenko-Pempel and Ray Davies.

Regular meetings with the Grampians Regional Emergency Management teams have commenced in preparation for the upcoming fire season and planning for emergency availability over the holiday period is underway.

2. Municipal Emergency Management Plan (MEMP)

The Municipal Emergency Management Planning Committee (MEMPC) has completed its four-year review and self-assessment of the *Municipal Emergency Management Plan (MEMP)* and supporting



Animal Welfare Sub-Plan. These plans have been submitted to the Grampians Regional Emergency Management Planning Committee (GREMPC) for that committee's review and endorsement. We expect to receive its response towards the end of November.

3. Flood Recovery

Recovery from the Oct/Nov 2022 floods continues with a strong focus on supporting community recovery and building resilience. It is important that this is community-led and whilst there is still individual support being provided to residents, community-led initiatives are being planned and held.

Works are progressing to repair critical infrastructure such as roads, floodways, bridges, and culverts. Almost 30 per cent of the \$8 million worth of rehabilitation works has been completed. Regular updates on the works appear on the Council's website, in its Noticeboard and in the Flood Recovery Newsletter which is distributed every second month.

Insurance-covered works on community infrastructure are complete on the Beaufort Scout/Guide Hall, Avoca Men's Shed and the Avoca Recreation Reserve complex. A resilience improvement measure to lift air-conditioning units was completed on the Avoca Recreation Reserve complex and the Beaufort Scout/Guide Hall.

Recovery / resilience events are being held across the shire, such as a comedy night in Natte Yallock and the RUOK day in Beaufort.

In October, a submission and presentation were made by officers to the Parliament of Victoria Legislative Council Environment and Planning Committee into the 2022 Flood Event Inquiry.

QUALITY FRAMEWORK – POLICIES AND PROCEDURES

The *Quality Policy – Policy on Policies* – and supporting policy and procedure templates – have been reviewed and amendments approved.

The revised policy provides a minimum list of policies considered appropriate for the Council, including those that head a compliance or quality framework of guidance documents, or are mandated by legislation. Some gaps have been identified which are being addressed.

The governance team are providing support to the rest of Council staff in catching up on outstanding policy and procedure reviews.

Attachments:

Nil

COMMENTS:

Welcome Dean Miller Manager Governance and Performance

Staff Turnover:

- The staff turnover matter is topical with seven (7) resignations since 01 July 2023.
- Primarily losing good people due to being close to competitive areas.
- Although figures are on par with other small rural councils, Council is currently looking at ways to improve retention strategies.
- The loss of valuable positions are disruptive and difficult to fill.
- There is a current lack of planning staff across the board with State government recruiting planners. The recent loss of Council's senior planner to State government Parks Victoria not isolated occurrence as this is being seen across a lot of Councils.
- The loss of other long term Council staff means the loss of experience and corporate knowledge. Each resignation has its own story and there has been some internal recruitment to fill these roles.
- Turnover percentage is expected to be about 15% , this figure also seen last year. The year before was 30% turnover. 7% turnover figure is optimal.
- No resignations are due to disgruntled or poor working conditions more are for other opportunities not only within small rural councils but statewide.
- Currently learning pathways are difficult for Municipal Building Surveyors with no direct course offering.
- Resourcing to fill the currently vacant planning roles could be outsourced in terms of consultancy and discreet components can be managed.
- Council has unsuccessfully attempted to recruit for the Strategic and Statutory planning roles a few times and are now going down the path of outsourcing.

Working from Home:

Questions raised on whether the flexibility offered has a direct impact on capacity and productivity.

Taken on Notice

Determine what percentage of staff are still working from home.

- Council needs to be wary of working from home restrictions for staff as the removal of this flexibility could result in higher turnover percentage given the current global climate on flexible and hybrid working conditions.
- Bear in mind productivity when working from home has not declined and a maximum of two days per week only is offered.
- Where there is an obligation for people to be in the office i.e., Rates Department, one team member must be in the office at all times.
- The needs of the organisation are taken into consideration at all times.
- Flexibility is enshrined in our EBA and we are committed to this.
- Implementation is formalised and reviewed annually.
- This flexibility forms part of our retention strategy, without some of the flexibility we would not be able to retain the staff we have.
- Due to residential locations some staff departures because of the need to work from the office two days per week.



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Complaints

- Currently there is a higher than usual level of complaints.
- Suspect there are a range of items and some are regular complainants.

Taken on Notice

Review complaints to determine if there is a theme to these complaints given the rise.

Insurances

- The transfer of insurance responsibilities to Committees of Management (COM) is likely to be problematic.
- Crown to insure \$63k the cost to Council is about a third of our property cost represents \$14m worth of assets.
- The problem we will face is the COM's will not have capacity to take on these costs and this will create an inequity for Council to support other community groups.
- Final draft report to be presented to Council in Jan/Feb 2024.

FOI Requests

- There has been a reduction in requests from a repeat requestor with no requests for a number of weeks. Some Councillor emails received have been supportive of councillors.
- One outstanding FOI currently due to the volume of information requested.
- The sheer volume of requests and the lack of support from OVIC has seen 100's of government personnel leave the sector due to the increased workload, a real issue for the sector.

Rod Poxon / Cr Ron Eason

That the Audit and Risk Committee note the information contained in this report.

CARRIED



7.5. INTERNAL AUDIT

Author: Brad Ead – Internal Auditor, AFS & Associates

2023-01 Internal Audit Report – Cyber Security

An internal audit review was undertaken in October 2023 to ensure the Pyrenees Shire Council has identified and assessed cyber threats and created appropriate mitigation and monitoring to reduce cyber security risks to an appropriate level.

Thirteen (13) areas of strength were identified.

Eight (8) risks were identified, including recommendations to mitigate, two of which were rated as moderate and five rated as minor.

One (1) opportunity for improvement was identified.

A copy of the final report is attached.

Internal Audit Program Progress Update

The internal audit review of Cyber Security was the first review of the new program for 2023-2026. This was completed on schedule in October/November 2023.

An update of the Internal Audit program is attached for information. In line with requests made by the Committee at the last meeting, the following have been amended within the program the planned review of HR Recruitment and Selection has been brought forward to September 2024.

Recent Reports and Publications of Interest to Councils

Please find attached the latest Industry Update.

Attachments:

1. 2131030 3- Status Update 28.11.23 [7.5.1 - 5 pages]
2. 2131028 3- Industry Update 28.11.23 [7.5.2 - 9 pages]
3. 2137112 1-2023-05 Cyber Security FINAL R [7.5.3 - 18 pages]

COMMENTS:

Cyber Security

- Recommendation to conduct penetration testing of ICT systems to provide additional technical advice of risk exposures.
- Pyrenees Shire Council is fairly proactive with many good things in place to manage cyber security risks.
- Reliance on the ICT Manager is highlighted as a risk with backfilling for planned and unplanned leave a big exposure.
- Overall a positive outcome.
- Good report, the Pyrenees Shire Council can be pleased with no outcomes in a fast moving space.
- Penetrative testing could be prioritised as an important routine action.
- A couple of recommendations are managed elsewhere within emergency management without true alignment with ICT, meaning a couple of these recommendations can be easily managed.



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- Currently undergoing an ICT department expansion.
- There are some personnel in this department we can upskill.
- Looking at external Microsoft experts to mitigate a lot of this risk.
- In terms of resourcing and staff dependency, the ICT Manager was the only operator for some time. Council created a new position of 2IC for succession planning and looked to expand into a more team environment with the GIS officer this is now a team of three.
- Currently investigating a trainee option in this department budget dependant.
- Further restructure to incorporate Records creating a broader 'Information team'.
- Conscious of single dependence and creating a team environment is a work in progress, a challenge across the organisation with small teams.
- A recent LG Pro presentation attendance where cyber experts spoke to the risks and asked specific questions - do we have a cyber incident response plan and do we test the plan? Consistent with the penetration testing answer yes and a work in progress. Some impact on productivity with the implementation of two factor authentication for example.
- Incoming email filters are filtering a lot of emails that are required.
- Response effectiveness is key.
- New system sophistication will open up the information management team to manage other security items.

Past Issues Review

- Past issues review scheduled for March 2024.
- Scope expansion to cover outstanding aging items for review of relevance and ability to close out some go back to 2018.
- Recommendation that time has passed these by and they are no longer relevant.

ACTION - Pyrenees Shire Council team to review and put up to AFS & Associates for review, some will be superseded.

ACTION - Circulate finalised scopes outside of this meeting post scope discussion scheduled for later this week.

Purchasing Cards

- Post procurement activity analysis and looking from a cost benefit point of view there is opportunity to expand on purchasing cards.
- Zero tolerance for inappropriate use.
- City of Greater Geelong received media scrutiny due to the number of allocated credit cards which created a reduction of allocations. One way to counter the negative scrutiny includes educating the community as to the savings of rate payer dollars and publicising credit card use on the website. Provides transparency and a proactive response.

ACTION - AFS & Associates to review the volume of low transactions for opportunities to improve procurement efficiencies.

Cr Ron Eason / Rod Poxon

That the Audit and Risk Committee notes the information provided in this report.
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CARRIED



7.6. ANNUAL REPORT 2021/22

Presenter: Jim Nolan, Chief Executive Officer

The Pyrenees Shire Council Annual Report 2023 was finalised in accordance with the obligations pursuant to the Local Government Act 2020 and applicable Regulations.

The Annual Report is the primary means of advising our community about the Council's operations and performance during the financial year. The report demonstrates the Council's ongoing commitment to transparent reporting and accountability and forms an integral part of the Integrated Strategic Planning & Reporting Framework introduced as part of implementing the Local Government Act 2020.

The Council's performance is measured against strategic goals contained within the Council Plan. This report is the mid-term update against the Council Plan 2021-2025, adopted in February 2022, which focuses on the following areas:

- People
- Place
- Environment
- Economy

and is supported by internal Enabling Principles.

The Report includes Council's audited financial statements and the end of financial year report against performance and financial sustainability measures as required under the Local Government Performance Reporting Framework, which can be compared to other similar councils on the Know Your Council website.

The 2023 Community Satisfaction Survey reflected ongoing declining satisfaction levels. Officers are working on improving customer service throughout the organisation, particularly with regard to responsiveness, and it is hoped that this will reflect favourably on community perception over time.

Community satisfaction with Council's road network was impacted by the flood damage experienced in October / November 2022.

Significant bridge renewal work continued across the local road network, with contracts completed during the year for more than \$3.5 million to replace aging structures and remove limitations on our strategic freight routes. The construction of the Lexton Community Hub was completed and formally handed over to a newly formed Community Asset Committee.

Attachments:

Nil



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COMMENTS:

- Reporting timeframes scrutiny, often measured on the statutory timeframe rather than the report timeframes.
- Thank you to Noel , Senior Communications Officer for putting together the Annual Report.
- The Annual Report is now available on Council's website

ACTION - copies of the Annual Report to be provided to all Audit & Risk Committee members.

Cr Ron Eason / Rod Poxon

That the Audit and Risk Committee notes the information provided in this report and receives the Annual Report and associated Financials circulated under separate cover.

CARRIED



7.7. AUDIT & RISK COMMITTEE WORK PLAN AND MEETING SCHEDULE 2023

Author: Kathy Bramwell, Director Corporate and Community Services

2023 Work Plan Status Update

The final progress update on the Audit & Risk Committee Work Plan 2023 is attached.

2024 Draft Meeting Schedule

Discussion on the gap between meetings in November and May each year took place on several occasions in 2023, indicating that this is a potential inhibitor to good committee governance and the performance of its duties.

To this end, the committee is requested to consider whether four (4) meetings per year would be preferable moving forward and the following dates have been proposed for approval by the Committee:

- M011 – Tuesday 26 March 2024 – 3.00pm to 4.30pm
- M012 - Tuesday 25 June 2024 – 3.00pm to 4.30pm
- M013 - Tuesday 24 September 2024 – 3.00pm to 4.30pm
- M014 - Wednesday 27 November 2025 - 3.00pm to 4.30pm

It is anticipated that this would allow for key reporting to be brought to the Committee as follows:

- March 2024:
 - Draft budget and associated documents to facilitate a more constructive discussion and feedback by the committee.
 - Election of the Chairperson.
 - Preparation for annual review of strategic risk register and risk appetite tolerances.
 - Chairperson biannual report.
- June 2024:
 - Final budget as prepared for Council adoption.
 - Outcomes of the Interim Financial Audit.
 - Annual review of outstanding internal audit recommendations.
 - Annual committee performance review.
- September 2024:
 - End of Financial Year Audit outcomes.
 - Performance Statement.
 - Chairperson biannual report.
- November 2024:
 - Receipt of Annual Report.
 - General reporting and preparation for 2025.

This would also enable the spread of reports across the year to reduce time pressures for individual meetings.

The Committee is also invited to determine the meeting format - i.e., in person/hybrid or virtual.

**Draft 2024 Work Plan**

Assuming a 4-meeting model is approved by the committee, a draft annual work plan for 2024 has been prepared for committee consideration and approval.

Attachments:

1. ARC Workplan 2024 Draft (1) [7.7.1 - 2 pages]

COMMENTS:

- Four (4) meetings scheduled for 2024.
- Briefly discussed in closed session and all are in support of moving to four meetings per year allowing for increased ability to provide informed feedback by the Committee and aligns with quarterly reporting.
- June date identified as being on the same day as the June Council meeting.
- Wednesday 27 November 2024 date to remain as last meeting for the year.
- Meeting format preference for in person or hybrid meetings - hybrid works well.
- Referencing the Charter outlines roles and responsibilities of the Committee and these are covered in the agenda. Tested in 2022 for 2023 and will test for 2024.

ACTION - amend the scheduled June 2024 meeting to Tuesday 18 June 2024.

Cr Damian Ferrari / Cr Ron Eason

That the Audit and Risk Committee:

1. Notes the final progress update of the 2023 Audit & Risk Committee Work Plan.
2. Considers and accepts the draft committee meeting schedule for 2024.
3. Considers and approves the draft annual work plan for 2024.

CARRIED



7.8. FINANCE UPDATE

Author: Glenn Kallio – Manager Finance

This report provides the current financial position of the Council for the period 1 July 2023 to 31 October 2023. The attached report highlights any financial issues, either issues year to date or forecast issues for the remainder of the financial year.

The report provides the standard financial statements being:

- Comprehensive Income Statement
- Balance Sheet
- Cashflow Statement
- Capital Works Statement

The report also provides a range of specific reports tailored to major activities being delivered by the Council.

Issues are discussed in the attachment, summary of those major issues are discussed below.

- ☒ Whilst there several timing issues related to the operating statement, the only issue of concern year to date relates to the ability of Council being able to collect rates.
- ☒ The collection rate year to date is \$573,000 behind anticipated levels. Combined with changes in legislation and impending Ministerial guidelines impacting Councils ability to utilise legal action to recover outstanding rates it is anticipated that the outstanding balance of rates will significantly increase by June 30 2024. An allowance of \$250,000 has been factored into the budget for 2023/24 however, the final result maybe significantly different to this.

Attachments:

1. October Finance Report- Copy [7.8.1 - 28 pages]

COMMENTS:

- \$8M turnaround query - half of this is depreciation and capital grants due to the timing of the grants.
- Grants in Trust refers to grants received in previous years that have not been spent, similar to carryover.

Outstanding Rates

- Concerns over rate collection is a reflection of the current climate and cost of living pressures.
- \$250k factored into the budget through payment plans or onsale of property.
- Cashflow management issue up a little but not extreme, can report back on the average rate.
- These are genuine outstanding rates, Council receives the majority of rates paid in February.



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Take on Notice

Forecast for end of October \$4.2M deficit year to date \$8M turnaround query.

Cr Ron Eason / Rod Poxon

That the Audit and Risk Committee notes the information provided in this report.

CARRIED



7.9. FRAUD & CORRUPTION CONTROL FRAMEWORK

Author: Kathy Bramwell, Director Corporate & Community Services

A report was provided to the September 2023 meeting of the Committee detailing the findings from a gap analysis conducted of Council's Fraud & Corruption Control Framework against the AS8001:2021 Australian Standard on Fraud and Corruption Control.

Since that report:

- A review of the Fraud & Corruption Control Policy has been undertaken which has been circulated to relevant stakeholders for feedback, and
- An improvement action plan has been developed to improve the key areas where control deficiencies were identified in the gap analysis.

Copies of these documents are attached for Committee members' feedback.

Attachments:

1. DRAFT Policy Fraud and Corruption Control 2023 [7.9.1 - 12 pages]
2. DRAFT Improvement Action Plan Fraud and Corruption Control Framework 2023 20 [7.9.2 - 5 pages]

COMMENTS:

In the midst of reviewing the fraud and corruption control plan to be circulated to the Audit & Risk Committee members once complete.

Rod Poxon / Brian Keane

That the Audit and Risk Committee considers the attached draft documents and provides feedback to Council officers.

CARRIED



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8. GENERAL BUSINESS

COMMENTS:

- Remote auditing is not the default position.
- Request that organisations provide feedback to VAGO on their audit experience.

ACTION - Hardcopy VAGO notes circulated to meeting participants to be sent to those in remote attendance.

10. CLOSE OF MEETING

Next meeting of the Audit and Risk Committee will be held at 3.00pm on Tuesday 26 March 2024 (M011).

Audit & Risk Committee Meeting 28 November 2023 closed at 4.44pm.

Reviewed and signed by the Chairperson:

Ms Wendy Honeyman, Chairperson

Date:



Pyrenees Shire Council Engagement Plan 2024

	Project/Activity	Timing	Statutory /Due Date	Level of Engagement	Audience	Brief	Methods/Media	Project Manager
Service provision	Customer First Project/ Frontline Services Review implementation	2024		Consult	PS, CE	Communicate outcome of Customer Service Policy & Charter and Customer Experience review. Communicate Council decision regarding service levels. Work with relevant stakeholders to implement adopted recommendations.	Broad community information – website, noticeboard and social media Face-to-face conversations	Kathy Bramwell / Heidi Jarvis Frontline Services
	Rates/Finance	Jun-Oct 2024		Inform	PS	Summarize and communicate Council finances (expenditure/ Income)	Brochure preparation in June/July. Advertising of due dates.	Glenn Kallio
	Budget (2024-25)	Apr-Jun 2024	Budget Adoption by June 30	Consult/Involve	PS, SS, UG, CE	Present draft budget, seek submissions	Engagement Hub, Broad Community Information	Glenn Kallio
	Engagement & Communications Strategy Implementation	2024/ Ongoing		Inform	PS	Develop and engage on strategies and actions to implement the Engagement & Communications Strategy.	Engagement Hub, website Revision of channels/website	Noel McKeegan

							Others to be determined.	
Annual Report	Sep/Oct 2024	Oct 2024	Inform	PS, SS	Prepare then publicise Annual Report.	Adopt by Council, advertise and publish		Kathy Bramwell/Noel McKeegan
Positive Ageing Program	Jan-June 2024		Consult/Involve	PS	Collaborate with community on the development of a positive ageing strategy.	Target enquiries Face-to-face workshops Progress updates through broad community information		Jerry van Delft
Digital Transformation Project	2024-		Inform	CE	Inform staff on progress of joint project being conducted with Golden Plains Shire	Staff newsletter, email		Scott Wright
Sharepoint Implementation	2024		Inform	CE	Inform staff on progress	Staff newsletter, email		Scott Wright
Improve utilization of community facilities	June 2023- June 2024		Consult/Involve	PS, SS	Improve / rationalize utilization of Council managed community facilities.	Engagement Hub Face-to-face conversations Targeted enquiries		Kathy Bramwell
Recycling/waste management education and implementation of the Circular Economy Act	June 2023- June 2024	NA (registered with Sustainability Victoria)	Inform	PS	Assess impact of information pack and communications program in Q4 2023 (how to recycle, where does your waster go, container deposit, transfer station hours) for ratepayers and new residents.	Engagement hub Broad community information Direct mailout		Phil Diprose

						Communicate any changes determined at a state level by Recycling Victoria. Prepare and distribute waste calendar.		
Fire Season Preparedness	Sep-Dec 2024		Inform	PS	Council support for fire preparedness, including engagement on new fire ratings systems	Broad community information – website, noticeboard and social media Targeted events in collaboration with Bushfire Resilience Officer	Communications Dep.	
Summer Pools	2023-24		Inform	PS	Pools promotion 2023/24 Pools strategy engagement	Engagement hub, Social media, Noticeboard	Baylie Lang /Jerry van Delft	
Local Law Education	Ongoing		Inform	PS, CE	Providing general information about local laws and scope of local government; specific issues one at a time. e.g. - what roads is Council responsible for? - animal registration	External broad communications	Noel McKeegan	
Insurance coverage for non-Council managed facilities	2024		Collaborate	SS	Continue to consult with DELWP Committees of Management to review insurance arrangements for community assets not managed by Council.	Direct email enquiries and conversations	Dean Miller	
Report back to the community on the implementation of Council Plan 2021-25	Jan-Oct 2024			PS, SS	Inform community of progress on various aspects of the Council Plan	Council meeting, media channels	ELT	

Libraries Strategy	2024		Consult/Involve	PS, SS	Implement libraries strategy	External broad communications	Kathy Bramwell, Heidi Jarvis
Community Action Planning	Ongoing		Consult/Involve	PS, SS	Collaborate with community on the redevelopment of the Community Action Planning Framework and local Community Action Plans.	Engagement Hub Face-to-face workshops and meetings	Adam Boyle
Municipal Emergency Management Plan	Oct/Nov 2024		Collaborate	PS, CE	Work with MEMPC to review and update plan Seeking public feedback on the revised MEMP plan in preparation for audit	Engagement Hub Face-to-face workshops and meetings / conversations	Jerry van Delft
Council Cuppa and Chat	Monthly, ongoing		Consult/Involve	PS	Provide opportunities for face-to-face engagement in all Wards and districts over a 24-month period.	Website, noticeboard, social media	Council
Australia Day 2024 (hosting/celebration/awards)	Jan 2024		Inform	PS, UG	Encourage nominations as well as interest in hosting	Newspaper advertising, one-on-one contact with communities to host	Chantelle Sandlant
Creative Community project implementation	Jan-Jun 2024		Collaborate	PS, SS, UG	Engagement with creative community over finalization and implementation of the Creative Community strategy	Launch event for strategy/promotion External broad communications	Planning and Comm Dev teams (Rachel Blackwell, Jerry van Delft)
Tourism Midwest Destination Management Plan and Pyrenees Local Tourism	2024		Consult/Involve	TMW Tourism sector	Advocate with TMV over final plans Advocate for funding for implementation Engage with tourism sector over opportunities	Face-to-face workshops/meetings with stakeholders External broad communications	Ray Davies

	<p>TMV marketing strategy: - TMV website - Visit Pyrenees Website and App - Events - Campaigns</p>	Ongoing		Inform	PS, general public	Promotion of tourist events, destinations to grow tourism visitation	Websites, social media, print media, tourism handbook	Ray Davies
2024 Council Election	“Run for council” campaign	Q2 2024		Inform	PS	Inform community of election process	Website, noticeboard, social media	Noel McKeegan
	Distribution of information from VEC	July-Sep 2024		Inform	PS	Distribution election information through various channels	Website, noticeboard, social media, mailouts	Noel McKeegan
	Candidate information sessions	TBA		Inform	PS	Inform community of information sessions as convened by MAV and VLGA	Community meetings	Noel McKeegan
	Council information pack	Q2 2024		Inform	PS	Articulate what Council does with a view to sharing with public, potential candidates and new councillors.	Website, print (potentially video)	Noel McKeegan

Tourism Promotion and Marketing	<p>Event promotion</p> <p>Major Events including:</p> <ul style="list-style-type: none"> - Avoca races - Lake Goldsmith Steam Rally - Beaufort AG SHOW - Pyrenees Unearthed Wine & Food Festival <p>+ Smaller local events including:</p> <ul style="list-style-type: none"> - Avoca and Beaufort markets - Pyrenees Magic Bike Ride - Wild Mount trail run - Community art exhibitions and sales 	Ongoing		Inform	PS, Event organisers	Support and management of events	Websites, social media, print media, tourism handbook	Melissa Dimond
	Goldfields Recreation Reserve Master Plan, including, Lake foreshore and Caravan Park redevelopment	2024		Advocacy Consult/Involve	PS, UG, SS	Communication of completion of planning process and working with relevant groups to process implementation strategy	Targeted conversations Face-to-face meetings	Baylie Lang/ Ray Davies
	Beaufort Linear Project (subject to funding)	2024		Advocacy Consult/Involve	PS, UG, SS	Communication of completion of planning process and working with relevant groups to process implementation strategy	Targeted conversations Face-to-face meetings	Ray Davies

Advocacy program **	Southern Wimmera and Northeast Pyrenees Rural Water Supply Feasibility Study. Priority Council advocacy.	2024	TBC	Advocacy	MPs and candidates	Business case completion scheduled for first half of 2024 Advocacy regarding funding strategy for implementation to parties, MPs and candidates, in conjunction with peak bodies including VFF and RCV and project partners (Northern Grampians and Central Goldfields Shire Councils, GMMWater and Central Highlands Water) Direct advocacy for relevant ministers and departments Delivery of funded project	Targeted conversations Face-to-face meetings	Ray Davies (in conjunction with GMMWater)
	Updated power supply for recreation reserves and communities	2023-24		Advocacy	Advocacy to parties, MPs and candidates on council priority activities in conjunction with peak bodies	Updated power supply for five recreation reserves throughout the Shire	Targeted conversations Face-to-face meetings	
	Housing	2024		Advocacy	Advocacy to parties, MPs and candidates	Advocacy for funding for enabling infrastructure	Targeted conversations	Jim Nolan

Roads and Bridges					on council priority activities in conjunction with peak bodies	Planning for residential developments	Face-to-face meetings	
	Priority Projects Pipeline	2024		Advocacy	Upper and lower house candidates of the various parties	Communicate Councils priorities to relevant candidates	Face to Face, email In conjunction with CHCV, RCV, MAV	Jim Nolan
	Road infrastructure – flood recovery	2024		Inform	PS, UG	Communicate flood recovery infrastructure progress	Noticeboard, website and social media Council Reports, dedicated flood-recovery e-newsletter	Jane Bowker
	Road maintenance and renewal activities	Ongoing		Inform	PS	Activities impacting on access and community	Noticeboard, website and social media	

Infrastructure Projects	Avoca Drainage project			Inform		Inform community about works, engagement with affected residents Consulting on remaining components of projects that are yet to be designed/planned	Information drop-in sessions Community meetings, Engagement Hub	
	Redbank Streetscape – development of plans	Jun 2024		Collaborate	PS, SS	Improvements to the main street in the vicinity of the Community Hall	Community meetings, Engagement Hub Finalizing design and commencement of construction (2 parts)	Douglas Gowans
	Beaufort Water Reuse and Recycling Project	2024		Inform	PS, UG	Communicate progress of works	Noticeboard, website, social media In conjunction with CHW	Ray Davies / CHW
	Flood Studies	Jun 2024		Collaborate	SS, UG	Avoca Rec Reserve flood mitigation options and Lake Goldsmith Steam Rally site flood mitigation options Subject to funding.	Engagement with affected stakeholders and landowners Face-to-face meetings Engagement Hub	

External Projects	Beaufort Bypass	Ongoing		Inform	PS	Council submission to PPV. Ongoing information sharing and community consultation.	Inform, consult and provide advocacy on behalf of community	Rachel Blackwell, Douglas Gowans
	VNI West	Ongoing		Consult	PS	Interconnector to WRL from NSW	Inform, consult and provide advocacy on behalf of community Submission on consultation report	Rachel Blackwell, Douglas Gowans
	Windfarms - Nyaninyuk Wind farm - Brewster Wind farm	Ongoing		Inform	PS	Planning process to be determined by planning minister Council to inform community of developments, engagement opportunities	Inform, consult and provide advocacy on behalf of community	Rachel Blackwell, Douglas Gowans
Flood recovery	Flood Recovery	2022/24		Collaborate	PS, SS, UG	Implement Recovery Plan	Noticeboard, website and social media Council Reports	Recovery manager – Jane Bowker

Youth Engagement	Youth Program Development	Jan-Jun 2024		Collaborate	PS	Expand engagement in target demographic	Youth programs, school liaison, social media	Noel McKeegan / Youth Officer
	Targetted social media activities for 18-35 year olds	Jun 2024		Collaborate Inform	PS	Expand engagement reach of social media in target demographic	Facebook, Instagram and other channels as identified	Noel McKeegan / Youth Officer
Council Plan 2025 -	Preliminary stages of development for next Council plan, commencing June 2025	Q4 2024	June 2025	Inform Collaborate	PS, UG, SS, CE	Inform community of upcoming engagement, raise awareness of opportunities to contribute to plan. Formal engagement component to be undertaken in Q1 and 2 2025.	Noticeboard, website and social media	Noel McKeegan

Table Key:

PS: Pyrenees Shire residents

SS: Specific Stakeholders

UG: User Groups

CE: Council Employees

Inform	Providing information of a general nature to the community, fulfilling legal requirements
Consult	Providing information and asking for feedback on a specific project
Consult/Involve	Consultative engagement including but not limited to engaging with the public by providing information, hosting sessions and feeding responses into decisions
Collaborate	Seeking the public's input which will drive a particular project, working with the community to build on the project
Advocacy	Advocate externally for specific projects

Regular Communication Channels:

- Website
- Social media; Facebook, Twitter and Instagram
- Noticeboard advertisement, weekly in the Pyrenees Advocate and Maryborough Advertiser
- Quarterly newsletter posted to all residents; March, June, September and December
- Posters/flyers placed in Council's office in Beaufort and resource centres in Beaufort and Avoca
- Email newsletters sent monthly

**Advocacy to parties, MPs and candidates on council priority activities in conjunction with peak bodies including MAV, DHCV, RCV

Please refer to *Communications and Engagement Strategy 2022-2025* (<https://www.pyrenees.vic.gov.au/files/assets/public/v/1/council-publications/strategic-plans/2022.07-engagement-communications-strategy-2022-2025.pdf>)