



Southern Grampians
SHIRE COUNCIL

Council Meeting Agenda

Council Meeting
8 December 2021

To be held at 5:30pm
in MJ Hynes Auditorium
5 Market Place, Hamilton.

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1 Membership

Councillors

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

Officers

Mr Tony Doyle, Interim Chief Executive Officer
Ms Evelyn Arnold, Director Community and Corporate Services
Ms Marg Scanlon, Director Infrastructure
Mr Andrew Goodsell, Director Planning and Development

2 Welcome and Acknowledgement of Country

The Mayor, Cr Colliton will read the acknowledgement of country:

Our meeting is being held on the traditional lands of the Gunditjmarra, Tjap Wurrung and Bunganditj people.

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

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

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

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

3 Prayer

Cr Henry will lead the meeting in a prayer:

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

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

4 Apologies

5 Confirmation of Minutes

RECOMMENDATION

That the Minutes of the Council Meeting held on 10 November 2021 be confirmed as a correct record of business transacted.

6 Declaration of Interest

7 Questions on Notice

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

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

Questions must:

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

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

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

There are no Questions on Notice listed on tonight's agenda.

8 Public Deputations

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

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

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

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

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

There are no Public Deputations listed on tonight's agenda.

9 Informal Meetings of Councillors

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

If there is a meeting of Councillors that:

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

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

An Informal Meeting of Councillors record was kept for:

- Briefing Session – 3 November 2021
- Audit and Risk Committee Meeting – 9 November 2021
- Briefing Session – 10 November 2021
- Briefing Session – 24 November 2021

This agenda was prepared on 1 December 2021. Any Informal Meeting of Councillors between that date and the date of tonight's Meeting will appear in the agenda for the next Ordinary Meeting of Council.

RECOMMENDATION

That the record of the Informal Meeting of Councillors be noted and incorporated in the Minutes of this Meeting.

Southern Grampians Shire Council
Informal Meeting of Councillors

ASSEMBLY DETAILS	
Title:	Briefing Session and Industry Visit
Date:	3 November 2021
Location:	MJ Hynes and Grange Garlic
Councillors in Attendance:	Cr Bruach Colliton, Mayor Cr David Robertson, Deputy Mayor Cr Mary-Ann Brown Cr Albert Calvano Cr Helen Henry Cr Greg McAdam Cr Katrina Rainsford
Council Staff in Attendance:	Tony Doyle, Chief Executive Officer Evelyn Arnold, Director Community and Corporate Services Marg Scanlon, Director Infrastructure Andrew Goodsell, Director Planning and Development

The Informal Meeting commenced at 1:45pm.

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Visit to Grange Garlic	Nil
2	Councillor Only Meeting	Nil

The Informal Meeting concluded at 5:00pm.

Southern Grampians Shire Council

INFORMAL MEETING OF COUNCILLORS

ASSEMBLY DETAILS	
Title:	Audit & Risk Committee Meeting
Date:	9 November 2021
Location:	Teams Meeting
Councillors in Attendance:	Cr David Robertson, Deputy Mayor Cr Helen Henry
Council Staff in Attendance:	Mr Tony Doyle, Interim Chief Executive Officer Ms Evelyn Arnold, Director Community & Corporate Services Ms Belinda Johnson, Manager Finance Ms Karly Saunders, Governance Coordinator Mr Mike Shanahan, Health & Safety Coordinator Ms Kara Winderlich, Risk Management Coordinator Ms Marg Scanlon, Director Infrastructure Ms Sherie Bain, Regulatory Services Coordinator Ms Jason Barker, Local Laws Team Leader Ms Nadine Rhook, EA to Director Community & Corporate Services

The Assembly commenced at 1:30pm

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Welcome	Nil
2	Apologies	Nil
3	Conflict of Interest	Nil
4	Confirmation of Previous Minutes	Nil
5	Summary Table of Outstanding Matters	Nil
6	Progress Report of Current Actions – McLaren Hunt	Nil

7	Final Management Letter & Closing Report	Nil
8	Appointment of External Auditors	Nil
9	VAGO Audit into Fraud Control over Local Government Grants	Nil
10	Internal Audit – Progress Overall	Nil
11	Progress Report of Internal Audit Actions (Interplan) – Customer Service & Complaints, Contract Management, Risk Management & Waste Management, Asset Management & Road Maintenance, Building Maintenance, Depot Management, Purchasing Cards & Data Security Protection (VPDSS)	Nil
12	Internal Audits – Final Reports: Local Laws and Road Asset Management	Nil
13	Internal Audit Scopes – Asset Management, Climate Change, Child Safe Standards	Nil
14	Excess Leave Update	Nil
15	Implementation of Local Government Act	Nil
16	Compliance Framework	Nil
1	Integrated Strategic Planning & Reporting Framework	Nil
18	Review Council's Procurement Policy & Guidelines	Nil
19	Audit & Risk Committee – Local Government Act 2020 Requirements	Nil
20	OHS Report – Executive Summary	Nil
21	Brown Street Building Flood Update – January 2021	Nil
22	Review Strategic Risk Register & Action Plan	Nil
23	Business Continuity Plan & Sub Plans	Nil
24	MAV Workcover Claim	Nil

25	VAGO, Ombudsman & IBAC Reports	Nil
26	Councillor Expenses Quarterly Report	Cr Robertson & Cr Henry declared an indirect conflict at the ARC Meeting at Item 12.2
27	Audit & Risk Committee – Annual Chair Report 2020/2021	Nil
28	Audit & Risk Committee – Annual Plan 2022	Nil
29	Next Meeting	Nil

The Assembly concluded at 4.10pm

Southern Grampians Shire Council
 Informal Meeting of Councillors

ASSEMBLY DETAILS	
Title:	Briefing Session
Date:	10 November 2021
Location:	MJ Hynes
Councillors in Attendance:	Cr Bruach Colliton, Mayor Cr David Robertson, Deputy Mayor Cr Mary-Ann Brown Cr Albert Calvano Cr Helen Henry Cr Greg McAdam Cr Katrina Rainsford
Council Staff in Attendance:	Tony Doyle, Interim Chief Executive Officer Evelyn Arnold, Director Community and Corporate Services Marg Scanlon, Director Infrastructure Andrew Goodsell, Director Planning and Development Amy Knight, Manager Cultural Arts Hugh Koch, Manager Economic Development and Tourism Karly Saunders, Governance Coordinator Belinda Johnson, Manager Finance Natalie Martin, Revenue Coordinator
External Presenters	Daniel Milentijevic, Plan A Project Management Judy Line, Women's Housing John Challis, Challis Design

The Informal Meeting commenced at 12:00pm.

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Matters Raised by Councillors	Nil
2	Big Housing Project	Nil
3	Gallery Project Reference Group Terms of Reference	Nil
4	Outdoor Activation Plan	Nil
5	Hamilton Gateway Signage	Nil
6	Complaints Policy	Nil
7	Annual Reports for Community Asset Committees	Nil
8	Rating Plan Review	Nil

The Informal Meeting concluded at 5:05pm.

Southern Grampians Shire Council
Informal Meeting of Councillors

ASSEMBLY DETAILS	
Title:	Briefing Session
Date:	24 November 2021
Location:	MJ Hynes
Councillors in Attendance:	Cr Bruach Colliton, Mayor Cr David Robertson, Deputy Mayor Cr Mary-Ann Brown Cr Albert Calvano Cr Helen Henry Cr Greg McAdam Cr Katrina Rainsford
Council Staff in Attendance:	Tony Doyle, Interim Chief Executive Officer Evelyn Arnold, Director Community and Corporate Services Marg Scanlon, Director Infrastructure Andrew Goodsell, Director Planning and Development Hugh Koch, Manager Economic Development and Tourism Susannah Milne, Manager Community and Leisure Services Ted Perera, Project Officer Daryl Adamson, Manager Shire Strategy and Regulation Jason Barker, Local Laws Team Leader Belinda Johnson, Manager Finance Janelle Dahlenburg, Procurement Officer
External Presenters	Darcy Walker, President HRBA Paul Shipp, Urban Enterprise Bev McArthur MP, Member for Western Victoria

The Informal Meeting commenced at 11:00am.

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Councillor and CEO Meeting	Nil
2	HRBA MoU and Business Presentation	Nil
3	Rail Future Institute	Nil
4	Key Worker Housing Update	Nil
5	Pedrina Park Netball Courts	Nil
6	Bev McArthur MP Council Priorities	Nil
7	Ansett Museum	Nil
8	Domestic Animal Management Plan	Nil
9	Procurement Policy	Nil

The Informal Meeting concluded at 5:10pm.

10 Management Reports

10.1 Revenue & Rating Plan

Directorate: Evelyn Arnold, Director Community and Corporate Services
Author: Belinda Johnson, Manager Finance
Attachments: 1. Revenue & Rating Plan

Executive Summary

Council has prepared the Revenue and Rating Plan to ensure compliance with the Local Government Act 2020 and supporting regulations.

The Revenue and Rating Plan 2021/22 – 2024/25 is a key document to determine the most appropriate and affordable revenue and rating approach for Southern Grampians Shire Council which, in conjunction with other income sources, will adequately finance the strategic objectives described in the Council Plan.

This plan is an important part of Council's integrated strategic planning and reporting framework, all of which is created to help Council achieve its vision of Council being recognised as a well-connected, dynamic Regional Centre, supporting a vibrant, healthy and inclusive community.

Discussion

The Revenue and Rating Plan 2021/22 – 2024/25 was previously adopted by Council on 23 June 2021 for a one-year period only, with the agreement that it would be returned to Council following an initial review being under taken.

It is proposed to continue the current rating plan for a further one-year period and implement for the 2022/23 financial year.

Financial and Resource Implications

The plan explains how Council calculates the revenue needed to fund its activities, and how the funding burden will be apportioned between ratepayers and other users of Council facilities and services.

This plan does not set revenue targets for Council, it outlines the strategic framework and decisions that inform how Council will go about calculating and collecting its revenue.

Legislation, Council Plan and Policy Impacts

Strategies outlined in this plan align with the objectives contained in the current Council Plan and will feed into budgeting and long-term financial planning documents, as well as other strategic planning documents under Council's strategic planning framework.

Risk Management

In developing the Revenue and Rating Plan, Council considers relevant financial risks to ensure it can achieve its Council Plan objectives within a longer term prudent financial framework.

Environmental and Sustainability Considerations

Whilst the Revenue and Rating Plan does not have specific sections on environmental matters, financial sustainability and social impacts are considered in the broader strategic planning framework.

Community Consultation and Communication

This Revenue and Rating Plan has been prepared in consultation with Councillors through the workshopping of various options to arrive at the document presented here. The preparation of the initial document which was adopted last year, was subject to community engagement.

Disclosure of Interests

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

RECOMMENDATION

That the Revenue & Rating Plan be adopted for the 2022/23 financial year only, and return to Council for further review prior to the 2023/24 financial year.

10.2 Domestic Animal Management Plan 2021 - 2025

Directorate: Andrew Goodsell, Director Planning and Development
Author: Jason Barker, Local Laws Team Leader
Attachments: 2. Southern Grampians Shire Council Domestic Animal Management Plan 2021 - 2025

Executive Summary

The Southern Grampians Shire Council Domestic Animal Management Plan 2017 - 2021 (the current DAMP) came into operation on October 2017. In accordance with Section 68A of the *Domestic Animal Act 1994* Council has revised the DAMP after community consultation.

The purpose and objectives of the DAMP are to:

- Ensure Animal Management Officers are appropriately trained in all aspects of responsible animal management;
- Encourage responsible dog and cat ownership;
- Reduce public and environmental nuisance caused by dogs and cats;
- Promote the effective management of dogs and cats;
- Effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in the Shire;
- Minimise the risk and prevalence of dog attacks;
- Address any over population and high euthanasia rates of dogs and cats;
- Provide welfare for pets during periods of emergency.

This report has been submitted to Council for endorsement of the new Domestic Animal Management Plan 2021 -2025.

Discussion

The purpose of this document is to provide a guide for domestic animal management within the Southern Grampians Shire. The DAMP contains recommendations for a wide range of actions to be undertaken by the Council in a programmed approach. These actions will enable Council to maintain a balance between competing interests and to reposition animal management to accommodate new requirements.

In preparing the DAMP, community consultation was conducted, and the following feedback noted:

- Numerous cats seen wandering the streets at night - dangerous for both cats and wildlife;
- Most nights we have cats enter our yard and our dogs end up barking and waking people because a cat has entered our property and people would believe our dog is causing the issue;
- Cat curfew should be 24 hours not only nights. Cats should not be allowed off an owner's property;

- Anything to restrict the proliferation of cats in the neighbourhood;
- De-sexing of animals would be the best solution to bring the numbers of unwanted cats down on the street;
- If it is going to be mandatory there needs to be program/s to assist low income earners afford to neuter their pets.

Following this feedback, the DAMP 2021- 2025 was updated to include the following:

- Cat curfew to be introduced by the end of 2022 (sunset to sunrise trial proposed);
- Mandatory de-sexing to be investigated (looking at State Govt v Local Govt role);
- Reduced cost de-sexing program to be investigated. This is likely to be presented to Council as a budget item for 2022/23;
- More education programs - responsible pet ownership;
- New officer training program.

The revised DAMP is a significant improvement on the previous document and has shown that deliberative engagement can result in significant community support and feedback which further refined the Plan.

Financial and Resource Implications

N/A

Legislation, Council Plan and Policy Impacts

The DAMP has been prepared by the Southern Grampians Shire Council in accordance with the requirements and responsibilities under the *Domestic Animals Act 1994*, Southern Grampians Shire Council Community Local Law No.1 of 2015 and Council Policies.

Risk Management

The DAMP outlines Council's engagement and enforcement activities relating to all areas of animal management.

Environmental and Sustainability Considerations

N/A

Community Consultation and Communication

Council conducted community consultation between the 21 June and 17 August 2021. The community consultation was:

- Open for 58 days;
- Viewed 5,426 times online;
- Reached 3,954 on all social media outlets;
- Received 81 feedback surveys.

Council must provide the Department of Jobs, Precincts and Regions Secretary with a copy of the Plan, including any amendments, and publish an evaluation of the Plan's implementation in its annual report.

Disclosure of Interests

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

RECOMMENDATION

That Council:

1. Endorse the new Domestic Animal Management Plan 2021- 2025 (DAMP) and provide to the Secretary of the Department of Jobs, Precincts and Regions our endorsed plan
2. Upload endorsed document to Publications, Policies and Strategies on Council's website.

10.3 New Hamilton Gallery Project Reference Group

Directorate: Andrew Goodsell, Director Planning and Development
Author: Amy Knight, Manager Cultural Arts
Attachments: 3. New Hamilton Gallery Project Reference Group - Terms of Reference

Executive Summary

The New Hamilton Gallery (NHG) Project Reference Group (PRG) was established in 2019, following Council's decision to undertake an assessment of a CBD option for the NHG project ('Option Two'), alongside the investigation already completed at a Lake Hamilton site ('Option One').

The function of the PRG was to oversee the initial phases of advocacy, communications and engagement with stakeholders for the project, as well as fundraising alongside the new Hamilton Gallery Board. The PRG met at various stages throughout the completion of Option two work.

In October 2021 Council resolved to undertake the assessment of a redevelopment option, located on the existing gallery site at Brown Street Hamilton ('Option Three'). To undertake this assessment, it is recommended that Council re-establish the PRG to allow appropriate stakeholder representation throughout the project development.

The lifespan of the group will be determined pending securing adequate funding to transition the project into the planning and delivery stage of the project. It is likely that once 'Option Three' is finalised and assessed, the next milestones for the group will be determined. This is likely to include a visible role in community engagement and input on the Council's preferred gallery solution.

This report presents an updated PRG Terms of Reference, with updated membership, for consideration by Council with the aim of re-establishing the PRG for the purposes of delivering 'Option Three' of the project.

Discussion

Where we were:

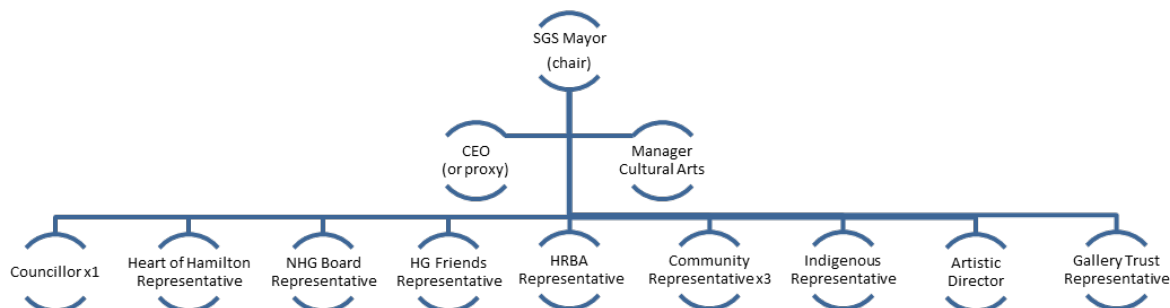
The PRG when first established in May 2020, included a broad range of stakeholders including those from the Hamilton Gallery Trust, Friends and Board, as well as broader community representation, such as the Hamilton Regional Business Association (HRBA). A public notice was placed in the Hamilton Spectator to invite interested community members for representation on this group. A position for an indigenous representation existed on the group, however no representative was nominated at that time.

Today:

While established for the purposes of delivering 'Option Two', the PRG remains a valuable function representing community interest and advocacy. The PRG can deliver broad stakeholder representation, as well as facilitating wider understanding of the project within the community. The group composition as now proposed, presents a robust structure in bringing all relevant stakeholders to the table, where the interests of specific groups and their perspectives on the project could be aired.

In progression to delivery of 'Option Three', it is recommended the group membership extend to include broader community representation (three community representatives), as well as representative from another interested party, the Heart of Hamilton group.

The upgraded structure is proposed below:



Expectations of PRG (deliverables):

As per the PRG function throughout 'Option Two', the primary objective of the group will be to undertake advocacy for the project, deliver the communications strategy, and continue high level planning for NHG project.

Detailed in the Terms of Reference, specific tasks identified for the group include:

- Provide feedback to architect on 'Option Three' in late December 2021;
- Be available for community engagement on all three options for the project, once resolved by Council;
- Have input and role with design competition for new gallery as per any Council resolution on a preferred option.

The meeting schedule for the group is proposed to be determined at the first meeting of the group, but key milestones in the project for 'Option Three' is likely to include:

- Architect inception meeting;
- Post architect constraints assessment;
- Draft concept plans before tabling at Council.

Financial and Resource Implications

There are no financial implications in establishing the group.

Legislation, Council Plan and Policy Impacts

This project furthers the objectives as set out in Council Plan 2021-25:

3.1.3 Deliver to the Council and the community, a strategic approach to our Arts and Culture infrastructure including progressing the new Hamilton Gallery.

SG2041:

E2 Objective - Council to deliver a strategic approach to Arts and Culture infrastructure, including progressing the new Hamilton Gallery.

Risk Management

The adoption of the Terms of Reference (TOR) and subsequent re-establishment of the PRG reduces reputational risk to Council, as it provides timely community input into the project at various stages throughout the project's development.

The PRG TOR provides comprehensive guidance on the structure and function of the group, and enables a forum for active community participation.

Environmental and Sustainability Considerations

The adoption of the recommendations in this report do not have any environmental or sustainability impact.

Community Consultation and Communication

The PRG acts as a community voice for the project through its structure and membership. To fulfil the requirements of the updated membership for the PRG (3 x community representatives), a notice will be placed in the Hamilton Spectator seeking expressions of interest.

At the conclusion of the project appropriate community consultation will be undertaken regarding the entire project, however this remains a separate scope of works.

Disclosure of Interests

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

RECOMMENDATION

1. That Council supports the continuation of the Project Reference Group's function, with updated membership, for the purposes of:
 - Undertaking the redevelopment option for the NHG Project ('Option Three');
 - Providing a front facing role post completion of 'Option Three' with engagement and future planning of the new gallery/redevelopment.
2. That the updated Terms of Reference for the PRG be noted.

10.4 Hamilton Regional Livestock Exchange – Terms of Reference and Membership Approval

Directorate: Marg Scanlon, Director Infrastructure
Author: Marg Scanlon, Director Infrastructure
Attachments: None

Executive Summary

Early 2020 Council undertook a review of the Hamilton Regional Livestock Exchange (HRLX), which resulted in the Bringing it home for HRLX report. This report makes recommendations on the governance options for a skills-based board, fee structure and sale days.

Further to this at the October 2020 Council Meeting, Council resolved to;

1. Rescind the commitment of Council to transition the HRLX Advisory Committee to a Delegated Committee as per S.63 LGA (2020);
2. Note the HRLX Committee is to remain an Advisory Committee.

The key focus of the Bringing it home for HRLX report is the future strategic positioning of HRLX to optimise this regional facility. To support this, the development of a skills-based board was recommended and over recent months an expression of interest was advertised for independent nominees. The purpose of this report is to provide Council with the outcomes from this process and recommend appointment of three independent members.

Discussion

Southern Grampians Council is the owner and operator of HRLX, which is noted to be one of Australia's busiest livestock exchanges, with approximately one million sheep and 20,000 cattle sold annually. The catchment area for HRLX includes producers and buyers South West Victoria, as well as vendors from as far afield as Horsham, Skipton, Mortlake, Warrnambool, and even into New South Wales and Queensland.

In May 2021 a draft HRLX Board Charter was developed which indicates the Board shall:

- Ensure there is a current strategic and business plan consistent with the purpose of the HRLX Board and provide advice to Council on all matters relating to the strategic development of the HRLX;
- Develop the HRLX as a commercial standalone entity;
- Make recommendations to Council on the development, implementation, monitoring and provide feedback on the policies, plans and priorities of the HRLX;
- Undertake consultation with relevant stakeholders at least twice per year and with relevant interest groups as required;
- Provide advice and input to Council on issues relevant to the development of the facility including industry matters and quality assurance issues.

Following a public call for Board member nominations, ten submissions were received from;

- Andrew Povey;
- David Byrd;
- Jarrod Pearce;
- Nicole Adams;
- Peter Smith;
- Dr Scott Williams;

- John Wyld;
- Peter Besgrove;
- Peter Walsgott;
- Trevor Fry.

The review of the nominations included:

- A review of the original objectives to establish a skills-based Board;
- The nominee skills and experience;
- Input from Michael Gobel in relation to the purpose of the Board establishment;
- Contact with potential nominees to promote the opportunity.

The recommended nominees are;

- Dr. Scott Williams;
- David Byrd;
- John Wyld.

It is noted that the draft Terms of Reference recommends five independent Board members in addition to the two Councillor and Council Officer representatives. It is proposed that further promotion of the two remaining vacancies would be promoted with the intention to fill these vacancies.

Council resolved in 2020 that Councillors Mary-Ann Brown and Greg McAdam are the Councillor representatives on the HRLX Board.

Financial and Resource Implications

The establishment and ongoing support to the Board will be managed through existing operational budgets and Officer support will be provided by the Infrastructure Directorate. Board members will receive a payment of \$200 per meeting plus travel costs.

Legislation, Council Plan and Policy Impacts

The development of the HRLX Board is consistent with Council's key priorities to support our community, grow our regional economy, maintain and renew our infrastructure, and provide strong governance and leadership as detailed in the 2021-2025 Council Plan.

Once established, it is proposed that the Board will review the HRLX Master Plan and establish a strategic plan. This plan will be presented to Council by the Board for Council's further consideration.

Risk Management

The establishment of the HRLX advisory Board to Council will further strengthen the mitigation of strategic risks associated with the HRLX. Risks will be further considered and assessed as a part of the development of the HRLX Strategic Plan, which the Board will undertake.

Environmental and Sustainability Considerations

HRLX currently collects rainwater for the purposes of reuse for operational needs. Other environmental sustainability applications for HRLX include solar power, digitalisation to improve sale and operational functions and collection and treatment of effluent for reuse purposes.

The HRLX Board will further explore and consider HRLX environmental and sustainability options through the development of the HRLX Strategic Plan.

Community Consultation and Communication

Following the appointment of the recommended nominations, it is proposed that the Board will meet in December 2021 to gain a further detail on the strategic intention of the group.

The draft terms of reference for the HRLX Board acknowledges the importance of engagement with stakeholders. Industry representatives, community and other expertise will be engaged with to contribute to the development of the HRLX Strategic Plan developed by the HRLX Board.

The HRLX Board will also regularly report to Council and provide advice on a range of items and updates on their progress.

The draft Terms of Reference for the Board will also be reviewed by the Board and the proposed final Terms would be reported to Council for consideration.

Disclosure of Interests

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

RECOMMENDATION

That Council:

1. Note the nominees received in response to the call for nominations to the HRLX Board and resolve to appoint Dr. Scott Williams, David Byrd and John Wyld;
2. Continue to further promote the remaining two independent vacant positions with the intention to fill these roles and receive a further report on recommended nominations.

10.5 Councillor Conduct Complaint and Findings; re: Brown and Another & Rainsford (IAP 2021-15)

Directorate: Andrew Goodsell, Director Planning and Development
Author: Andrew Goodsell
Attachments: 4. A – Southern Grampians Arbitration Decision Final

Executive Summary

This report seeks to table the Arbiter's determination report regarding a Councillor conduct complaint lodged by Councillors Brown and Henry against Councillor Rainsford under Division 5 of Part 6 of the *Local Government Act 2020*. The matter pertained to an email sent by Councillor Rainsford to staff at Western District Health Service dated 31 May 2021.

A directions hearing was held on 22 September 2021. At that time Councillor Rainsford was given the opportunity to prepare a suitable apology for both parties. The apology tendered by Councillor Rainsford was not accepted by Councillors Brown and Henry and a subsequent hearing was held on 22 October 2021 at Council offices in Hamilton.

The Arbiter's decision was issued on 5 November 2021 and provided same day to both parties as well as Principal Conduct Officer. It reads:

The Arbiter determined that there has been a breach of the prescribed standards of conduct by the Respondent, Cr Rainsford in that she failed to show respect to the Applicant councillors and therefore makes a finding of misconduct against the Respondent. As there has been a finding of misconduct, the Arbiter directs the Respondent to make a written apology in the form stipulated by the Arbiter.

All costs associated with the hearing are to be borne by Council.

Discussion

A Councillor conduct complaint was lodged by Councillors Brown and Henry against Councillor Rainsford in June 2021. The matter pertained to an email sent by Councillor Rainsford to a certain staff member at Western District Health Service dated 31 May 2021 about whom would be guest speaker at an International Women's Day Forum.

Under S143 of the *Local Government Act 2020* an internal arbitration process was sought by Councillor Brown. Councillor Henry who shared the same concerns as Councillor Brown was made a party joined.

John Baring, Principal Conduct Registrar made a determination on 18 August 2021 that there was sufficient evidence to sustain a hearing being conducted. He appointed an Arbiter, Ms Jan Boynton.

A directions hearing was held on 22 September 2021 conducted by Ms Boynton via teams. At that time Councillor Rainsford was given the opportunity to prepare a suitable apology for both parties. A hearing date was also set along with dates for statement of impact and the defence of Councillor Rainsford.

The apology tendered by Councillor Rainsford was not accepted by Councillors Brown and Henry.

The hearing was held on 22 October 2021 at Council offices in Hamilton. A stenographer recorded proceedings and provided to the Arbiter to assist with her reporting.

Financial and Resource Implications

The costs of the hearing are yet to be finalised but are likely to be in the range of \$3,500-4,000. As per S152 of the Act, Council must pay these fees.

Legislation, Council Plan and Policy Impacts

The *Local Government Act 2020* Division 5 Part 6 deals with councillor conduct. Each of these steps has been followed through. It should be noted that it is a requirement that the decision reached is to be published on a Council agenda and tabled and recorded in Council minutes.

Risk Management

Subject to the apology being issued by Councillor Rainsford to Councillors Brown and Henry within 10 days of this report being tabled the matter is finalised.

The risk is reputational if specific councillor conduct invokes the need for a conduct hearing to be held.

Environmental and Sustainability Considerations

None specifically apply.

Community Consultation and Communication

In tabling the report formally no additional community consultation is required.

Disclosure of Interests

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

TABLING

The report titled 'Internal arbitration process – Southern Grampians Shire Council in the matter of an Application by Councillors Mary-Ann Brown and Helen Henry concerning Councillor Katrina Rainsford' as per Attachment A is tabled.

10.6 Complaints Policy

Directorate: Evelyn Arnold, Director Community and Corporate Services
Author: Karly Saunders, Governance Coordinator
Attachments: 5. Complaints Policy

Executive Summary

Section 107 of the *Local Government Act 2020* ('the Act') requires Council to adopt a Complaints Policy by 31 December 2021.

Discussion

Council must develop and maintain a Complaints Policy under section 107 of the Act.

A Complaints Policy must include:

- a) A process for dealing with complaints made to the Council; and
- b) A process for reviewing any action, decision or service in respect of which the complaint is made; and
- c) A discretion for the Council to refuse to deal with a complaint which is otherwise subject to statutory review; and
- d) The prescribed processes for dealing with complaints about the Council; and
- e) The prescribed process for internal review of complaints made to a Council; and
- f) The prescribed processes for exercising the discretion referred to in paragraph (c); and
- g) Any other matter prescribed by the regulations.

This policy has been developed to provide consistency when Council assesses and responds to complaints lodged by members of the public in relation to Southern Grampians Shire Council's decisions and undertakings.

Council recognises the importance of complaints management as part of quality customer service and core business of serving the community and improving service delivery.

Financial and Resource Implications

There are no financial or resource implications.

Legislation, Council Plan and Policy Impacts

Councils must adopt its Complaints Policy under section 107 of the *Local Government Act 2020* within 6 months of the commencement of the section, being by 31 December 2021.

Council Plan 2021-2025:

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

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

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

Risk Management

The adoption of the Complaints Policy ensures that Council meets its legislative responsibilities under the *Local Government Act 2020*.

Environmental and Sustainability Considerations

The adoption of the recommendations in this report do not have any environmental or sustainability impact.

Community Consultation and Communication

Once adopted, the Policy will be made available on Council's website.

Implementation of the Policy will also include communication to the public on the adoption of the Policy, how to access it and an overview of the process.

Disclosure of Interests

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

RECOMMENDATION

That Council adopt the Complaints Policy under Section 107 of the *Local Government Act 2020*.

10.7 Rescind Diversity and Inclusion Policy

Directorate: Evelyn Arnold, Director Community and Corporate Services
Author: Tahlia Homes, Acting Manager Organisational Development
Attachments: 6. Diversity and Inclusion Policy

Executive Summary

This report recommends that the Diversity and Inclusion Policy be rescinded, as the key elements of this policy are now included in the Equal Employment Opportunity Policy.

Discussion

Council is committed to acknowledging diversity and promoting inclusion. However, the Diversity and Inclusion Policy is now superseded. Council has implemented and updated a number of policies, strategies and plans that provide a commitment to diversity and inclusion in the community and workforce including the Council Plan, Workforce Development Plan and the Gender Equality Action Plan

The Diversity and Inclusion Policy is a Council policy which was first adopted in 2011, and reviewed in 2014. This policy was recognised as one that could be amalgamated with the Equal Employment Opportunity Policy.

All sections of the Equal Employment Opportunity Policy were re-drafted to reflect the components of discrimination, vilification, victimisation, bullying, harassment, equal opportunity, inclusion and diversity. The amalgamation of these policies provides a streamlined operational policy for the organisation and covers all required elements within one document. The Equal Opportunity Employment Policy was adopted by the Executive Leadership Team and was signed off by the CEO on 12 August 2021.

Financial and Resource Implications

Not applicable

Legislation, Council Plan and Policy Impacts

- No requirement under LGA 2020 to have this policy;
- Diversity and Inclusion incorporated into Council plan.

Risk Management

No perceived risks, due to the policy elements being covered by many other Council documents.

Environmental and Sustainability Considerations

Not applicable.

Community Consultation and Communication

Not applicable.

Disclosure of Interests

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

RECOMMENDATION

That Council rescind the Diversity and Inclusion Policy.

10.8 Sir Reginald Ansett Transport Museum

Directorate: Andrew Goodsell, Director Planning and Development
Author: Andrew Goodsell, Director Planning and Development and Hugh Koch Manager Economic Development and Tourism
Attachments: None

Executive Summary

This report seeks to address a range of matters concerning the Sir Reginald Ansett Transport Museum (Ansett Museum). Following several briefings from the Ansett Museum Committee and Ansett Museum Supporters Group, this report reflects on the current situation and a possible pathway forward for Council to consider regarding:

- Funding expectations of the Ansett Museum Committee with respect to capital works this financial year and for the next 1-2 years;
- An agreed strategic position on the role and purpose of the Ansett Museum, based broadly on scenarios for visitor experience previously discussed with Council;
- Operational matters which are best addressed in a Memorandum of Understanding (MoU);
- Key principles and actions of the Trudgeon report and other relevant considerations.

It is recommended that Council consider funding upgrades to the Ansett Museum to the value of \$125,000 in the 2022/23 Budget, subject to the normal setting process and a contribution from the Ansett Committee of \$25,000. Within the \$125,000 funding, Council will commit internal resources for project management and capital works, including fees for lodgement for permits.

It is also recommended that additional funding of \$25,000 be considered to provide advice from a suitable museum specialist to allow ongoing support for the Ansett Museum as they go about complying with the tasks set out in the Trudgeon report.

This funding excludes that of which Council has already committed, being \$35,000 for finalisation of the exhibition and interpretation work at the Museum via Challis Design.

It is further recommended that Council endorse the principles and actions contained in the 2019 Trudgeon report for inclusion in the Memorandum of Understanding with the Ansett Museum Committee, and that subject to the MoU being finalised and clarity being achieved on exactly what additional Council resource staff is required to assist Ansett Museum, that a separate report be tabled costing the additional operational costs incurred for the Economic Development and Tourism Unit.

With respect to capital works, no further funding for future years, beyond the \$125,000 figure is recommended, pending satisfactory completion of 2022/23 works and compliance with the MoU actions as set out. If or when the MoU actions are finalised, further funding support by Council can be considered within the normal budget process.

Discussion

This report seeks to address a range of matters concerning the Ansett Museum. As Council has now received briefings from the Ansett Museum committee (including the Ansett Museum Supporters Group or AMMSG) and more recently Council, it is timely to reflect on the

current situation and a possible pathway forward. (For the purposes of this report the Ansett Museum Committee and AMSG are considered one and the same).

Specific matters addressed in this report include:

- Funding expectations of the Ansett Museum Committee with respect to capital works this financial year and for the next 1-2 years;
- Confirming, if possible, an agreed strategic position on the role and purpose of the Ansett Museum based broadly on scenarios for the visitor experience previously discussed with Council;
- Any other matters which are best addressed in a MoU;
- Other relevant considerations.

Background on Ansett Museum

The Sir Reginald Ansett Transport Museum located on Ballarat Road in Hamilton opened in 1991, some 11 years before Ansett Australia collapsed in March 2002. The Ansett Museum comprises a large collection and has been subject to various redevelopments since 1996. The site is built upon Council land with the Ansett Museum holding a head lease.

It is estimated that there are currently approximately 2,500 collection items in the museum itself. A further 2,000 to 4,000 items are held in off-site storage.

The original building which is the centrepiece of the Ansett Museum, is a former Ansett hangar in a condition reflecting its age. Council provides a modest sized budget aside for building maintenance, grounds and utilities (approximately \$14,000 p/a). In recent years Council has budgeted additional funding for storage and interpretation on site, culminating in some \$50,000 being committed to work by Challis Design (of which \$35,000 remains unspent).

The Ansett Museum is run by a dedicated and passionate committee, comprising a small pool of volunteers who give generously of their time. Approximately 3000 visitors per year visit the site (pre COVID figures). The Trudgeon report identifies significant potential, if well curated and managed, for the museum to be a local asset.

The Museum has a unique story to tell, with significant collection items available to underpin a new approach to presenting the remarkable story of Sir Reginald Ansett and the national transport and allied businesses corporation created in his name.

Trudgeon Report (2019)

Whilst the Ansett Museum has had a keen committee for some years, Council has been aware for some time that the Ansett Museum has warranted stronger curation, likely needing more professional support to set out a process for staging a revamp of the Ansett experience. The challenge has always been revolving around the need for more space for storage versus the need to manage the existing collection, develop clearer themes and in some cases remove items that were not consistent with the curated experience.

These issues have been clouded by different expectations from Council and the Ansett Museum Committee on exactly what the visitor experience should be, i.e world class experience (such as Qantas Longreach), or a highly managed local experience (such as Millicent Museum in SA). Both have been the subject of site visits by various committee

members and officers. Back in 2019, the focus was on collection management, leaving the more strategic conversations on the role of Ansett Museum for a later day.

Accordingly, in 2019 Roger Trudgeon, an experienced Museum Consultant was commissioned by Council to review and provide future options for the Ansett Museum Committee and Southern Grampians Shire.

The scope of the Trudgeon report provided for three areas for review:

- Collection assessment and guidance of “fit-for-purpose” assets;
- Policy Development including collection management, conservation, storage, themed curation, asset acquisition and disposal;
- Upskilling of committee members and volunteers to build skills and knowledge of contemporary museum standards and practices.

The National Standards for Australian Museums and Galleries (published 2016) underpins the content of this report. The report and the Action Plan provided a blueprint of activities to be pursued with 16 recommendations documented.

As noted in the report by the author:

“The Ansett Museum is at a crossroad in its own history. It is critical that hard decisions are taken now to improve collection management and develop a new approach to the exhibition spaces available. By clarifying the mission, policies and procedures of the Ansett Museum now, the future development of the facility can be approached with greater confidence.”

Several of the actions have been started by the committee but the key action to furthering the collection sorting and exhibition redevelopment is the need to create more space.

Recommendation 6 and 9 of the report identifies the need to:

Upgrading the existing on-site museum storeroom into a combined work room and storage area and convert the existing bus bay used for the Museum’s own coach into a fitted out storage area. This plan requires construction of an extension to the north section of the museum, adjacent to the new bus bay used for loan vehicles.

It was also recommended that the existing storage room at the Museum is cleared of sufficient content such that an insulated ceiling can be installed, a split-cycle air conditioning unit installed, MDF or melamine dividers installed to create storage shelves for framed photographs, a computer desk and work bench fitted, wi-fi access installed and the room shelving reconfigured as needed to maximise use of space. A doorway through to the bus bay next door should be created with the extra larger space insulated, lined and fitted with appropriate shelving for collection storage.

See below: Works recommended in pink – Trudgeon Report, orange extension is an additional request by the committee.

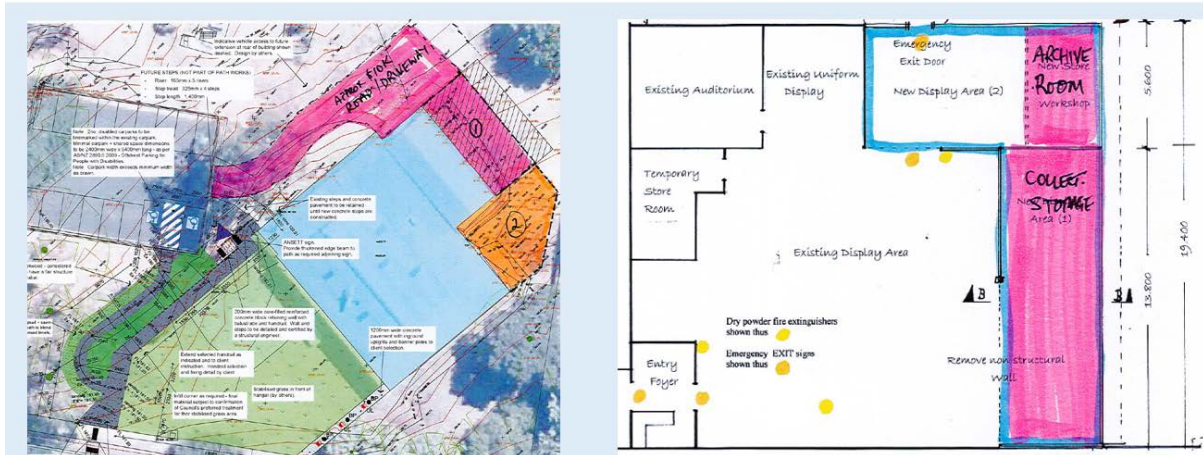


Figure 1

Key takeaway: The Trudgeon Report does not need to be adopted by Council. It is an operational plan. It has never been publicly exhibited and is not a strategic piece of work. Instead, it addresses largely day to day issues of collection management. Whilst the Trudgeon work has limited scope, it is important in setting a clearer context on how the Museum should manage its collection and thus the buildings it occupies. The principles and actions within the Trudgeon report should therefore form a substantial part of the road map of actions required by the Ansett Museum Committee (as set out in the MoU) to manage the existing collection.

Ansett Melbourne Support Group (AMSG)

The AMSG and Ansett Committee President presented to a Council Briefing Session in May 2021. Their submission re-endorsed the Trudgeon Report as it provided “a complete picture of the investment required to future proof the Ansett Museum and provides clarity on the staging, order of priority and investment required to complete.”

Their submission detailed a \$1.2m project scope and identified from the report that they felt was needed to implement the actions of the report. This funding requirement was broken into three stages with the first and second stage requiring upfront Council support of \$255,000.

Stage 1 – 6 months

- Appoint a museum consultant to assist with cataloguing, collection assessment and exhibition planning;
- Extension to building to allow bus to be relocated. Collection storeroom and Archive room renovated and fitted out;
- Exhibition planning, installation and interpretation.

Responsibility: Council to fund capital works of between \$90,000-110,000. Council also to fund museum consultant (approximately \$25,000). The latter was classified as ‘soft asset’ and was bundled with project management. In totality, the funding request was \$215,000.

A financial contribution by Ansett Museum of \$25,000 is proposed to support the extension.

Stage 2 – 12 months

- Develop Museum’s educational framework;

- Marketing and Promotion Campaign.

Responsibility: Council to fund 'soft asset' support, i.e marketing and promotional campaign valued at \$68,000.

No financial contribution by Ansett Museum is proposed. It appears that support from the Museum would be in-kind in developing collateral and marketing campaign.

Stage 3 – 2 years

- Complete exhibition development and curation resource.

Responsibility: Ansett Museum to fund 'soft asset' support, i.e education, marketing and promotional campaign valued at \$900,000 capital works with a further \$100,000 of soft asset investment. Unconfirmed finance to be sourced from a number of unspecified third party funders, including High Net Worth Entities, Federal Government, other Charitable Trusts and if a strong educational component was included, Equity Trustees which manage the RM Ansett Trust.

The AMMSG contention: Council support is front ended and only 20% of total spend expected. Whilst the cost to Council is \$255,000, there is a \$25,000 Museum contribution to the bus bay extension. The Council spend can also be over multiple financial years.

From a Council perspective, the question of funding and what each stakeholder contributes is important, it is secondary to what the purpose of the Museum is. It is the purpose of the Museum, its role, which dictates its scale, its investment profile, its governance. All of these are critical considerations. More on this shortly.

The observations on this are:

- The expectation by AMMSG that Council spend around \$115,000 on capital works in 6 months (by December 2021) was not realistic. It was not in the budget. It would need to be a budget bid for 2021/22. The updated figure for 2022/23 is recommended to be \$125,000 for building construction/capital works and project support (including fees for permits);
- There is limited financial support from Ansett Museum proposed in stage 1 and none in stage 2.
- There is no clear indication that external funding for stage 3, where the bulk of the capital spend will occur, exists. Furthermore, it is unclear what the money will be spent on (beyond paid staffing);
- How the spend is linked to progressing the critical steps of curating the existing collection is not clearly spelt out i.e the obligations on the Ansett Museum.

Key takeaway – Council has proposed to expend some \$125,000 on the archive and storage area at Ansett Museum, including capital works project management. This could and probably should be considered in the 2021/22 Budget. This investment will also enable the remaining budget for Challis Design (approximately \$35,000) to be expended on story board and other assistance.

However, there needs to be clearly set out and agreed milestones to be achieved by the Ansett Museum before any consideration of further funding in 2022/23, in the manner outlined by the Ansett Museum ie their proposed stage 2.

What is the shared vision?

Council was briefed recently on three scenarios for future planning of the Ansett Museum. These ranged from a state/nationally significant tourist attraction similar to the Qantas Founders Museum, a locally/regionally significant museum similar to the National Trust supported Millicent Museum, or a continuation of the current Ansett Museum experience. Each likely has different funding needs, governance arrangements and customer experiences. Both parties Ansett Museum and Council concur that Scenario 3, which is business as usual, can be ruled out as unsustainable from both a governance perspective and visitor experience outcome.

Whilst none of the scenarios proposed are exclusive (i.e a museum could comprise different elements from all three scenarios), it was foreshadowed with Council and Ansett Museum that a Millicent style and scale of operation may be feasible. This would mean a facility generally funded locally (benefactors, visitor gate fees, Council, Supporters Group etc). The Ansett Museum via an email dated 26 November 2021, confirmed this approach.

Such a scenario might take some audio/visual lessons from Longreach with respect to audience engagement, lighting and use of technology and story telling. Without a Visitor Information Centre, similar to the Millicent example, to provide staff support, day to day operations at the Ansett Museum would be likely within the control of a volunteer committee similar to that which exists today.

Key takeaway: An MoU will be the best mechanism to articulate a share position between Council and the Ansett Museum, and it is strongly recommended that this be a condition prior to any substantial further budget provision being made by Council in 2022/23. The operating model sought for Ansett however will be broadly similar in scale and investment to that of Millicent Museum.

Other issues

Other issues which need to be addressed include:

1. Governance arrangements an Ansett Museum – can they be strengthened?
2. Council staff support and costs need to be reflected as actual costs to Council;
3. Master planning at Lake Hamilton – when will this occur and what impact on Ansett Museum will result?
4. Ongoing building maintenance challenges – realistic expectations.

With respect to governance arrangements, the Ansett Museum and AMMSG both concede that the relatively limited volunteer group and over-reliance on the existing secretary is not sustainable. The volunteer pool is at best 50% of that from the Millicent Museum, the visitor model being sought to replicate/build from.

Addressing this is fundamentally an Ansett Museum challenge. What is needed is clarity from the Ansett Museum on how this can be addressed and when this will be addressed. Otherwise the risk to Council even in funding the work suggested for 2022/23 is significant.

Any additional staff support beyond what has occurred to date involves resourcing in operational budgets. The Millicent model linked staff from the Visitor Information Centre with the volunteer group in various ways. However, there is no visitor information centre near the Ansett Museum presently, and any co-location is a likely separate issue. In short, only by

resolving what a sustainable committee structure for Ansett looks like, can Council examine the support it may be expected to provide.

Assuming the Ansett Museum does address these issues, additional support may perhaps be in areas such as marketing support, collateral development, website support, meeting administration at AGM's, etc. Again, these are matters best left to the MoU.

New master planning of Lake Hamilton is an issue that recently obtained a Council resolution to discuss further. A report to Council is scheduled for February 2022. The scope of such work is extremely large and will need likely funding in 2022/23 via the budget process. Notwithstanding, given the Ansett Museum has already stated a desire to transition existing operations closer to the format and visitor experience of Millicent Museum, major expansion of the Ansett Museum is not likely, nor will it need a major increase in land under lease.

The master planning of Lake Hamilton will be an opportunity to revisit the delivery of visitor services on-ground.

Financial and Resource Implications

Council has existing budget to complete story boards and other work commissioned through Challis Design (value \$35,000). However, this work cannot occur until there is a more significant spend on the building. This is the stage 1 spend of around \$125,000 which should be further considered in the 2022/23 Budget.

Council should also factor in financial support of \$25,000 for a museum consultant to continue work with the committee on the tasks set out in the Trudgeon Report (in training and process/systems only).

Any further spend on the Ansett Museum site including capital works (being stage 2 as per the AMMSG proposal) is not supported until clear milestones are achieved by Ansett Museum with respect to actions set out in the Trudgeon Report. These milestones will be articulated in the MoU to be issued.

Financial implications arise with respect to additional staffing support extending beyond present day maintenance, and will need to be costed with a separate report provided to Council.

Legislation, Council Plan and Policy Impacts

Council Plan 2021 – 2025:

- Objective - 1.2 Support and promote a healthy community;
- Strategy - 1.2.2 Support and encourage participation in arts and culture, education, leisure, recreation and sporting opportunities.

Objective - 2.2 Increase our regional profile:

- Strategy - 2.2.2 Invest in and advocate to the responsible agencies for the improvement and maintenance of the Shire's natural and cultural attractions to improve the visitor experience.

Objective - 3.1 Plan and maintain sustainable assets and infrastructure:

- Strategy - 3.1.2 Maintain infrastructure to the agreed standard and ensure the principles of sustainability and universal design are considered in the planning and

development of infrastructure to support community access and connection meeting the needs of the communities.

Risk Management

In a risk context, business as usual operations at the Ansett Museum appear unsustainable. The volunteer pool of some 15 local residents struggle to recruit new staff and is overly reliant on a handful. There is a risk that despite the best intentions and efforts of the volunteer committee, its capability and capacity to deliver on the Trudgeon Report actions may be difficult to sustain after the support of the museum consultant has concluded.

From a Council perspective, it would be preferable if Ansett Museum had an ongoing role as a place where the history and life of Reg Ansett could be understood. However, as outlined in this report, the story telling would need to be enhanced and the visitor experience improved.

By working collaboratively via an MoU, there is scope to address a clearer management framework, timeline on curation of existing items and integrate these activities with any capital investment.

The risk also exists that Council front end its payments for upgrades to the Ansett Museum and the actions set out within the Trudgeon Report are not carried through. This is why any funding provided by Council is conditional on specific actions being achieved and verified by Council staff.

Environmental and Sustainability Considerations

No specific issues are identified.

Community Consultation and Communication

Consultation with the Ansett Museum and AMMSG has been ongoing. If or when the MoU is finalised and decisions are made by Council in setting the budget for 2022/23, a suitable media release to explain the decisions made on future planning for Ansett Museum will be appropriate.

Disclosure of Interests

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

RECOMMENDATION

That Council:

1. Consider funding upgrades to the Ansett Museum to the value of \$125,000 in the 2022/23 Budget, subject to the normal setting process;
2. Endorse the principles and actions contained in the Trudgeon Report 2019 for inclusion in the Memorandum of Understanding with Ansett Museum Committee;
3. Consider funding in 2022/23 to the value of \$25,000, to provide further advice from a suitable museum specialist to support the Ansett Museum as they go about complying with the tasks set out in the Trudgeon Report;
4. Following the construction of additional storage and building capacity at Ansett Museum, the principles and actions set out in the MoU are to be actioned with respect to the collection management. A further report which examines actions achieved and any ongoing Council resources required will be tabled for Council consideration.

10.9 Council Renewing Support for the Hamilton Regional Business Association

Directorate: Andrew Goodsell, Director Planning and Development
Author: Hugh Koch, Manager Economic Development and Tourism
Attachments: None.

Executive Summary

This report discusses the Hamilton Regional Business Association's (HRBA's) 2021-2024 strategic direction, with consideration of continued financial support from Southern Grampians Shire Council.

It is recommended that a new four year Memorandum of Understanding (MoU) be established between the two organisations with clearly defined roles, functions and key performance indicators to support HRBA's activities.

It is further recommended that an annual allocation of \$20,000 be made to support the identified activities of HRBA.

Discussion

HRBA recently briefed Council on 12 May 2021, with an update on their past years activities. On 24 November 2021, HRBA also presented a new four year strategic plan for the organisation. It highlighted the direction for the organisation that focused on financial sustainability, improving their lobbying and advocacy and support for new and existing businesses in the Hamilton region.

The Economic Development and Tourism Unit (EDTU) has been working in partnership with HRBA since the first MoU was established in 2018. Quarterly meetings have been established with the EDTU to develop cooperative marketing campaigns, share information and support each organisation's agreed objectives. The partnership became critical during the COVID-19 restrictions as HRBA became an important sounding board for the development of the Business Relief and Recovery Strategy. In a difficult few years, HRBA has maintained its membership numbers and worked to keep their members connected.

To continue to grow and realise its vision, HRBA seek to continue a financial contribution from Council with a formal MoU over four years. As with the previous agreement, it would define the roles and responsibilities of each organisation and provide funding to support a higher level of administration and coordination for HRBA, that would assist in achieving its objectives. An increase in the annual contribution from the previous agreement is also recommended.

HRBA was established in 2004 and is a not-for-profit organisation managed by a committee of volunteers from the Southern Grampians Shire Business Community. HRBA aspires to be the voice for local businesses representing a majority of businesses and organisations in the region. It currently has approximately 90 members.

HRBA has undertaken the development of a strategic plan with engagement from their membership for 2021-24. The plan has enumerated the strategic themes, which they see as fulfilling their mission and have developed some objectives and actions to achieve that. The strategic themes they have identified are:

- Increase the presence of HRBA in the Southern Grampians Shire making it the first point of contact, being the voice of local business;
- Lobby on the key issues affecting business in the Southern Grampians Shire;
- Provide training and mentoring to HRBA Members and Member Organisations;
- Provide regular networking opportunities to HRBA members within and outside of the Southern Grampians Shire;
- Create financial sustainability for the HRBA organisation;
- Develop and implement initiatives to expand, retain and add value to HRBA's members;
- Have a strong group of subcommittees that focus on the key elements, issues and areas concerning business in the Southern Grampians Shire;
- Support new and existing business in the Southern Grampians Shire.

To achieve these objectives, there is a need for continued administrative support to service the organisation. All executive members act in a voluntary capacity, and history within both HRBA and other business associations previously contacted indicate that the management of fatigue is a defining factor in the success or failure of the association.

Their strategic plan is centred on the executive providing the strategic input, as well as a personal commitment of time, however the day to day administrative tasks need to be handled through a paid position. Building the local association's administrative capacity helps them grow their member base and make them more effective throughout the shire in which they operate.

Under the new strategic plan, HRBA will plan to deliver the above functions to the local community. There is enthusiasm from the committee for the task and with appropriate support they will continue to make a very valuable contribution to the economy of the Southern Grampians Shire.

Financial and Resource Implications

There has been an allocation made in the 2021/2022 Budget of \$15,000 to support this initiative, however a variation for an additional \$5,000 will need to be made if the recommendation is supported. The change proposed in funding reflects a range of factors including inflation, broader cost issues and the reasonable expectation from Council as expressed at the recent November 2021 Briefing Session that collaboration on issues between Council and HRBA be further strengthened on a range of areas of common interest.

A second resource implication is the modification of the three year term of the MoU to four years. This better reflects the Council Plan timelines and is appropriate to fund.

Within the MoU there will be a clause outlining procedures for either party to withdraw, so there is no legal obligation beyond the current 12 month period. However, it is proposed to continue the funding over a four year period which will have an implication for the following three financial years' budgets.

Legislation, Council Plan and Policy Impacts

Economic Development Strategy
Core principle 4

Facilitate the business community.

Council's role should be one of facilitation and capacity building in the business community. Council should be an important resource to support all local businesses and prospective investors. This requires ongoing and regular interaction with enterprises and where relevant, governance structures that leverage from the business sector's skills. It also means redirecting Council's current efforts to include facilitation as a core principle.

- 7.3 Working with HRBA to collaborate in a broader range of existing and new programs;
- 7.4 Support HRBA to expand its capacity to meet different objectives, including: an ideas generation group or local think tank and industry sector sub-groups.

Rationale

- 7.3 Additionally, some tactical promotional efforts should be handed over to a more fully resourced HRBA to allow Council to take on a more strategic facilitation role;
- 7.4 HRBA has a role to play in the formation and running of this forum as well as in efforts to tailor support to different industry sectors.

Retail Strategy 2011-2021

9.1 Objective

Council will support existing traders and their organisations to improve retail industry performance and the viability of activity centres;

- 7.1 Consider the provision of funds towards the development of traders' organisations in Hamilton and the neighbourhood activity Centres;
- 7.3 Consider the provision of funds to traders' organisations to help provide trader training (including hospitality, customer service, window displays and internet trading).

Improved provision and take-up of trader training opportunities:

- 7.4 Provide funds towards promotional activities in individual centres, targeting those key markets identified in business planning.

Risk Management

The risk to HRBA is that without sufficient funding to resource their organisation, volunteer fatigue will set in and they will cease to be an active association. Council's Economic Strategy identified a strong Business Association as a strength and accordingly should be encouraged and assisted.

In assisting HRBA with funding, Council's reputation will be protected through a MoU which will clearly define the roles and responsibilities and have key performance indicators to ensure public benefit is met. As with the previous MoU, these will need to be negotiated between Council and HRBA, but an indicative set of terms would be similar to the following;

Roles and Responsibilities

HRBA's Responsibility and Autonomy:

- HRBA will commit to supporting Council in their advocacy efforts. The exact nature of the support will be determined between the partners in accordance with circumstances of each case. It is anticipated this will involve participating in presentations, forums and other public meetings to advance the objectives;
- HRBA will commit to providing Council with a single point for seeking input from the business community;
- Report to Council annually.

Council and HRBA joint responsibilities:

- To jointly undertake various business promotions. Whilst the promotions will be determined from time to time, it will include at least two retail promotions per year. HRBA will be responsible for the delivery of these promotions with Council supporting with project funding;
- To undertake four joint training/development workshops per year;
- To jointly develop a program to assist in the attraction and retention of young professionals;
- To jointly develop a program to welcome and mentor new business start-ups.

Council's responsibilities:

- Council will provide funding to HRBA to support the growth of the organisation. The amount of support to be negotiated on a four year basis.
- Council will liaise with HRBA in the development of ongoing actions to promote the growth and development of the business community. This will include quarterly meetings between the Manager Economic Development and Tourism and the Business Development Officer with the nominated representatives from HRBA.

Success Measures

The indicative measures of success could include:

- Increase in total memberships;
- Increase in memberships outside of Hamilton;
- Attendees at workshops;
- Delivery of at least two retail promotions;
- Delivery of at least four training/development opportunities;
- Establishment and successful management of sub committees to support the objectives of the association;
- Number of networking opportunities.

With the safeguards to be built into the MoU, both parties can terminate the agreement if it proves unsatisfactory. This will limit Council's liability to a single year payment at any time.

Environmental and Sustainability Considerations

The adoption of the recommendations in this report does not have any environmental or sustainability impact.

Community Consultation and Communication

HRBA presented to a Council Briefing Session on 24 November 2021. This detailed their new strategic plan and direction, presented what their main targets of action will be, and what outcomes they are hoping to achieve. The timeline for the implementation of their strategy is to deliver the outcomes over the next four years.

The next steps for Council and HRBA are to re-establish a MoU incorporating the features previously mentioned. The signing of the MoU would be a public event with appropriate media involved and would be the final step in the process.

Disclosure of Interests

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

RECOMMENDATION

That:

1. Southern Grampians Shire Council establish a four year Memorandum of Understanding with the Hamilton Regional Business Association (HRBA) with clearly defined roles, functions and key performance indicators to support HRBA's activities;
2. An annual allocation of \$20,000 be made to support the identified activities of HRBA.

10.10 Cox Street Hamilton – Utility Relocation Water Services

Directorate: Marg Scanlon, Director Infrastructure
Author: Jason Cay, Acting Manager Assets
Attachments: None

Executive Summary

The Cox Street “Front Door” Precinct Project design was completed in March 2019 and the tender was advertised in June 2019. Five submissions were received and the submitted prices ranged between \$8.8M to \$14M, significantly over Council’s overall project budget, and hence the procurement process was cancelled.

At the February 2021 Council Meeting, Council resolved to proceed with option 2 with a reduced project scope to remain deliverable within available resources. The amended option 2 scope includes only the eastern side of Cox Street including the median strip, new road pavement (east side only), new kerb and channel, 3m wide footpath, three pocket parks, and two roundabouts including undergrounding of existing power lines and new Telstra lines (east side only).

The option 2 revised project tender was re-advertised with six submissions received. Council awarded the works to MACA Civil Pty Ltd at its 14 July 2021 Council meeting.

Council have been working directly with MACA Civil to ensure the respective services are managed accordingly to enable the streetscape works to be undertaken without impact to the project timelines or scope.

As part of the tender with MACA Civil, relocation works and costings were required to be submitted for water utilities. MACA Civil has worked with Wannon Water to confirm the design requirements for the relocation of water assets.

Wannon Water are providing all materials for the relocation, and Council are only required to contribute to contractor costs for the relocation.

MACA Civil has engaged a subcontractor who has quoted on the costs of these relocation works based on the design approved by Wannon Water.

It is recommended that Council approves the inclusion to the contract with MACA Civil for the relocation of water services for the value of \$104,328 (ex GST)

Background

The Hamilton CBD Liveability and Economic Revitalisation Project – Cox Street Project is jointly funded by Council and Regional Development Victoria (RDV), with an overall budget of \$4.6M. The key objectives of the project are:

A concept design was completed in 2015 and the detailed design was completed in November 2018. Council advertised the construction tender in June 2019 and received five submissions, ranging from \$8.8M to \$14M. The received tenders were considerably higher than Council’s budgeted amount.

At the October 2019 Council Meeting, Council resolved to continue re-zoning works on the east-side of Cox Street, and seek further financial assistance to complete the overall project. No additional financial assistance was secured.

Council resolved at the February 2021 Council Meeting to proceed with option 2, including the median strip, new road pavement for the east side of the pavement, new kerb and channel, 3m wide footpath, three pocket parks and two roundabouts including undergrounding of existing power lines and new Telstra lines.

In May 2021 a public tender process was conducted with six tenders received, and MACA Civil Pty Ltd was the preferred tenderer. A contract has been negotiated and awaits signatures.

Discussion

Council officers have been working directly with MACA Civil, Powercor and Telstra on the relocation of services. The cost estimate for the services to be undergrounded and relocated was \$800,000. NBN services quotation is yet to be received. These costs are managed within the overall project budget of \$4.6M as follows:

Council has already received quotes from:

- MACA CIVIL works \$2,893,404.34 (ex GST);
- Telstra of \$164,643.02 (ex GST);
- Powercor \$600,409.00 (ex GST);
- NBN Relocation – TBC.

MACA Civil – Water mains relocation \$104,328 (ex GST)

Total Project \$3,762,784.36

It is recommended that Council accept MACA Civils quote to complete these critical service relocation works in December 2021 to enable the construction works to commence early 2022.

Financial and Resource Implications

Council has allocated \$800,000 for utility relocation works from an overall project budget of \$4.6M. As a result of the increased water mains relocation costs, it is proposed that funds from the overall project budget of \$4.6M will be reallocated to the utility service relocation works.

Council's project manager together with the civil contractor, Telstra, Powercor and the Department of Transport representatives will continue to engage to achieve the project's objectives.

Legislation, Council Plan and Policy Impacts

This report assists Council in meeting its obligations under the Local Government Act 1989.

This report also relates to the:

- 2017-2021 Council Plan – 5.1.2 Ensure responsible, effective and efficient use of Council resources;
- Southern Grampians Shire Council Procure Policy and Guidelines.

Risk Management

The key identified risk within this project is possible time delays attributed to the service relocation requirement before construction works commence.

Council officers are actively working with utility providers to ensure relocation works are completed before civil works start. We are also working to have workarounds/alternatives in order to meet the overall project objectives and timelines.

Environmental and Sustainability Considerations

Specific environmental and sustainability considerations pertinent to this project include noise and dust management, being centre of town and around residential and businesses.

Community Consultation and Communication

Council officers have established project governance which includes a project control group, comprising of representatives from Regional Development Victoria, Department of Transport and Council officers.

Project communications have commenced with the establishment of a dedicated Project Page on Council's website which can be accessed via;
https://www.sthgrampians.vic.gov.au/Page/Page.aspx?Page_Id=2907

Interested community members are also invited to register for regular project updates via the Cox Street Project Page or send contact details via email to: projects@sthgrampians.com.au

Disclosure of Interests

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

RECOMMENDATION

That Council approves and includes in the contract with MACA Civil the relocation of water mains with a total price of \$104,328 (GST Exclusive) to complete the service relocation works.

10.11 Community Asset Committees Annual Reports 2021

Directorate:	Evelyn Arnold, Director Community and Corporate Services
Author:	Karly Saunders, Governance Coordinator
Attachments:	7. Annual Report – Cavendish Soldiers Memorial Hall Committee 8. Annual Report – Coleraine Mechanics Institute Hall Committee 9. Annual Report – Coleraine Sporting Grounds Committee 10. Annual Report – Konongwootong Hall Committee 11. Annual Report – Nareen Hall Committee

Executive Summary

It is a requirement under Section 47(6) of the *Local Government Act 2020* (the Act) that the Chief Executive Officer submit an annual report to Council in relation to the activities and performance of a Community Asset Committee, in respect of which the members have been given a delegation.

Discussion

In accordance with Section 47(6) of the Act, the following Community Asset Committee Annual Reports are being tabled for 2021:

- Cavendish Soldiers Memorial Hall Committee;
- Coleraine Mechanics Institute Hall Committee;
- Coleraine Sporting Grounds Committee;
- Konongwootong Hall Committee;
- Nareen Hall Committee.

The Carapook Hall Committee are also a Community Asset Committee with a delegation issued under section 47, but failed to provide an annual report or any sufficient information regarding its activities and performance that could be used to compile an annual report on the Committee's behalf. A letter will be prepared outlining non-compliance to the Committee.

All other Committees will receive a letter confirming tabling of their annual reports.

Legislation, Council Plan and Policy Impacts

Community Asset Committee's are established under Section 65 of the Act and operate under a delegation issued by the Chief Executive Officer under Section 47 of the Act, which includes the requirements to table an annual report to the Council in respect of the Committee's performance and activities.

Community Asset Committee's have legislated governance and compliance objectives, as well as requirements issued to them through their Terms of Reference and Instrument of Delegation.

Consultation

Council's Governance Coordinator liaised with the Committee contacts in relation to the requirement to table an annual report, this included letters, emails and phone calls.

Disclosure of Interests

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

RECOMMENDATION

That Council:

1. Table the 2021 Annual Reports for the following Committees:
 - a) Cavendish Soldiers Memorial Hall Committee
 - b) Coleraine Mechanics Institute Hall Committee
 - c) Coleraine Sporting Grounds Committee
 - d) Konongwootong Hall Committee
 - e) Nareen Hall Committee
2. Note that letters will be sent to the above-mentioned Committees thanking them for their assistance in preparing the 2021 Annual Reports; and
3. Note that a letter of non-compliance will be issued to the Carapook Hall Committee.

10.12 Audit and Risk Committee - Minutes

Directorate: Evelyn Arnold, Director Community and Corporate Services
Author: Evelyn Arnold, Director Community and Corporate Services
Attachments: 12. Minutes – 9 November 2021

Executive Summary

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

Discussion

The ARC, as an Advisory Committee of Council, fulfils both a statutory and consultative function. It provides feedback, advice and direction to Council. The intention is not to focus on financial risk which is adequately addressed by the external auditors, but rather to review internal processes in line with the culture of continuous improvement.

Legislation, Council Plan and Policy Impacts

The Local Government Act 2020 (Section 53).

Disclosure of Interests

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

RECOMMENDATION

That the Minutes for the Audit and Risk Committee meeting held on 9 November 2021 be noted.

11 Notices of Motion

11.1 Notice of Motion #6/21

Cr Henry

I hereby give notice of my intention to move the following motion at the Ordinary Council Meeting to be held on 8 December 2021

MOTION

1. That the Southern Grampians Shire Council take the strong leadership position of recognising and urgently responding to Climate Change.
2. That the Southern Grampians Shire develop a Climate Change Urgent Action Plan in conjunction with the current review of the Sustainability Plan and further recommendations with strong targets and bold action

Background

Climate Change is the warming of the Earth's atmosphere due to human activity. It is considered by majority of governments, business and industry leaders, scientists, economists, risk analysts and the public to be a major threat not only to human and non-human life but to our cohesiveness as a society.

By declaring our intention to act urgently, we show, as local government leaders, that we understand the significance of the risks and consequences associated with a warmer climate and the need to take actions to protect our community, economy, landscape and way of life.

The 29 Victorian Local Governments that have declared a Climate Emergency already are: City of Ballarat, Banyule City, Bass Coast Shire, Bayside City, City of Brimbank, Shire of Cardinia, City of Darebin, City of Frankston, City of Greater Dandenong, City of Greater Shepparton, Shire of Hepburn, City of Hobsons Bay, Shire of Indigo, Kingston City Council, Manningham City Council, Maribyrnong City Council, Melbourne City Council, Rural City of Mildura, Moonee Valley City Council, Moreland City Council, Shire of the Mornington Peninsula, Shire of Mt Alexander, Shire of Moyne, City of Port Phillip, Borough of Queenscliffe, City of Stonnington, Surf Coast Shire, Yarra City Council, Yarra Ranges Shire Council. The Shire of Macedon Ranges is expected to debate a climate emergency early 2021 and the City of Greater Bendigo has not declared an emergency but voted in 2019 to 'recognise and urgently respond' to climate change and has since argued that this vote was the equivalent to an emergency declaration as it tied council spending to the issue.

It is our moral and ethical duty as leaders, to act to mitigate risk to our community, economy, landscape and way of life and to take up the opportunity that new technologies and a greener economy presents.

Officers Comments

Council has commenced a review of the 2010-2020 Southern Grampians Sustainability Strategy as a precursor to the development of a new Sustainability and Climate Change

Plan. Targets and actions will be established as a part of the development of the new Plan through community and stakeholder engagement.

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12 Delegated Reports

Reports on external Committees and Representative Bodies for which Councillors have been appointed as a representative by Council.

13 Mayors and Councillors Reports

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

14 Confidential Matters

There are no Confidential Matters listed on tonight's agenda.

15 Close of Meeting

This concludes the business of the meeting.