

AGENDA

MEETING OF THE
HORSHAM RURAL CITY COUNCIL

To be held on

26 July 2021

at 5.30pm

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

www.hrcc.vic.gov.au



COUNCILLORS are respectfully requested to attend the Council Meeting of the Horsham Rural City Council on 26 July 2021 at 5.30pm 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 person and livestreamed at 5.30pm on 28 June 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.

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CLOSE



SUNIL BHALLA
Chief Executive Officer

9. OFFICERS REPORTS

9.1 ROAD DISCONTINUANCE AND PROPOSED SALE OF LAND – JAMES STREET, HORSHAM

Author's Name:	Tennille Ellis / Diana McDonald	Director:	Graeme Harrison
Author's Title:	Co-ordinator Property Management / (Acting) Manager Governance and Information	Directorate:	Corporate
Department:	Governance and Information	File Number:	99/01/02856A

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

Site Plan (**Appendix "9.1A"**)

Expressions of Interest (**Appendix "9.1B"**)

Confidential Market Value Information (*Refer to Confidential section of the agenda*)

Purpose

To endorse the formal discontinuance of the road enclosed between James Street and Burgess Street and the road west of 1 James Street, Horsham and proceed with the process for the sale of this land to adjoining property owner/s.

Summary

- In accordance with section 12 of the *Road Management Act 2004 (Vic)* and Clause 3 of Schedule 10 and Section 189(4) of the *Local Government Act 1989* (LGA 1989), and following Council resolution on 28 September 2020, the road enclosed between James Street and Burgess Street and the road west of 1 James Street, Horsham has been formally discontinued.
- During the submissions process, Council received no objections to the road closure
- Four expressions of interest from adjoining land owners were received in regards to the proposed sale of this land.
- Based on the expressions of interest and preliminary discussions, it is proposed to resolve the sale of this land and enter into formal negotiations to sell all or part of this road by private treaty to the adjoining land owner/s.

Recommendation

That Council:

1. Note that the road shown highlighted in blue in **Appendix "9.1A"**, being referred to on plan of subdivision LP008532, has been formally discontinued in accordance with statutory requirements.
2. Authorise the CEO to proceed with the sale of land highlighted in blue in **Appendix "9.1A"** to the adjoining land owners as depicted on **Appendix "9.1B"** as EOI 1 and the balance of land at a future date subject to private treaty, at a cost not less than the market value.

REPORT

Background

At the Council meeting on 28 September 2020, and acting under section 12 of the *Road Management Act 2004 (Vic)*, Council resolved to discontinue the road on the basis that it is no longer reasonably required for general public use, and commence the statutory procedures and public notice requirements pursuant to Clause 3 of Schedule 10 and Section 189(4) of the *Local Government Act 1989* (LGA 1989) for Council's proposal to discontinue the road and sale of land and consider any submissions under Section 223 of the LGA 1989.

Council also resolved that following any hearing and consideration of submissions, or if no submissions were received, that a report to Council be provided advising of the proceedings and seeking a decision on whether or not to proceed with the sale of land.

Public notice of the proposal was provided in accordance with the LGA 1989 and four submissions were received. Submissions were reviewed at an officers meeting with the Director Corporate Services, Manager Governance and Information Management and Co-ordinator Property Management on 5 January 2021. This meeting noted that no objections were received, and that the four submissions received were all from adjoining residents expressing interest in purchasing the sections of land adjoining their individual properties.

Indicative information was subsequently provided to each of the four interested parties with regard to proposed terms and conditions and estimate sale prices, subject to Council approval and other factors including agreement/negotiation with adjoining owners with similar interests, and the avoidance of "land-lock" issues. Estimate costs included the contract of sale and valuation fees were provided and noted that all other costs would be at the purchaser's expense, including but not limited to, the fees and charges for surveying, subdivision, title registration and consolidation of titles.

The following policy principles have been applied when considering the proposed sale:

1. Wherever practicable, the land contained in the discontinued road or drainage reserve will be offered for sale to abutting landowners on a 50/50 basis.
2. However, where there are two or more abutting property owners seeking to purchase the same land, Council will decide on the best allocation of the land, taking into consideration the maximum potential for disbursement.
3. The existence of underground services may also influence Council's decision because boundary fences will need to be kept clear of the service asset/s.
4. Any sale of land is subject to the terms and conditions in Council's Asset and Surplus Materials Disposal policy, including the sale of land at not less than the market value, as assessed by Council's Valuer.

Discussion

Formally removing the road status of this parcel of land has created a parcel of land which may be subdivided and sold by Council to adjoining property owners.

Three of the parties indicated interest in proceeding with their expression of interest as shown on the attached site plan. A further review of these three submissions noted the following:

- EOI 1: interest to purchase all of the land adjoining the full length of the side and rear of their property in its entirety.
- EOI 2: interest in purchasing the land adjoining the side of their property only. This section includes some of the land identified by EOI 1.
- EOI 3: interest in purchasing the section land adjoining the rear of the property.

EOI 2 would not be in Council's best interest as it would result in potential "land-lock" situation with the discontinued road. EOI 3 is also not a viable option, as adjoining land owners on either side did not indicate an interest to purchase and the sale of only this portion would also create a "land-lock" issue.

The title for the discontinued road has been identified and Council's engineers have advised that an easement for drainage purposes in favour of Council will be required for the full length and width of the land as there is significant drainage infrastructure in this area.

Any sale of land will be subject to subdivision and the following terms and conditions:

1. The land shall be sold at not less than market value plus all related sub-division costs and professional fees plus administration costs. GST is payable on the sale of land.
2. The purchaser is required to pay a 10% deposit upon signing of Contracts of Sale.
3. The Council reserves the right to place any easement or covenant on the land to be sold. Any costs associated with creation of easements will be included in the cost of the sale and borne by the purchaser.
4. The portion of land being purchased must be consolidated with the remainder of the purchaser's property, and the purchaser must meet all of the costs associated with title consolidation.

Options to Consider

Council could choose not to sell the land.

Sustainability Implications

There is an abundance of these paper roads in Horsham which were previously used as night cart lanes. In some instances they have become an opportunity for rubbish dumping and other anti-social behaviour. There are more positive outcomes socially and environmentally when these parcels of land can be owned and maintained by the adjacent property owners.

Community Engagement

Consultation has been in accordance with the LGA 1989. Public notices were published in the local newspaper and on Council's website. Adjoining landowners were advised directly in writing of the proposal with information on the submission process. GWMWater has also been consulted.

Innovation and Continuous Improvement

The amenity of the area has the potential to be vastly improved under private ownership.

Collaboration

Not applicable

Financial Implications

To proceed with the sale, a current valuation from Council's Valuer will need to be obtained.

The purchaser(s) would be responsible for:

- The agreed purchase price for the land (to be determined).
- The full cost of all subdivision and consolidation costs.
- All legal and professional fees and charges including contract of sale and valuations.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 3 – Asset Management

Goal 4 – Governance and Business Excellence

Risk Implications

Reputational risk if clear and transparent process, policy and legislative obligations are not followed.

Conclusion

Following the discontinuance of the road, formally determine whether to proceed with the subdivision and sale of land by private treaty to adjoining land owners at a rate of not less than current market value. Accordingly it is recommended that the allocations of land to be offered for sale is in consideration of the expressions of interest received, the recommendations and the proposed sale conditions.

9.2 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 May 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 May 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

Statutory Planning receives a range of projects from residential dwellings, agricultural shed, commercial redevelopment and major projects across the municipality which ensures the orderly planning and development of the municipality.

The department has recently received a number of significant applications including a major project for the Mt Zero Resort development at the northern gateway to the Grampians National Park on land associated with 321 Pohlner Road, Laharum. The proposal is for a resort style development consisting of cabins, function centre, restaurant and café, and associated infrastructure and aims to establish a low-impact, nature based resort to serve visitors to National Park and Grampians Peak Trail.



The application will be processed over the coming months including notification to adjoining owners and referral to relevant agencies to consider the environmental, traffic, wastewater, tourism and other impacts of the proposed development.

Planning Applications Determined

Below are the number of Planning Permits issued for the month of May 2021 and a comparison with the same period last year.

Type	MAY 2021		MAY 2020	
	No.	*Value \$	No.	*Value \$
Miscellaneous Domestic	3	2,320,000	3	838,490
Industrial/Commercial	7	477,188	-	-
Subdivisions	2	450,000	-	-
Other	2	3,300,000	-	-
Total	14	6,547,188	3	838,490

(*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 31 May 2021 is 124 compared to 97 in the same period in 2019-2020.

Planning permits issued for subdivision have permitted 61 new lots from 1 July 2020 to 31 May 2021 compared to 44 in the same period in 2019-2020.

BUILDING SERVICES

Accessible Housing Reforms

Under the changes, new homes will be required to include features such as step free entry, step free showers, ground level accessible toilets, structural reinforcements to support grab rail installation in bathrooms and for doorways and transitional spaces to allow ease of movement. The reforms are expected to increase the availability of homes with accessibility features to 50 percent of Australia's Total housing stock by 2050.

For further information see the VBA Media Release:

https://www.vba.vic.gov.au/_data/assets/pdf_file/0019/132094/VBA-Media-Building-regulator-welcomes-accessible-housing-reform.pdf



Building Permits Issued

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

Permits issued by Horsham Rural City Council for this Municipality

Type	MAY 2021		MAY 2020	
	No.	Value \$	No.	Value \$
Dwellings	1	150,000	1	410,000
Alterations to Dwellings	-	-	-	-
Dwelling resitting's	-	-	-	-
Miscellaneous Domestic (Carports, Garages etc)	-	-	7	145,805
Removal/Demolish	1	21,000	-	-
Industrial/Commercial	3	154,125	-	-
Signs	-	-	-	-
Total	5	325,125	8	555,805

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

Type	MAY 2021		MAY 2020	
	No.	Value \$	No.	Value \$
Dwellings	8(*10)	3,737,387	8(*10)	2,500,823
Alterations to Dwellings	1	30,030	4	168,545
Dwelling resitting's	1	220,000	-	-
Miscellaneous Domestic (Carports, Garages etc)	9	328,604	6	238,761
Removal/Demolish	3	46,600	1	-
Industrial/Commercial	6	742,520	6	1,718,638
Signs	-	-	-	-
Total	28	5,105,141	24	4,626,767

(*8 permits for 10 dwellings)

A total of **55** Building Permits have been issued by the Horsham Rural City Council at a total value of **\$4,897,667** from **1 July 2020 to 31 May 2021** compared to **83** Building Permits at a total value of **\$5,492,685** in 2019-2020.

Private Building Surveyors have issued **260** Building Permits at a total value of **\$57,470,398** from **1 July 2020 to 31 May 2021** compared to **186** at a total value of **\$49,059,210** in 2019-2020.

STRATEGIC PLANNING

Profile ID Consulting Demographic Data and Web Site

The Strategic Planning Unit has been in discussions with ID Consulting, an industry leading company in the analysis and provision of demographic data sourced from ABS census data and a majority of Councils within Victoria subscribe to their services and information.

The proposal from ID Consulting is to provide the Horsham Rural City with a comprehensive demographic profiling tool for the Local Government Area, and districts within it, including comparisons to benchmarks and change over time, as part of an online, interactive website.

The benefits for Horsham include the following:

- The Strategic Planning and other teams within Council regularly rely upon census (demographic) data to inform their work and to keep up to date on recent demographic trends that directly inform their work.
- Planning for housing, economic activity, open space and community infrastructure, among other things, relies upon having access to up to date, detailed information on where population growth is occurring and likely to occur in the future, and also the breakdown of population in terms of age, household type, education, income, etc.
- As populations grow and change, new infrastructure needs to be planned for and provided over time.
- Demographic data can also support changes to the Planning Scheme and applications for government grants where an evidence base is required.

The data available through the Forecast ID web-site service is provided in simple to understand graphic summaries (tables/charts), showing changes over time (five years between each census). This information can be downloaded as an all-in-one report (PDF or word doc) or selected information can also be downloaded.

Easy Access to Demographic Data:

- Evidence based strategic planning is considered the appropriate approach to planning decision making as opposed to making assumptions and relying anecdotal evidence, or even perceptions about what is occurring in a given area.
- Having the necessary information at hand and being able to explain Council's decision making and planning processes to the community is a valuable tool.
- The community can also benefit from understanding their own municipality in more detail and it allows people to become more engaged and informed on the activities that Council, the state government and also private developers are undertaking in Horsham and have a voice on the way that Horsham develops and grows into the future.

Advertisement signage policy

Through the Business Front Improvements Grants it has become clear that both Council and business owners need clearer guidance on the design, siting and size of advertisement signage. A policy on advertisement signage will ensure signage makes a positive contribution to the public realm and the quality of the streetscape and the building with which they are visually associated.

If well-designed, signs can assist with informing the community and promoting businesses, products, goods, and services. Signage can add vitality and make a positive contribution to its setting. Equally, signage that is poorly designed and located can detract from the experience of the public domain, for example veer the focus away from historic built form and their architectural values that greatly contribute to positive streetscapes. Council regulates signage in Horsham through the Horsham Planning Scheme to avoid this type of negative impact on the public domain but specific and contextual local policy is currently absent.

At present, the Strategic Planning Unit is preparing online information that is intended to provide business owners guidance on planning for new signage and key considerations – how signage can be compatible with existing streetscape and heritage values. This is particularly relevant for Firebrace Street as it has been identified through the 2014 Heritage Study as a significant commercial heritage precinct and maintaining the integrity of its heritage values is critical.

In future, Council want to consider a local policy on advertisement signage to be incorporated into the Horsham Planning Scheme to ensure signage provides high standards of visual amenity in the built environment.

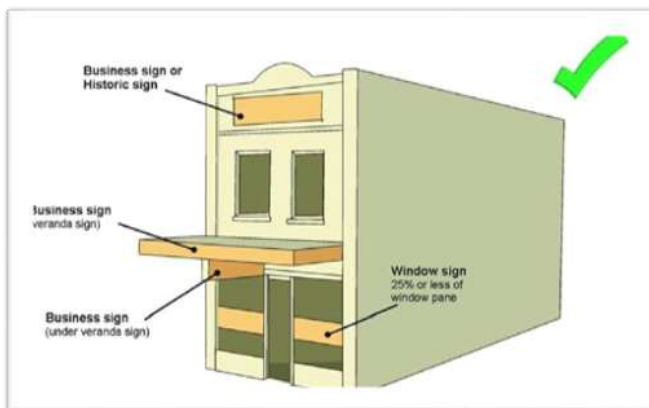


Figure 1. Excerpt from the Bendigo Planning Scheme



Figure 2. Excerpt from the Warrnambool Advertisement Policy – Background Report

BUSINESS DEVELOPMENT, TOURISM AND EVENTS

Outdoor Dining Funding



One of the first businesses to be successful in their proposal for Outdoor Dining funding was Bonnie and Clyde's Pizzeria. Bonnie and Clyde's have recently opened the doors at their brand new premises in Firebrace Street. Works are about to commence on the installation of a permanent outdoor glass barrier around their seating area. They also received Outdoor Dining funding for custom built tables and chairs provided by local businesses Winstar Constructions and Cabinets and Stone. They are looking forward to seeing the final installation later in the month.

Stronger Business Fronts Submissions

Second round of the Business Front Upgrades grant stream has seen a number of businesses showing interest to access funding towards their upgrade and improvement of visual appeal.

There has been 16 Business Fronts applications received.

- 13 applications have been supported to date, in total to received \$24,950.00.
- A further three applications awaiting final approval which totals \$4,898.50 with remaining unallocated fund totalling \$18,151.50.

Business Newsletter

Council's revamped newsletter was sent out in May and received great feedback from local businesses. The June newsletter is about to be published to ensure businesses are kept up to date with opportunities available to them and what is happening in the region regularly.



Great Victorian Bike Ride

Planning is underway for the Great Victorian Bike Ride which will be held in November 2021. The group is proposing to spend two nights in Horsham with the potential for 5,000 riders. One of these days will be a rest day from the bike ride which will be a huge benefit to local businesses.

The Bicycle Network will also be engaging with local community groups and businesses to provide services at the camp site during their stay.

The proposed camping area is Sawyer Park and City Oval which is centrally located and within walking distance of the CAD.



Australian Fishing Championships 2022

Sports Marketing Australia (SMA) is currently working with Marine Media Group (MMG) in securing locations to host rounds of the Australian Fishing Championships (AFC), the pinnacle of fishing in Australia. These events feature the best anglers going head to head at the best locations, with each event being filmed and broadcast in 5 languages, through 16 countries, and into 450 million households annually.

Council is currently in discussions with Southern Grampians Shire to host a round of the championship at Rocklands Reservoir.

This opportunity combines an event - the Australian Fishing Championships, with high quality television production and far-reaching broadcast, providing the region with significant tourism marketing and branding opportunities that will drive repeat visitation through fishing, camping and recreational tourism, targeting both a domestic and an international market.

Business Development Team – Visitations for the month of May

Number of Business Visits – Statistics						
	Jan	Feb	March	April	May	YTD
Retail / Accommodation	11	24	40	8	22	105
Hospitality	12	77	61	10	11	140
Events - interactions	10	21	31	9	4	75
Events and Visitor Statistics						
	Jan	Feb	March	April	May	YTD
Notice of intention to hold an event application	8	9	5	6	2	28

Grampians Resident and Workforce Attraction Project

Relating to the Live the Grampians Way website: <https://grampianslife.com.au/>

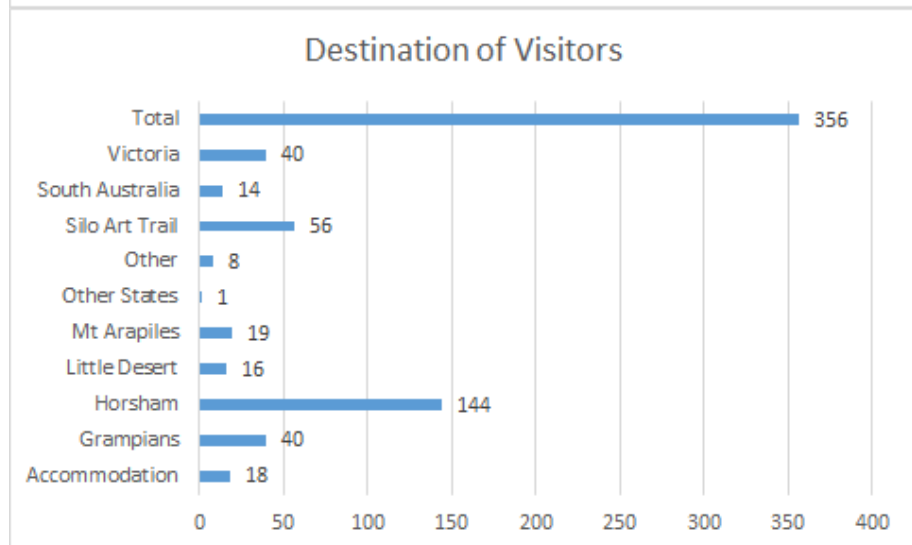
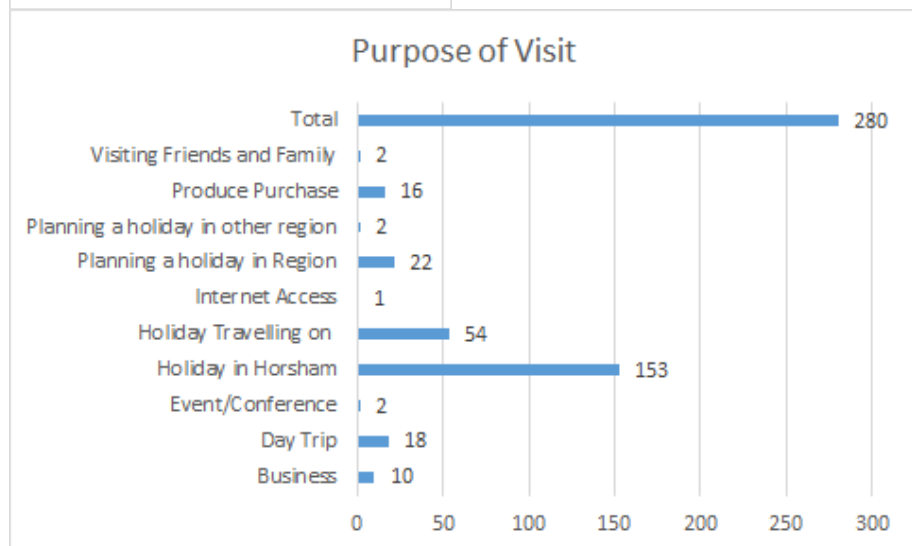
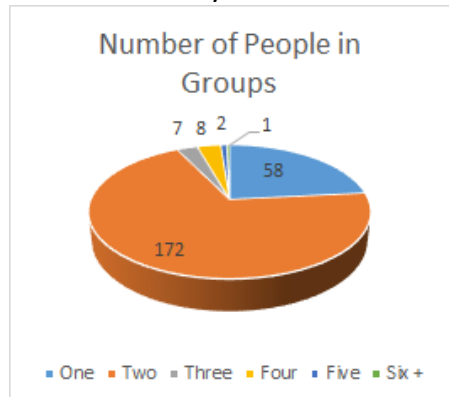
Outcome from a recent meeting in conjunction with Grampians Tourism and participating councils being Southern Grampians Shire, Northern Grampians Shire, Ararat Rural City Council and Horsham Rural City Council, agreed to extend the campaign for a further 6 month period. The extension will increase further exposure to the Live Regional campaign.

Horsham Visitor Services

	May 21	Previous Month (April 21)	YTD	2019
Groups recorded	248	328		N/A
Total for individuals within groups	471	643		N/A
Visithorsham.com.au web visits	3350	4971		N/A
Emails	244	128		N/A
Produce Sales	\$1269.30	\$1314.50	\$5823.15	N/A

May has seen a natural decline in numbers since the April Easter holidays and with the coming colder weather. Although there are no statistics to compare to from 2020 or 2019 (due to not being recorded) it has been observed by the Visitor Service staff that numbers are up this May compared to previous years. Perhaps this is due to people not being able to travel overseas or not wanting to take the risk of travelling to another state in case of lockdown. The Silo Art Trail and The Murtoa Stick Shed shown on ABC's Back Roads continue to be popular draw cards to the region. The main purpose of visitation to Horsham was to holiday in Horsham with 153 responses indicating this on the survey. 22 responses indicated they were planning a holiday in the region and 56 were travelling on. The most popular destinations were Horsham (144) followed by the Silo Art Trail (56) and the Grampians (40).

As predicted with a decline in visitor numbers, web visits were also in decline. Surprisingly though, emails were up by a whopping 91 per cent. This is most likely due to responses to the ‘Love our City’ campaign as well as more event planning as restrictions started to ease and confidence with the public increased. Despite a 26.75 per cent decrease in individuals to the region, produce sales were similar to the previous month with only a decrease of 3.5 per cent.



South Australia



NSW



Western Australia, Tasmania and Queensland



Visitor Services Walk-ins

Year 17	Walk-ins	Year 18	Walk-ins	Year 19	Walk-ins	Year 20	Walk-ins	Year 21	Walk-ins
Jan-17	1034	Jan-18	1105	Jan-19	1241	Jan-20	988	Jan-21	1086
Feb-17	999	Feb-18	993	Feb-19	1279	Feb-20	220	Feb-21	TBA
Mar-17	1578	Mar-18	1720	Mar-19	1818	Mar-20	1250	Mar-21	476
Apr-17	1804	Apr-18	1556	Apr-19	2016	Apr-20	Closed	Apr-21	643
May-17	1028	May-18	1220	May-19	1378	May-20	Closed	May-21	471
Jun-17	710	Jun-18	997	Jun-19	1035	Jun-20	Closed	Jun-21	
Jul-17	719	Jul-18	1084	Jul-19	984	Jul-20	107	Jul-21	
Aug-17	708	Aug-18	1013	Aug-19	873	Aug-20	Closed	Aug-21	
Sep-17	1128	Sep-18	1379	Sep-19	1187	Sep-20	Closed	Sep-21	
Oct-17	1365	Oct-18	2111	Oct-19	1546	Oct-20	Closed	Oct-21	
Nov-17	1183	Nov-18	1569	Nov-19	1326	Nov-20	TBA	Nov-21	
Dec-17	1024	Dec-18	1537	Dec-19	1284	Dec-20	TBA	Dec-21	
VS relocated to HTH	Affected by lockdown	Closed							

Options to Consider

Not applicable – no decision required.

Sustainability Implications

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

Community Engagement

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

Report provides overview of activity and assists with continuous improvement.

Collaboration

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 will deliver projects that make up Councils direct financial contribution of \$484,000. Further projects will be developed to support businesses through the Local Council's Outdoor Eating and Entertaining program for \$600,000.

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

The activities undertaken by the Investment Attraction and Growth Department are designed to support a broad sector of those who live here, do business here and visit here. Although not in double figures it is promising to see visitors from interstate such as Western Australia, Queensland and Tasmania calling into the Horsham Town Hall to find out about our region.

9.3 SUPPLY OF LIMESTONE MATERIAL – CONTRACT 21/026

Author's Name:	Robyn Evans	Director:	John Martin
Author's Title:	Operations Manager	Directorate:	Infrastructure
Department:	Operations	File Number:	21/026

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 appoint a panel of suppliers of limestone material for Council's road construction and maintenance program.

Summary

- Council has an ongoing need for quarry and road making materials for its road construction and maintenance program.
- Council went to public tender in November 2020 for quarry and road making materials however no limestone supply tenders were received amongst these tenders.
- Public tenders were sought again in April 2021 for supply of the limestone materials through Council's normal procurement process.
- Two tenders were received.
- Both tenders were assessed as suitable for the panel for supply.
- A preferred supplier will be identified for each relevant job based on an individual assessment of the cost of supply to that particular job site, taking into consideration the haulage distance.

Recommendation

That Council approve the panel of suppliers for Contract 21/026 Supply of Limestone Materials for a 3 year period with an option of two by one year extensions, with the contractors' being McClure's Mining of Horsham and Albacutya Gypsum of Rainbow.

REPORT

Background

Materials for construction and maintenance are a critical component of Council's service provision for the road network. Tenders for quarry making material were sought in November 2020 and a report to Council for award was presented at the 14 December 2020 meeting, with no tenders for supply of limestone being received in that initial tender. Procurement exemptions for limestone supply have been utilised to meet demand in the interim.

Road making materials can be difficult to procure at competitive prices and in a timely manner in regional areas.

Limestone is an effective and value for money component material for many of Council's construction and maintenance jobs, particularly where resources are located close to the sites of works.

Discussion

Tenders for the supply of limestone were advertised and evaluated through Council's normal processes, with submissions received from:

- McClure's Mining, Horsham
- Albacutya Gypsum, Rainbow

Both tenderers have submitted rates which are proposed to be accepted.

The most cost effective service provider of limestone will depend on:

- The distance from quarry to site, and hence the haulage cost
- The ability of the quarry to supply at any point in time, and
- The contracted price for the material.

Options to Consider

Other road making materials may be suitable for some jobs, however, at present Council has no supply contracts in place for materials in the west or north of the municipality. This tender partly addresses these gaps.

Sustainability Implications

Not applicable

Community Engagement

Not applicable

Innovation and Continuous Improvement

Not applicable. Investigations into additional quarry sites is being planned for 2021-2022.

Collaboration

Not applicable

Financial Implications

The budget for road making material is allocated to individual jobs in Council's budget. Approximately \$175,000 per year will be spent on limestone over each of the three years of the contract.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 3 – Asset Management

Road making materials are an essential element of maintaining Council's assets.

Risk Implications

Supply risks are mitigated with the approval of the contract.

Conclusion

Two suitable suppliers for limestone material have been identified, and it is proposed that both be included in the panel contract, with the selection of supplier for individual jobs to be determined using a site-by-site assessment of the costs of supply to that site.

9.4 CITY TO RIVER STAGE 1 – TOILET AND BBQ SHELTERS CONTRACT

Author's Name:	Madelein van Heerden	Director:	John Martin
Author's Title:	Project Manager	Directorate:	Infrastructure
Department:	Project Office	File Number:	F02/A05/000001

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

The tender evaluation report is an appendix to a separate confidential report on this subject.

Purpose

To award the contract for Wimmera Riverfront Public Toilets and BBQ Shelters as part of the City to River Project.

Summary

- This contract, being part of the City to River Stage 1 works, includes design and construction of riverfront public toilets and BBQ shelters.
- This will replace the old public toilet block in Dixon Drive and construction of new BBQ shelters to the east and west of Sawyer Park on the riverfront, including connecting paths from the new main path to the shelters
- The tender was advertised and evaluated through Council's normal processes.
- A preferred contractor has been identified in the evaluation process.

Recommendation

That Council accept the tender submitted by RA Plazzer Builder Pty Ltd for the lump sum of \$761,610 ex GST for Contract 21/036 Wimmera Riverfront Public Toilets and BBQ Shelters - Design and Construct.

REPORT

Background

Council is planning for the long term future of the Wimmera River Precinct and Central Activities District through the City to River project. The aim is to transform and revitalise the area to make it a more attractive place to live, work, visit and invest in. The first stage of the City to River vision is focused on the revitalisation of the riverfront precinct in a sustainable manner.

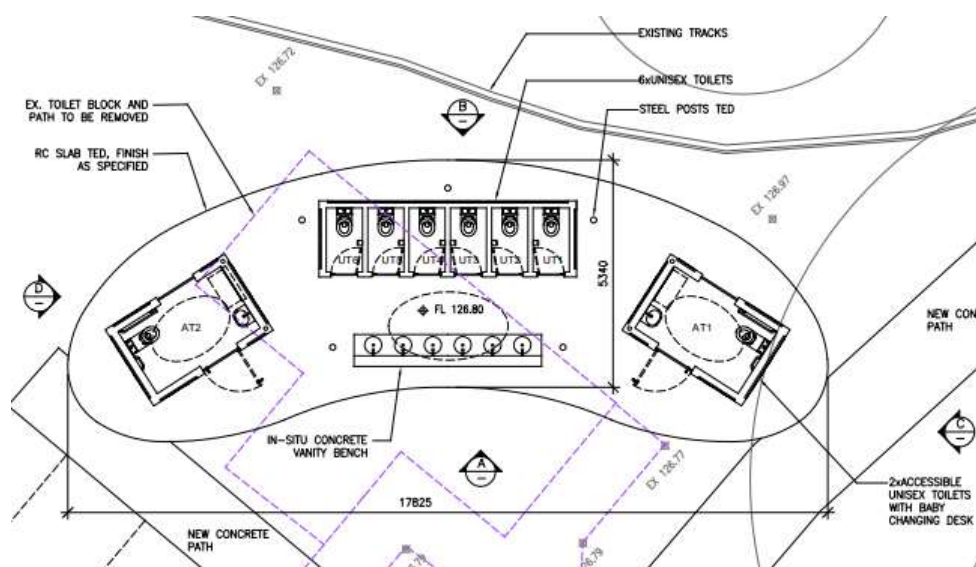
This project will replace an existing public toilet block on Dixon Drive with a more modern and accessible block. The existing BBQ shelter at Sawyer Park on the Riverfront will also be replaced by two new BBQ shelters that will match the aesthetics of the toilet block.

The scope of works includes:

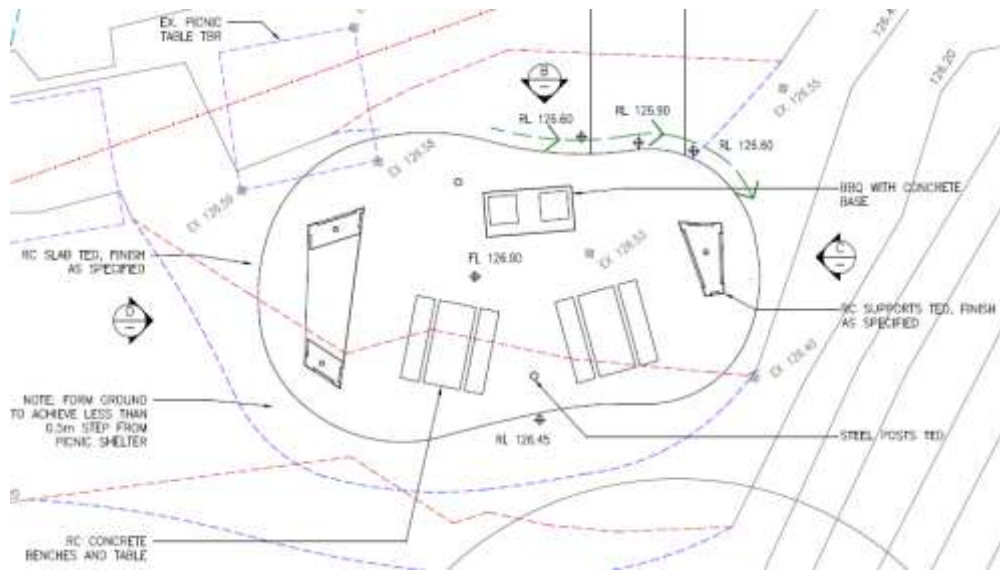
- design of the foundation for the three structures
- construction and fit out of the three structures
- installation of the accessible paths from the main walking path to the BBQ shelters
- making good of the area

The buildings will be designed and constructed in accordance with the diagrams below:

Public Toilets



BBQ Shelters



Discussion

The tenders for this contract were advertised in accordance with Council's procedures. Only one tender was submitted, from a highly reputable local company, R A Plazzer Pty Ltd.

Details of the tender evaluation process are included in the appendix to the confidential report on this subject.

Options to Consider

Design options were considered through the Community Reference Group process.

Sustainability Implications

These structures will be fitted with LED lighting to minimise electricity usage, and low-flow water devices. Extensive flood modelling of the riverfront has been conducted to ensure the built structures do not adversely impact on the river flow.

Council received a grant of \$104,500 from Sustainability Victoria (SV) to assist with implementing sustainable infrastructure. These built structures will incorporate recycled timber in the cladding, as well as composite recycled plastic/cellulose ("Modwood" or similar) in the seating and bin surrounds as specified in the SV funding agreement.

Community Engagement

There was extensive community engagement for the City to River Project Stage 1 including the establishment of a Community Reference Group to develop the concept plans for this area.

The concept plan developed through the Community Reference Group and endorsed by the previous Council stated that the current public toilets were to be upgraded to meet accessibility standards. However, when the schematic designs were developed, it was determined that accessibility requirements could not be met within the current public toilet footprint, therefore it was necessary to build new toilets.

The modified schematic designs for the stage 1 works including the toilets, pergolas, river nodes and other items were communicated to the Stage 1 Community Reference Group in March 2021. They were well received.

Innovation and Continuous Improvement

Based on community feedback regarding existing BBQ shelters, these will each be installed with a combined drinking fountain, water bottle fill point and dog water bowl, as well as a garden tap for washing picnic/BBQ utensil.

Collaboration

These works form part of Stage 1 of the City to River project. The project is overseen by a Project Reference Group which includes representatives from the Wimmera CMA, DELWP, Sport and Recreation Victoria and Regional Development Victoria.

Council has worked with Barengi Gadjin Land Council to incorporate suitable design elements and planting selections in the landscape plan.

Financial Implications

The overall budget for the City to River Stage 1 works is \$3.1 M, including the grant funding obtained from Sustainability Victoria. Provisions for individual components of these works are allocated within this budget based on cost estimates by an external quantity surveyor.

The quantity surveyor's estimate for these works was \$784,787 ex GST, hence, the preferred tender is within that estimate.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 1 – Community and Cultural Development

- Four-Year Priority
- 1.2.09** Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)
 - 3.1.06** Cyclic renewal program of public conveniences in the town of Horsham as well as across the municipality.

Risk Implications

Standard construction risks apply to this project, these will be managed by Council's Project Office during the construction process. The adoption of a Design and Construct form of contract assists in the assignment of risks during the construction phase.

Conclusion

The replacement of the public toilet block and BBQ shelters along the Wimmera Riverfront is a key project in the City to River Stage 1 priority works approved by Council last year. This will be the second deliverable in these key activation projects.

9.5 QUARTERLY COMMUNITY ENGAGEMENT UPDATE

Author's Name:	Martin Bride	Director:	Graeme Harrison
Author's Title:	Community Facilitator	Directorate:	Corporate Services
Department:	Community Relations & Advocacy Team	File Number:	F15/A07/000006

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

Engagement Details (**Appendix "9.5A"**)

Purpose

To receive and note the Community Engagement activities undertaken in the past six months (from January 2021) and the proposed activities for the next six months.

Summary

- Council has undertaken 19 community engagements this year to date.
- 1,970 responses have been received across all of these activities.
- 13 Engagements are still open and active as at the end of this quarter.
- Two additional engagements are planned to take place in the coming six month period.

Recommendation

That Council receive and note the Community Engagement report and summary of activities to date.

REPORT

Background

Community engagement is a continual challenge for Council and our relatively small community. There are many activities underway at any particular time and this is dependent upon the Council Planning cycle the Council term, and legislative requirements. There are some engagements that are not included in this report, these are smaller operational engagements usually at the inform level. This includes the ordinary notification processes involved in works such as footpath repairs, and road repairs and upgrades.

The level of engagement will be different for different projects but also for different stakeholders within individual projects. The level of engagement will impact on the exact type of activities that will occur and the particular response from Council. This is guided by the IAP2’s Public Participation Spectrum and this is what will be used for determining the required response.

IAP2 Spectrum of Public Participation



IAP2’s Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public’s role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC		We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Discussion

A. Highlight for the Quarter - Community Vision, Council Plan, Asset Plan & LTFP

During the period from early February to early July Council has been undertaking a significant engagement process with the broad community to collect input and opinions on the future of the community for the development of a Community Vision and as input to the Council Plan. For the first time a Community Vision is being developed for the next 20 years and is being put together using deliberative community engagement practises in line with the new requirements of the *Local Government Act 2020*. Consultants “i.e. Community” have been assisting with the process and have run a Community Panel, whose members have been independently selected to represent the demographics of the community. A number of engagement activities have been conducted to date with an on-line survey, community conversations

(Comm/Conv), postcards, listening posts (CBD, Jung Market and Horsham Plaza), specific questions related to the Community Vision were also asked through the annual Community Satisfaction Surveys (CSS), some feedback was also received through the Rural Road Network Plan process (RRNP) and there was also an on-line forum where general discussion could be held.

A summary of these activities are as follows:

By Age Group By Source										
Count of Ref#	Column Lab									
Row Labels	Comm/ Conv	CSS	Postcards	Survey	Listening Posts	Forum	RRNP	Grand Total	% Total	
Under 16			4		1			5	0.5%	
16-19			5	8	2			15	1.6%	
20-24		16	3	22	1			42	4.4%	
25-34		28	13	66	6			113	11.8%	
35-44		66	8	90	8			172	18.0%	
45-54		49	15	59	12	1		136	14.2%	
55-64		43	22	79	9			153	16.0%	
65-74		102	18	8	20			148	15.5%	
75 and over		96	18	6	4			124	13.0%	
Group	11							11	1.2%	
I prefer not to say				8				8	0.8%	
Not provided			18			2	9	29	3.0%	
Grand Total	11	400	124	346	63	3	9	956	100.0%	

By Location Grouping By Source										
By Location Grouping	Column Lab									
Row Labels	Comm/ Conv	CSS	Postcards	Survey	Listening Posts	Forum	RRNP	Grand Total	Popn.	% Total
Horsham Area	9	282	74	175	45			585	14,706	4.0%
Outer Urban	1	21	6	17	1			46	1,580	2.9%
Rural North East		7	1	5				13	564	2.3%
Rural North West		7	3	4				14	826	1.7%
Rural South East		21	7	14	2			44	763	5.8%
Rural South West		15	2	8		1		26	626	4.2%
Small Towns		45	10	45	3			103	810	12.7%
Not Provided	1		13	4	1	2	9	30		
Other Rural			1	10				11		
Non-HRCC		2	7	64	11			84		
Grand Total	11	400	124	346	63	3	9	956	19,875	4.8%

Feedback was received from a broad cross section of the community both by age group and by location. Small towns show as providing a greater number of responses but this is in part due to the difficulty of being able to identify the difference between living in the township versus farming in that particular district. Responses totalling 956 is considered an excellent response rate from a community our size.

The Development of the Community Vision should have been completed by 30 June but was delayed due to the 2 week COVID lockdown period that occurred across the entire state in early June 2021.

B. General Stats from all engagements:

Summary information is provided in **Appendix “9.5A”**, on all engagement currently finished, underway or planned for this calendar year. The following summary statistics are provided for those engagement activities:

	Inform	Consult	Involve	Grand Total
Underway				
Council Initiative				
Council Committees review	150			150
Bike and Walking Paths	50			50
Creative Horsham Plan		50		50
Municipal Tree Strategy	50			50
Infrastructure				
Rural Road Network Plan		60		60
Land Use Planning				
Haven Precinct Planning		25		25
Horsham South Structure Plan			73	73
Recreation & Openspace				
City Oval and Sawyer Park Precinct		0		0
Skate Park Precinct Planning		120		120
Legislated/ Admin				
Asset Plan				
Community Vision			956	956
Council Plan				
Health & Wellbeing Plan				
Longterm Financial Plan				
Underway Total	250	255	1,029	1,534
Finished				
Council Initiative				
Parking Management Plan		32		32
Infrastructure				
Hamilton St Pedestrian Bridge	198			198
Recreation & Openspace				
Pop up parks and parklets		148		148
Legislated/ Admin				
Community Engagement Policy		9		9
Councillor and mayoral allowances		24		24
Budget 2021-2022 and Revenue/Rating Plan		25		25
Finished Total	198	238		436
Not yet started				
Legislated/ Admin				
Waste- Four Bins	0			0
Not yet started Total	0			0
Grand Total	448	493	1,029	1,970

Options to Consider

Not applicable

Sustainability Implications

Nil

Community Engagement

This report is summarising Council's Community Engagement activities which are guided by Councils Community Engagement Policy.

Innovation and Continuous Improvement

This report is being provided as an innovative means to report back to council and the community on all past and future community engagements.

Collaboration

Not applicable

Financial Implications

All engagement activities involve costs, many projects work within the resources already within departmental budgets. When planning large projects or projects with widespread impacts individual projects should have within their budget an appropriate allowance for engagement.

Regional, State and National Plans and Policies

Local Government Act 2020 Part 3 Division 1 S.55 & 56

Council Plans, Strategies and Policies

The organisational values of Accountability and Integrity are directly linked to the reasons we engage and should guide our practice when engaging.

2020-2024 Council Plan

Guiding Principles:

Consult, engage and work transparently with the community

Provide information to the community in a variety of formats using plain language where possible

Risk Implications

The effective delivery of community engagement should reduce the risk of poorly designed projects and lessen reputational risk.

Conclusion

This initial community engagement report has been developed to help inform Council and the Community re the past and future engagements that Council has and is conducting. It will evolve to meet the needs of Council and the community as required.

9.6 COMMUNITY SATISFACTION SURVEY 2021

Author's Name:	Martin Bride	Director:	Graeme Harrison
Author's Title:	Community Facilitator	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F14/A05/000001

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

Community Satisfaction Survey Summary Report 2021 (**Appendix "9.6A"**)

Roads Identified by Ownership (**Appendix "9.6B"**)

Community Satisfaction Survey Report on Tailored Questions (**Appendix "9.6C"**)

Purpose

To receive and note the results of the 2021 Local Government Community Satisfaction Survey.

Summary

- Reporting of the summarised results from the 2021 Community Satisfaction Survey.
- Results have improved across all measures from the 2020 results but remain below the state average and the regional centre average.

Recommendation

That Council receive and note the 2021 Horsham Rural City Council Community Satisfaction Survey results.

REPORT

Background

Horsham Rural City Council has again participated in the Local Government Community Satisfaction survey. The survey is co-ordinated by Department of Environment, Land, Water and Planning (DELWP) on behalf of Victorian Councils and was undertaken by JWS Research. The survey provides Council with some of the key performance indicators required under the Planning and Reporting Regulations (2014).

The survey included a series of compulsory questions, most of which have been asked over the past nine years, plus three additional free text questions, one about sealed local roads, which has been asked over the last few years and two additional questions that were also asked this year specifically for the development of the Community Vision, one was “Thinking ahead to 2041, what would you like life in the Horsham region to look or feel like?” and the other “What do you love about living in the Horsham region?”.

The survey is conducted by Computer Assisted Telephone Interviewing, which is a representative random probability survey of residents aged 18+ years, and seeks to target the surveys to the gender and age profile of the community. The survey is undertaken from publicly available phone records, including up to 60% mobile phone numbers, to cater to the diversity of residents in the Council, particularly young people.

Four hundred completed interviews were achieved in the period of 15 February to 11 March 2021. Horsham has been classified for the purposes of this year’s survey as a Regional Centre which includes Bendigo, Geelong, Latrobe, Mildura, Wangaratta, Warrnambool and Wodonga.

The main objective of the survey is to assess the performance of Council across a range of measures, and to seek insight into ways to provide improved or more effective service delivery.

Discussion

Core Measures

Council’s core measures compared to the previous year, Regional Centres and State-wide averages are shown in the following table:

Summary of Horsham Rural City Council performance



Services	Horsham 2021	Horsham 2020	Regional Centres 2021	State-wide 2021	Highest score	Lowest Score
Overall performance	54	45	60	61	Aged 18-34 years	Rural Area residents
Value for money	50	-	55	54	Aged 65+ years	Rural Area residents
Overall council direction	47	35	54	53	Women	Rural Area residents
Customer service	68	61	71	70	Women	Men
Waste management	70	-	69	69	Aged 65+ years, Horsham Area residents, Women	Aged 50-64 years
Community decisions	48	39	54	56	Aged 18-34 years	Rural Area residents
Consultation & engagement	48	41	54	56	Aged 35-49 years, Women	Rural Area residents
Sealed local roads	47	39	60	57	Aged 65+ years	Rural Area residents

Despite the rise across all measures in 2021, Council's results remain below both the state average and the average for regional centres. Also, of the eight measures, six are scored lowest by residents from the rural areas with the other 2 lowest scores coming from men and the 50-64 Age Group.

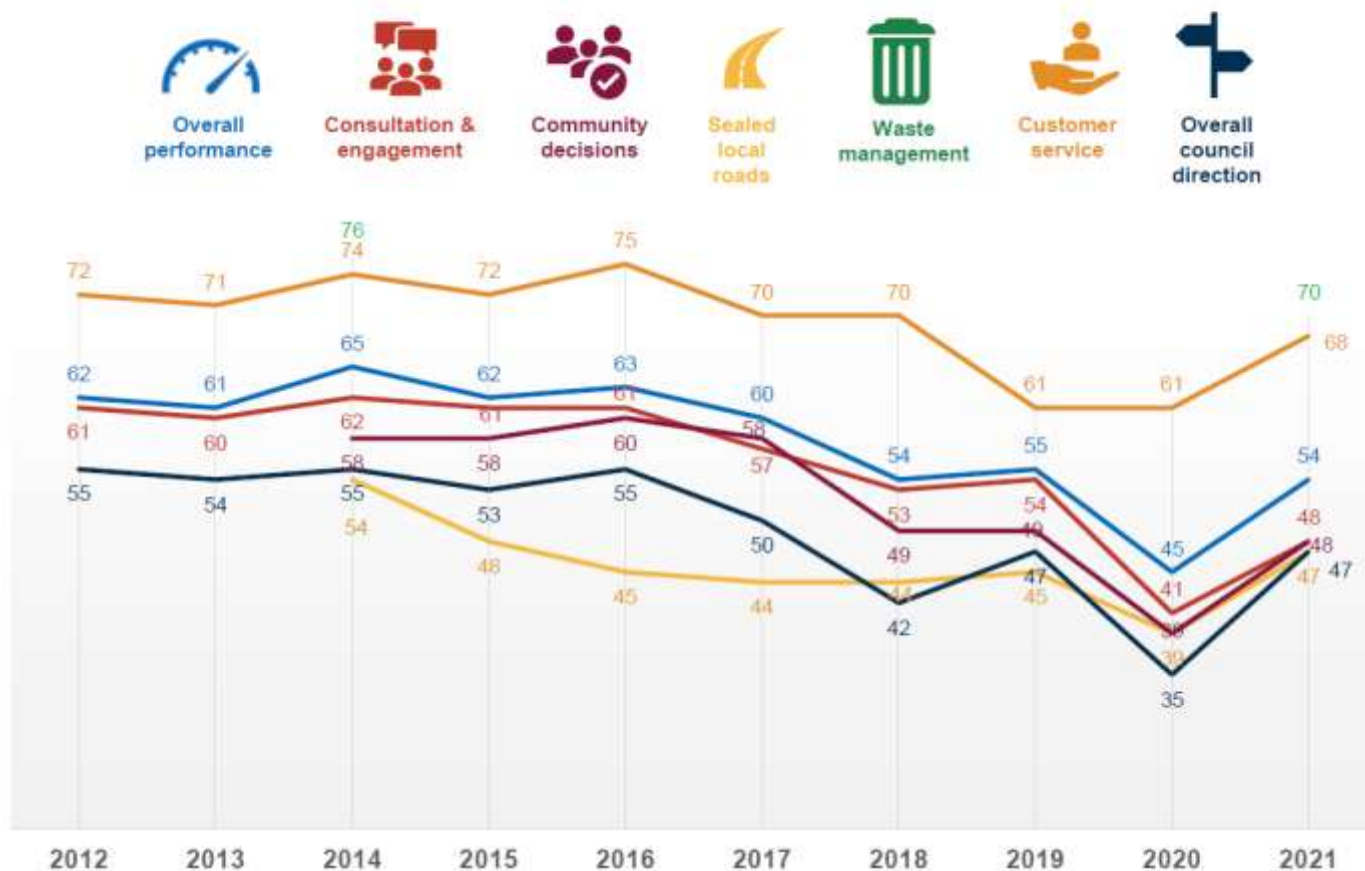
The groups that scored Council the highest scores were more mix across the eight measures involving all age groups and genders, but with little impact by location.

The graph below details trends over time for Horsham Rural City Council in each of the core performance areas:



Summary of core measures

Index scores



This shows a downward trend from 2016-2018 which slowed in 2019, and then continued with a significant further drop in 2020. This has been sharply reversed in 2021. It is noticeable that all results have improved in a similar way which indicates that the response to the individual measures is perhaps being impacted upon by the same broader issue within the community.

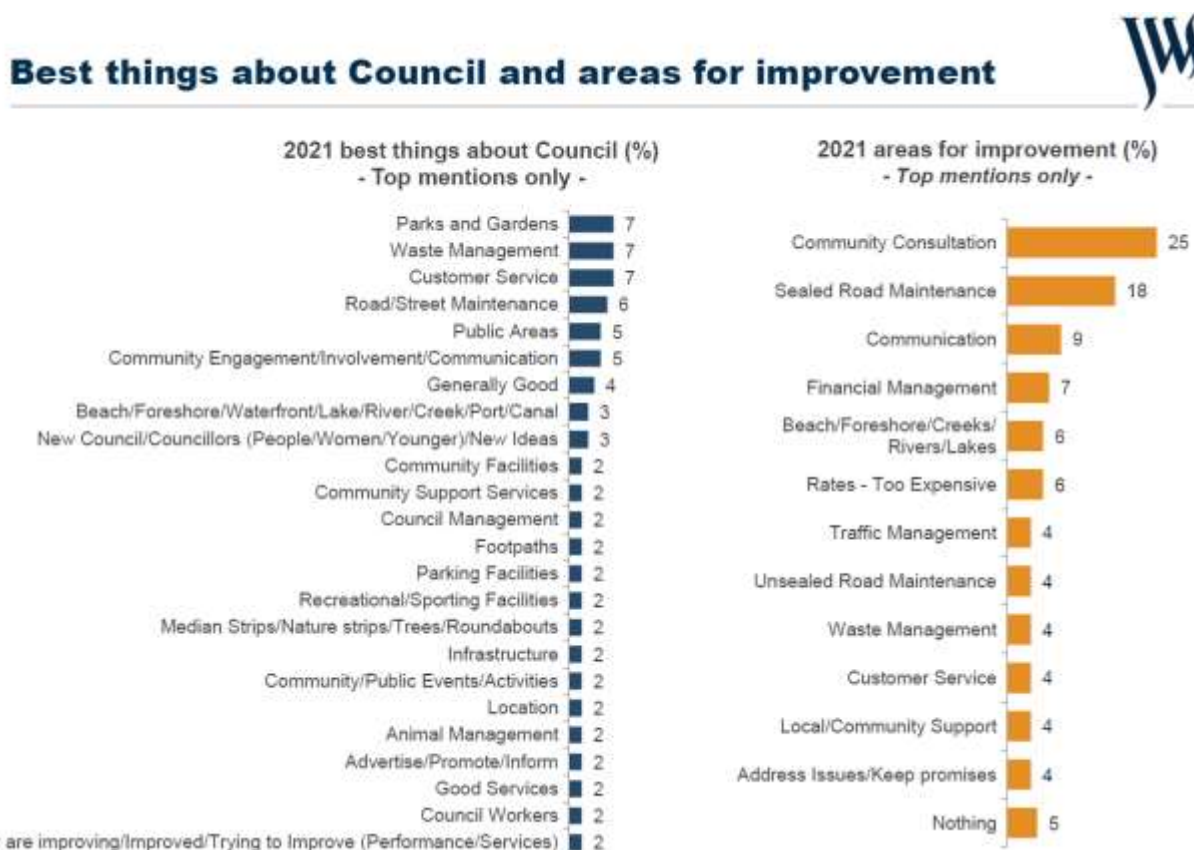
There is no line shown on the graph for the Waste Management service as this question was initially only asked in 2014 but has now been re-introduced in 2021. It should be noted however that this service did score the highest of all of the services depicted.

The survey report (**Appendix "9.6A"**) provides detailed analysis for each of the Core Measures.

A separate question was asked with respect to sealed local roads to identify which local roads were an issue. Of the 187 instances of roads being named, 62% are Regional Roads Victoria (RRV) (formerly VicRoads) and 33% Council roads. Educating the community as to the difference between a RRV road and a Council road will need to continue (last year the percentage was 78% RRV roads).

The Council road with the highest number of mentions is Albert Street (8) where works to upgrade the road were occurring during the survey then Brimpaen-Laharum Rd (7). Two of the other roads mentioned have works planned in 2021-22. The Regional Roads Victoria roads with the most mentions is Kalkee Road (26) then Dooen Road (13). A full list of roads by owner is shown in **Appendix “9.6B”**.

Specific questions are asked as to what are, the best things about Council and, what are the areas for improvement. The analysis of the responses are shown in the following table:



These responses have a similar top 5 results over the last two years. A summary Report of the additional tailored questions is provided as **Appendix “9.6C”**.

Community Engagement

The full survey results are quite detailed in terms of demographic breakdown and content, and are available to Council through a portal. The summary report (**Appendix “9.6A”**) is attached for public information. An individual briefing with the survey provider, JWS Research, to discuss the results was conducted with Council on 12 July 2021.

It should be noted that the 2022 Survey will now be conducted in four quarterly components commencing July 2021 rather than in a single block in February-March 2022.

Risk Implications

The measures of Community Engagement and Overall Council Performance are included on the Know Your Council website for comparison with all other Councils across the state. The inclusion here presents a reputational risk to Council if we do not continue to improve our performance.

Conclusion

The Local Government Community Satisfaction Survey for 2021 has been completed and the report is presented for noting by the Council.

9.7 NATIMUK A & P SOCIETY – EXTENSION OF LOAN

Author's Name:	Susan Surridge	Director:	Graeme Harrison
Author's Title:	Co-ordinator Community Relations and Advocacy	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F20/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

Natimuk A&P Society Original Loan Agreement (**Appendix "9.7A"**)

Natimuk A&P Society Request for Loan Extension (**Appendix "9.7B"**)

Purpose

To extend the current loan term provided to the Natimuk A&P Society from five to ten years.

Summary

- In November 2019 Council approved a loan for \$80,000 to the Natimuk A&P Society to be repaid over a period of 5 years.
- The Natimuk A&P Society has contacted Council seeking an extension of the term from five to ten years in response to:
 - Financial challenges imposed by COVID-19
 - Finalisation of further works.

Recommendation

That Council:

1. Approve the extension of the loan agreement for the Natimuk A&P Society from five to ten years and note that the payments will be made as per the revised loan repayment schedule as detailed in this Council Report.
2. Note that a revised Loan Agreement will be drawn up to reflect these arrangements.

REPORT

Background

In November 2019, Council agreed to provide an interest free loan of up to \$80,000 to support an application by the A&P Society for a Federal Government grant of \$500,000 to refurbish the Pavilion at the Natimuk Showground. The application for a Federal Grant was successful. Council subsequently signed a Loan Agreement with the Natimuk A&P Society for \$80,000 to be repaid over five years (**Appendix "9.7A"**).

The original project Budget was \$624,000 funded as follows:

- Grant allocation \$499,000
- Ag Society Contribution \$45,000
- Required Council Interest free loan \$80,000.

The original project scope of works was as follows:

- Natimuk Pavilion Refurbishment
 - Kitchen upgrade including new cool room
 - New roof
 - Internal ceiling lining
 - Carpet upgrade
 - New air-conditioning
- Development of a digital attraction to showcase local farming and Natimuk attractions.

In July 2020, the A&P Society indicated that due to COVID-19 they would be seeking an extension of the loan repayment period to up to ten years. At that stage, with the first instalment not due until 31 May 2021, and the project not completed, they were advised by Council to wait until the project was completed to assess their financial position and request revised loan terms.

The original project was completed \$65,909 under budget, which was an excellent result.

Discussion

The Natimuk A&P Society now plan to use the underspend from the original project to fund additional works to upgrade the toilets and bar areas noting that this would only be possible with the existing loan extended over 10 years. The toilets and bar refurbishment were not included in the original project due to costs and restrictions imposed by the Federal Funding program. These additional works will however add to the quality of the facility and complete the total refurbishment of the Pavilion for future community use.

Further to the desire to complete these additional works, COVID-19 deprived the Natimuk A&P Society of their major fundraising events in 2020, leading to a significant and unplanned downturn in revenue (the Annual Show and the regular Farmers Markets were cancelled). Details of their request are provided as **Appendix "9.7B"**.

The Natimuk A&P Society have an excellent track record in paying back a previous loan for the amenities block at the showgrounds and have also indicated they will pay the loan back earlier than the ten years if circumstances permit. The facility is an excellent example of a multi-use facility as it is also the clubrooms for the local Football, Netball & Cricket clubs.

The following table provides the original loan agreement repayments and the proposed new repayments over a ten year period:

Re-payment Due Date	Original 5 Year loan repayment	Revised 10 year loan repayment
31 May 2021	\$16,000	\$8,000 (paid July 2021)
31 May 2022	\$16,000	\$8,000
31 May 2023	\$16,000	\$8,000
31 May 2024	\$16,000	\$8,000
31 May 2025	\$16,000	\$8,000
31 May 2026		\$8,000
31 May 2027		\$8,000
31 May 2028		\$8,000
31 May 2029		\$8,000
31 May 2030		\$8,000
Total	\$80,000	\$80,000

Options to Consider

Council could maintain the current five year repayment schedule, but this would likely cause financial hardship for the Natimuk A&P Society and the Showgrounds Committee would not be able to complete the upgrade of the pavilion.

Sustainability Implications

Nil

Community Engagement

Not applicable

Innovation and Continuous Improvement

Not applicable

Collaboration

Not applicable

Financial Implications

The initial loan of \$80,000 was paid to the Natimuk A&P Society on 1 October 2020. The recommendation in this Council Report will reduce the repayments back to Council by \$8,000 per year. This reduction can be financed within Council's existing cash reserves.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 1 Ongoing aims:

- Support the community with governance and management arrangements for community sport and recreation assets
- Support sporting and community organisations to develop and upgrade community sport and recreation facilities through relevant funding programs in accordance with the Sport and Recreation Plan and other Council plans

Risk Implications

Not applicable

Conclusion

The extension of the current loan to the Natimuk A&P Society from five to ten years will provide financial support to this key community group in Natimuk and allow them to complete all refurbishment works on the community pavilion.

9.8 COMMITTEE FRAMEWORK POLICY & COMMITTEE REVIEW UPDATE

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Department:	Governance and Information	File Number:	F19/A05/000001

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) Committee Framework Policy (**Appendix "9.8A"**)

(Draft) Strategic Planning Committees Flowchart (**Appendix "9.8B"**)

Committee Review Question and Answer Sheet (**Appendix "9.8C"**)

Purpose

To receive and note an update on the progress of the review of Council's Committee structures, a draft Committee Framework Policy for endorsement and the proposed next steps for progressing the Committee structure review.

Summary

- Consultant Michael McCarthy has been assisting Council in the undertaking of this review.
- Committee surveys have been conducted and a desktop analysis of information.
- A benchmarking exercise with similar-sized Councils has also been undertaken.
- A draft Committee Framework Policy has been established to provide the structure and purpose of all Council Committees moving forward.
- The Committee Review Question and Answer Sheet is designed to explain the rationale for the Draft Policy Framework and will be used as a key component of the communications to Council, Committee Members and the broader community.

Recommendation

That Council:

1. Endorse the Committee Framework Policy as a draft to inform the next stage of the process.
2. Approve the proposed methodology for completing Council's Committee Structure Review including:
 - a. Preparation of the draft Committee restructure for consultation with committees;
 - b. A consultation process be undertaken with all staff having responsibilities for an existing committee;
 - c. Face-to-face discussions with any committee affected by the proposed restructure; and
 - d. Feedback and final recommendations brought back to Council for adoption.

REPORT

Background

Changes to the Victorian Local Government Act provide the opportunity to review Committee structures within Victorian LGAs. Under the new *Local Government Act 2020* (LGAct 2020) there are now only two formal types of committees:

- Community Asset Committees for the purpose of managing a community asset
- Delegated Committees where specific powers of Council are delegated to the committee.

There is an additional requirement under Division 8 of the LGAct 2020, for a Council to have in place an Audit and Risk Committee. Other types of committees (often called Advisory Committees) do not have decision making authority and are not recognised by the Act.

The changes to the LGAct2020 requires Council to review its current committee structures to ensure Council is operating in accordance with the legislation. This was timely because Council's current committee structure had evolved over time without regular review leading to a broad and inconsistent suite of committees.

A desktop review of the activities of the committees to identify the status and level of activity of each committee and a benchmarking exercise with similar-sized Councils was undertaken as the first steps with the results presented at a Council Briefing. This was followed by a survey of all members of the various committees.

Discussion

Survey

Thirty-one committees were reviewed and surveys were sent to all 192 members on Council's database. Forty-five individual committee member responses and one consolidated Committee response (HRLE) were returned.

The general flavour of the responses was support for the existing committees and the opportunity they played in engaging with Council operations, staff and Councillors. The responses represented the views of individuals and not necessarily those of the committees.

Draft Committee Framework Policy

There is a plethora of committees in existence with varying purposes and levels of decision making. The administrative load is very large and the contribution to Council's strategic planning is less than clear. It is recommended that there be a restructure of committees in this context with discussion regarding their purpose and value undertaken and a mechanism where these groups contribute to the Council's strategic planning be established.

As a means to establishing how best to revise the committee structure, it is recommended that a Committee Framework Policy be established that defines the purpose and decision-making level for each committee type and that a clear pathway for committees to be able to contribute to Council's decision-making process be embedded into that Policy.

That committee review framework is described within the attached Draft Committee Framework Policy (**Appendix "9.8A"**), Strategic Planning Committees Flowchart (**Appendix "9.8B"**) and Question and Answer sheet (**Appendix "9.8C"**).

A major initiative recommended is the creation of four Strategic Planning Committees (SPCs) that reflect the themes within the Council Plan with all other committee types (and the broader community) having the opportunity to feed into those SPCs.

Other committee types detailed within the Policy Framework include:

- Community Asset Committees
- Delegated Committees
- Advisory Committees
- Project Committees (Community Reference Groups)
- User Groups.

The level of decision-making and level of support and participation is defined in each of those Committee types.

The Committee Review Question and Answer Sheet (**Appendix "9.8C"**) is designed to explain the rationale for the proposed Policy Framework and will be used as a key component of the communications to Council, Committee Members and the broader community.

Next steps

It is recommended that the completion of the review will comprise the following steps:

- Documents will be tabled at a future Council Briefing to review the proposed changes to the committee structure (next Briefing).
- Staff positions at all levels that have a direct relationship with any Committee will be briefed of the proposed changes and involved in discussions with their committees.
- The attached Question and Answer sheet will be developed and refined at each step to reflect decisions and feedback received.
- Press releases of each stage will be issued to explain the purpose of any changes endorsed.
- The relevant staff, the service manager and in some instances the relevant Director will meet face to face with all committees affected by the proposed changes.
- Once feedback has been received, this will be reported back to Council with a final recommendation proposed for adoption.

Sustainability Implications

Not applicable

Community Engagement

Committee Review reports and updates have been previously tabled at Council Briefings on 20 January, 10 May and 12 July 2021 for communication with Councillors and to seek feedback on the proposed actions.

The review of all committees has to date involved direct engagement with committee members through the survey made available for each member of each committee. An engagement plan is being developed for face to face meetings with Committees to discuss the Draft Committee Framework Policy and any changes to the status of committees.

Innovation and Continuous Improvement

The Committee Framework Policy is a part of the continuous improvement process that will seek to improve Council's formal Committee Structure, whilst ensuring effective strategic advice is provided to Council to assist in their governance and decision making.

Collaboration

This report has been prepared with the collaboration and open communication with eight other LGAs.

Financial Implications

There are no financial implications at this stage.

Regional, State and National Plans and Policies

New Local Government Act 2020

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 1 – Community and Cultural Development

1.1 Contribute to building a vibrant, diverse and resilient community

1.2 Develop a safe, active and healthy community, encouraging participation

1.3 Contribute to cultural activities than enhance our community

Goal 4 – Governance and Business Excellence

4.1 Continuously improve communication and engagement with the community through effective consultation

Risk Implications

There are risks to Council in terms of its reputation and connection with the community if the engagement with committees is not managed effectively.

Conclusion

The review of other Councils has provided guidance as to the operations of Committee structures within the sector. The initial data findings of the internal review shows that there are many historical committees that have evolved over time with some that have been inactive for some years.

The Draft Committee Framework Policy is designed to streamline Council's formal Committee Structure, whilst ensuring effective strategic advice is provided to Council to assist in their governance and decision making. The proposed methodology for completing the review will provide a transparent and open consultative process that will ensure all views are understood and fed into the Council's decision-making process.

9.9 HOUSING SUPPLY AND DEMAND STRATEGY

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Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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Yes No

Reason: Nil

Appendix

Horsham Framework for Managing Growth: Part D Framework Plan – October 2013 (**Appendix "9.9A"**)
Horsham Township Residential Land Supply Plan – July 2021 (**Appendix "9.9B"**)

Purpose

To receive and note the strategic planning methodology used to manage current and future housing supply and demand.

Summary

The report will provide an overview on:

- Strategic planning work required to understand and suitably address current and future housing needs (e.g. dwelling type, lot densities, supply and location) in Horsham
- How the *Horsham Planning Scheme* currently manages supply, growth and demand
- The relevance and purpose of the *Horsham Framework for Managing Growth – Framework Plan (2013)*
- The current availability of land supply for housing development within Horsham
- The difference between a Housing Strategy and a Rural Land Use Review & Small Settlements Strategy
- Future changes to the *Horsham Planning Scheme* to consider.

Recommendation

That Council:

1. Acknowledge the ongoing purpose and relevance of the *2013 Horsham Framework for Managing Growth* in informing current and future decisions on housing subdivision and development.
2. Acknowledge that an evidence based approach including data forecasting, assessment of emerging trends and a supply and demand analysis is required to understand the changing housing needs of Horsham as it grows and to inform future residential land supply options.
3. Consider the preparation of a Housing Strategy and Neighbourhood Character Analysis in the 2022-23 financial year.
4. Seek external grant opportunities to help fund the Housing Strategy and Neighbourhood Character Analysis, estimated to cost between \$100,000 and \$130,000.
5. Does not rezone any land until the recommended strategic planning work has been undertaken, unless an area has been identified as a strategic site and is supported with background investigations, sufficient evidence and strategic justification.

REPORT

Background

Recent housing trends

The Strategic Planning Unit has received several requests from land owners, developers and real estate agents for the rezoning of land to allow residential subdivision and development in Horsham and Haven. Ad hoc decision making on residential zoning changes is unsustainable and instead a strategic planning approach is recommended to address long term housing needs meaningfully and in an overarching manner.

The COVID-19 pandemic has also caused an increased desire to relocate regionally from capital cities driven by the flexibility of working from home arrangement, lower population and housing densities and typically lower price points. This has led to a subsequent lift in sales and an increase in demand in Horsham's housing market. As a consequence, this has affected the availability of housing, in particular affordable housing and housing choice for local residents and those relocating to Horsham. It is important to understand whether this demand for regional properties will continue in the long term and what the implications are for housing and future planning.

The establishment of new industries in Horsham and across the Wimmera such as mining and renewable energy also confirms the role of housing as an essential component of physical infrastructure underpinning it. These industries will see a change in Horsham's workforce placing further pressure on housing availability and choice. A proactive approach is to understand how current housing stock could be diversified and how more affordable accommodation for rent or purchase can be facilitated to address the impact of new industry on existing and future housing options / availability.

A large proportion of existing housing stock in Horsham is dominated by detached, homogenous dwellings on large lots, indicated by the fact that separate houses account for 87% of dwellings within the municipality. Recently there appears to be demand for smaller dwellings and semi-detached dwellings (e.g. townhouses, dual occupancy and one bedroom houses) on smaller lots based upon the nature of subdivision applications Council has received. There is a clear mismatch in the current housing product and an absence of local planning policy within the Horsham Planning Scheme to address household size and dwelling diversity.

Residential development on the township fringe can contribute to affordability issues. Given the significant cost to install new infrastructure it is more expensive to develop, and results in higher upfront costs when purchasing land or newly built housing. There are also long term costs whereby locating housing on the outskirts particularly travelling via car to and from employment, services and education.

Residential growth across Horsham is also occurring in established residential areas (infill development). Council is seeing an increase in applications for two lot subdivision within existing neighbourhoods. Infill development contributes to efficiencies in infrastructure and service provision and supports a walkable compact place, however, Council is lacking planning policy that encourages further subdivision and high residential densities in locations which are appropriate and compatible for prevailing neighbourhood character and heritage.

Supply and demand

Presently there are four growth areas within Horsham Township already zoned for conventional residential development in accordance with the *2013 Horsham Framework Plan*. Overall these growth areas can facilitate approximately 1100 lots of a standard density (700-900sqm / 10 dwellings per hectare). Most of this broad hectare development and live applications are currently occurring in:

- Jenkinson Estate (21 lots 2020, 16 lots 2018)
- Stockton Park Estate (51 lots 2021)
- Southbank Estate (2 lots 2021, 21 lots 2020)
- Sunnybrae Estate (17 lots 2021).

Haven predominantly facilitates 'lifestyle' living options within Horsham (2,000 sqm – 4 hectares). There are currently three approved significant subdivisions for low density and rural living currently under development in Haven:

- 34 Mackies Road (18 lots 2021)
- Haven Park Estate (80 lots 2015)
- Colonial Waters Estate (6 lots 2021, 6 lots 2020, 5 lots 2018).

The background work prepared by Mesh for Stage 1 of the *Horsham South Structure Plan* included a high level development capacity assessment for land within the study area. Based upon the proposed densities shown on the *Emerging Option Plan* Mesh has identified a potential for 970 additional lots. There are 70 to 80 new dwellings per year in Horsham overall and approximately 15 to 20 is in Horsham South. This suggests that Horsham South has approximately 50 to 60 years of land supply for suburban residential and lifestyle (low density) blocks at full development.

Important definitions

Below are some practical and precise definitions for identifying the need for housing affordability and diversity in Horsham and how Council might address the need.

Housing affordability – *affordable housing* and *housing affordability* are two very closely related but independent concepts. *Housing affordability* refers to the general cost of housing relative to income. *Housing affordability* has become a significant concern in recent decades as house prices have increased significantly relative to wages, making it more difficult for households to purchase dwellings. The concept of *housing affordability* also takes into account the full cost of living such as access to transport, jobs, schools, community facilities, open space, energy costs and sustainable living.

Affordable housing – generally refers to housing that is appropriate for the needs of very low to moderate income households as defined in the *Planning and Environment Act 1987*. For these households the only housing options unlikely to force them into rental stress are offered by the social housing sector, either in public housing or rental housing managed and controlled by registered Community Housing Associations.

Housing diversity – relates to the type, size, number of bedrooms, density, location, character, age of dwellings, tenure types (rental, mortgage and owner properties) and cost. It also extends to other types of housing such as low-cost rental aged care, supported accommodated for people with disability, rooming houses, student accommodation and social housing (Plan Melbourne, DELWP). *Housing diversity* considers the need for greater choice, for example, those looking to downsize, for older people seeking to remain close to services, lone person households, people with low levels of mobility, people and families on low household incomes, first home buyers and new migrants.

Horsham's population and household trends and tenure profile will help indicate the mix of dwelling types and sizes that should be provided. A range of dwelling types that lead to diversity of price points are also required to support a diversity of households to enter the market for either purchase or rental.

Horsham Framework for Managing Growth (2013)

A Framework Plan is a planning tool that delivers a long term vision for the future urban growth and development of a township or settlement. The purpose of a Framework Plan is to consider the township holistically ensuring that any potential growth is coordinated and responds to the wider township needs such as improving transport connections, provision of community infrastructure and preserving conservation areas.

The *Horsham Framework for Managing Growth* was adopted by Council in November 2013. It provides clear and consistent direction for decision makers, land owners, developers and the community on the location of future housing (e.g. growth areas, infill opportunity sites) to meet the future demand over a 20 to 30 year horizon.

The key strategic directions (page 6) of the *Framework Plan* are:

No.	Strategic Direction
1	Short to medium term urban growth opportunities for Horsham should be focused in the following areas: <ul style="list-style-type: none"> • Town Centre (Horsham CAD) • Existing urban areas (outside of CAD) • Strategic infill sites • Regeneration and growth areas to the north and west of Horsham
2	Long term urban growth opportunities should be focused to the north and west of Horsham (subject to future housing needs).
3	Contained urban growth south and east of Horsham on land which is constrained or cannot be serviced.
4	Encourage retail and business activities within the Horsham CAD.
5	Consider alternative uses for surplus industrial land.
6	Establish and improve pedestrian and cycling routes in strategic locations, including Firebrace Street and rail corridors.
7	Establish new linkages across the Wimmera River to improve connectivity between Horsham and communities in the south.
8	Establish new open spaces* to Horsham's north and west sequential with future growth opportunities.

*local parks (0.25 – 1ha)

The *Framework Plan* was implemented through a planning scheme amendment in 2018. This saw the inclusion of new policy (Clause [02.03-6 Housing](#)) at Council's Municipal Planning Strategy (formerly the Municipal Strategic Statement) within the Horsham Planning Scheme providing the strategic direction for decision making on urban growth and land use.

More specifically, the *Framework Plan* identifies key considerations for Council in regards to settlement and housing based upon existing land uses (page 23):

- To ensure adequate supply of housing to meet current and future housing needs.
- To encourage increased densities of development in areas that can capitalise on existing physical and social infrastructure.
- To maximise opportunities of growth within Horsham CAD and Horsham urban area.
- To improve diversity of housing options available in Horsham.
- To promote housing affordability.

Furthermore, the *Framework Plan* identifies Haven for increased densities given the provision of existing Low Density Residential (LDRZ) and Rural Living (RLZ) zoned land. If the required infrastructure were to be provided and constraints addressed appropriately intensification of development could be considered. Currently this is being addressed through the *Horsham South Structure Plan*.

The *Framework Plan* continues to provide strong direction on the location and amount of land for conventional residential development, enforcing an urban expansion limit. Current development is occurring within the nominated growth areas and sufficient supply of land remains available for long term growth, based on current the zoning.

Considerable strategic planning work is underway in planning for future growth in accordance with the *Framework Plan*. This includes the *Horsham South Structure Plan* and the upcoming *Urban Renewal Precinct* addressing the Council Depot and adjacent land. A key consideration for Council is that the high levels of land supply is not necessarily translating into to a sufficient level of diversity in housing size and type – larger lots and larger detached houses currently makes up most of Horsham’s available supply.

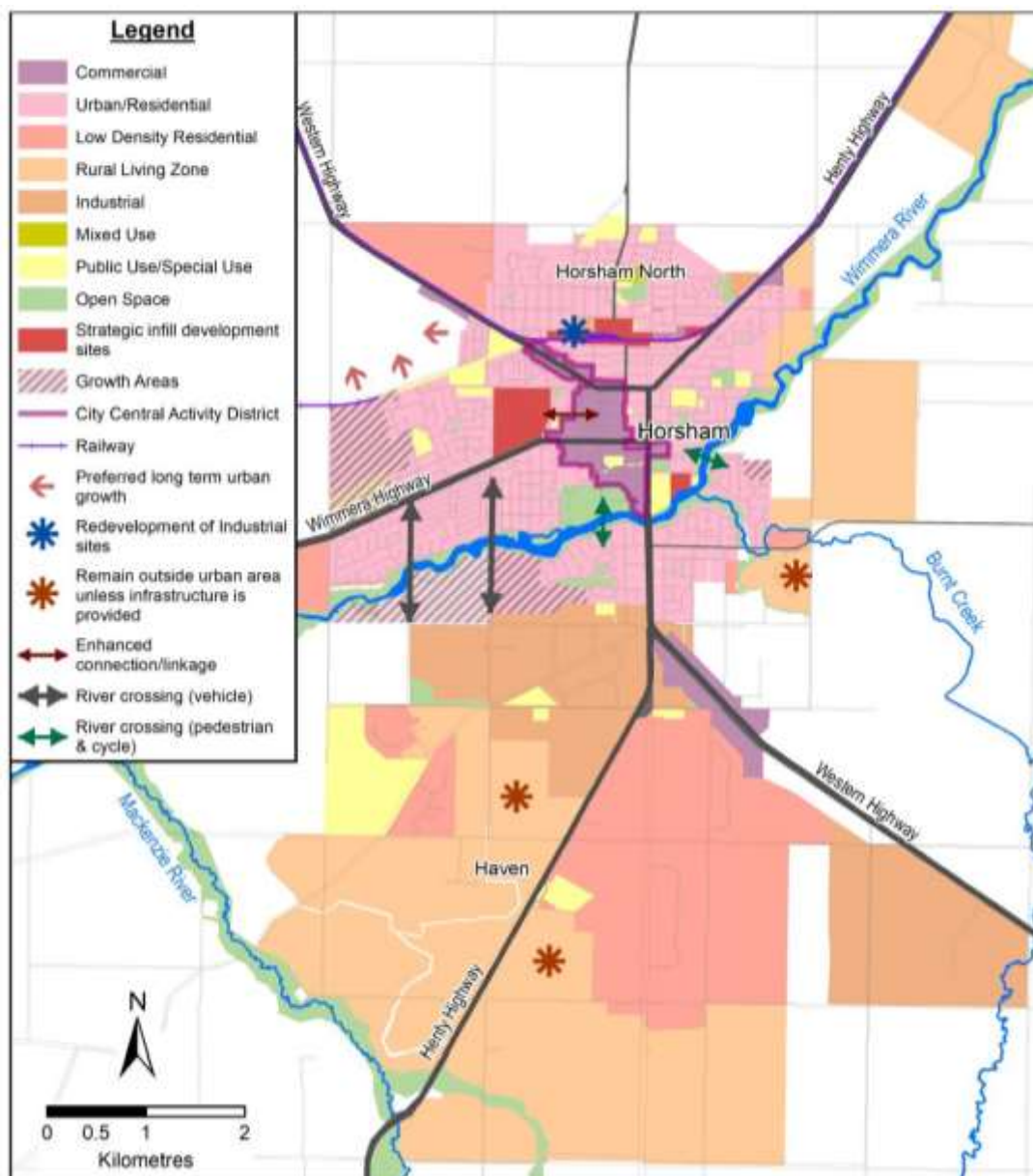


Figure 1 Horsham Regional City Framework Plan – Horsham Planning Scheme Clause 02.04

Planning Policy Framework (Clause 1-19 of [the Horsham Planning Scheme](#))

The following section provides an overview of the main planning policies in relation to settlement and housing, but in no way covers all elements of the Planning Policy Framework (PPF). State, Regional and local planning policies contained within the PPF currently guide housing growth and provision in Horsham. These planning policies acknowledge the importance of addressing housing needs for Horsham's growing population and recognising community changes such as the ageing population and the increasing number of smaller households.

Together with the *Horsham Framework for Managing Growth* (2013), the local policies within the Planning Policy Framework recognise that outwards growth for Horsham is unsustainable, especially factoring in areas subject to flooding, growing dependence on private vehicles and the lack of housing diversity for neighbourhoods on the township fringe.

Relevant strategies in the PPF specifically require all planning in Victoria to:

- Encourage a diversity of housing types of an increased density in strategic locations;
- Ensure the long-term sustainability of new housing, including access to services, walkability to activity centres and public transport;
- Monitor development trends and land supply and demand for housing; and
- Protect local character and ensure new developments contribute to quality built environments.

MUNICIPAL PLANNING STRATEGY (CLAUSE 2)

- This Clause establishes the strategic framework for Council and provides the broad local policy basis for making decision under the planning scheme.
- [02.03-1 Settlement](#) nominates four areas for short to medium urban growth opportunities:
 - Town Centre (Horsham CAD)
 - Existing urban areas (outside Horsham CAD)
 - Strategic infill sites
 - Regenerations and growth areas to the north and west of Horsham
- [02.03-6 Housing](#) asserts that based upon growth estimates for Horsham demand for more houses can be largely accommodated within the existing supply of residential zoned land and identified infill opportunities. This clause specifically identifies the Council depot and surrounding land for an increase supply of medium density housing. This will be addressed through the *Urban Renewal Precinct* work.

In accordance with this clause Council is required to:

- Encourage increased densities of development in areas that can capitalise on existing physical and social infrastructure; and
- Improve the diversity of housing options available within Horsham.

Furthermore this clause acknowledges that most Rural Living Zone (RLZ) land is to the south of Horsham, in and around the area of Haven. Development between these two regions is beginning to merge, however, Haven is currently yet to be developed to its full potential so there is a need to consider the future demand for infrastructure and service provision. This will be addressed through the *Horsham South Structure Plan*.

SETTLEMENT (CLAUSE 11)

- [11.01-1S Settlement](#) a State level planning policy that requires Council to create and reinforce settlement boundaries, limit urban sprawl, maintain compact urban form and capatilise on opportunities for urban renewal and infill redevelopment. It references the *Wimmera Southern Mallee Regional Growth Plan 2014* which identifies the importance of diverse and affordable housing taking into account emerging demographic, social and economic trends.

- [11.01-1R Settlement](#) a Regional level planning policy that requires Council to provide an ongoing supply of infill and Greenfield residential land in Horsham and district towns.
- [11.01-1L Housing Rural City](#) a local level planning policy that lists key strategies for Council that underpin the strategic framework plan at [Clause 02.04 – Horsham Regional City Framework Plan](#). These strategies include:
 - Support long term urban growth opportunities to the north and west of Horsham regional city's existing urban area;
 - Maximise opportunities for growth within Horsham CAD and Horsham's urban area;
 - Encourage medium density residential development within a 400 metre radius of the Horsham CAD and other appropriate areas;
 - Facilitate the development of strategic infill sites for medium density housing;
 - Encourage opportunities for mixed use development on strategic infill site; and
 - Facilitate infill development on prominent, underutilised sites (in Horsham North).
- [11.02-1S Supply of urban land](#) a State level planning policy that requires Councils to ensure sufficient land is available to meet forecast demand, plan for population growth over a 15 year period and provide clear direction on the location where growth should occur. In practice this means having sufficient land zoned for residential development or identified as being suitable for future residential growth and therefore able to be zoned. Council is also required to monitor development trends and land supply and demand for housing to assess the adequacy of current residential land stocks and to ensure there is sufficient land supply to meet future demand. This Clause requires Council consider opportunities for consolidation, redevelopment and intensification within existing urban areas and to protect neighbourhood character, in other words increase in housing densities and new development that are also sympathetic with the local character of the area.

BUILT ENVIRONMENT AND HERITAGE (CLAUSE 15)

- This section of the PPF seeks to promote good urban design and [create high quality urban environments](#) that are safe and functional and [protect cultural identity, neighbourhood character](#) and sense of place.

HOUSING (CLAUSE 16)

- [16.01-1S Housing supply](#) a State level planning policy that requires Council to accommodate projected population growth over at least a 15 year period and provide clear direction on locations where growth should occur.
- [16.01-2S Housing affordability](#) a State level planning policy that requires Council to increase housing diversity while making efficient use of services and infrastructure. There is also policy support to increase the supply of housing in existing urban areas and in particular to locate housing in or close to activity centres, employment corridors and public transport. A strategy under this clause is to ensure housing stock matches changing demand by widening housing choice.

STRATEGIC IMPLEMENTATION (CLAUSE 74)

- [74.02 Schedule to Further Strategic Work](#) provides Council with a list work to be undertaken in the next review cycle (approximately every 4-8 years). This list underpins the strategic directions set in the planning scheme. In relation to housing, this clause identifies Council to:
 - Prepare detailed plans to guide redevelopment of strategic infill sites;
 - Prepare a structure plan for Horsham South and Haven;
 - Support redevelopment of Horsham North; and
 - Develop a Housing Strategy for the municipality that considers housing diversity, affordability and accessibility.

Discussion

Horsham Planning Scheme performance on addressing housing demand

Horsham's planning policies are logical, clearly structured, not excessively restrictive or onerous, and are capable of supporting and facilitating housing development. However, some challenges have been identified at an implementation and process level, in terms of providing clarity and certainty to the development industry about preferred housing outcomes and facilitating development through the process.

Further guidance is required in the Horsham Planning Scheme in relation to the provision of social and affordable housing as well as housing diversity. New subdivisions should aspire to a range of planning principles, objectives and outcomes such as responding to local character, Environmentally Sustainable Design (ESD), provision of quality open space and walking/cycling networks and a diversity of housing types.

The role of the CAD in providing higher density housing and accommodation could be made clearer and that the preferred future character of the CAD is (potentially) a mixed-use business, retail and residential urban core.

The planning scheme currently uses to 2010-2011 ABS statistical data in informing growth scenarios and future demand. More recent data would provide Council with a more accurate representation of the likely changes in current and future housing needs and how to respond to managing such change (identifying change areas that will facilitate higher densities within established areas of Horsham such as semi-detached house, town house and unit developments, mixed-use developments).

Improving the Horsham Planning Scheme in relation to housing supply

Any rezoning of land to residential would require the strategic work to determine long term housing needs and quantify land supply. Council currently lacks strong direction and an overarching policy framework to meaningfully address unmet and future population mix, diverse dwelling types and increasing densities in appropriate contexts. The Strategic Planning Unit proposes an overarching and strategic method in addressing the future long term identification and provision of residential land in Horsham through the preparation of a *Housing Strategy*.

A *Housing Strategy* is a proactive approach that would provide direction in articulating Council's future and preferred housing supply. Through a *Housing Strategy* future housing growth and changing needs (including the impact of COVID-19 migration trends and the emergence of new industries within Horsham) would be strategically planned for to ensure that:

- There is appropriate type and quantum of land available to be converted in housing stock.
- There is choice in the housing marking in terms of location, price point and block size.
- There is diversity in housing stock in terms of type, size and tenure, that housing includes social housing that is suitable to the needs of very low, low and moderate income households.
- Housing is of high quality in terms of amenity, housing responds and contributes positively to neighbourhood character (informed by a *Neighbourhood Character Assessment*).
- More diverse housing such as townhouses and units are located with convenient access to existing shops, services, transport, open space and where it is easy to walk and cycle.

Another critical piece of work to support the preparation of a housing strategy is a [Neighbourhood Character Assessment and Guidelines](#). The purpose of this work is to carefully balance the objectives between protecting character and accommodating growth and this work typically accompanies the *Housing Strategy*. A *Neighbourhood Character Assessment and Guidelines* will provide the basis upon which to ensure that proposed residential developments respect and are sympathetically responsive to the surrounding context in established areas. It will also lead to creating a positive character in newly developing areas raising the bar in terms of built form, street layout, vegetation, interfaces and setbacks, open space and public domain. Implementation of the *2014 Heritage Study* is also critical to ensure the successful management of increasing housing densities in areas comprising high heritage and local character value (the *Heritage Study* identifies several residential heritage precincts for local level heritage protection). The application of heritage planning controls will avoid the incremental loss of historical buildings and streetscapes as well as incompatible new building development.

A *Rural Land Use Review and Small Settlements Strategy* is another piece of work earmarked by the Strategic Planning Unit. This strategic planning work would provide Council with a long term vision for the municipality's rural areas (land zoned Farming Zone, Rural Conservation Zone and Rural Living Zone) and small settlements such as Natimuk and Pimpinio.

This work would (but not necessarily be limited to):

- Understand the municipality's rural circumstances, how planning policy and controls better can support established rural industries, promote opportunities in rural tourism and address policy gaps in recognising important environmental and landscape values.
- Investigate the existing Township Zone of smaller settlements and whether they can accommodate likely demand for new residential lots over the next 10-15 years.
- Understand demand which may exist for rural living lots as a means of providing additional housing choice and diversity.
- Investigate the buyer interest in lot size and what is currently deterring potential residents from moving to these small settlements.
- Determine whether there is an absence of suitable lots for people who wish to settle on the township fringe rather than within the township itself.
- Balance growth / development opportunities with planning policies on the protection of agricultural land and productivity.
- Take into consideration rezoning options that do not compromise future development opportunities within the township such as the capacity of existing land zoned Township Zone to accommodate further subdivision and new development.
- Recommend locations for land to be rezoned from Farm Zone to Rural Living.

Next steps

- Prepare a *Supply, Diversity and Trends in the Horsham Housing Marketing Report* to provide background information to inform a *Housing Strategy*.
- Prepare a *Neighbourhood Character Assessment* to ensure a *Housing Strategy* appropriate responds to heritage, streetscape and character,
- Undertake a *Housing Strategy* to provide clear direction to the community, developers and other stakeholders in regards to the type and location future housing.
- Implement *Housing Strategy* into the Horsham Planning Scheme as part of the Planning Scheme Review that is currently being scoped.

Options to Consider

1. Agree to the preparation of a *Housing Strategy* and seek external grant opportunities.
2. Disagree to the preparation of a *Housing Strategy* and to seeking external grant opportunities.

Sustainability Implications

A *Housing Strategy* will provide Council decision makers a strong and clear planning policy framework for ensuring new development contribute to more sustainable outcomes in the longer term, including curbing urban sprawl, responding to changes in housing needs and sensitively planning for the impact of urban consolidation by improving design, protecting heritage and contributing to the preferred character of the area.

Community Engagement

Community consultation will be required in preparing the *Housing Strategy*, so the community has a sense of ownership, understands what is proposed and can contribute to outcomes.

Innovation and Continuous Improvement

A *Housing Strategy* will ensure the Horsham Planning Scheme remains up-to-date by responding appropriately to contemporary planning issues using best practice planning approaches.

The work proposed is also timely as the Department of Environment Water Land and Planning (DELWP) is establishing the Regional Hubs program. The Regional Hubs Program will offer Council with planning support and input during the preparation of this strategy.

Collaboration

A *Housing Strategy* will require collaboration with the Department of Environment Land Water and Planning.

Financial Implications

There will be a cost involved for the preparation of a *Housing Strategy* and a future Planning Scheme Amendment to implement the strategy and associated findings of the *Neighbourhood Character Analysis*. The preparation of a *Housing Strategy* and *Neighbourhood Character Analysis* will be in the order of \$100,000 - \$130,000. This sum is based upon a discussion with another Regional LGA who has recently undertaken this work. A Planning Scheme Amendment will require budget considerations as there will be costs associated with Public Exhibition (consultation & issues resolution), Amendment fees and a Panel Hearing whereby Council will require representation. It is envisaged that a Planning Scheme Amendment would not occur for at least 12-18 months from the commencement of the Housing Strategy but should be acknowledged and earmarked for the subsequent financial year.

There may be funding opportunities available through State Government grant programs, such as Regional Development Victoria.

Individual rezoning requests can be costly to Council as the provision of infrastructure is not planned and coordinated with development.

Staff resources who will be required to consult with land owners seeking to rezone land and to participate future planning scheme amendments and Panel Hearings.

Regional, State and National Plans and Policies

This is identified in the report's discussion section.

Council Plans, Strategies and Policies

2020-2024 Council Plan

Complete the Rural Land Use Strategy 5.2.02

Review and further develop planning controls for heritage items through the completion of heritage studies 5.2.05

Risk Implications

There are significant risk implications for not undertaking this piece of work. If Council does not strategically respond to urban growth and demand pressures this can result in:

- A continued mismatched provision of housing supply in relation to current and future housing needs
- An oversupply of newly zoned residential land on the township's fringe resulting in urban sprawl, an increase vehicle dependency, increased distances to community facilities and open space (increasing social marginalisation) and loss of agricultural land and environment values
- Newly rezoned residential land becomes costly to service with infrastructure for Council due to a dispersed and ad hoc rezoning approach and insufficient use of existing or planned services and infrastructure
- Permanent loss of neighbourhood character and heritage values.

Note: A residential rezoning must be supported with evidence / strategic justification that the proposed use and development supports and implements the housing needs of the municipality (as identified in the Municipal Planning Strategy). This includes understanding demographics needs of the area and likely future trends.

There may be community reaction to various aspects of a *Housing Strategy* and these would be considered in detail as part of community consultation.

Conclusion

A Housing Strategy for Horsham will:

- Introduce new planning policy and direction in the Horsham Planning Scheme (e.g. Increased Housing Diversity Areas Policy, Compact Horsham Policy, identify Key Development Sites and Housing Change areas, Residential Character Local Policy). This will ensure new housing development is better located and targeted at meeting the community's housing needs whilst reflecting important qualities of the current neighbourhood character.
- Influence developers to deliver housing outcomes that more closely meet the diversity of housing needs and aspirations of the community.
- Provide clear policy direction to consolidate urban growth in Horsham.
- Flag the opportunity to introduce a settlement boundary to better manage outward expansion in a coordinated way (prevent sprawl and encourage sustainable growth practices).
- Release sufficient and a sustainable amount of land to meet projected development demand for 15 years and more.

9.10 RISK APPETITE STATEMENT & RISK MANAGEMENT FRAMEWORK

Author's Name:	Robert Letts	Director:	Graeme Harrison
Author's Title:	Business Partner Risk & HR	Directorate:	Corporate Services
Department:	People and Culture	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

Risk Appetite Statement (**Appendix "9.10A"**)

Risk Management Framework (**Appendix "9.10B"**)

Purpose

To adopt the Horsham Rural City Council Risk Appetite Statement and note the revised Risk Management Framework (**Appendix "9.10B"**).

Summary

- Risk Appetite statement has been endorsed by the Audit and Risk Committee and now requires adoption by Council.
- The Risk Management Framework has been reviewed by the Executive Management Team and Audit and Risk Committee and is provided for noting.

Recommendation

That Council:

1. Adopt the Risk Appetite Statement as attached (**Appendix "9.10A"**)
2. Receive and note the revised Risk Management Framework as attached (**Appendix "9.10B"**).

REPORT

Background

Council has a statutory obligation to ensure that its risks are both monitored and controlled. One of the underlying steps to controlling risks is the risk appetite. The risk appetite statement is a document that outlines and records Council's level of tolerance in respect of risks relating back to matter contained in the Council Plan.

Each year the risk appetite needs to be reviewed as the risk climate is a forever-changing place, and Council needs to be adaptable in the way it accepts or mitigates risks. As part of this process, Council will decide on where the levels of risk sit to ensure that Council is not only a progressive organisation, but also a safe and compliant organisation.

The Risk Appetite Statement was previously embedded in the overall Risk Management Framework. In response to advice from the Audit and Risk Committee, the risk appetite statement was been removed from the framework and expanded upon to become its own separate document. Over the last 12 months, the statement has gone through many changes and at the last Audit and Risk Committee meeting the Risk Appetite document was endorsed for adoption by Council.

The Risk Appetite Statement serves to establish a consistent view of the risk parameters Council operates in and establishes boundaries for risk management activities, which helps to determine whether further risk mitigation strategies are required.

Overall risk appetite is determined and set by Councillors. Once set, the strategic risk register can be updated to reflect the appetite, current risk and residual risk. This will then directly influence Council's operations and practices moving forward.

Discussion

Council's risk appetite can range from nil to high. The higher the appetite, the more risk Council is willing to take to achieve an outcome, for example, there is nil appetite for health and safety risks but high appetite for change to ensure business efficiencies etc.

Overall, Council must review each 'Key Activity' within the document and decide on what the appetite for risk is for each of those activities. This appetite should then become the measure of how Council sees the necessary levels of risk that the organisation can take to ensure that the Council's plans and objectives are met.

The Risk Management Framework has also been reviewed and updated following the removal of the Risk Appetite statement and as part of the regular review process. This has been done in conjunction with the Audit and Risk Committee and Executive Management Team (**Appendix "9.10B"**).

Options to Consider

The Risk Appetite statement could remain as part of the overall Risk Management Framework as was previously the case.

Sustainability Implications

Council's approach to risk should underlie all of its decisions, both strategically and operationally and as such the appetite to risk can greatly influence council's financial sustainability and how it responds to environmental challenges.

Community Engagement

No community engagement is required for this review.

Innovation and Continuous Improvement

Council's approach to risk management continues to mature and improve. Separating of the Risk Appetite Statement from the Risk Management Framework is an improvement that allows Council to better focus on one of the core elements of the overall framework.

Collaboration

The Risk Appetite Statement was developed and reviewed in collaboration with the Audit and Risk Committee.

Financial Implications

Costs associated with the development of these documents have been covered within existing budgets and through the internal audit budget allocation.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 4 – Governance and Business Excellence

Four-Year Priority 4.2 – Manage risk to the organisation

HRCC Risk Management Framework

Risk Implications

The risk of not establishing a Risk Appetite Statement is that the organisation may manage the risks it faces in a manner that is inconstant with the expectations of the Council.

Conclusion

The Risk Appetite Statement plays an integral part of strategic and operational planning for Council. Well thought out and decisive risk appetite statements, against each key activity will ensure that risk levels are maintained at a serviceable and safe level.

9.11 COMMUNITY VISION 2041 – COMMUNITY PANEL REPORT

Author's Name:	Graeme Harrison	Director:	Graeme Harrison
Author's Title:	Director Corporate Services	Directorate:	Corporate Services
Department:	Corporate Services	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 “9.11A”**)

Horsham Rural City Talks – Engagement Findings (**Appendix “9.11B”**)

Purpose

To receive and note the final report from the Community Panel, including the recommendations on the Council Plan, Health & Wellbeing Plan, Asset Plan and Long-term Financial Plan and adopt the proposed Community Vision for 2041.

Summary

- The new *Local Government Act 2020* (The Act) Section 88 requires Council to maintain a Community Vision for at least the next 10 financial years.
- Section 90 of the Act requires Council to adopt a Council Plan for at least the next 4 financial years.
- Both documents must be developed utilising deliberative engagement practices and a Community Panel was established for that purpose.
- In order to meet the requirement to maintain a Vision for “at least the next 10 financial years” a vision has been developed for a period of 20 Years to 2041.
- The Community Panel met over three Sundays from 20 June to 4 July 2021.
- Positive experiences were reported from participants on the panel and a Community Vision 2041 and other recommendations were provided to Council.

Recommendation

That Council:

1. Adopt the Community Vision as provided to Council by the Community Panel as described in **Appendix “9.11A”** and as depicted below in this report.
2. Receive and note the recommendations provided to Council by the Community Panel for the purpose of consideration of these during the development of the Council Plan, Health & Wellbeing Plan, Asset Plan and Long-term Financial Plan.
3. Note that, after consideration of the recommendations that a response will be provided to the Community Panel members detailing how Council has responded to the Panel’s recommendations.

REPORT

Background

The new *Local Government Act 2020* (The Act) Section 88 & 90 require Council to maintain a Community Vision for at least the next 10 years and a Council Plan for at least the next 4 years and to develop these documents using deliberative engagement practices.

Additional to these 2 items, Council must also adopt and keep in force for at least the next 10 years, a Financial Plan (Section 91 of the Act) and an Asset Plan (Section 92 of the Act). The contents of the Financial Plan are defined by regulation whilst the contents of the Asset Plan are specified in that Act that it must contain information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of Council. Both of these must also be undertaken using deliberative engagement methods with the community and be in place by 31 October 2021.

Council has in place a Community Engagement Policy that also assists in defining its engagement practises and is relevant to how this task was undertaken.

Council undertook a competitive quotation process to select the consultancy firm i.e. community in partnership with Max Hardy Consulting, to oversee the deliberative engagement processes. The i.e. community consultancy team have a wealth of experience in deliberative community engagement and have provided a very positive experience for the Panel members who have been involved and have delivered on the outputs as specified. Central to the approach has been building community confidence in the process and thereby strengthening the relationship between Council and the community. Council's acceptance of the outputs from the process is evidence that the community members can feel confident that their input has been valued and is ultimately being reflected in Councils strategic planning documents.

Council sent an invitation to every household across the municipality to participate in the Community Panel and from that i.e. Community received over 90 expressions of interest. From these, 36 participants were selected independently by i.e. community to achieve a stratified representative, mini-public that reflects the broader community make-up by gender, age, geography and other factors.

The final numbers that participated were 26 as the Panel dates had to be rescheduled due to a COVID-19 lockdown period that occurred in early June 2021. The Panel was conducted face-to-face, over three Sundays from 20 June to 4 July 2021 at the Horsham Town Hall.

To inform the Panel's deliberations, an extensive period was utilised between February to May 2021 to gather feedback from the community under the banner of "Horsham Talks". This utilised a series of processes including on-line engagement, face to face, pop-up sessions, surveys and community conversations to gather feedback and input as to how people would like to see their community in 2041.

937 responses were received by i.e. community that provided a diverse and broad view of what the community should look and feel like come 2041. Responses were received from a broad demographic within the community and the feedback has been summarised by i.e. community in the report produced for the panel and attached as **Appendix "9.11B"**.

Discussion

The Community Panel's deliberations have resulted in a report to Council that details its Vision for the Community and recommendations to the questions posed as input to the Council planning processes. The full report as written by the panel is attached as **Appendix "9.11A"**.

The Community Vision was presented to all Councillors at the final panel session on Sunday 4 July and has been considered by Council and is now presented “unchanged” for adoption. The Community Vision is as follows:

Community Vision

In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future.

Sustainability	Liveability	Accessibility	Community
A sustainable community is driven by strong economic growth in a healthy and safe, natural environment.	A liveable community is a place where green spaces are prioritised and specialised services are available to promote physical and mental health and wellbeing.	An accessible community is a connected hub supported by an extensive transport network. It is designed to meet the growing demand for services and supports education and wellbeing.	A welcoming community connects the diverse population and enables all people to feel a strong sense of belonging. It is underpinned by a framework of community consultation and accountable and transparent decision making.

This Vision will be placed into a more formal graphically designed document that will provide background information as to the process undertaken and the inputs received. It will then be made widely available to all in the Community. This work has yet to be undertaken but will be completed over the coming weeks.

The recommendations from the Community Panel on the Council Plan, Health & Wellbeing Plan, Asset Plan and Long-term Financial Plan are included in the full report from the Panel (**Appendix “9.11B”**). These recommendations are being discussed and worked through with Council as part of its planning processes and responses will be incorporated into the relevant documents when finalised.

Council will also provide a written response back to the Community Panel detailing how their recommendations were considered and how council has and is responding to them.

Options to Consider

Nil

Sustainability Implications

The Community Vision and its impact on the Council Plan will set the key direction for our community going forward. Climate change and how Council responds to climate challenges is a requirement of the new *Local Government Act 2020* and is a key element that must be responded to in the Health & Wellbeing Plan so will be reflected in those final documents.

Community Engagement

The process to develop the Community Vision has been one of the first processes that Council has undertaken that has handed over complete responsibility to the community. Under Council’s Community Engagement Policy it has empowered the Community Panel to develop the Community Vision.

Innovation and Continuous Improvement

i.e. community has brought some innovative approaches to engagement to get the whole municipality talking about the future of Horsham through community conversations, online engagement, campaigns and dynamic deliberative gatherings.

Collaboration

The development of the Community Vision and Council Plan has been a collaborative arrangement between all sectors of the Community, Councillors and Council Officers.

Financial Implications

Council has allocated \$95,000 (split across 2 years of its budget) to assist in the facilitation and development of the Community Vision, Council Plan, Health & Wellbeing Plan, Asset Plan and Financial Plan.

Regional, State and National Plans and Policies

The State Government's review of the Local Government Act has clearly set the new 2020 Act to be based around some general clear principles:

- Transparency
- Accountability Openness
- Commitment
- Fairness
- Clarity.

Council Plans, Strategies and Policies

The Community Vision is the most important strategic document that informs the direction of the Council Plan, whilst the Council Plan is the centre piece of the integrated planning framework for all that Council does.

Risk Implications

Not bringing the Community and Council together effectively can give rise to community conflict and lack of confidence in the future of the community thereby leading to negative outcomes for all.

Conclusion

This is the start of an exciting future for Council led by a solid Vision from the Community that will ensure that council follows in this direction for the future. It also sets the scene for continued effective engagement across all of its activities.

9.12 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 July 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 July 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 8 July 2021 by zoom. The board discussion included an update on the procurement process to select the technology Vendor and the changes to Board Governance required due to withdrawal of Yarriambiack and Buloke from the RCCC Project.

Wimmera Regional CEO Meeting: The Chief Executive Officer met with the Chief Executive Officers of Buloke, West Wimmera and Hindmarsh on Thursday 8 July 2021. The discussion included recently adopted Council budgets and the proposed health services merger.

Wimmera Health Care Group Merger: The Mayor, Chief Executive Officer and Mayor's from Northern Grampians, Yarriambiack, West Wimmera, Hindmarsh and Buloke Shire Council's met with the Hon Martin Foley, Minister for Health by zoom on Thursday 8 July 2021. The group discussed the proposed Wimmera Health Care Group merger with the Ballarat Health Services and their concern about the provision of health services in the Wimmera Southern Mallee.

Stuart Grimley MP, Member for Western Victoria: The Chief Executive Officer and Mayor met with Stuart Grimley on Wednesday 14 July 2021 to discuss return of passenger rail services to Horsham.

Municipal Association of Victoria (MAV): The Chief Executive Officer attended a MAV Forum on Wednesday 14 July 2021 (virtual). Jeroen Weimar, Commander COVID-19 Response and Luke Wilson, Cross-Border Commissioner provided an update on the COVID-19 situation and the vaccination program. Carmel Flynn, Acting CEO Bushfire Recovery Victoria spoke about severe weather events. Strategic discussions included updates on Planning Reform and Regulatory Reform.

Regional Cities Victoria (RCV): The Chief Executive Officer attended a Regional Cities Victoria meeting on Thursday 15 July 2021 via zoom. Discussions included Windfall Gains Tax, recent State Government announcements. Guest speakers included Virginia Birrell, CEO, Australia China Business Council Andrew Walker, Program Lead Kerbside Reform and Service Delivery, DELWP briefing the group on 4 bin waste system and support for local government.

Wimmera Southern Mallee Regional Partnership: The Chief Executive Officer attended the Regional Partnership meeting on 15 July 2021. Apart from the general update, the main item of discussion related to the proposed health services merger.

B. Community Engagement

Deliberative Panel: Sunday 4 July 2021 saw the last of the 3 planned deliberative engagement sessions for the Community Panel. The Community panel was established as a representative group of initially 36 people from all geographic area and age groups from the community. Due to COVID restrictions, the panel sessions had to be moved by 3 weeks. This resulted in some panel members not being able to attend, so the final panel comprised 24 representatives from the community. The task of the panel was to develop a Community Vision for Horsham out to 2041 and to then provide some recommendations to council to contribute to the Council Plan, Health & Wellbeing Plan, Long-term Financial Plan and Asset Plan.

Projects and Events

The Station: The Station hosted its first two Youth Council led events since the refurbishment of the inside of The Hall of the old Nexus building. Sixty-three young people attended the event on Friday 25 June 2021 for the Level-Up Gaming Event funded by Engage! and 21 young people attended the 'Design your own hoodie' workshop on Saturday 26 June 2021, which was funded by a successful Youth Week 2021 grant.

NAIDOC Week: NAIDOC Week celebrations were held across Australia from 4 to 11 July 2021 to highlight the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. The theme this year was Heal Country. HRCC supported a number of events initiated by First Nations People, including a NAIDOC art exhibition displayed throughout the foyer at the Horsham Town Hall and Gallery. The Exhibition officially opened on Monday 5 July and was open all week. An evening opening of the exhibition was also held on Wednesday 7 July.

Horsham Railway Station: It has recently been announced that the surrounds of Horsham Railway Station will undergo landscaping works this year as part of a wider effort to clean up the rail corridor. Land either side of the station building between the Kalkee Road overpass and Wawunna Road is set to be improved with a row of large established trees, demolition of sheds, the renewal of garden beds and a general clean up. While VicTrack owns the railway corridor, Council leases the area south of track and we have committed \$66,000 in the 2021-2022 Budget for the works. The railway corridor has a long way to go before it is fully remediated but we believe that enhancing the land either side of the station will make a significant difference to the aesthetics of the broader area.

Outdoor Dining Installations: A roll out of new outdoor dining infrastructure for hospitality businesses throughout Horsham Rural City Council has commenced. The project office team is managing 33 projects totalling more than \$600,000 across the coming weeks after local businesses successfully applied for funding via the Victorian Government's Outdoor Eating and Entertainment package. Among the installations are wind barriers, planter boxes, shade structures, street furniture and servery windows. Works are about to start across Horsham, Natimuk, Wartook and Dadswells Bridge.

Rural Revegetation: This year's rural revegetation program ran very well with the new online ordering and payment system. Ninety percent of the orders came through the online process. The hand out of trees was undertaken on Friday 2 July and Saturday 3 July and went smoothly with COVID protocol's in place.

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 July 2021.

10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Robyn Gulline, Mayor

- 29 June 2021 – ABC Wimmera radio interview
- 2 July 2021 –
 - Triple H radio interview with Di Trotter
 - Longerenong College – Farewell for John Goldsmith
- 4 July 2021 – Met with Community Panel members at the end of their final session
- 5 July 2021 –
 - NAIDOC Week Flag Raising Ceremony
 - NAIDOC Week Art Exhibition Opening
- 7 July 2021 – Attended the NAIDOC Art Exhibition
- 8 July 2021 – Met with Martin Foley, Minister for Health to discuss provision of health services in the Wimmera
- 9 July 2021 – Regional Mayors meeting
- 14 July 2021 –
 - Met with Stuart Grimley MP to discuss return of passenger rail to Horsham
 - Chaired COVID Agency meeting
 - Attended “Seeds for Growth” presentations
 - Guest speaker at Rotary Club of Horsham East
- 15 July 2021 – Attended the Horsham Pipe Band AGM

Cr Penny Flynn

- 23 June 2021 – MAV Sexual Harassment Prevention Workshop
- 23 June 2021 – Rotary Club of Horsham East Changeover Dinner
- 4 July 2021 – Community Panel Presentation
- 5 July 2021 – NAIDOC Week Morning Tea
- 7 July 2021 – NAIDOC Week Art Exhibition Opening
- 15 July 2021 – VLGA & LGiU Australia Global Panel - Child Friendly Cities & Communities, COVID: the impact on children & young people

Cr David Bowe

- 4 July 2021 - Community Vision Deliberative panel meeting (only attended the closing to receive & hear the Community Vision)
- 5 July 2021 – NAIDOC week Flag Raising Ceremony at Goolum Goolum Aboriginal Co-operative
- 5 July 2021- NAIDOC week Art Exhibition Opening at Horsham Town Hall
- 9 July 2021 – NAIDOC week Heal Country Event at Weir Park
- 15 July 2021 - Municipal Association of Victoria (MAV) - Strategic Planning & Decision-Making Training for Councillors (online via zoom)
- 15 July 2021- Victorian Local Governance Association (VLGA) & Local Government Information Unit (LGiU) Australia Global Live Panel Forum: Child Friendly Cities & Communities, COVID: the impact on children & young people (online via zoom)
- 21 July 2021 - Alcohol and Drug Foundation & VicHealth Local Government Alcohol Prevention Forum (online via zoom)

Cr Di Bell

- 23 June 2021 – Finance for non-finance course
- 24 June 2021 – Councillor Team coaching
- 25 June 2021 – Councillor Team coaching
- 1 July 2021 – CEO Review meeting
- 4 July 2021 – Community Deliberative Panel presentation – Horsham Town Hall
Sincere thanks and appreciation to all community members who participated in the process to develop our Community Vision. This includes all who applied to be on the panel, those selected and particular thanks to those panel members who gave the full days of their time to represent our community. I believe this is a new way forward to our community to play a key part in the future of our municipality, and look forward to more community involvement as we move forward to achieve our Community Vision for the future. I particularly enjoyed feeling the positive vibe at the presentation to Councillors and sharing discussion with many members of the panel who also commented on the positive experience of the discussions and sharing of ideas.
- 5 July 2021 – NAIDOC – Opening and Flag raising
- 5 July 2021 – Council Briefing
- 12 July 2021 – Council Briefing
- 13 July 2021 – WDA meeting
- 15 July 2021 – MAV Strategic Planning and Decision Making Course
- 16 July 2021 – Council planning day
- 21 July 2021 – Council Briefing

Cr Claudia Haenel

- 24 June 2021 - Meeting with Peter Stephensen - Council Chambers
- 25 June 2021 - Group session with Peter Stephensen - Council Chambers
- 28 June 2021 - Council Meeting - Council Chambers
- 1 July 2021 - CEO performance review with Joe Carbone - Council Chambers
- 2 July 2021 - GCW LG Forum Meeting - zoom
- 4 July 2021 - Community Vision Meeting - Horsham Town Hall
- 5 July 2021 - NAIDOC Flag Raising Ceremony – Goolum Goolum Aboriginal Co- Operative
- 5 July 2021 - NAIDOC Art Opening Ceremony - Horsham Town Hall
- 5 July 2021 - Council Briefing Meeting - Council Chambers
- 7 July 2021 - NAIDOC Art Evening Ceremony - Horsham Town Hall
- 12 July 2021 - Council Briefing Meeting - Council Chambers
- 14 July 2021 - Coffee with a Councillor - Horsham Plaza
- 15 July 2021 - Healthy Eating Seminar - Beaufort
- 15 July 2021 - Ie. Community Vision - zoom
- 16 July 2021 - Community Vision & Planning Session & LTCW - zoom
- 14 July 2021 - Coffee with a Councillor - Horsham Plaza (postponed due to lockdown)
- 21 July 2021 - Council Plan Discussion - zoom

11. URGENT BUSINESS

12. PETITIONS AND JOINT LETTERS

13. PROCEDURAL BUSINESS

13.1 INFORMAL MEETINGS OF COUNCILLORS – RECORD OF MEETINGS

- CEO Performance Review held on Thursday 1 July 2021 at 11.00am
- Council Briefing Meeting held on Monday 5 July 2021 at 5.00pm
- Council Briefing Meeting held on Monday 12 July 2021 at 5.00pm

Refer to **Appendix “13.1A”**

13.2 SEALING OF DOCUMENTS

Nil

13.3 INWARD CORRESPONDENCE

- Response letter from the Hon Shaun Leane, Minister for Local Government

Refer to **Appendix “13.3A”**

13.4 COUNCIL COMMITTEE MINUTES

- Wimmera Southern Mallee Regional Transport Group meeting held on Friday 28 May 2021
- Horsham Tidy Towns Committee meeting held on Tuesday 15 June 2021
- Bicycle Advisory Committee meeting held on Wednesday 16 June 2021
- Horsham Regional Livestock Exchange Board of Management meeting held on Thursday 17 June 2021
- Western Highway Action Committee meeting held on Friday 18 June 2021

Refer to **Appendix “13.4A”**

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