

AGENDA

MEETING OF THE HORSHAM RURAL CITY COUNCIL

To be held on
23 August 2021
At 5.30pm

This meeting will be held online and livestreamed
on the Horsham Rural City Council website

www.hrcc.vic.gov.au



Horsham Rural City
Council urban rural balance

COUNCILLORS are respectfully requested to attend the Council Meeting of the Horsham Rural City Council to be held at 5.30pm on 23 August 2021 to be held online and livestreamed at www.hrcc.vic.gov.au

Order of Business

PRESENT

ALSO IN ATTENDANCE

1. PRAYER

Almighty God, we pledge ourselves to work in harmony for, the social, cultural and economic well-being of our Rural City. Help us to be wise in our deliberations and fair in our actions, so that prosperity and happiness shall be the lot of our people. AMEN

2. ACKNOWLEDGEMENT OF COUNTRY STATEMENT

The Horsham Rural City Council acknowledges the five Traditional Owner groups of this land; the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and Jadawadjali people. We recognise the important and ongoing place that all Indigenous people hold in our community.

We pay our respects to the Elders, both past and present, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.

3. OPENING AND WELCOME

Welcome to Councillors, staff, members of the public and the media. The Council meeting will be recorded to maintain an audio archive, which will be available on the Horsham Rural City Council website as soon as possible.

Please note that this meeting is being streamed live on the internet.

This meeting is being held online and Councillors are attending via electronic means. As this meeting is being held online, there will be no-one present in the public gallery. The meeting will be conducted in accordance with Council's Governance Rules and Local Law No 1 Governance (2016), noting that, as indicated, in some parts of the agenda, procedures have been slightly modified to ensure the meeting remains compliant but can run effectively in the online environment.

Disclosure of conflicts of interest and rules relating to conflicts of interest remain. Councillors will be removed from the proceedings where required using the available technology.

Voting in relation to motions for decision will be taken by show of hands. If a division is requested, the Mayor will call for a show of hands by those Councillors voting for the motion, and then those Councillors opposed to the motion.

Where Council experiences technical difficulties and there is a disconnection in Council's livestreaming of the meeting, the meeting will be adjourned. If the livestream connection is working within 30 minutes, the meeting will recommence. If the livestream is not available for a period of longer than 30 minutes, the meeting will be postponed to another time and date.

Councillors participating in this meeting by electronic means will be taken to be present and part of the quorum for the meeting, provided that they can hear proceedings, they can see and be seen by other members in attendance, and they are able to speak and be heard by those in attendance. The audio-visual link with each Councillor will be monitored and any disconnection immediately identified for both quorum and participation purposes. If the disconnection is longer than five minutes, the Councillor will be identified as absent from the meeting and will not be counted for quorum purposes. This absence will be reflected in the minutes. If the number of Councillors connected to the livestream falls below the minimum required for the quorum, the meeting will be suspended. If the quorum is not achieved within 30 minutes of the suspension, the meeting will be posted to another time and date.

4. APOLOGIES

5. LEAVE OF ABSENCE REQUESTS

6. CONFIRMATION OF MINUTES

Recommendation

That the minutes emanating from the Council Meeting of the Horsham Rural City Council held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 26 July 2021 be adopted.

7. CONFLICTS OF INTEREST

Declarations of Interest

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

Members of Staff

Under Section 130 of the *Local Government Act 2020*, officers or people engaged under contract to the Council providing a report or advice to Council must disclose any conflicts of interests in the matter, including the type of interest.

8. PUBLIC QUESTION TIME

9. OFFICERS REPORTS	6
9.1 RESPONSE TO COMMUNITY PANEL RECOMMENDATIONS	6
9.2 DRAFT COUNCIL PLAN 2021-2025 FOR COMMUNITY FEEDBACK	10
9.3 DRAFT ASSET PLAN 2021-2031	16
9.4 DRAFT FINANCIAL PLAN 2021-2031 FOR COMMUNITY COMMENT AND FEEDBACK.....	19
9.5 DELEGATIONS UPDATE	24
9.6 PROCUREMENT POLICY REVIEW	29
9.7 MEMORANDUM OF UNDERSTANDING BETWEEN GRAMPIANS TOURISM INC AND MEMBER COUNCILS	32
9.8 INVESTMENT ATTRACTION AND GROWTH REPORT	35
9.9 HORSHAM TOWN HALL HIRE CHARGES - COVID ENVIRONMENT	48
9.10 REGIONAL INFRASTRUCTURE FUND – BURNT CREEK INDUSTRIAL ESTATE PROPOSED SUBDIVISION	53
9.11 STATE AND FEDERAL ELECTION PRIORITIES	56
9.12 WASTE SERVICE UPGRADE PLANS	59
9.13 CONTRACT 21-043 – ROADSIDE PESTS AND WEEDS TENDER	65
9.14 CHIEF EXECUTIVE OFFICER'S OPERATIONAL REPORT	68
10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS	71
11. URGENT BUSINESS	73
12. PETITIONS AND JOINT LETTERS.....	74
13. PROCEDURAL BUSINESS.....	75
13.1 INFORMAL MEETINGS OF COUNCILLORS – RECORD OF MEETINGS	75
13.2 SEALING OF DOCUMENTS	75
13.3 INWARD CORRESPONDENCE	75
13.4 COUNCIL COMMITTEE MINUTES	75
14. NOTICE OF MOTION	76
15. CONFIDENTIAL MATTERS	77
15.1 INVESTMENT ATTRACTION INCENTIVE.....	77
<i>Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(g) - Private Commercial Information</i>	
15.2 CONTRACT 21-043 – ROADSIDE PESTS AND WEEDS TENDER EVALUATION REPORT	82
<i>Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(g) - Private Commercial Information</i>	
15.3 CEO KEY PERFORMANCE MEASURES 2021-2022	83
<i>Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(f) - Personal Information</i>	

CLOSE



SUNIL BHALLA

Chief Executive Officer

9. OFFICERS REPORTS

9.1 RESPONSE TO COMMUNITY PANEL RECOMMENDATIONS

Author's Name:	Graeme Harrison	Director:	Graeme Harrison
Author's Title:	Director Corporate Services	Directorate:	Corporate Services
Department:	Corporate Services Management	File Number:	F06/A10/000002

Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

Horsham Rural City Talks – Community Panel Report (**Appendix “9.1A”**)

Council response to the Community Panel Recommendations (**Appendix “9.1B”**)

Purpose

To approve the response to the Community Panel in relation to their report and recommendations as reported to Council on 26 July 2021.

Summary

- It was resolved at the Council meeting on 26 July 2021 that, after consideration of the recommendations from the Community Panel, a report would be provided back to the panel members detailing what Council would do in response to their recommendations.
- The attached letter, **Appendix “9.1B”** provides the details of how Council intends to respond to each of the Community Panel’s recommendations.

Recommendation

That Council approve the letter attached as **Appendix “9.1B”**, for distribution to all Community Panel participants.

REPORT

Background

The *Local Government Act 2020* Part 4 “Planning and Financial Management” requires Council to undertake its strategic planning processes for the Council Plan (including the Health and Wellbeing Plan), Asset Plan and Financial Plan using deliberative engagement processes.

To achieve this, Council established a Community Panel. The panel was appointed using an independent process facilitated by consultants “i.e. Community” who selected a panel of 26 people from a pool of around 100 after sending an invitation to all households across the municipality calling for interested people to express an interest in being part of a panel. The panel contained representation from a broad demographic and geographical perspective and reflected the actual make-up of the community as best as was possible.

The Community Panel developed the 20 Year Community Vision that was adopted by Council on 26 July 2021 and also answered some specific questions in relation to the Council Plan, Health and Wellbeing Plan, Asset Plan, and Financial Plan. They met over three consecutive Sundays from late June to early July 2021.

Discussion

Additional to the task of developing a Community Vision, the specific questions asked of the Panel and Council’s responses are as follows:

1. Council Plan - Trust and Governance - *How can Council and the community work together to build trust and a more effective partnership? What can be done locally to build closer connections with the community?*

In Response Council will:

- Work together to better understand the problems with trust and governance identified by the community and how best to respond. We will provide a more detailed plan for how we will address the issues in the next three months
- Create and publish a list of community groups on our website
- Work with the community to develop a “how we will work with you” handbook
- Provide regular reporting on, community meetings, events and activities attended by Councillors and planned attendance at future activities
- Invite the Community Panel to meet with Councillors in July 2022, one year after the panel’s deliberations, to discuss our progress in implementing the Vision and recommendations
- Continue to engage with the Community Panel by providing written notification of engagement activities and invitations to participate where possible
- Explore opportunities to undertake further deliberative engagement on major projects or issues that affect the Horsham community as a whole.

2. Health and wellbeing - *How can Council build equity through the services and community infrastructure it provides, to best promote social connection, and health and wellbeing in the community?*

In Response Council will:

- Social connection is being considered in many of the strategies and initiatives to promote positive mental health. Economic development is also being considered in respect to supporting tourism, local business and new investment opportunities.

- Develop initiatives to improve social connection, drawing on the ideas put forward by the Community Panel. Specifically, all three recommendations will be included or incorporated into the Health and Wellbeing actions of the Organisational Plan and will be highlighted to reflect they refer to the Community Panel's recommendation.
- 3. Asset and Financial Plan** - *With limited resources it is getting more expensive to provide and maintain infrastructure. All Councils struggle with constantly having to balance the cost of renewing, upgrading and building new infrastructure. What approach should Council use when making decisions around renewing, upgrading, and building new infrastructure?*

In Response Council will:

- Incorporate into the Draft Financial Plan the following financial policy statement that "Council will actively plan to construct new assets through adequate strategic planning and advocacy and by applying for government grants and setting aside a component of rate revenue for new assets in-line with recommendations from the Community Panel" and have set a target for funding of new assets to be greater than 30% of total capital spend.
- The recommendation to focus on building new infrastructure and also importantly, the guidance provided by the panel with respect to upgrading infrastructure, will be used to revise the method for prioritisation of projects in the annual budget process for 2022-2023 and the annual updates to the Long Term Capex Plan.

The full details of the panel's recommendations are provided in the final Community Panel Output Report (**Appendix "9.1A"**) and the full detailed response from Council is provided in Council's letter of response (**Appendix "9.1B"**).

Options to Consider

Nil

Sustainability Implications

Nil

Community Engagement

The Community Panel undertaking was a first for Council with respect to a deliberative approach to Council's strategic planning processes. It was a productive process for Council and a positive process for panel members.

Innovation and Continuous Improvement

The undertaking of this deliberative engagement process is part of the continuous improvement processes for Council. It is something that has not previously been undertaken but will be investigated for other engagement activities into the future.

Collaboration

The deliberative engagement process was a collaborative process empowering the community to develop a community vision and to assist with recommendations to council on its other strategic planning processes.

Financial Implications

The direct costs associated with the deliberative engagement processes were limited to the consultants and existing staff time. Consultancy costs for the entire project, Community Vision, Council Plan (Health and Wellbeing Plan), Financial Plan and Asset Plan, were \$75,000. This was budgeted across two years, 2020-2021 and 2021-2022.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

This report directly relates to the development of Council's strategic planning documents Community Vision, Council Plan (Health and Wellbeing Plan), Financial Plan and Asset Plan.

Risk Implications

There is a significant reputational risk to Council should it not respond appropriately to the recommendations that have been received from the Community Panel. The Council response letter and commitment by Council should provide the panel and the broader community with trust and surety that Council is determined to act upon what it has heard.

Conclusion

The response letter is ready for distribution to the Community Panel members.

9.2 DRAFT COUNCIL PLAN 2021-2025 FOR COMMUNITY FEEDBACK

Author's Name:	Graeme Harrison	Director:	Graeme Harrison
Author's Title:	Director Corporate Services	Directorate:	Corporate Services
Department:	Corporate Services Management	File Number:	F19/A11/000001

Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

Draft Council Plan 2021-2025 (**Appendix “9.2A”**)

Purpose

To endorse the Draft Council Plan 2021-2025 for community comment and feedback.

Summary

- Under the new *Local Government Act 2020*, there is a requirement for Council to develop a Council Plan for at least the next 4 years.
- The Council Plan needs to be developed using deliberative engagement practises and Council has undertaken a process with a community panel to complete that task.
- The Council Plan is the high level strategic document that guides the direction of Council over the next four years and is at the centre of Council's Integrated Planning Framework.
- The Health and Wellbeing Plan has, this year, been incorporated in to the Council Plan for the first time.
- The Council Plan will be provided to the community for comment and feedback until 5pm on Friday 24 September 2021.

Recommendation

That Council endorse the Draft Council Plan 2021-2025 as attached (**Appendix “9.2A”**) for community comment and feedback until 5pm on Friday 24 September 2021.

REPORT

Background

The new *Local Government Act 2020* (The Act) requires Council to develop a Council Plan for at least the next 4 years, The Act Section 90 states the following:

90 Council Plan

- (1) *A Council must prepare and adopt a Council Plan for a period of at least the next 4 financial years after a general election in accordance with its deliberative engagement practices.*
- (2) *A Council Plan must include the following—*
 - (a) *the strategic direction of the Council;*
 - (b) *strategic objectives for achieving the strategic direction;*
 - (c) *strategies for achieving the objectives for a period of at least the next 4 financial years;*
 - (d) *strategic indicators for monitoring the achievement of the objectives;*
 - (e) *a description of the Council's initiatives and priorities for services, infrastructure and amenity;*
 - (f) *any other matters prescribed by the regulations.*
- (3) *A Council must develop or review the Council Plan in accordance with its deliberative engagement practices and adopt the Council Plan by 31 October in the year following a general election.*
- (4) *The Council Plan adopted under subsection (3) has effect from 1 July in the year following a general election.*

The Council Plan is the key strategic planning document and sits at the centre of Council's Integrated Planning Framework. It is informed by the Community Vision and in turn should inform all of the activities that Council undertakes across the organisation. Whilst the Act is a principles based act, it is very specific about the content of what the Council Plan must contain as per Section 90(2)(a-f) above.

The Council Plan must be developed using deliberative engagement as per Section 90(1).

This year the Health and Wellbeing Plan requirements are being integrated into the Council Plan, as allowed for in Section 27 of the *Public Health and Wellbeing Act 2008*.

The *Public Health and Wellbeing Act 2008*, Section 26, states the following requirements of Council with respect to the development of its Health and Wellbeing Plan:

Section 26 - Municipal public health and wellbeing plans

- (2) *A municipal public health and wellbeing plan must—*
 - (a) *include an examination of data about health status and health determinants in the municipal district;*
 - (b) *identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing;*
 - (ba) *specify measures to prevent family violence and respond to the needs of victims of family violence in the local community;*
 - (c) *provide for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan;*
 - (d) *specify how the Council will work in partnership with the Department and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health and wellbeing plan;*

- (e) be consistent with—*
- (i) the Council Plan prepared under section 125 of the Local Government Act 1989;*
 - and*
 - (ii) the municipal strategic statement prepared under section 12A of the Planning and Environment Act 1987.*
- (3) In preparing a municipal public health and wellbeing plan, a Council must have regard to the State Public Health and Wellbeing Plan prepared under section 49.*
- (4) A Council must review its municipal public health and wellbeing plan annually and, if appropriate, amend the municipal public health and wellbeing plan.*

Additional to the above requirements, local government is identified in the *Climate Change Act 2017* as a decision-maker that must consider climate change when preparing a municipal public health and wellbeing plan.

Discussion

A. Community Vision

The key document that should inform the Council Plan is the Community Vision. The Act requires that Council develops a Community Vision using deliberative processes and to undertake that, Council formed a Community Panel. The panel was appointed using an independent process facilitated by consultants “i.e. Community” who selected a panel of 26 people from a pool of around 100, after sending an invite to all households across the municipality to express an interest in being part of the panel. The panel contained representation from a broad demographic and geographical perspective and reflected the actual make-up of the community as best as was possible. The panel met over three consecutive Sundays from late June to early July 2021, where they developed the 20 Year Community Vision that was adopted, unchanged, by Council on 26 July 2021.

In recognition of the value of the Community Vision, Council has adopted the Community Vision themes of Community, Liveability, Sustainability and Accessibility to guide the Council Plan strategic objectives for the next four years. Recognising the importance of Council’s role in delivering the Community Vision and Council Plan, a fifth theme, Leadership, has been added to the Council Plan.

B. Community Panel Recommendations

As part of the deliberative engagement undertaken by the Community Panel, the panel was given a question to answer with respect to the Council Plan and the Health and Wellbeing Plan. The questions were as follows:

1. Council Plan - Trust and Governance - *How can Council and the community work together to build trust and a more effective partnership? What can be done locally to build closer connections with the community?*
2. Health and wellbeing - *How can Council build equity through the services and community infrastructure it provides, to best promote social connection, and health and wellbeing in the community?*

Council’s response to these questions are specifically detailed in the Draft Council Plan 2021-2025 (**Appendix “9.2A”**) under the Community Engagement Section on pages 11 and 12.

C. Council Plan Strategic Objectives, Strategies and Initiatives and Priorities

The development of the components of the Council Plan have been undertaken through a series of discussions and workshops with Councillors over a long period of time. Nearly 500 items of comment/feedback/thoughts were captured from the Councillor group, the existing Council Plan and senior officers, and these were categorised and themed to help inform the areas of focus for Council in its plan. Post the development of the Community Vision, the Community Vision was then utilised to theme these strategies, initiatives and priorities and to inform their development further.

The final draft Strategies, Initiatives and Priorities were developed collaboratively with the Councillor group over a series of workshops and discussions.

D. Health and Wellbeing Plan

Horsham Rural City Council understands the health and wellbeing of our community underpins all that we do. As such, Council has undertaken to integrate the Municipal Health and Wellbeing Plan into the Council Plan. This approach recognises both the important role and natural alignment of health and wellbeing in all aspects of Council work along with the increase in efficiency of planning processes.

To inform the health and wellbeing planning process, Council has:

- Considered the 2019-2023 Victorian Health and Wellbeing Plan, Wimmera Primary Care Partnership priorities and the Municipal Planning Strategy
- Reviewed the actions and achievements of the 2017-2021 HRCC Health and Wellbeing Plan
- Analysed community consultation data
- Engaged staff across Council and members from partner organisations implementing health and wellbeing actions to identify emerging priorities and community need
- Analysed a range of health determinant data snapshots (located on the HRCC website alongside the Council Plan) - these include LGA demographic data, health and wellbeing data, Aboriginal and Torres Strait Islander Demographic Profile and Early Years
- Considered the Royal Commission into Mental Health, the *Climate Change Act 2017* and the *Gender Equality Act 2020*, as well as the requirement for Councils to: 'report on the measures they propose to take to reduce family violence and respond to the needs of victims'.

E. Next steps

The final Draft Council Plan 2021-2025, following the consideration of any feedback from the community, will be put to the Council meeting on 25 October 2021 for adoption. This will then immediately inform the development of Council's Annual Action Plan and budget development for 2022-2023. The development of these documents will commence soon after the final Council Plan is adopted. There will be opportunities for the community to be engaged earlier in the development stages of these documents. The exact details of this engagement is still to be worked through with Council.

Options to Consider

Nil

Sustainability Implications

The Draft Council Plan 2021-2025 has the capacity to touch all elements of Council's operations into the future and therefore can influence and impact all sustainability matters, environmental, climate change, social and economic.

Community Engagement

In accordance with Section 90(1) of The Act, Council must develop its Council Plan using deliberative engagement practises and in response to that Council established a Community Panel, as detailed above in this report and as described in pages 8 to 12 in the Draft Council Plan 2021-2025 (**Appendix “9.2A”**).

As input to the Community Panel process and Council’s broader strategic planning, Council undertook an extensive campaign branded “Horsham Rural City Talks” to capture feedback and input from the community. 937 responses were received from individuals and groups through a range of engagement opportunities, such as on-line submissions, community conversations, on-the street engagement, postcards quick responses, through the community satisfaction random telephone survey, and from listening posts at the Horsham Plaza and Jung Market.

A broad range of feedback was received and some of the individual comments have been documented under each of the themes within the Draft Council Plan 2021-2025 (**Appendix “9.2A”**) and more summary information on what we heard and considered will be included in the formal Community Vision document that will soon be published by Council.

This Draft Council Plan 2021-2025 is now being provided to the broader community for comment and feedback until 5pm on Friday 24 September 2021. There will also be an opportunity provided for individuals to present on their submissions.

During the period to 24 September 2021, there will be planned communication with the broader community including:

- Facebook posts
- Facebook – live explanation/discussion and Q&A
- Media releases
- On-line newsletter articles and website information
- On-line submission forms
- A Councillor Expo covering at least one weekday, one weekend day and one evening during the period (dependent on Covid restrictions).

Innovation and Continuous Improvement

Improving upon how the Council Plan is developed and used to inform Council’s operations is a continual process of improvement. The work undertaken this year to develop this draft plan has certainly been a significant change from previous years and will lead to better connection between the community priorities and their implementation by the organisation.

Collaboration

The Council Plan has been developed collaboratively with a range of stakeholders, including input from the Community Panel, the Council and Council officers.

Financial Implications

The Draft Council Plan 2021-2025 community engagement has been assisted by the consultants “i.e. Community” with input from Council officers. The engagement processes and particularly the running of the Community Panel were budgeted together with the development of the Community Vision, Asset Plan and Financial Plan. \$75,000 was budgeted over the two financial years 2020-2021 and 2021-2022.

Regional, State and National Plans and Policies

This Draft Council Plan has been developed in accordance with the requirements of the *Local Government Act 2020* and the Public Health and Wellbeing Act 2008.

Council Plans, Strategies and Policies

The Council Plan is specifically influenced by the Community Vision but also reflects the outputs and actions from the current Council Plan, strategies and policies.

Risk Implications

Strong and robust strategic planning allows Council to align its objectives with those of the community and in turn ensures that the operations of Council are also working towards the same goals as the community that it is working for. To not establish this alignment creates a risk of reputational damage and loss of connection with the community.

Conclusion

The Draft Council Plan 2021-2025 has been developed and is now available for community comment and feedback.

9.3 DRAFT ASSET PLAN 2021-2031

Author's Name:	John Martin and Krishna Shrestha	Director:	John Martin
Author's Title:	Director Infrastructure/Manager Strategic Asset Management	Directorate:	Infrastructure
Department:	Infrastructure	File Number:	F33/A01/000001

Officer Conflict of Interest

Officer disclosure in accordance with Local Government Act 2020 – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with Local Government Act 2020 – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

Draft Asset Plan 2021-2031 (**Appendix “9.3A”**)

Purpose

To endorse the Draft Asset Plan 2021-2031, incorporating the Long Term Capital Works Plan, for community comment and submissions.

Summary

- The *Local Government Act 2020* (the Act) requires Council to prepare a 10-year Asset Plan to forecast the long-term costs of managing Council's assets to deliver services to the community.
- The Plan establishes Council's long-term costs of maintaining and renewing its assets, and outlines the process for identification of and prioritisation of projects for the Long Term Capex (Capital Works) Plan.
- The Act also requires that this Plan be developed using a deliberative engagement process in accordance with Council's Community Engagement Policy.
- The deliberative engagement process was conducted with the Community Panel established to develop the Community Vision, and guide the Council Plan, Long Term Financial Plan and this Asset Plan.
- It is proposed to seek public feedback on the Draft Asset Plan before finalising it in October 2021, noting that the Plan is not required to be adopted until June 2022.

Recommendation

That Council endorse the Draft Asset Plan 2021-2031, incorporating the Long Term Capital Works Plan as attached (**Appendix “9.3A”**), for community comment and feedback until 5pm on Friday 24 September 2021.

REPORT

Background

Council currently has a suite of asset management documents, including a policy, improvement strategy and individual plans for different asset categories (e.g. roads, buildings, bridges).

The *Local Government Act 2020* (s92) requires Council to develop an Asset Plan, as follows:

92 Asset Plan

- (1) Subject to subsection (6), a Council must develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices.*
- (2) The scope of an Asset Plan is a period of at least the next 10 financial years.*
- (3) An Asset Plan must include the following—*
 - (a) information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council;*
 - (b) any other matters prescribed by the regulations.*
- (4) Subject to subsection (6), a Council must develop or review the Asset Plan in accordance with its deliberative engagement practices and adopt the Asset Plan by 31 October in the year following a general election, other than the first general election to be conducted under section 257(1)(a).*
- (5) The Asset Plan adopted under subsection (4) has effect from 1 July in the year following a general election.*
- (6) A Council must develop and adopt an Asset Plan under this section in accordance with its community engagement policy by 30 June 2022 following the first general election to be conducted under section 257(1)(a).*
- (7) The Asset Plan adopted under subsection (6) has effect from 1 July 2022.*

Discussion

The draft Asset Plan addresses the requirements of the Act as outlined above.

The Plan has the following sections:

- **The Assets.** A description of Council's asset base for each asset category. Note that Council's assets have a replacement value of \$502 million.
- **Service Levels.** A description and detailed listing of service levels applicable to each asset category, including for maintenance and renewal. This section also discusses condition assessments, which are a key driver of asset renewal
- **Demand and Capacity.** An outline of the factors that may change the required utilisation of assets, leading to changes in maintenance or construction service levels, and hence the funding required to deliver the services.
- **Financial Summary.** This is a ten year forecast of the projected maintenance and cyclic renewal costs to provide the assets in a condition suitable to deliver the services. The renewals costs are generally determined from much longer modelling, related to the life of the assets, e.g. 50-100 years.
- **Life Cycle Costs.** A description of the factors that need to be considered in whole-of-life management of assets, from acquisition or construction through to disposal or decommissioning.
- **Long Term Capex Plan.** A ten year projection of the capital works program based on, firstly, the renewal costs as outlined above, and secondly from new and upgrade projects identified in a broad range of existing Council plans and strategies. This section also includes a discussion of the prioritisation process used in establishing the draft Long Term Capex Plan, and how that will be updated to take on board the recommendations from the Community Panel deliberative engagement process.

- **Long Term Financial Projection.** This section presents the summary of maintenance costs, and renewal, upgrade and new capital project costs to inform the Long Term Financial Plan.

Options to Consider

Development of the Asset Plan has included a range of assumptions, which in effect provide optional outcomes for the Asset Plan, for example:

- Establishing that renewal of assets is a primary priority that must occur.
- The asset condition at which renewal occurs for different assets.
- The prioritisation process. An updated version of the Long Term Capex Plan will be prepared during the 2022-2023 budget development process, which takes into consideration the recommendations of the Community Panel.

Sustainability Implications

Developing an Asset Plan is integral to ensuring long term financial sustainability of Council's operations.

Community Engagement

The Asset Plan was subject to a deliberative engagement process, utilising the Community Panel, in parallel with the Long Term Financial Plan.

It is now proposed to seek community feedback on the draft Asset Plan.

Innovation and Continuous Improvement

Establishing a ten-year Asset Plan and Long Term Capex Plan represents a milestone in Council's continuous improvement. In addition to be a key input to the Long Term Financial Plan, the Long Term Capex Plan establishes a stronger basis for Council to identify grant funding opportunities, and develop business cases to support grant applications for specific projects.

Collaboration

Nil

Financial Implications

The Asset Plan was developed primarily with in-house resources, however, due to the departure of one staff member, a consultant was used to assist in preparing the written documentation, at a cost of approximately \$20,000, which was offset by the staff costs not incurred during this period.

Regional, State and National Plans and Policies

The Asset Plan is a requirement of the *Local Government Act 2020*.

Council Plans, Strategies and Policies

Input to the Long Term Capex Plan was sourced from an extensive range of Council plans and strategies, including the Council Plan.

Risk Implications

Preparation of the Asset Plan has relied on the development of a robust asset database and extensive modelling, to manage the risk of ongoing financial sustainability of Council's operations associated with asset management.

Conclusion

The draft Asset Plan presents a sustainable approach to managing Council's assets for the next ten years, to ensure the ongoing provision of asset-related services.

9.4 DRAFT FINANCIAL PLAN 2021-2031 FOR COMMUNITY COMMENT AND FEEDBACK

Author's Name:	Graeme Harrison	Director:	Graeme Harrison
Author's Title:	Director Corporate Services	Directorate:	Corporate Services
Department:	Finance	File Number:	F18/A10/000001

Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

Draft Financial Plan 2021-2031 (**Appendix “9.4A”**)

Purpose

To endorse the Draft Financial Plan 2021-2031 for community comments and submissions.

Summary

- Under the new *Local Government Act 2020*, there is a requirement for Council to develop a Financial Plan for at least the next 10 years.
- The Financial Plan needs to be developed using deliberative engagement practices and Council has undertaken a process with a community panel to complete that task.
- The Financial Plan has been developed using the template provided by Local Government Victoria.
- Key components to the Financial Plan are the policy statements, assumptions and capital works plans which have been developed in consultation with the Councillor group.
- The Financial Plan will be provided to the community for comments and feedback until 5pm on Friday 24 September 2021.

Recommendation

That Council endorse the Draft Financial Plan 2021-2031 as attached (**Appendix “9.4A”**) for community comment and feedback until 5pm on Friday 24 September 2021.

REPORT

Background

The new *Local Government Act 2020* (The Act) requires Council to develop a Financial Plan for at least the next 10 years. This is a new requirement that has not previously been required of Council. A four year budget has previously been provided as part of the annual budget adopted at the 26 June 2021 Council meeting.

The Act Section 91 states the following:

Financial Plan

- (1) *A Council must develop, adopt and keep in force a Financial Plan in accordance with its deliberative engagement practices.*
- (2) *The scope of a Financial Plan is a period of at least the next 10 financial years.*
- (3) *A Financial Plan must include the following in the manner and form prescribed by the regulations—*
 - (a) *statements describing the financial resources required to give effect to the Council Plan and other strategic plans of the Council;*
 - (b) *information about the decisions and assumptions that underpin the forecasts in the statements specified in paragraph (a);*
 - (c) *statements describing any other resource requirements that the Council considers appropriate to include in the Financial Plan;*
 - (d) *any other matters prescribed by the regulations.*
- (4) *A Council must develop or review the Financial Plan in accordance with its deliberative engagement practices and adopt the Financial Plan by 31 October in the year following a general election.*
- (5) *The Financial Plan adopted under subsection (4) has effect from 1 July in the year following a general election.*

Guidance on the template for the Financial Plan has been provided by Local Government Victoria and through examination of best practice approaches across the sector.

A ten year Financial Plan is an important document that provides a forecast for what the future financial position of council may look like if certain parameters are applied and certain assumptions made. There are essentially two specific components to Council's financial plan, the capital works and the ongoing operations. The ongoing operations are then further split by salaries and wages, materials and services, and operational initiatives.

Discussion

A. Asset Plan and Capital Works

Integration with the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery through the effective management of Council's assets into the future.

The Asset Plan identifies the strategic and operational practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan and associated asset management policies provide Council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the Financial Plan by identifying the amount of capital and maintenance expenditure that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, risk assessment issues, as well as the impact of reviewing and setting intervention and service levels for each asset class.

A key component of the Asset Plan is the Long Term Capital Plan (LTCP) which compiles the range of capital projects proposed for renewal, upgrade and new capital works over the next 10-year period. The LTCP is largely informed by two key drivers, being:

- Detailed modelling of the long-term costs of renewing assets to maintain the service levels the assets provide
- Service strategies which identify upgrades to existing assets or projects that will create new assets to meet the changing service standards sought by the community.

The LTCP has been put together primarily based on Council's existing plans and strategies and informed by planning works underway or that will be scheduled in the future. Relative priorities are set using a capital evaluation model that scores the condition and relative need of all Council owned assets.

B. Operations

Council services are provided on a community needs and value for money basis. The service performance principles are listed below:

- Council has taken the approach that service levels should not be reduced on any of its services, however, it also acknowledges that there is a need to undertake a detailed review of services delivered on a cyclical or as needs basis.
- Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- Services are accessible to the relevant users within the community.
- Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of quality and efficient services.
- Council is implementing a performance monitoring framework (broader than just the LGPRF) to provide measures for all of its services and to inform continuous improvement in to the future.
- Council has a service delivery framework that considers and responds to community feedback and complaints regarding service provision.

Staffing levels required to deliver on these services have been forecast to grow at modest levels, but as a proportion of general revenue they decrease over the ten year period. Further work around service levels and staff resourcing will be conducted as part of the requirements to develop a Workforce Plan, which is due for completion by 31 December 2021.

Options to Consider

Nil

Sustainability Implications

The ten year Financial Plan has the capacity to touch all elements of Council's operations in to the future and therefore can influence and impact all sustainability matters, environmental, climate change, social and economic.

The Draft Financial Plan 2021-2031 forecasts the financial future, which demonstrates council's economic stability moving forward.

Community Engagement

In accordance with Section 91(4) of the Act, Council must develop its Financial Plan using deliberative engagement practices and as a result Council has undertaken a process to establish a Community Panel to complete that task. The panel was appointed using an independent process facilitated by consultants "i.e. community" who selected a panel of 26 people from a pool of around 100 after sending an invitation to all households across the municipality calling for interested people to express an interest in being part of a panel. The panel contained representation from a broad demographic and geographical perspective and reflected the actual make-up of the community as best as was possible.

The panel developed the 20 Year Community Vision that was adopted by Council on 26 July 2021 and also answered some specific questions in relation to the Council Plan, Health and Wellbeing Plan, Asset Plan, and Financial Plan. They met over three consecutive Sundays from late June to early July 2021. Details of the panel's question, input and Council's response is included in section 1.3 and 1.4 of the Financial Plan (**Appendix "9.4A"**).

This Draft Financial Plan is now being provided to the broader community for comment and feedback until 5pm on Friday 24 September 2021. There will also be an opportunity for people to present on their submissions.

During the period to 24 September 2021, there will be planned communication with the broader community including:

- Facebook posts
- Facebook – live explanation/discussion and Q&A
- Media releases
- On-line newsletter articles and website information
- On-line submission forms
- A Councillor Expo covering at least one weekday, one weekend day and one evening during the period (dependent on Covid restrictions).

Innovation and Continuous Improvement

The adoption of a ten year Financial Plan is part of the continuous improvement processes for Council. It is something that has not previously been in place and its development assists Council in understanding how the aspirations of the Community Vision that influence the Council Plan can be delivered within the financial constraints that confront Council.

Collaboration

Not applicable

Financial Implications

The Financial Plan has been developed using the LG Solutions software at a cost of \$15,000 and the in-house resources of the Finance and People and Culture teams and Corporate Services Director. The deliberative engagement processes were part of the consultancy costs that were budgeted for the development of the Community Vision, Council Plan (Health and Wellbeing Plan), Asset Plan and Financial Plan (\$75,000).

Regional, State and National Plans and Policies

This Draft Financial Plan has been developed in accordance with the requirements of the *Local Government Act 2020* and includes the Financial Statements in accordance with Local Government Victoria's Financial Plan template.

Council Plans, Strategies and Policies

The ten year financial plan is specifically influenced by the Community Vision and Council Plan. It must, however, also reflect the outputs and actions from all council plan/strategies and policies.

Risk Implications

Strong and robust financial planning as completed in the Draft Financial Plan allows Council to forecast out how its policies and strategies can be implemented over time to achieve the objectives of the Council Plan and deliver on the Community's Vision. This ensures that Council remains financially sustainable into the future and reduces the financial risk to the organisation. It also ensures that overall community objectives can be met as best as possible and thereby reduce the risk of reputational damage to the organisation.

Conclusion

The Draft Financial Plan has been developed that projects a sustainable and stable financial position for Council over the next ten years.

9.5 DELEGATIONS UPDATE

Author's Name:	Diana McDonald and Sue Frankham	Director:	Graeme Harrison
Author's Title:	Acting Manager Governance and Information Acting Co-ordinator Governance	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F19/A12/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance
with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

S6 Instrument of Delegation – Members of Staff (**Appendix “9.5A”**)

Purpose

To approve updates to Council's delegations to staff in accordance with changes arising from the Maddocks Lawyers delegation service, and any new and changed position titles or responsibilities that have occurred since the previous report.

Summary

- Council subscribes to a service from Maddocks Lawyers which provides amendments to existing legislation and updates on new legislation. These updates are provided approximately every six months.
- Council generally updates its delegations every six months following receipt of information provided by Maddocks Lawyers.
- Due to the implementation of a new software program (RelianSys® Delegations+), Council has not updated its delegations since August 2020.
- This update includes the Maddocks Lawyers updates from January and July 2021.

Recommendation

In the exercise of the powers conferred by the legislation referred to in the attached instrument of delegation, Horsham Rural City Council (Council) RESOLVES THAT –

1. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached *S6 Instrument of Delegation – Members of Staff (**Appendix “9.5A”**)* the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.
2. The instrument comes into force immediately the common seal of Council is affixed to the instrument.
3. On the coming into force of the instrument all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked.
4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

REPORT

Background

A Council is a statutory entity. It is able to do only those things which it is authorised by statute to do.

The sources of Council authority can be summarised as:

- Power to do things which a “natural person” can do – in particular, the power to enter into contracts
- Powers conferred by provisions of Acts and regulations, such as the *Local Government Act 2020* and the *Planning and Environment Act 1987*
- Powers conferred by other forms of statutory instrument.

The powers of a “natural person” – A Council is given by S 14 of the *Local Government Act 2020* the power to deal with property and, more generally, the capacity to do anything which bodies corporate may by law do “which are necessary or expedient” for performing its functions and exercising its powers.

The power of a Council to act by resolution is set out in S 59 (1) of the *Local Government Act 2020* – “Where a Council is empowered to do any act, matter or thing, the decision to do the act, matter or thing is to be made by a resolution of the Council”, however, Council cannot operate by means of passing a resolution every time that it wishes to act. Therefore, for day-to-day operations, Council needs others to make decisions and act on its behalf. Where this is to occur, it is recommended that the appointment be formalised through written “instruments of delegation” wherever practicable.

Under the *Local Government Act 2020*, there are two sources of powers of delegation:

- S 11 – delegation of Council powers to the Chief Executive Officer or members of a delegated committee
- S 47 – delegation of Council powers by the Chief Executive Officer to Council staff or members of a Community Asset Committee, as well as delegation of Chief Executive Officer powers to Council staff.

The delegation powers under the *Local Government Act 2020* apply to powers under any Act, however, some other Acts also include provisions dealing with delegations relating to particular issues. There is a problem of interpretation when those Acts confer the delegation power more restrictively than the *Local Government Act 2020*, for example, a delegation under S 188 of the *Planning and Environment Act* cannot authorise a delegate to acquire land on behalf of the Council in its capacity as responsible authority. The prudent approach is to comply with the more restrictive and specific delegation rules under the specific purpose legislation.

Because it is a common feature of legislation, not all details about delegations are set out in the empowering Act - some general features of delegation are set out in the *Interpretation of Legislation Act 1984*. In particular:

- The decision, once made, is for all legal purposes, a decision of the Council itself (S 42A of the *Interpretation of Legislation Act*).
- The “delegate” is in much the same position as the Council itself in terms of making the decision, for example, where the decision requires that opinion be formed, the delegate’s opinion can be the basis for the decision (S 42 of the *Interpretation of Legislation Act*).
- The fact that a delegation has been made does not affect the Council’s powers in relation to the issue concerned (S 42A of the *Interpretation of Legislation Act*). This is subject, of course, to the rule that the delegate’s decision (once made) is taken to be the decision of the Council itself. The Council can therefore find itself bound by a decision which it would not itself have made.

For this reason, it is important that the Council have appropriate policies and guidelines in place under which delegation should be exercised.

Some Acts contain specific powers of delegation to persons other than the Chief Executive Officer. In these cases, there is a presumption that a power of delegation cannot be sub-delegated in the absence of express authority to do so, hence, Council must delegate these items direct to individual staff members.

Under the *Building Act 1993*, Municipal Building Surveyors (MBS) may also delegate their powers to other officers. This is therefore not a delegation by Council, but by the MBS to staff, and is signed-off by the MBS.

Council may also delegate powers to Delegated Committees established under Section 63 of the *Local Government Act 2020* or Section 188 of the *Planning and Environment Act 1987*. Each committee must have an Instrument of Delegation that clearly articulates the nature of the delegation, and any conditions or limitations under which the delegation is to be exercised.

In summary, there are six delegation types:

Delegations of Council:

1. Council to Chief Executive Officer
2. Council to Staff
3. Council to Delegated Committees

Delegations by others:

4. Chief Executive Officer to Staff*
5. Chief Executive officer to Community Asset Committees
6. Municipal Building Surveyor to Staff.

*The Chief Executive Officer to Staff delegation also includes a section on Miscellaneous and Administrative powers which are best described as operational in nature and do not arise out of specific legislation.

Discussion

Council manages its delegations by subscribing to a service from Maddocks Lawyers which provides Council with amendments to existing legislation and updates on new legislation. These updates are received approximately every six months, and as such, updates were received in January and July 2021, together with a mini update in June 2021, which take into account legislative changes since July 2020. Details of changes made in this update are provided below.

1. Instrument of Delegation – Council to Other Members of Council Staff (S6)

The following changes have been made in relation to Council's delegations directly to Staff:

- 1.1 SS 36A, 36B, 38G(1), 38G(2) and 40F of the *Food Act 1984* have been inserted. Pursuant to the *Food Amendment Act 2020*.
- 1.2 S 181H of the *Local Government Act 1989 (LGA 1989)* has been removed. With the repeal of s 181H(2) of the LGA 1989, the CEO may now sub-delegate the power to enter into an environmental upgrade agreement and declare and levy an environmental upgrade charge to a member of Council staff pursuant to S 181H of the LGA 1989 and S 49 of the *Local Government Act 2020 (LGA 2020)*.

- 1.3 Updated the commencement date of the new provisions of the *Residential Tenancies Act 1997* to 27 April 2021 unless proclaimed earlier.
- 1.4 S 42A of the *Road Management Act 2004* has been updated. We have removed reference to VicRoads and replaced it with Head, Transport of Victoria.
- 1.5 SS 15(1) and (2) of the *Cemeteries and Crematoria Act 2003* have been removed.
- 1.6 The *Environment Protection Act 1970* has been removed, as it has been replaced by the *Environment Protection Act 2017*.
- 1.7 SS 4H, 4I, 18, 21(2), 26(1), 26(2), 28(1), 28(2), 28(4), 41(1), 41(2), 49(2), 51, 57(5), 70, 97G(6), 179(2) of the *Planning and Environment Act 1987* have been amended to reflect the changes made under the *Planning and Environment Amendment Act 2021*, in particular the new requirement to make certain information/documents available in accordance with the public availability requirements.
- 1.8 SS 91ZU(1), 91ZZC(1), 91ZZE(3), 206AZA(2), 207ZE(2) of the *Residential Tenancies Act 1997* are now in force.
- 1.9 The *Residential Tenancies Regulations 2021* has been inserted and is in force.

The RelianSys® Delegations+ software program is currently being implemented across the organisation and will transform the way Council manages its delegations. The legislative updates from Maddocks Lawyers are automatically uploaded into the system. Delegations+ is easy to configure and provides a variety of reports for staff with delegations and their Managers. There is an audit trail for any changes or actions within the system, and easy to use dashboards. Training on the new Delegations+ system will be provided to all users across Council and information provided on Council's intranet for any new employees.

The Delegations+ system will streamline our processes and ensure ongoing monitoring of legislative compliance.

Options to Consider

Not applicable

Sustainability Implications

Not applicable

Community Engagement

Whatever reporting requirements are imposed on each delegate, it is important that decisions and actions taken under delegations are properly documented. If the delegations were not in place, the exercise of functions, powers and duties of Council would be recorded in the minute book of the Council.

It is possible that decisions taken under delegation will be reviewed in other spheres [i.e. internal or management review, Council review, Ombudsman, Victorian Civil and Administrative Tribunal, Magistrates' (or higher) Court]. Therefore, a proper record of delegated action must be kept to ensure that the decision or action can be substantiated at a later date. The detail and method of recording will depend on the nature of the power duty or function. Proper and appropriate documentation is uppermost in the minds of all delegates. A register of delegations is required to be kept under SS 11(8) and 47(7) of the *Local Government Act 2020*, and is made available for public inspection.

The attached delegations have been updated using the Maddocks Lawyers delegation service, with consultation with relevant Council Officers.

Innovation and Continuous Improvement

Implementation of the RelianSys® Delegations+ software will enable Council to manage delegations in a more effective and efficient manner to ensure ongoing monitoring of legislative compliance.

Collaboration

Not applicable

Financial Implications

The financial impact of the review of delegations is limited to staff time, the cost of the Maddocks Lawyers delegation service and Council's subscription to the RelianSys® Delegations+ system, which has been included in the 2021-2022 budget.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 4 – Governance and Business Excellence

Risk Implications

The risk to Council of having inadequate instruments of delegation is that actions are carried out without appropriate authority and therefore are subject to be challenged in a court of law.

Also, the fact that a delegation has been made, does not affect the Council's powers in relation to the issue concerned. A delegate's decision (once made) is taken to be the decision of the Council itself. The Council can therefore find itself bound by a decision which it may not itself have made. This risk is mitigated by having appropriate policies and guidelines in place under which delegation should be exercised. Guideline G04/004 (Delegations and Authorisations to Members of Council Staff) has been put in place to address this issue and was reviewed in 2017 by the Executive Management Team.

Conclusion

This update takes into account legislative changes which were assented to, or made, after July 2020.

9.6 PROCUREMENT POLICY REVIEW

Author's Name:	Michelle Plain	Director:	Graeme Harrison
Author's Title:	Procurement and Contracts Officer	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F13/A01/000003

Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

Procurement Policy (clean copy) (**Appendix “9.6A”**)

Procurement Policy (track changes) (**Appendix “9.6B”**)

Procurement Procedure (**Appendix “9.6C”**)

Purpose

To adopt the revised Procurement Policy in accordance with Section 108 of the *Local Government Act 2020* (the Act).

Summary

- Under Section 108 of the Act, Council must prepare and adopt a Procurement Policy which specifies the principles, processes and procedures applying in respect of the purchase of goods and services by the Council, including for the carrying out of works within six (6) months of commencement of this section, 1 July 2021.
- Council's existing Procurement policy has been subject to a comprehensive review to ensure compliance with Section 108 of the Act. This review has been conducted in consultation with key stakeholders within the organisation and benchmarked against larger metropolitan Councils.
- A number of minor amendments have been made to the Procurement Policy to reflect the language and requirements of the Act.
- A review of the Procurement Procedure has also been undertaken in accordance with the Act. A copy is provided for the information of Councillors (**Appendix “9.6C”**).

Recommendation

That Council adopt the revised Procurement Policy as attached (**Appendix “9.6A”**).

REPORT

Background

Section 186A of the *Local Government Act 1989* dictated procurement thresholds and restrictions on Council's power to enter into Contracts.

Section 108 of the new *Local Government Act 2020*, repeals Section 186A of the *Local Government Act 1989*, and each Council must now set its own procurement thresholds within the policy.

Section 108 of the Act states the following:

- (1) *A Council must prepare and adopt a Procurement Policy which specifies the principles, processes and procedures applying in respect of the purchase of goods and services by the Council, including for the carrying out of works.*
- (2) *A Procurement Policy must seek to promote open and fair competition and provide value for money.*
- (3) *A Procurement Policy must include the following—*
 - (a) *the contract value above which the Council must invite a tender or seek an expression of interest;*
 - (b) *a description of the criteria to be used by the Council to evaluate whether a proposed contract provides value for money;*
 - (c) *a description of how the Council will seek collaboration with other Councils and public bodies in the procurement of goods or services;*
 - (d) *the conditions under which the Council may purchase goods or services without inviting a public tender or expression of interest;*
 - (e) *a description of the process to be undertaken in inviting a public tender or expression of interest;*
 - (f) *any other matters prescribed by the regulations.*
- (4) *The contract value to be included in a Procurement Policy in accordance with subsection (3)(a) must not exceed the value prescribed by the regulations for the purposes of this section. (Note: Regulations have not been established at this stage)*
- (5) *A Council must review its Procurement Policy at least once during each 4 year term of the Council*
- (6) *A Council must adopt the first Procurement Policy under this section within 6 months of the commencement of this section.*

Discussion

A number of minor amendments to the Procurement Policy to reflect the language and requirements of the Act are proposed. The track changes version of the policy is provided as **Appendix "9.6B"**.

The following procurement thresholds remain, as previously adopted by Council on 26 April 2021:

Threshold	Revised Policy
\$0 to \$1,000	No quotes required
\$1,001 to \$3,000	Minimum of 1 verbal quote
\$3,001 to \$15,000	Minimum of 1 written quote
\$15,001 to \$150,000	Public Request for Quote process with minimum of 3 written quotes
\$150,001+	Public Tender

The Procurement Policy has been written in accordance with the Victorian Local Government Best Practice Procurement Guidelines 2013. These guidelines will be replaced with the new Best Practice Procurement Guidelines in the near future, to align more closely with the Act. A further review of the Procurement Policy will be conducted once the new guidelines have been released.

A review of the Procurement Procedure has also been undertaken in accordance with the Act, and is provided for the information of Councillors.

Options to Consider

Nil

Sustainability Implications

Nil

Community Engagement

An extensive review of Council's existing Procurement Policy, including benchmarking against other larger metropolitan Councils and internal consultation with key stakeholders has been conducted. No external community engagement is required or planned.

Innovation and Continuous Improvement

In accordance with the Act the Procurement Policy has been through a comprehensive internal review process.

Collaboration

Not applicable

Financial Implications

Continual review of the Procurement Policy and procurement practices provides an opportunity to consider greater financial and business efficiencies for the Council.

Regional, State and National Plans and Policies

Revision to the Procurement Policy aligns with the State Government's Best Practice Procurement Guidelines 2013. A further review of the policy will be conducted following the release of the new Best Practice Procurement Guidelines, expected in the near future.

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 4 – Governance and Business Excellence

Risk Implications

Although the Procurement Policy is required to be reviewed every four (4) years under the Act, regular reviews will ensure that the policy reflects best practice in procurement, thereby limiting the risk to Council from poor procurement processes. Procurement can be a significant financial risk for Council and as such a strong policy and procedure can help mitigate this risk. Additionally the internal audit program of council regularly undertakes reviews of council's procurement processes to ensure that controls are appropriate and reflect best practise.

Conclusion

This Procurement Policy aligns with the *Local Government Act 2020* and the Victorian Local Government Best Practice Procurement Guidelines 2013, delivering efficiencies and best practise with Council's procurement activities.

9.7 MEMORANDUM OF UNDERSTANDING BETWEEN GRAMPIANS TOURISM INC AND MEMBER COUNCILS

Author's Name:	Fiona Gormann	Director:	Kevin O'Brien
Author's Title:	Manager Investment Attraction and Growth	Directorate:	Director Communities and Place
Department:	Investment Attraction and Growth	File Number:	F23/A12/000026

Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

Memorandum of Understanding between Grampians Tourism Inc and Member Councils (**Appendix "9.7A"**)

Purpose

To seek Council's approval to enter into a three year Memorandum of Understanding between Grampians Tourism Inc and Horsham Rural City Council, Ararat Rural City Council, North Grampians Shire Council and Southern Grampians Shire Council.

Summary

The agreement will:

- Establish the relationship between Grampians Tourism and the member Councils
- Define particular goals for Grampians Tourism that meet the strategic intent of member Councils in the visitor economy
- Commit to a minimum annual financial contribution from partner Councils to support Grampians Tourism in achievement of local government partner goals.

Recommendation

That Council approve entering into a three year Memorandum of Understanding between Grampians Tourism Inc and member Councils as attached (**Appendix "9.7A"**).

REPORT

Background

Grampians Tourism is a regional tourism board, established with the ongoing support of the Victorian State Government, to develop the visitor economy in the Grampians Region.

The member Councils are key stakeholders in Grampians Tourism and share a commitment to the development and growth of the Grampians as a key tourism destination.

The Memorandum of Understanding takes effect on the date it is signed by both parties and will expire on 30 June 2024. This date will coincide with the transformation from a Regional Tourism Board to a Visitor Economy Partnership. That is the reason for a three year term opposed to a twelve month term which was identified in a recent review undertaken with the Grampians Tourism Board.

Discussion

Grampians Tourism and the member Councils agree to the following four key strategic goals for Grampians Tourism during the term of this Agreement.

1. *Brand development*

Grampians Tourism will develop a strong, attractive, and unique Grampians brand. This brand will extend the “idea” of the Grampians to clearly include each of the partner local government areas.

2. *Destination marketing*

Grampians Tourism will market the Grampians as a key tourism destination to domestic and international markets. This will include a strong focus on developing markets in Melbourne and Victorian Regional Cities during the Covid recovery period.

3. *Digital Collateral*

Grampians Tourism will develop high end digital collateral that supports brand development and destination marketing efforts, while enhancing the visitor experience for tourists when in region.

4. *Strategic Product Identification and Support*

Grampians Tourism will work with member local governments to identify strategic tourism products and opportunities and provide expertise and advice on their further development across the region.

The Chief Executive Officer of each member Council shall be a member of the Grampians Tourism Board.

The Agreement may be terminated at any time by any member by providing 30 days’ notice in writing.

Options to Consider

1. Council can choose to sign the memorandum of understanding.
2. Council can choose not to sign the memorandum of understanding.

Sustainability Implications

Nil

Community Engagement

Not applicable

Innovation and Continuous Improvement

Not applicable

Collaboration

Collaboration has been between Grampians Tourism and member Councils being Horsham Rural City Council, Ararat Rural City Council, North Grampians Shire Council and Southern Grampians Shire Council.

Financial Implications

The minimum annual financial contribution of each member Council will be \$50,000 and consist of two parts:

- The first being to support the administration and operations of Grampians Tourism (\$35,000)
- The second being a contribution to destination marketing (\$15,000).

This amount shall be paid annually on 1 August each year and reviewed at the annual review meeting between the partner Councils. The Agreement may be terminated at any time by any member by providing 30 days' notice in writing.

Regional, State and National Plans and Policies

- Regional Tourism Review Paper Discussion 2019
- Victoria Tourism Industry Council (VTIC) Visitor Economy Recovery Submission 2021

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 2 – Sustaining the Economy

Promotion and Tourism – Tourism Development

Risk Implications

Not applicable

Conclusion

This agreement continues to strengthen the Grampians Tourism branding with the four member Councils who have financially contributed to this partnership for over a decade.

9.8 INVESTMENT ATTRACTION AND GROWTH REPORT

Author's Name:	Fiona Gormann	Director:	Kevin O'Brien
Author's Title:	Manager Investment Attraction and Growth	Directorate:	Communities and Place
Department:	Communities and Place	File Number:	F15/A06/000001

Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

Nil

Purpose

To receive and note the Investment Attraction and Growth Report for June 2021.

Summary

The Investment Attraction and Growth Report provides a summary of investment attraction and growth activities in the municipality during the reporting period.

Recommendation

That Council receive and note the Investment Attraction and Growth Report for June 2021.

REPORT

Background

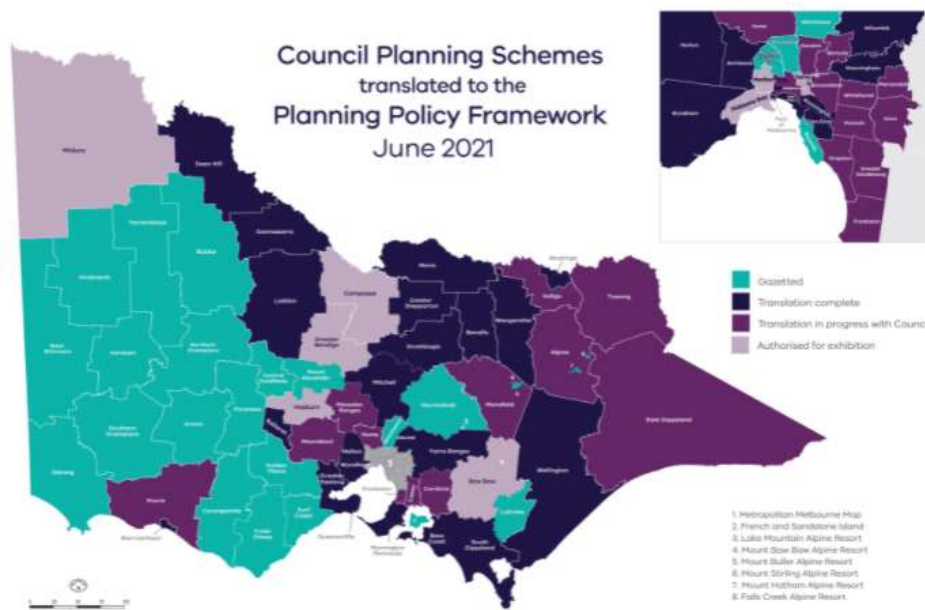
An Investment Attraction and Growth Report is tabled monthly at the Council Meeting.

Discussion

The work undertaken across Investment Attraction and Growth includes Strategic Planning, Statutory Planning, Building Services, Visitor Services, Business, Tourism and Events.

STATUTORY PLANNING

The Minister for Planning recently announced the approval of Amendment C80 to the Horsham Planning Scheme.



https://www.planning.vic.gov.au/schemes-and-amendments/browse-amendments?query=C80hors&search_mode=id

The amendment translates the Local Planning Policy Framework of the Horsham Planning Scheme into the new Municipal Planning Strategy at Clause 02 and Planning Policy Framework at Clauses 10-19 and forms part of the State Government's streamlining of the Planning Scheme.

This has now been incorporated into the planning scheme and will be used in the assessment of all applications.

Planning Applications Determined

Below are the number of Planning Permits issued for the month of June 2021 and a comparison with the same period last year. The type of planning applications received can vary considerable in value. Their value could exceed a million dollars while others are of a lesser value, such as a planning applications for a car port or domestic shed. This explains why yearly comparison for the same time period in the previous year can be of a greater or lesser value.

Type	JUNE 2021		JUNE 2020	
	No.	*Value \$	No.	*Value \$
Miscellaneous Domestic	5	2,599,800	3	484,000
Industrial/Commercial	9	6,933,028	1	50,000
Subdivisions	1 (2 lots)	0	4 (16 lots)	0
Other	2	9,500,000	-	-
Total	17	19,032,828	8	534,000

(*Please note: Not all applications have a \$ figure)

Total number of planning permits issued in the Horsham Rural City Council area from 1 July 2020 to 30 June 2021 is 143 compared to 107 in the same period in 2019-2020.

Planning permits issued for subdivision have permitted 70 new lots from 1 July 2020 to 30 June 2021 compared to 54 in the same period in 2019-2020.

BUILDING SERVICES

The Building Services Team (Team) has been working actively with the permanent outdoor dining project control group, to assist customers with their proposals for new outdoor dining spaces for their hospitality businesses. The Team has provided technical guidance to the applicants, for heights of barriers/fences or shade fixtures which did not require a building application/permit. Many of the applications have now been completed and are ready for installation. The community will be able to enjoy these new outdoor decks and screens making it an enjoyable space to dine outside in the Horsham CBD, and satellite communities.



Building Permits Issued

Below are the number of building permits issued for the month of June 2021 and a comparison with the same period last year.

Permits issued by Horsham Rural City Council for this Municipality

Type	JUNE 2021		JUNE 2020	
	No.	Value \$	No.	Value \$
Dwellings	-	-	-	-
Alterations to Dwellings	-	-	-	-
Dwelling resitting's	-	-	-	-
Miscellaneous Domestic (Carports, Garages etc.)	4	73,571	4	52,291
Removal/Demolish	1	41,965	1	6,820
Industrial/Commercial	2	350,937	-	-
Signs	-	-	-	-
Total	7	466,473	5	59,111

Permits issued by other Private Building Surveyors for this Municipality or by Government Departments

Type	JUNE 2021		JUNE 2020	
	No.	Value \$	No.	Value \$
Dwellings	8	3,581,516	11	3,612,234
Alterations to Dwellings	2	140,608	2	56,835
Dwelling resitting's	-	-	-	-
Miscellaneous Domestic (Carports, Garages etc.)	11	308,834	11	395,261
Removal/Demolish	1	8,000	1	20,000
Industrial/Commercial	8	5,371,288	2	161,669
Signs	-	-	-	-
Total	30	9,410,246	27	4,245,999

A total of **62** Building Permits have been issued by the Horsham Rural City Council at a total value of **\$5,364,140** from **1 July 2020 to 30 June 2021** compared to **88** Building Permits at a total value of **\$5,551,796** in 2019-2020.

Private Building Surveyors have issued **290** Building Permits at a total value of **\$66,880,644** from **1 July 2020 to 30 June 2021** compared to **213** at a total value of **\$53,305,209** in 2019-2020.

STRATEGIC PLANNING

Horsham North Urban Design Framework (UDF) Review

The current status of work being undertaken for Horsham North is the preparation of a review of the UDF and accompanying list of actions. This review provides a recap of the previous scope of work that the UDF set out and identifies the scope of work that has been undertaken to date and what is still being progressed. This review has been used to inform the preparation of a Council report which is being discussed with other departments internally in order to refine the report before it is presented to Council, at a future Council meeting.

CAD Revitalisation and Streetscape Plan

Council officers have undertaken the evaluation process and appointed UrbanFold to undertake the CAD Revitalisation project. Officers are now working closely with the consultants to establish an agreed project timeline which will include key milestones and community/stakeholder engagement at key stages of the project. An Inception Meeting will occur on the 25 and 26 August 2021 at which a “walk-shop” of the Horsham CAD will be undertaken and a preliminary community engagement exercise will occur to promote the project and to obtain some preliminary ideas from the community. Officers will provide updates to Councillors and the community as the project progresses.

Commercial signage within the CAD

The Strategic Planning Unit has been working with the Business Development and Tourism Unit in relation to Council’s Business Front Improvement Grant Program. Properties within the Heritage Overlay or identified as having heritage significance in the 2014 Heritage Study have been referred to the Strategic Planning Unit for heritage advice. More recently the Strategic Planning Unit worked closely with Cook’s Manchester and Lingerie in determining appropriate and sympathetic signage that does not detract from the heritage values associated with the T&G Building. Lattanzio was also provided free heritage advice from Council’s heritage adviser (Grieve Gillett Andersen) in regards to paint scheme colours.



BUSINESS DEVELOPMENT, TOURISM AND EVENTS

Business Fronts Submissions

The Business Front - Upgrades grant stream of \$48,000 has been fully expended across 23 businesses in support of improvement to the business visual appeal such as signage, landscaping and merchandising.

Funding was very much welcomed by the businesses involved, they fully appreciated Council support towards improving their business look. Examples of what has been funded include:

- Front of shop business signage
- Landscaping works and entrance signage
- Landscaping and beautification works
- Blinds and awnings
- Shop window merchandising displays.



Glenis Brooks from [Onya Back Furniture and Bedding](#) received a grant amount of \$2,650 towards new signage at their new location in McLachlan Street.

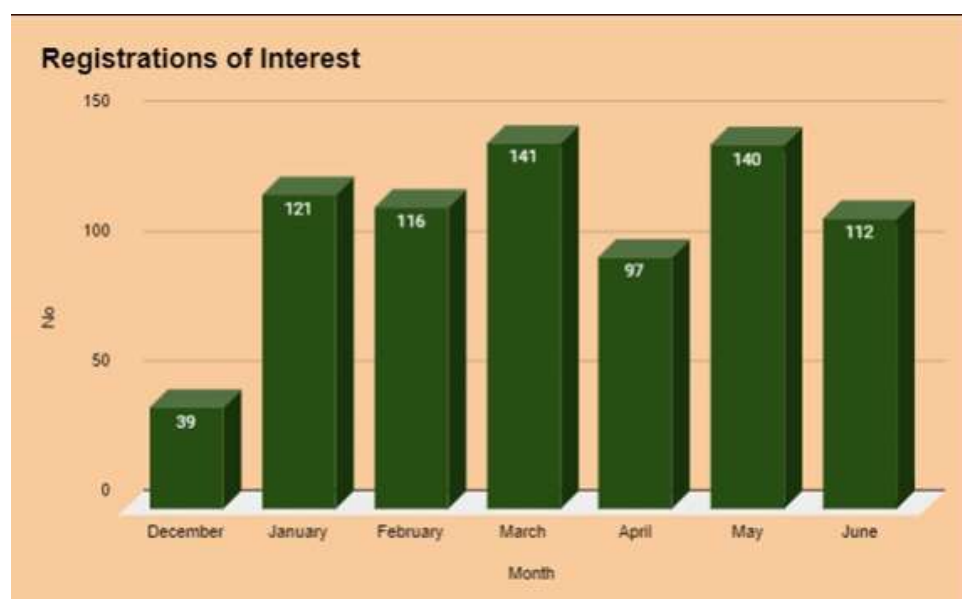
Business Development Team – Visitations for the Month of June

	Number of Business Visits – Statistics						
	Jan	Feb	March	April	May	June	YTD
Retail / Accommodation	11	24	40	8	22	25	130
Hospitality	12	77	61	10	11	12	193
Events - interactions	10	21	31	9	4	6	81
	Events and Visitor Statistics						
	Jan	Feb	March	April	May	June	YTD
Notice of intention to hold an event application	8	9	5	6	2	2	32

Grampians Resident and Workforce Attraction Project

Shift Regional Campaign

Business owners, managers, and human resources executives recognise they need people to get jobs done. Attracting and retaining skilled, capable and reliable staff is critical to the overall success of a business or organisation. The Shift Regional Campaign is moving forward with registrations as shown in the chart below indicating interest per month.



Further information on the Live the Grampians Way website can be found at <https://grampianslife.com.au/>

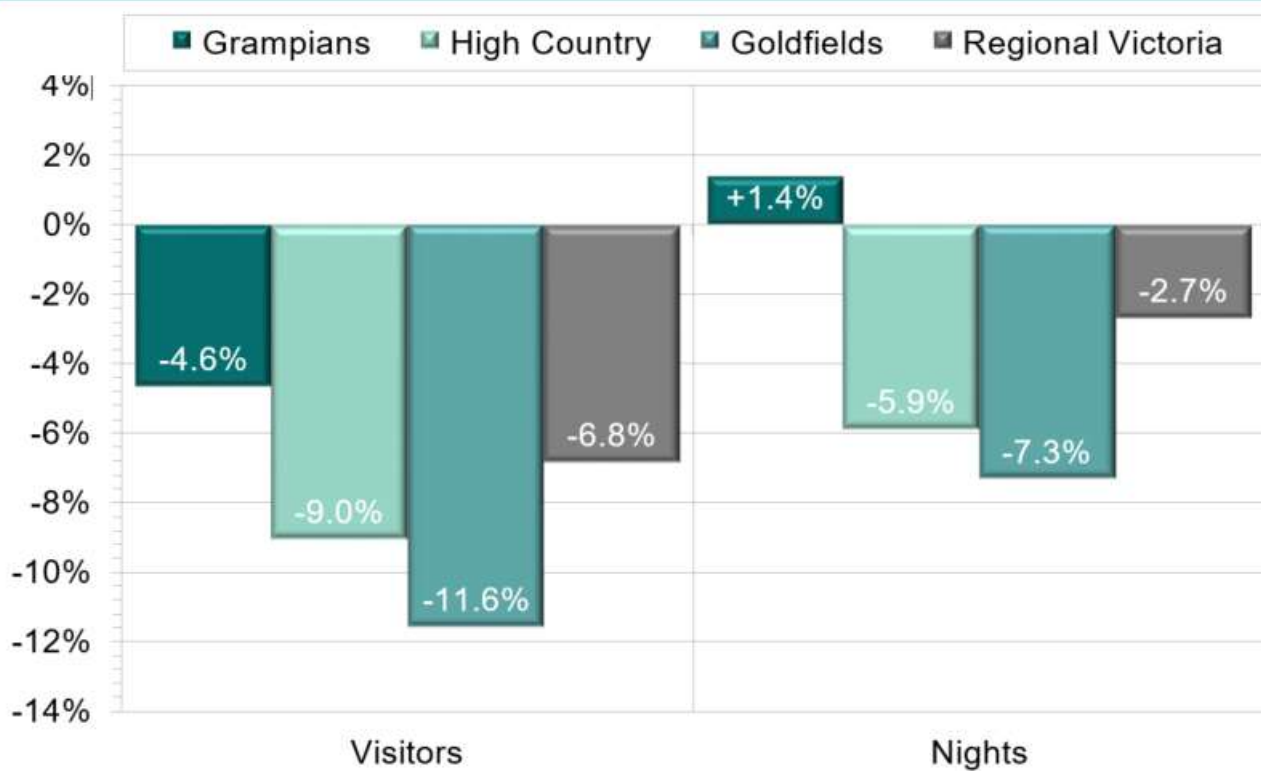
Grampians Domestic Travel Snapshot

Data has been received from Grampians Tourism which highlights the decline in visitation to the Grampians region due to Covid-19 restrictions. The Grampians has experienced a 40 per cent decline in overnight visitation, 28 per cent decline in nights in region but an increase in length of stay. The Grampians daytrip visitation was down by 59.9 per cent on year end March 2020 and expenditure was down by 45.9 percent on year end March 2020 but on average visitors spend was up by 34.8 per cent on year end March 2020.

Over the period year end March 2017 to year end March 2021, the Grampians had an average annual decline of -4.6 per cent in visitors. The region had a lower decline than High Country, Goldfields and Regional Victoria.

The Grampians had an average annual growth of 1.4 per cent in nights over the period. Whilst the region had growth, High Country, Goldfields and Regional Victoria experienced a decline.

Average annual growth – YE Mar 17 to YE Mar 21



Victoria recorded the biggest declines across all measures in the year ending March 2021 compared to all competitors, driven by Metro Melbourne and highlights heavy reliance on interstate/major event visitation.

Year ending March 2021	Total Visitor Expenditure Estimates*				Total Visitor Estimates				Visitor Nights Estimates			
	Total (\$m)	% change 20/21	% change 19/21	2021 Share	Total ('000)	% change 20/21	% change 19/21	2021 Share	Total ('000)	% change 20/21	% change 19/21	2021 Share
Australia	62,897	-53%	-51%	100.0%	231,333	-36%	-31%	100.0%	287,309	-57%	-56%	100.0%
New South Wales	19,989	-51%	-50%	31.8%	73,343	-36%	-30%	31.7%	89,373	-57%	-57%	31.1%
Victoria	9,820	-69%	-67%	15.6%	46,542	-51%	-49%	20.1%	46,877	-69%	-69%	16.3%
Queensland	16,232	-47%	-45%	25.8%	56,209	-28%	-24%	24.3%	69,873	-53%	-54%	24.3%
South Australia	4,393	-43%	-39%	7.0%	17,974	-29%	-17%	7.8%	20,907	-43%	-39%	7.3%
Western Australia	8,184	-37%	-33%	13.0%	26,242	-23%	-21%	11.3%	41,913	-43%	-38%	14.6%
Tasmania	2,140	-48%	-45%	3.4%	7,088	-31%	-29%	3.1%	9,052	-48%	-47%	3.2%
Northern Territory	1,021	-63%	-61%	1.6%	2,087	-41%	-33%	0.9%	4,789	-60%	-63%	1.7%
ACT	1,119	-59%	-59%	1.8%	3,408	-42%	-37%	1.5%	4,525	-68%	-65%	1.6%

* includes airfares and long distance transport costs

Mainstreet Australia

Horsham Rural City Council has become a member of Mainstreet Australia. This membership will give Council access to an ambitious and exciting program for 2021-2022 that includes:

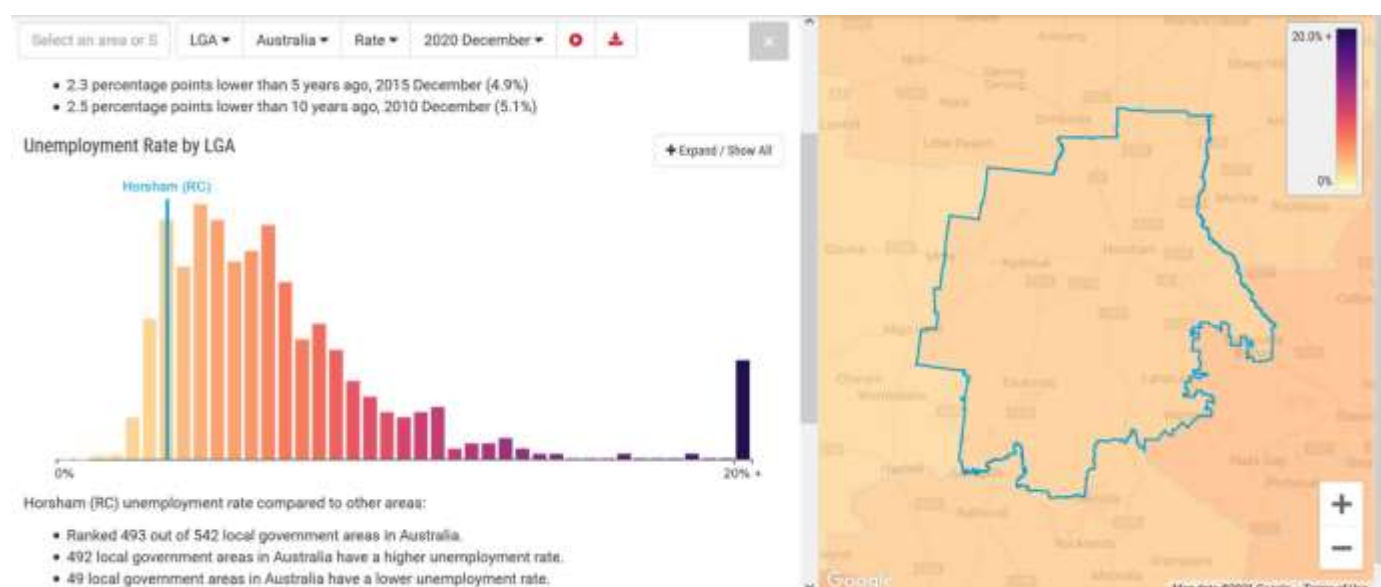
1. An Awards Program in 2021 to recognise excellence in town centres, business associations and local councils
2. A Mainstreet Australia Conference in 2022
3. An increasing number of main street resources for members including the result of research projects we are undertaking on the economic value of Victoria's main streets, and the outcomes and achievements from the grants recently provided to business chambers and trader groups
4. Ongoing advice and assistance with current issues including a dedicated person to assist business associations with their approach to COVIDSafe Plans and QR Codes
5. Ongoing networking and professional development sessions



Jobs Victoria Advocate Consortium

The Acting Business Development and Tourism Coordinator recently attended a Jobs Victoria Advocate Consortium Consultation which was hosted by Wimmera Development Association.

There has been lots of research into the issues relating to employment in our region and one of the main topics that stood out was that Horsham actually has a very low unemployment rate which leads to issues for businesses looking for staff.



Business Newsletter

The Business team recently sent out the June monthly newsletter which highlighted some of our projects that have been funded by Business Support package grants and Outdoor Dining funding.

This newsletter is also designed to update businesses on information available, funding and grants they have access to and updated information regarding Covid-19.



Horsham Visitor Services

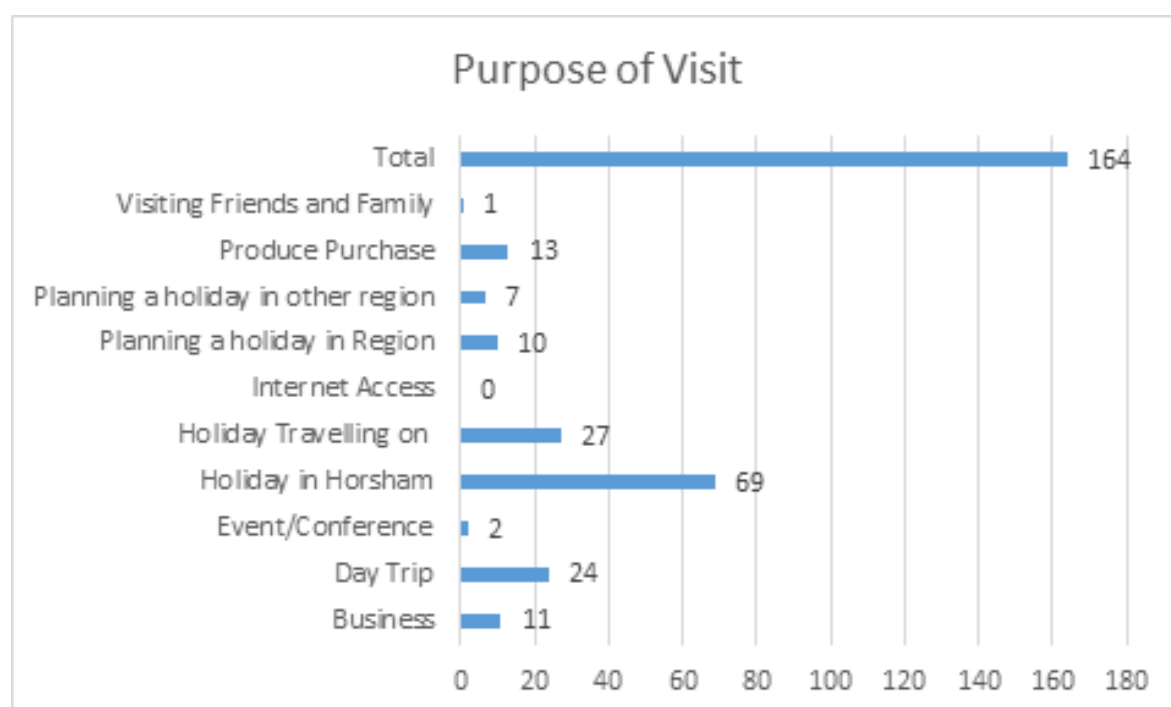
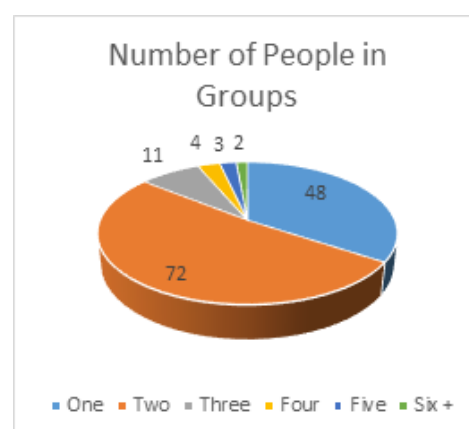
At the end of May and beginning of June there was another seven day lock down. Combine this with the normal decline in numbers over winter, it is understandable that the groups recorded were 57 per cent down on the previous month. There was however an obvious spike in visits (approx. 400 more visits) to the [visithorsham](https://www.visithorsham.com.au) website towards the last week of June with the onset of school holidays compared to the first week of June.

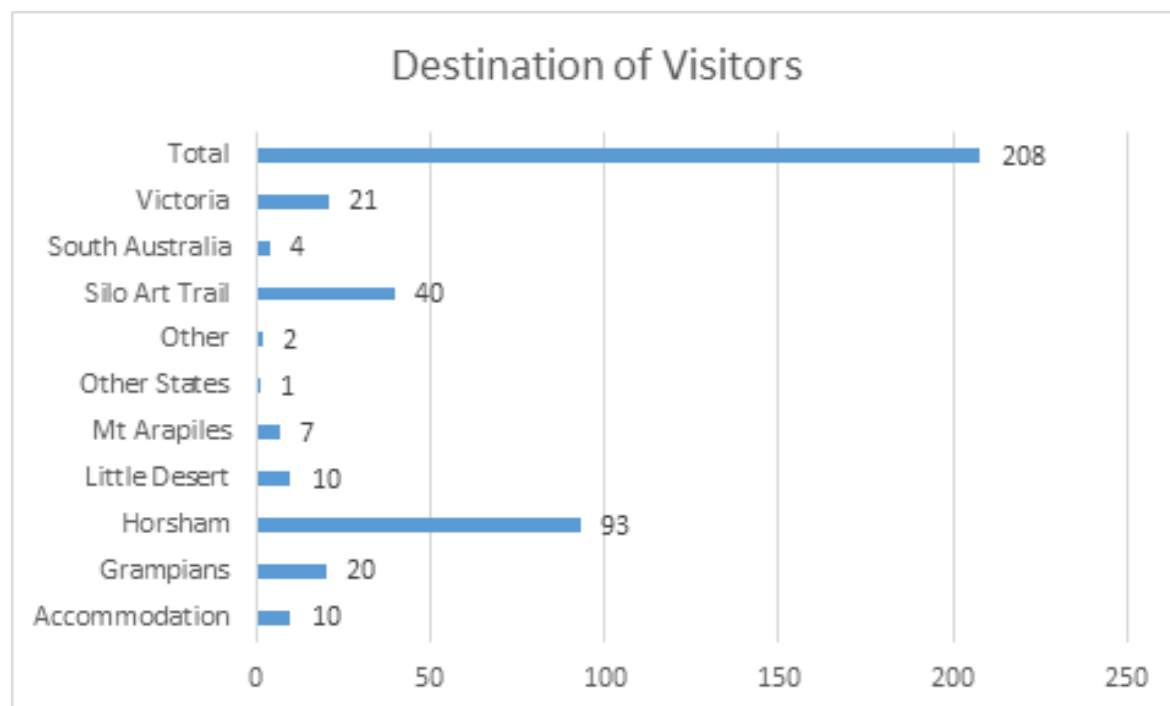
	June 2021	Previous Month (May 2021)	YTD	2020
Groups recorded	140	248		N/A
Total for individuals within groups	268	471		N/A
Emails	303	244		N/A
Produce Sales	\$1038.45	\$1267.50	\$6732.40	N/A

The Silo Art Trail and The Murtoa stick shed continue to be popular draw cards to the region, as do the northern part of the Grampians National Park with the Aboriginal Art Sites and new Rosehaven Farm at Laharum, Dimboola with the Pink Lake and Imaginarium and Natimuk with Mount Arapiles, all of which are reachable within a 25 minute drive from Horsham. Visitors have commented about what a lovely town Horsham is and surprised at how much there is to see and do in and around our city. People are booking extra nights at their accommodation or have commented that they will be coming back to visit, as there was not enough time to see everything.

Visitors do comment on what a beautiful building the Town Hall is, central location and excellent toilet facilities.

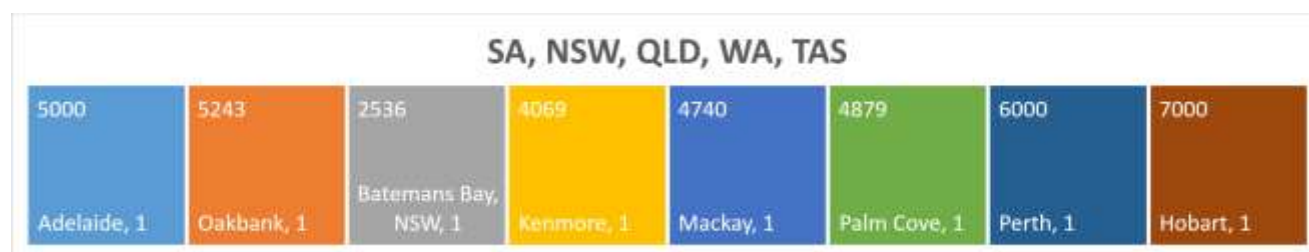
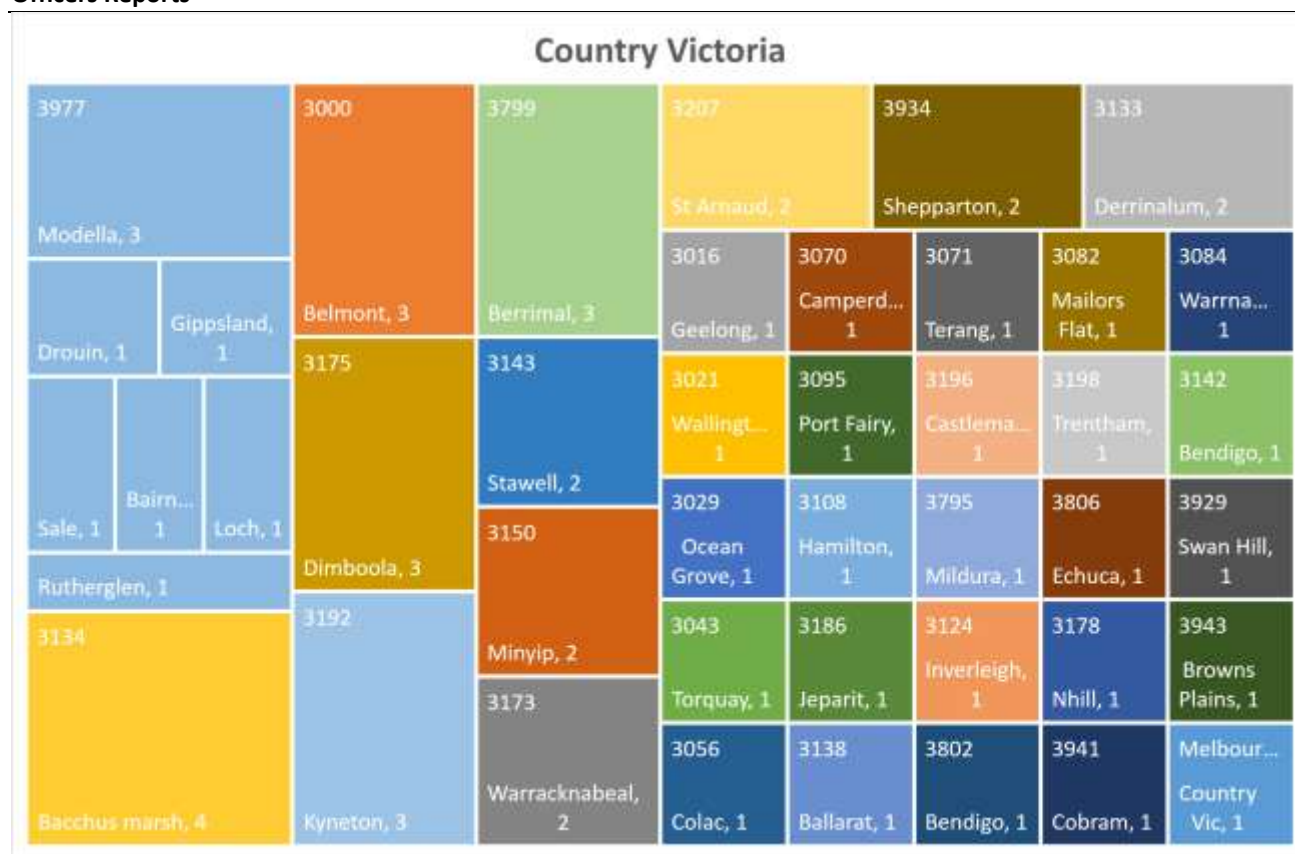
The main purpose of visitation to Horsham was to Holiday in Horsham- 69, followed by Holiday travelling on - 27. The most popular destinations were Horsham – 93, followed by Silo Art Trail – 40, then Grampians – 20. There was one new in town kit handed out.





Where people travelled from across Victoria and Australia to visit Horsham's Visitor Services





Options to Consider

Not applicable – no decision required

Sustainability Implications

The report provides overview development and business activity across the region with no direct sustainability implications.

Community Engagement

The report has been prepared in consultation with range of agencies and will be made publicly available to WDA and on HRCC website.

Innovation and Continuous Improvement

The report provides overview of activity and assists with continuous improvement.

Collaboration

The report has been prepared in collaboration with Council officers across Planning, Building and Business and Tourism Support.

Financial Implications

The Business and Community Support package of \$484,000 and the Local Council's Outdoor Eating and Entertaining program of \$600,000 have been fully committed with final projects being delivered by December 2021.

Regional, State and National Plans and Policies

Not applicable – no direct relationship or requirements

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 2 – Sustaining the Economy

Risk Implications

Not applicable – no decision required

Conclusion

This Financial Year has been like no other with all the ups and downs as determined by the Covid pandemic. It has seen the Investment Attraction and Growth department reset the way they do business with the community. We have embraced *‘together we are stronger’*.

9.9 HORSHAM TOWN HALL HIRE CHARGES - COVID ENVIRONMENT

Author's Name:	Shana Miatke	Director:	Kevin O'Brien
Author's Title:	Creative Services & Events Lead	Directorate:	Communities & Place
Department:	Arts, Culture & Recreation	File Number:	F34/A04/000003

Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

Nil

Purpose

To approve variation to Horsham Town Hall hire charges.

Summary

Covid-19 has had a significant impact on a whole range of community generated programs and activities. from halting community sport, closing and restricting the Horsham Aquatic Centre, reducing capacity at the Horsham Town Hall and Gallery as well as limiting the range, diversity, frequency and style of public gatherings.

This uncertainty has had a particularly negative impact on events that are locally and professionally presented through the Horsham Town Hall. This report has been raised due to the focus on two events that have made direct contact with the Creative Services & Events Lead to discuss options, support and/or subsidisation to be able to present some form of performance outcome at the Horsham Town Hall.

- St Brigid's College (SBC)'s annual student performance
- Horsham College (HC)'s annual student performance.

In putting forward this report, the Creative Services & Events Lead is aware other groups and promoters are facing the same financial burden in the current Covid-19 environment, during periods of enforced capacity limits, which in turn restrict revenue and viability, for example, dance schools who have booked the facility for their annual performance will have audience caps of 100 until restrictions ease further.

Recommendation

That Council

1. Adopt a percentage based reduction of venue hire fees for commercial and community hirers dependant on the reduction of capacity of the venue due to Covid-19 restrictions, until 30 June 2022.
2. Approve a venue hire fee reduction of 75% when the Covid-19 restrictions attendance cap is 25%, a 50% venue hire fee reduction when the Covid attendance restriction cap is 50% and a 25% venue hire fee reduction when the Covid restriction attendance cap is 75%.

REPORT

Background

The closure of the Horsham Town Hall (HTH) due to the Covid-19 Pandemic has had significant economic, social and resource impact. Not only has Council felt its impacts, but it has affected the regular activities and viability of community groups, sports clubs, festivals, events, promoters, and local economy.

HTH has become a large part of the social liveability for Horsham and the surrounding communities. There is a strong social and financial need to see the venue re-ignited and safely re-engage our community in social outings coming out of the Covid-19 pandemic. This has been happening gradually throughout the various opening and closing of the venue since March 2020.

The Covid-19 pandemic has certainly changed the way we think about creativity and culture. Our community turned to the arts in their time of need, embracing cultural pastimes during extended lockdowns. Online music sessions, baking, crafts and online choirs all exploded during lockdown. Exploring creative interests, reaching out to others and finding social ways of sharing and celebrating together, albeit online have become even more important as the pandemic has spread and has reinforced the very social nature of what it means to be human, and as lockdowns have lifted, the need to come together meaningfully and socially has been demonstrated by our local community groups and schools' desire and ambition to return to arts activity, however limited. SBC and HC's commitment to provide opportunities for their students, participants, cast to reconnect through performance, dance and the visual and technical arts has multiple benefits, including:

- Sharing interests and maintaining social connections
- Developing new skills and increasing employment pathways for students
- Increasing diverse curriculum offerings, not always readily available to regional students
- Celebrating and reinforcing local skills, talents and professional development
- Acknowledging the depth of talent that exists locally.

Discussion

As mentioned above, HC and SBC have approached the management of the HTH around the current need for financial support to re-ignite and support their events at the HTH. A number of scenarios have been discussed with the Creative Services & Events Lead.

The requests have involved a possible variation to the fees and charges. Advice on a percentage reduction of the venue hire fees is being sought, in light of the volatility occurring due to Covid-19 and the current vaccination rates.

Covid-19 restrictions and closures have added additional resource and financial pressure in the planning and execution of events. Unfortunately, the performing arts and events sector do not have the luxury of being able to just 'flip a switch' and return to 'business as usual' activities. Rehearsal schedules, access to venues, booking technicians, promotion and marketing the event all require long lead in times, and high levels of outlaid costs. If the show doesn't go ahead, there are still embedded costs/losses, for example, royalties, costumes.

The HTH currently have several promoters and community groups that are willing to plan and attempt to present their events over the next upcoming months even though the risk of running the event is uncertain. These community groups, companies and schools understand the importance and value of the social, wellbeing and educative services they provide through the presentation of performing arts programs at the HTH.

The actual events create high levels of excitement, optimism and joy for audiences and participants alike, and this cannot be underestimated in a time where public morale is low, mental health seriously impacted and individual lives severely impacted by closures, lockdowns and limited access to activities we have historically taken for granted.

These groups and organisations are seeking support from Council to help alleviate some of the financial risk that they are taking to provide important social and cultural benefits for the municipality.

Options to Consider

Below is a table which outlines the proposed reduction of the venue hire fees for the three individual groups that have approached the Creative Services & Events Lead.

In the coming months HTH management understand there will be further conversations with commercial companies and community groups about the support the HRCC can offer in helping facilitate the recovery of the events and performance industry in our region.

The current financial year budget identifies an income of \$120,000 recoup for the venue hire, the proposed percentage fee reduction will see the revenue impacted. At this stage, it's difficult to quantify any proposed loss of revenue due to the uncertainty of State Government restrictions and/or lock downs for the remainder of the 2021-2022 financial year and the subsequent audience caps placed on the venue and in turn, hirers and promoters in being able to maximise returns on their events.

	Number of Shows	Proposed Attendance 25%	Proposed Attendance 50%	HRCC Grant Funding Received
Horsham College	6	750	1,500	\$2500 (2020-2021 Covid-19 Events Funding)
Venue Hire Subsidy Required		\$3,638.95	\$2,425.95	Applied for Events Activation Funding \$3,000 still to be assessed
St Brigid's College	4	500	1,000	\$5000 (2020-2021 Covid-19 Events Funding)
Venue Hire Subsidy Required		\$2,694.95	\$1,796.65	Applied for Events Activation Funding \$3,000 still to be assessed
Total	10	2,500	5,000	

Please note that both schools have benefitted from previous Covid-19 Events Funding and the Community Grants pool provided last financial year from Council. The community grant approved for the Horsham Arts Council was for new equipment and not operational expenses.

This subsidy is shown for each group based on the limited audience cap of 25% and 50%.

The venue hire subsidy provided by Council may be reduced also if community groups access the State Government Events Activation Funding which can be used to offset revenue hire charges, noting the maximum grant is \$3,000.

It is noted that if a venue hire subsidy is granted to the above community groups, that additional companies and community groups may seek similar considerations. In considering this request, the HTH Management also requests that Council consider an equitable option for all events presenting at the HTH until 30 June 2022, or until the circumstances surrounding how lockdowns are managed stabilises.

Currently, the venue's bookings until 30 June 2022 are up by 30%, based on 2019 booking figures.

These pre bookings may not be sustained if Council is not able offer a percentage based reduction in venue hire fees due to the limited capacity to recoup revenue for hirers.

Sustainability Implications

Community groups are under constant financial pressure to deliver quality performances and events, and the community hire rate of the HTH venue is viewed as downward pressure on these groups' profitability and viability, especially as audience numbers and revenue options are capped by State Government Directives which is the current state of play.

Community Engagement

Exploration of the impacts on community hirers was undertaken in April 2021. Community hirers were invited to a formal feedback session on fees and charges, service provision and communications was canvassed and explored at a workshop.

The commitment to using the HTH and accessing this quality facility and the services its professional staff offer is not in question. The continuation of the service in a period of uncertainty with limited capacity to recoup revenue due to audience size is of concern.

Innovation and Continuous Improvement

Not applicable

Collaboration

Not applicable

Financial Implications

It is noted that Council will not recoup the anticipated revenue for venue hire \$120,000 in its entirety. The financial impact will depend on the further impacts and restrictions that may impact on capacity numbers for events.

To be considered is the impact on the ticketing sales and ticketing commission that will also decline if we are unable to secure performances and events.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 1 - Community and Cultural Development

Develop Horsham and the municipality as a diverse, inclusive and vibrant community.

We support our diverse community by developing an environment that aims to cater to the shifting needs of our residents. We support innovation and encourage artistic and cultural expression to develop our municipality as a great place to live.

Risk Implications

Uncertainty of the pandemic/lockdown environment and what this will mean for demand for support from commercial and community event organisers over the upcoming months.

Discontinuation of important annual events from Horsham's events program and the loss of the associated economic, social and cultural values.

Conclusion

In summary, based on the current Covid-19 circumstances and the broader benefits (social/economic) of these performance, it is recommended that Council waive a portion of the venue hire fee for SBC and HC performances scheduled over the next two months at the HTH and consider similar requests that may come forward from community based events running at the HTH until 30 June 2022.

9.10 REGIONAL INFRASTRUCTURE FUND – BURNT CREEK INDUSTRIAL ESTATE PROPOSED SUBDIVISION

Author's Name:	Fiona Gormann	Director:	Kevin O'Brien
Author's Title:	Manager Investment Attraction and Growth	Directorate:	Communities and Place
Department:	Communities and Place	File Number:	F04/A06/000007

Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

H027920 Sub Design Option 7 Staging (**Appendix "9.10A"**)

Purpose

To receive and note the recent application to the Regional Infrastructure Fund (RIF) for the civil works to support the proposed subdivision of Burnt Creek Industrial Estate Stages 2 and 3.

Summary

- A RIF opportunity was discussed during a meeting held recently with Regional Development Victoria and was immediately acted upon, as the due date for submissions was 10 August 2021.
- The RIF is offered at a \$2:\$1 which means Council's financial contribution of \$595,267 will attract RIF funding of \$1,190,533, with a total project cost of \$1,785,800 if the application is successful.
- A Council budget allocation in the current financial year (2021-2022) for the Industrial Estates' development is being used to leverage funds.
- This RIF, if successful, will be used to deliver the infrastructure works required for Stages 2 and 3 at the Burnt Creek Drive Industrial Estate Proposed Subdivision, to make the lots market ready.
- These civil works include road construction, drainage, water and power supply and will also deliver the water supply to Stage 1.

Recommendation

That Council receive and note the grant funding application submitted to the Regional Infrastructure Fund (RIF) on 10 August 2021 for the civil works to support the proposed subdivision of Burnt Creek Industrial Estate Stages 2 and 3.

REPORT

Background

As a result of Covid-19 and the increased demand for industrial land, Council has positioned the municipality to recover through making industrial land available. Industry development will be our catalyst to keep people working, keep people in the region, and to attract people to the region. And as a result will keep our economy and overall wellbeing healthy. Over the past ten months, Council has refocused their resources on activating three industrial sites, Wimmera Agriculture and Logistic HUB (formerly named WIFT), Enterprise Industrial Estate and Burnt Creek Industrial Estate.

Discussion

With the planning phase finalised, Council is in a position to commence the infrastructure phase to make the Burnt Creek industrial site ready for market. The progressive planning, design and development of the four staged subdivision construction works include:

- Civil works - road and drainage
- Power supply and lighting
- Water supply - installation of pipeline.

Council, with the RIF program's financial support, will develop stages 2 and 3 achieving market ready status for all 10 lots.

It is important to note that the three industrial estates, Wimmera Agriculture and Logistic HUB (formerly named WIFT), Enterprise Industrial Estate and Burnt Creek Drive Industrial Estate have different industry targets and each play a vital role in our region's economy and Covid-19 pandemic recovery. Planning has commenced through building on previous works for a four staged 'proposed subdivision' at Burnt Creek. Council has also undertaken land valuations and a public notice of intent to sell industrial land within Stage One of this four staged subdivision has occurred. This has inadvertently informed potential purchases that the Industrial Estate is Market Ready. As a result of this planning, four lots at Burnt Creek Drive Industrial Estate have sold (subject to conditions). Harcourts Council's contracted Real Estate Agent has also informed that they have received additional enquiries for industrial land at all three industrial sites.

WAL HUB with substantial investment from Council and State Government will be Market Ready with final valuations and price determination. Enterprise Estate will require planning works to be undertaken prior to further land being opened up and ready for the market. This estate is ideal for smaller scale development such as trades, equipment storage, and start-up businesses. These sites are highly sort after and real estate agents are unable to keep up with demand. There are industries located within the Enterprise Estate which are keen to position themselves at Burnt Creek, as they expand to meet the servicing demands that the mining and renewable energy developments will require. In the short term this will alleviate some demand on Enterprise Estate. With the support of the RIF grant there will be another 10 lots made market ready in a relatively short timeframe.

Sustainability Implications

Although not part of this application, it is worth noting that Council has recently engaged a landscape architect and a cultural heritage advisor to work towards a Cultural Heritage Management Plan and landscape plan for the subdivision.

Community Engagement

Nil

Innovation and Continuous Improvement

Nil

Collaboration

Nil

Financial Implications

Stage	Date Due	Costing						Sub-Total	7% Cont	4% Project man'ment	Total
		Civil Work		Water Supply		Power Supply					
		Design	Rd & Drainage	Design	Installation	Design	Installation				
1		20,000		10,000	80,000	20,000		130,000	9,000	5,200	144,200
2			655,000		65,000		160,000	880,000	61,600	35,200	976,800
3			425,000		55,000		120,000	600,000	40,800	24,000	664,800
4											
Total											1,785,800

ITEM	RIF CONTRIBUTION	COUNCIL'S CONTRIBUTION	PROJECT COST
1. Designs, Permits and Approvals	0	50,000	50,000
2. Civic Works (Roads and Drainage)	800,000	280,000	1,080,000
3. Water Supply	150,000	50,000	200,000
4. Power Supply	240,533	39,467	280,000
5. Project Management and contingencies	0	175,800	175,800
Total	1,190,533	595,267	1,785,800

Council Plans, Strategies and Policies

2020-2024 Council Plan

- Cultivate opportunities for the municipality to prosper and pursue possibilities for new development
- Develop partnerships with industry groups and government
- Consider targeted trade and economic opportunities associated with business and economic sectors in the municipality utilising modern and emerging technology

Regional, State and National Plans and Policies

Regional Development Victoria (RDV), Wimmera - The RDV Investment and Trade team supports regional businesses by facilitating new investment and trade, helping initiate projects that create new jobs, assisting to businesses to overcome barriers, and providing strategic financial support where required.

Conclusion

Council focused on industry development is positioning itself as a Regional City, adapting to the needs of our region whilst positioning itself to support recovery from the Covid pandemic. Council is open for business and welcomes conversations with investors and developers.

9.11 STATE AND FEDERAL ELECTION PRIORITIES

Author's Name:	John Martin and Susan Surridge	Director:	John Martin
Author's Title:	Director Infrastructure/ Coordinator Community Relations and Advocacy	Directorate:	Infrastructure
Department:	Infrastructure	File Number:	F06/A13/000001

Officer Conflict of Interest

Officer disclosure in accordance with Local Government Act 2020 – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with Local Government Act 2020 – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

Nil

Purpose

To endorse Council's priorities for grant funding projects for political advocacy purposes.

Summary

- Council's draft Long Term Capital Works Plan (LTCP) has been developed using existing strategies and plans as the basis for identification of capital projects that Council would undertake.
- The LTCP provides details about the sources of funding for various projects, with a priority for renewal projects.
- The recent deliberative engagement process by the Community Panel has also identified a priority for new projects ahead of upgrade projects, to help create the vision it seeks for Horsham for 2041.
- The LTCP has been reviewed to identify projects that rely on grant funding that Council should promote to political parties in recognition of forthcoming elections.

Recommendation

That Council endorse the promotion of the following projects for grant funding opportunities:

1. City Oval / Sawyer Park redevelopment
2. Cameron Oval, Laharum Community Facility
3. Aquatic Centre – two stages incorporating hydrotherapy, sauna, splash park and playground.

REPORT

Background

Both State and Federal elections are scheduled to occur in 2022. This dual-election timing provides an opportunity to maximise special grants beyond the regular grant funding rounds conducted at both levels of government.

The development of a Long Term Capital Works Plan (LTCP) provides Council with the background to demonstrate a strategic approach to its prioritisation of projects, which will enhance the merit of applications for grant funding that Council may seek.

The list of projects in Council's LTCP has been reviewed to identify potential major projects that are likely to meet Governments' criteria for grant funding. Three standout projects have been identified which are proposed for promotion to political parties in view of the upcoming elections.

Discussion

The three projects identified from the LTCP most suitable to promote for grant funding are described below.

City Oval / Sawyer Park Redevelopment

City Oval is the municipality's premier sporting precinct, and is in need of a major redevelopment. These works have been programmed for construction over three years, from 2022-2023 to 2024-2025. The scope of these works is currently being finalised through the City to River Community Reference Group process.

The scope of this project includes:

- Redevelop the club rooms and the grandstand to meet accessibility and AFL regional standards
- Provide two compliant netball courts and build netball change rooms
- Increase the oval width by three metres on each side
- Construct an all-access path all the way around the oval
- Build a stage to hold major events in a secured area
- Estimated cost \$10 million
- Proposed 75% grant funding, 25% Council funding

Laharum Community Facility

The existing clubrooms provide a vital role in serving the broader Laharum community, for sporting and other community events. The facility is in need of replacement. New change room facilities were constructed in 2018 and the second stage of this project is to construct a new community facility incorporating clubrooms.

Significantly, Cameron Oval has been a key staging area for emergency services in several recent fires in the northern Grampians.

Tentatively scheduled for later in the 10-year LTCP, the works could be brought forward if significant grant funding was available. The estimated cost of these works is \$1.0 million if undertaken soon, although this is shown at a greater cost in the LTCP as it is currently programmed for 2030-2031, by which time costs will have escalated.

Aquatic Centre

Two further stages of works from the Aquatic Centre master plan are proposed to be advanced. These include:

- Hydrotherapy pool, spa, steam and sauna rooms
- Splash park and outdoor playground.

The estimated cost of these works is \$3.9 million, which is proposed to be funded on a 50% grant and 50% Council funding basis.

Each of these works would satisfy the Community Panel recommendation of new works.

Options to Consider

Many other projects are identified in the Long Term Capex Plan. The projects listed in this report are considered to have the highest merit for promotion at the moment.

Sustainability Implications

New facilities are proposed to be constructed to minimum 5 Star energy rating.

Community Engagement

The City Oval scope is currently being developed through a community engagement process as part of the City to River project.

The Laharum clubrooms scope has been developed through a community planning process.

The Aquatic Centre master plan was subject to an engagement process.

Innovation and Continuous Improvement

Nil

Collaboration

The purpose of this report is to seek the support of political parties to embrace these projects in their election campaigning.

Financial Implications

Without significant grant funding some projects in Council's Long Term Capex Plan will not be affordable.

Regional, State and National Plans and Policies

Nil

Council Plans, Strategies and Policies

Each of the three proposed projects has been developed through a Council planning process.

Risk Implications

The key risk to these projects is securing funding.

Conclusion

Projects listed in Council's Long Term Capex Plan have a strategic base. Hence, shortlisting of projects from the LTCP, to promote for grant funding, adds to their merit when advocating these projects to political parties.

9.12 WASTE SERVICE UPGRADE PLANS

Author's Name:	Jared Hammond	Director:	John Martin
Author's Title:	Coordinator Waste & Sustainability	Directorate:	Infrastructure
Department:	Strategic Asset Management	File Number:	F29/A03/000001

Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

Nil

Purpose

To receive and note the state-wide kerbside collection waste and recycling reforms and the proposed draft kerbside collection service model.

Summary

- As a response to the global recycling crisis the Victorian Government launched a new recycling policy in February 2020, incorporating major reform of the kerbside waste and resource recovery sector.
- The reform aims to completely restructure how councils offer kerbside services, and align services levels, contractual arrangements and education packages state-wide.
- A baseline service model has been developed for Horsham Rural City Council, however in order to proceed with further planning, further engagement with the community is required to identify areas of concern and potentially refine the model prior to implementation.

Recommendation

That Council:

1. Adopt a draft service model for kerbside waste and recycling collection services for the purpose of community engagement, as outlined in this report, including introduction of glass and organics collection in urban areas, and expanded recycling collection in rural areas.
2. Note that a further report on the outcomes of the community engagement, including how the service model may need to be adapted will be provided to address issues raised by the community.

REPORT

Background

Recycling Crisis

In 2019, changes in global recycling markets left many Australian recycling businesses with limited demand for low-quality recycled paper, plastic and cardboard. This led to an oversupply and a major drop in the value of these materials.

Victoria's recycling system was particularly exposed to these changes, because approximately 46 per cent of all recycled paper and 65 per cent of all recycled plastic were previously exported overseas for processing.

These challenges, alongside ongoing financial and compliance issues, forced SKM Recycling into liquidation in July 2019, leaving 33 Victorian Councils without a processor for the material collected in their kerbside recycling services.

While some Councils secured alternative recycling processors, many had no choice but to send recyclable material to landfill.

The remaining recyclable processors faced significantly increased costs. This presented as a huge increase in the gate fees payable for the disposal of commingled recycling collected at residential kerbsides. For Horsham, this led to a cost increase of \$230,000 per year in recycled materials processing. However, this was assessed as still being cheaper than sending the material to landfill. No Horsham material was sent to landfill, however, material from our neighbouring Councils was sent to Doon Landfill for several months.

Reforms Announced

In February 2020, the Victorian Government launched its "Recycling Victoria: A circular economy" policy. This policy represents a major reform of the waste and resource recovery industries. In summary, this paper proposed a high level pathway of reform that included items such as:

- Development of a Waste and Resource Recovery Act
- Creation of a Waste and Resource Recovery Authority
- Standardisation and expansion of kerbside collection services offered by local government (the so called "four-bin" policy)
- Implementation of a container deposit scheme (CDS) for Victoria
- State-wide education programs
- Market development and industry support for resource recovery
- An increase in landfill levies to incentivise recovery of materials
- \$129 million of funding to support the reform.

The Government has set a timeline for the expansion of kerbside resource recovery services across Victoria, as follows:

- Kerbside glass collection service: 2027
- Kerbside food and garden organics service (FOGO): 2030

The Government has also indicated a container deposit scheme will be introduced by 2023, and while not a kerbside service, it will impact on kerbside material collection volumes.

The focus of this report is the expansion of kerbside collection services.

Discussion

To enable estimation of costs of the new services for our municipality, a preliminary, indicative service model was proposed. This model was based on previous work regarding the implementation of a kerbside organics service, developed in conjunction with recent kerbside bin composition audit data and other waste/resource throughput data available. A community-based advisory committee guided the early planning on this work in 2017-2018 (i.e. prior to the new Government policy).

Detailed planning for introduction of the new service model explored a range of options. The draft, proposed service model is:

Urban residences –

- 240 L waste bin (fortnightly)
- 240 L commingled recycling bin (fortnightly)
- 240 L food and organics bin (fortnightly)
- 80 L glass bin (monthly).

Rural residences –

- 240 L waste bin (fortnightly) – consider expanding this to all rural residents
- 240 L commingled recycling bin (fortnightly) – expanded to all rural residents with a waste service
- “Drop-off” infrastructure for glass at appropriate locations around the municipality, including rural transfer stations.
- 120 L waste bin (optional reduced size, fortnightly).

A key limitation in this planning, and the reason for halting of work with the advisory committee in 2018, has been the absence of a local organics processing facility. Subsequently, a facility outside the region has been identified as having the capacity to receive garden and food organics.

The introduction of a glass collection service is proposed to be conducted in two ways, reflecting the low volume of glass that will be collected. A monthly small bin service will be provided in urban areas, and a drop-off service will be provided in rural areas and at Kenny Road transfer station. Council has recently received some significant State Government funding for infrastructure to provide new commingled recycling and glass drop off points throughout the municipality, as well as upgrades to existing transfer stations.

Initial estimates of the associated waste charges to be levied against ratepayers for these services are outlined in the following table, assuming the services are introduced from 1 July 2022:

AREA	SERVICE	BIN SIZE	COLLECTION FREQUENCY	CHARGE
Urban	Waste	240 L	Fortnightly	\$480
	Commingled	240 L	Fortnightly	
	Organics	240 L	Fortnightly	
	Glass	80 L	Monthly	
	Litres per f/n		760 L	
Rural (big bin)	Waste	240 L	Fortnightly	\$340
	Commingled	240 L	Fortnightly	
	Organics	N/a	N/a	
	Litres per f/n		480 L	
Rural (optional small bin)	Waste	120 L	Fortnightly	\$320
	Commingled	240 L	Fortnightly	
	Organics	N/a	N/a	
	Litres per f/n		360 L	

These compare to the current 2021-2022 charges as follows:

- Urban – 240 L bin, \$470
- Urban – 120 L bin, \$307
- Rural – 240 L bin, \$422
- Rural – 120L bin, \$270.

The small increase in urban 240 L bin charges requires explanation. It is estimated that the cost of a new green organics and glass service will be about \$130 per residence, but this is offset by reduced volumes to landfill, and fortnightly collection. But, about one-third of urban customers currently utilise 120 L bins, collected weekly. For the new service, the standard waste bin size for urban customers will be 240 L, collected fortnightly. So this means:

- Current customers with a 120 L bin service will see a significant increase in price, by over 50%, from \$307 to \$480.
- The extra cost for this service reflects an increase in bin collection volume, going from a current 480 L per fortnight (being 120 L waste bin weekly plus a 240 L recycling bin fortnightly), to 760 L per fortnight – as shown in the table above. The modelling has also determined that the current 120 L bin service has been in effect partly subsidised by other users.
- For current customers with a 240 L bin service, their fortnightly bin collection volume will increase slightly, from 720 L to 760 L.

The different pricing for rural customers reflects that they would not receive an organics collection service, as generally they have the capacity to recycle or dispose of organic waste on their own properties.

In an effort to keep the waste charge for residents as low as possible, the proposed model contains a fortnightly collection of waste services in a 240 L bin.

Further refinement of this service model will occur following community feedback.

Options to Consider

The model proposed is considered to be the most appropriate service model for this municipality. As this project evolves and we engage with the community, a kerbside collections policy will be developed and through that process consideration should be given to the following key items:

- Compulsory services (such as organics for urban properties)
- Optional services (such as an optional smaller rural bin)
- Serviced areas/boundaries
- Service frequencies
- Managing contamination

Sustainability Implications

A key focus of this project is to ensure sustainable methods for resource recovery are implemented across Victoria. Failings in the current recycling industry have led to undesirable environmental outcomes, such as the landfilling of recyclable products.

By investing in resource processing infrastructure, community education and increasing service levels offered to residents, the Victorian State Government aims to implement a truly circular economy, the environmental benefits of which are extremely positive.

The proposed service model aims to divert approximately 60% of kerbside waste currently landfilled from Council collections, so it can be assumed that a reduction in emissions would be proportional to this amount.

The importance of reducing these emissions should be considered as a significant factor moving forward, given that Doon Landfill is currently the largest source of emissions in Council's greenhouse gas inventory.

Community Engagement

Service model planning has developed to a point where input from the community is now required. This input will assist in identifying key areas of concern with the proposed baseline service model, so that appropriate amendments can be made where required. The program for this engagement will be developed with the Community Relations and Advocacy Team.

Innovation and Continuous Improvement

New kerbside services, represent an improvement in service delivery sought by many residents.

Collaboration

Council staff are currently meeting with other councils within the region on a regular basis to explore collaborative procurement opportunities which should help to minimise any cost impacts of the changed services.

Financial Implications

The implementation of additional services for waste and resource recovery is anticipated to come with significant capital costs, and a significant increase in ongoing operational cost.

The Victorian State Government has allocated \$129M of funding towards all changes referenced in the paper *"Recycling Victoria – a new economy"*, however this funding is to be spread across all Victorian Councils, and areas other than changes to kerbside resource recovery services.

Funding allocations for each Council are not yet known, however funding assistance has and will be made available to support the implementation of these services. An early estimate of capital expenditure required is approximately \$1M.

Early estimates of the increase in cost per household range from 10-15% above the proposed 2022 waste charge, although this is not spread uniformly.

Regional, State and National Plans and Policies

The kerbside transition planning process is a Victorian State Government directive, and is a direct action arising from the Recycling Victoria – a new economy policy released in February 2020.

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 3.2 - Ensure projected financial and physical programs reflect infrastructure needs

Goal 5.1 - Promote sustainability by encouraging sound environmental practice

Risk Implications

The establishment of economically sustainable markets for the aggregated resources recovered from kerbside collections is pivotal to the success of the kerbside reform. Unsustainable economic models for businesses processing collected resources were the catalyst for the resource recovery industry collapse in recent times.

At this stage there is little known about the container deposit scheme (CDS) that is to be implemented. The burden on local governments, and the effectiveness of the scheme (as measured by diverted tonnes of material) are not yet known. This also presents as a risk, as the impact of these unknowns are difficult to model financially.

An emerging risk has been identified by DELWP in recent kerbside transition planning information sessions. Current modelling undertaken by DELWP is showing that numerous councils intend to implement organics services on or around 1 July 2022, and that the significant increase in food and garden organics may exceed the capacity of existing organics processing facilities. Informal direction from DELWP staff to council officers in recent information sessions has essentially been “if you can delay the implementation of your organics services, you should consider doing so”.

Conclusion

In order to proceed with further planning, the adoption of a draft service model will enable Council to engage with the community and further refine the most appropriate method of delivering waste and recycling services.

9.13 CONTRACT 21-043 – ROADSIDE PESTS AND WEEDS TENDER

Author's Name:	Rod Lawson	Director:	John Martin
Author's Title:	Coordinator Parks and Gardens	Directorate:	Infrastructure
Department:	Parks and Gardens	File Number:	21/043

Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

Tender evaluation report (*Refer to the confidential section of the agenda*)

Purpose

To award the contract for delivery of Council's Roadside Pests and Weeds program 2021-2022 to 2023-2024.

Summary

- A tender process was conducted for the provision of Council's roadside pests and weeds program for the next three years.
- Three tenderers submitted for the weeds component, however no tenders were received for the pests component.
- The proposal is twofold:
 - To accept the recommended tenderer for the weeds control, and
 - Note that Council staff will deliver the pest control component through a combination of partnering with local groups and Council staff tasking.

Recommendation

That Council award the tender for Contract 21-043 Roadside Pests and Weeds to Willspray Spraying Services of Horsham, at the rates listed in its tender.

REPORT

Background

Management of roadside pests and weeds is an obligation of local councils on municipal rural roadsides. Individual councils prepare and implement a control plan, which must be approved by the responsible State agency. Annual reporting of achievement against Council's Roadside Weeds and Pests Control Plan is required as part of the program.

In previous years, Council has had two separate local contractors carry out the weeds and pests program through contracts with consistently very good results and documentation to support the annual reporting requirement.

Discussion

A good tender response was received for the weeds component of the program, enabling a selection to be made from a competitive field of contractors. The preferred contractor has been conducting Council's program for a number of years and was the best value tender.

No response was received to the pests component of the program. A contractor who has delivered much of this in the past has changed circumstances, leading to them not submitting a tender. As a result, Council will conduct parts of this program using in-house resources, and work with some other contractors on smaller components of the program. It is hoped that by working with some smaller contractors that this may lead to them tendering for the next round of this contract.

Options to Consider

Council could conduct the spraying program in-house, however, it has been found that having this service delivered by a contractor provides an efficient result on our roadsides.

Sustainability Implications

The weeds program is subject to review by DELWP to ensure that high-value roadsides are not impacted by the spraying program. Chemicals used are selected aiming to avoid the spread of herbicide resistant weed species.

Community Engagement

This is an ongoing program. Should Council not undertake the weeds program effectively this would lead to a negative reaction from the community relating to the spread of weeds from roadsides onto farming land.

Innovation and Continuous Improvement

Changes in chemical use are applied periodically to manage herbicide resistance.

Collaboration

Not applicable

Financial Implications

The budget for this program is approx. \$150,000 per year, of which Council has received grant funding for part of it over recent years. The 2020-2021 grant funding was \$75,000 and it is anticipated that a similar amount will be made available for subsequent years.

Annual expenditure varies to an extent, based on seasonal conditions.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

Activities are carried out in accordance with Council's Roadside Weeds and Pests Plan.

Risk Implications

The delivery of roadside weeds and pest management is an obligation of local government.

Where Council priorities diverge from their previously approved control plan, councils are required to liaise with Department of Jobs, Precincts and Regions (DJPR.) Council's control plan identifies an approach based on spraying for weeds and ripping for rabbits, so delivery of the plan remains the same, regardless of the entity Council employs to undertake the actions.

Conclusion

A suitable contractor has been identified for the roadside weeds spraying program. The pest part of this program will be delivered using a combination of in-house and contractors on a job-by-job basis.

9.14 CHIEF EXECUTIVE OFFICER'S OPERATIONAL REPORT

Author's Name:	Sunil Bhalla	Director:	Not applicable
Author's Title:	Chief Executive Officer	Directorate:	Not applicable
Department:	Chief Executive Officer	File Number:	F06/A01/000001

Officer Conflict of Interest

Officer disclosure in accordance with *Local Government Act 2020* – Section 130:

☐ Yes ☒ No

Reason: Nil

Status

Defined as confidential information in accordance with *Local Government Act 2020* – Section 3(1):

☐ Yes ☒ No

Reason: Nil

Appendix

Nil

Purpose

To receive and note the Chief Executive Officer's Operational Report for August 2021.

Summary

The Chief Executive Officer's Operational Report highlights issues and outcomes affecting the organisation's performance and matters which may not be subject of Council reports or briefings.

Recommendation

That Council receive and note the Chief Executive Officer's Operational Report for August 2021.

REPORT

Background

At the 24 June 2019 Council meeting, it was resolved that the Chief Executive Officer provide an operational report to Council.

Discussion

Key items of interest for the report period are summarised below.

A. Advocacy/Funding Announcements

Rural Council's Corporate Collaboration (RCCC) Board Meetings: The RCCC Board, which includes the Chief Executive Officers of Hindmarsh, West Wimmera, Loddon and Horsham met on Thursday 12 August 2021 by zoom. Besides discussing routine matters, the board received an update on the procurement process for the IT solution.

Wimmera Regional CEO Meeting: The Chief Executive Officer met with the Chief Executive Officers of Buloke, West Wimmera, Northern Grampians, Yarriambiack and Hindmarsh on Thursday 12 August 2021. The discussion centred around key issues in the sector and the region.

Regional Cities Victoria (RCV): The Chief Executive Officer attended a Regional Cities Victoria meeting on Friday 20 August 2021. Guest speakers including Ben Rimmer, CEO, Homes Victoria; Andrew Witchard, Executive Director, Revenue, Department of Treasury and Eileen Lee, Director, Tax Policy and Projects, Department of Treasury.

Wimmera Southern Mallee Regional Partnership: The Chief Executive Officer attended the Regional Partnership meeting on Thursday 12 August 2021. Discussions included an update on strategic priorities for the region, Vision for the Wimmera Southern Mallee region, and Regional Development Australia and Regional Development Victoria updates.

Regional Partnership Meeting: The Mayor and Chief Executive Officer attended the Regional Partnership meeting with health services on Thursday 19 August 2021. The group discussed the recently completed health services survey undertaken by WDA on behalf of the Regional Partnership.

Department of Education and Training Victoria (DET): The Chief Executive Officer attended a forum with Kim Little, Deputy Secretary Early Childhood DET on Monday 23 August 2021.

B. Community Engagement

Business Horsham: The Chief Executive Officer met with Business Horsham representatives on Thursday 19 August 2021.

C. Projects and Events

Outdoor Furniture: Construction of permanent infrastructure is occurring around the CBD at some of the cafes and restaurants.

Community Profile: The Strategic Planning Unit has been working with ID Profile in creating a community profile for Horsham. This is a rich source for local demographics and interactive demographic maps for the entire municipality. This is available as a public resource as well as for council staff.

D. Staff Matters

John Klemm Retirement: After almost 47 years of working with the Shire of Wimmera and the Horsham Rural City Council, John Klemm formally marked his last day in local government on Friday 20 August. John started with the Shire of Wimmera on 1 December 1974, when he was just 21 years old. At that time the Shire of Wimmera was still headquartered in the Firebrace Street offices, the depot was situated in Kalkee Road, and the organisation was run by the Shire Secretary and the Shire Engineer in conjunction with twelve councillors. John has always played a key part in the road construction and maintenance areas and when he transferred to the new Horsham Rural City Council in 1995, he brought an exceptional knowledge and understanding of many of the rural communities. Always direct and to the point, and able to find practical solutions to problems and issues, John has been an integral and valued member of the HRCC, going 'above and beyond' the requirements of his job. We sincerely thank John for his extended dedication and commitment to his work over almost half a century (which is remarkable), his leadership and contributions to the Wimmera community and to local government.

Aged Experience Survey: HRCC has partnered with researchers at the University of Queensland, who are examining wellbeing and engagement in local government workforces across Australia. The purpose of this research is to understand how workplace experiences relate to job attitudes of employees from different age groups.

Options to Consider

Not applicable

Sustainability Implications

Not applicable

Community Engagement

Not applicable

Innovation and Continuous Improvement

Not applicable

Collaboration

Not applicable

Financial Implications

Not applicable

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 4 – Governance and Business Excellence

Risk Implications

Not applicable

Conclusion

That Council receive and note the Chief Executive Officer's Operational Report for August 2021.

10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Robyn Gulline, Mayor

- 27 July 2021 – ABC Wimmera radio interview
- 30 July 2021 – Triple H radio interview with Di Trotter
- 2 August 2021 – Aboriginal Advisory Committee via Zoom
- 4 August 2021 – Regional Telecommunications Review Forum via Zoom
- 13 August 2021 – Rail Freight Alliance meeting via Zoom
- 19 August 2021 – meeting with WSM Regional Partnership and Wimmera Health Care Group via Zoom with CEO
- 20 August 2021 – Regional Cities Victoria via Zoom with CEO

Cr Claudia Haenel

- 26 July 2021 - HRCC offices - Council Meeting
- 28 July 2021 - Coffee with a Councillor - Horsham Plaza
- 3 August 2021- Wordsmithing Council Plan - zoom
- 3 August 2021- Council Briefing - zoom
- 5 August 2021 - Council Plan - Review of Initiatives and Priorities
- 9 August 2021 - Council Briefing - zoom
- 10 August 2021- Wordsmithing Council Plan – zoom
- 11 August 2021 - Coffee with a Councillor - Horsham Plaza
- 13 August 2021 - Rail Freight Alliance meeting - zoom
- 16 August 2021- Justita – Sexual Harassment in the workplace Act - zoom
- 16 August 2021 - Climate resilience – zoom
- 16 August 2021- Council Review Draft documents briefing – zoom
- 18 August 2021 - Coffee with a Councillor - Horsham Plaza
- 19 August 2021- Building Community Wealth VLGA & LGiU - zoom

Cr David Bowe

- 3 August 2021 – Council Plan - Wordsmithing Initiatives & Priorities (Online via Zoom)
- 3 August 2021- Council Briefing – Council Plan (Online via Zoom)
- 6 August 2021- The Victoria Summit 2021 - Victorian Chamber of Commerce (Online via Zoom)
- 9 August 2021 -Council Briefing (Online via Zoom)
- 10 August 2021 - Council Plan - Wordsmithing Initiatives & Priorities (Online via Zoom)
- 13 August 2021- Wimmera Regional Library Corporation Board Meeting
- 16 August 2021- Council Briefing
- 19 August 2021- Building Community Wealth: Victorian Local Governance Association (VLGA) & Local Government Information Unit (LGiU) Australia Global Live Panel Forum (online via zoom)

Cr Di Bell

- 3 August 2021- Council Plan Workshop
- 3 August 2021 – Council Briefing
- 5 August 2021- Council Plan Workshop
- 9 August 2021 – Council Briefing
- 10 August 2021 – Wimmera Development Association Board Meeting
- 16 August 2021– Council Briefing
- 20 August 2021 – MAV Council Finances Training

11. URGENT BUSINESS

12. PETITIONS AND JOINT LETTERS

13. PROCEDURAL BUSINESS

13.1 INFORMAL MEETINGS OF COUNCILLORS – RECORD OF MEETINGS

- Council Workshop held on 16 July 2021
- Council Workshop held on 21 July 2021
- Council Briefing Meeting held on 3 August 2021
- Council Briefing Meeting held on 9 August 2021
- Council Briefing Meeting held on 16 August 2021

Refer to **Appendix “13.1A”**

13.2 SEALING OF DOCUMENTS

Nil

13.3 INWARD CORRESPONDENCE

Nil

13.4 COUNCIL COMMITTEE MINUTES

Nil

Recommendation

That Council receive and note agenda items:

- 13.1 Informal Meetings of Councillors – Record of Meetings
- 13.2 Sealing of Documents
- 13.3 Inward Correspondence
- 13.4 Council Committee Minutes.

14. NOTICE OF MOTION