

# AGENDA

ORDINARY MEETING OF THE  
**HORSHAM RURAL CITY COUNCIL**

on

**3 April 2018**

**5.30pm**

at

Civic Centre

HORSHAM

**COUNCILLORS are respectfully requested to attend the Ordinary Meeting of the Horsham Rural City Council to be held in the Municipal Chambers, Civic Centre, Horsham at 5.30pm on 3 April 2018.**

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CLOSE



GRAEME HARRISON  
Acting Chief Executive

**1. READING OF PRAYER AND THE ACKNOWLEDGEMENT OF COUNTRY STATEMENT****2. WELCOME TO DISTINGUISHED GUESTS OR PERSONS IN THE PUBLIC GALLERY**

The public are advised that the Council meeting will be recorded to maintain an audio archive.

**3. APOLOGIES AND REQUEST FOR LEAVE OF ABSENCE****4. CONFIRMATION OF MINUTES AND SIGNING THEREOF**

MINUTES OF AN ORDINARY MEETING OF THE HORSHAM RURAL CITY COUNCIL HELD IN THE MUNICIPAL CHAMBERS, CIVIC CENTRE, HORSHAM AT 5.30PM ON 19 March 2018

**5. DISCLOSURE OF INTEREST AND DECLARATIONS OF CONFLICT OF INTEREST**

A Councillor who has a conflict of interest and is attending the Council meeting must make a full disclosure of that interest.

(a) by either –

- (i) advising the Council at the meeting of the details required under paragraphs (b) and (c) immediately before the matter is considered at the meeting; or
- (ii) advising the Chief Executive Officer in writing of the details required under paragraphs (b) and (c) before the meeting; and

(b) classifying the type of interest that has given rise to the conflict as either –

- (i) a direct interest under 77B; or
- (ii) an indirect interest and specifying the particular kind of indirect interest under:

Section 78 – close association  
Section 78A – financial interest  
Section 78B – conflicting duties  
Section 78C – receipt of an applicable gift  
Section 78D – consequence of becoming an interested party  
Section 78E – impact on residential amenity; and

(c) describing the nature of the interest; and

- (d) if the Councillor advised the Chief Executive Officer of the details under paragraph (a)(ii), the Councillor must make a disclosure of the class of interest only to the meeting immediately before the matter is considered at the meeting.

Members of Staff

Under Section 80C of the Local Government Act 1989, 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.

**6. PUBLIC QUESTION TIME**

## 7. OTHER BUSINESS

### 7.1 RESUMPTION OF DEBATE ON THE MOTIONS FROM PREVIOUS MEETING

NIL

### 7.2 RECEPTION AND READING OF PETITIONS, MEMORIALS, JOINT LETTERS AND DEPUTATIONS

NIL

### 7.3 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

#### 7.3.1 NOTICE OF MOTION NO. 165

Given by Cr John Robinson

TAKE NOTICE that it is my intention to move the following motion at the Ordinary Meeting of the Horsham Rural City Council, to be held at the Civic Centre, Roberts Avenue, Horsham on Tuesday, 3 April, 2018.

**“That under the Victorian Building Interim Regulations 2017 – Regulation 1804 ‘Exemption for Class 10 buildings on farm land’ – Council exempt from a building permit all buildings on designated farm land that are classed under the National Construction Code (NCC) as Class 10a, 10b or 10c buildings provided that the building or buildings conform to the following:**

- (a) are a non-habitable building or structure,**
- (b) (i) are not used as a car park (NCC Class 7a),**
  - (ii) are not used for storage, or display of goods or produce for sale by wholesale (NCC Class 7b),**
- (c) are not a laboratory, or a building in which a handicraft or process for the production, assembling, altering, repairing, packing, finishing, or cleaning of goods or produce is carried on for trade, sale or gain (NCC Class 8)”.**

#### Rationale

Recent advice provided to Council that a Class 10 building is not applicable for farm sheds or farm buildings under the Building Code of Australia and that the past capacity for Council to grant exemptions is therefore no longer available is not supported by relevant legislation, codes or authorities.

Section 1804 of the Building Interim Regulations (Vic) 2017 is a valid and current regulation signed by Planning Minister Richard Wynne 23/5/2017.

- Section 1804 empowers the relevant Council to make the exemptions sought in this motion.

The Australian Building Codes Board (ABCB) is the national regulator and administers the National Construction Code.

- The NCC describes the attributes of Class 7, 8 and 10 buildings.

Contrary to recent statements by this Council the NCC provides that farm sheds or buildings can be Class 10a.

- Documentation (dated 15/3/2018) from ABCB and readily available to this Council ratifies this position.
- The ABCB provide explanatory material including a photograph of a Class 10a compliant farm shed.

On 28 March 2018 an inquiry with the Victorian Building Authority ratified the position that Council still has the power to grant exemptions for farm buildings as per above.

Copies of relevant statutes, position statements etc will be provided at the meeting or earlier if Councillors wish.

The Mayor and Ms Murphy have advised us that the position causing the withdrawal of our capacity to grant exemptions is caused by legislation. That is indicated in advice provided to myself and Council in an email from Ms Murphy dated 16 March 2018.

I am not an expert in building codes and regulations. Would you ascertain and advise the specific Act(s) and Sections / sub-sections the Mayor is relying on. My reading is that the advice provided is not correct.

At the planning meeting prior to the last ordinary meeting I expressed my concern regarding the withdrawal of the exemptions. I stated that I believed that we were not on good grounds and urged that we not form a position and not go to the community until the position was clarified.

From the audio of the last ordinary meeting it appears to me that little discussion took place and there is no indication of any work to clarify the position.

I am also disappointed that regardless of the final position there has been no apparent engagement with the farming sector who will be significantly impacted by the recent policy change on what has been a long standing arrangement. This is completely unacceptable.

---

Cr John Robinson

CIVIC CENTRE  
HORSHAM 3400  
29 March 2018



#### **7.4 COUNCILLORS QUESTIONS WITH NOTICE**

NIL

#### **7.5 ORDERS OF THE DAY**

##### **7.5.1 YMCA CONTRACT EXTENSION PROPOSAL**

File Ref: 55/01/0921

#### **Background**

The YMCA Contract Extension Proposal report was listed on the Council agenda at its Ordinary Meeting on Monday 19 March, 2018, but as there was not a quorum the report “laid on the table” until the next Ordinary Meeting of Council to be held on Tuesday 3 April, 2018.

Refer to Director Community Services Item No. 10.4.2 on page 22 for report on this matter.

#### **Recommendation**

That this item be “lifted from the table” and dealt with at this current Council meeting at Item No. 10.4.2 of the Director Community Services.

## **8. OTHER REPORTS**

### **8.1 ASSEMBLY OF COUNCILLORS – RECORD OF MEETINGS**

Council Briefing meeting held on Monday 26 March, 2018 at 5.00pm in the Reception Room followed by a community meeting at the Kalkee Recreation Reserve at 7.30pm.

Details Budget meeting held on Tuesday 27 March, 2018 at 5.00pm in the Reception Room.

Refer to **Appendix “8.1A”**.

### **8.2 SEALING OF DOCUMENTS**

NIL

#### **Recommendation**

That Council note the Assembly of Councillors’ – Record of Meetings

### **8.3 INWARD CORRESPONDENCE**

NIL

#### **8.4 COUNCIL COMMITTEE MINUTES**

**8.4.1 Bicycle Advisory Committee Meeting held on Wednesday 14 February 2018 at 5.00 pm in the Civic Centre, Roberts Ave, Horsham.**

**8.4.2 Horsham Regional Livestock Exchange Board of Management Meeting held on Thursday, 15 February 2018 at 5.00pm at the Livestock Exchange, Western Highway, Horsham.**

**8.4.3 Wimmera Southern Mallee Regional Transport Group Meeting held on Friday, 9 March, 2018 at 12.00pm in the Reception Room, Council Offices, Horsham.**

**8.4.4 Municipal Emergency Management Planning Committee Meeting held on Wednesday, 14 March, 2018 at 10.30am in the Reception Room, Council Offices, Horsham.**

Refer to **Appendix "8.4A"** for copy of minutes.

## 9. COUNCILLORS' REPORTS

## **10. OFFICERS REPORTS**

### **10.1 CHIEF EXECUTIVE**

No reports.

## 10.2 DIRECTOR OF CORPORATE SERVICES

### 10.2.1 INQUIRY INTO THE SUSTAINABILITY AND OPERATIONAL CHALLENGES OF VICTORIA'S RURAL AND REGIONAL COUNCILS – FINAL REPORT

K Bell

File Ref: F14/A03/000002

#### Purpose

To inform Council that the Victorian State Government have tabled their Final Report on the *Inquiry into the sustainability and operational challenges of Victoria's rural and regional councils* and to provide a summary of the key findings and 14 recommendations set out in the report. A full copy of the report is available from the [Parliament of Victoria](#) website.

#### Background

In May 2015, the Environment, Natural Resources and Regional Development Committee (ENRRDC) was asked to examine the sustainability and operational challenges facing Victoria's rural and regional councils.

The Committee, over the course of the inquiry, collected information from the Victorian rural and regional councils recording experiences, knowledge and ideas from a variety of people and organisations. A total of 69 written submissions were received and 8 public hearings were held across the State.

Horsham Rural City Council prepared and lodged a submission to the Inquiry which was endorsed by Council at its meeting on 5 September 2016 (**Appendix "10.2A"**). Throughout the Final Report by the ENRRDC there are several references to issues and concerns raised in Horsham Rural City Council's submission.

#### Issues

The Committee found that the great diversity of demographic factors, physical characteristics and the location of municipalities impacts on how much revenue each council can raise and how much it needs to pay to fulfil its responsibilities to communities

The Committee have identified that changes need to be made in four key areas:

- **A need for a new approach to funding** – an increase in funding from other sources to reduce the dependency on rates
- **Council responsibilities should be reconsidered and reviewed** – develop a clear set of core responsibilities
- **Identify and implement efficiencies** – share services and facilities
- **Manage community expectations** – inform the community of the full range of services and infrastructure Council manages, their costs and how they are funded

## Recommendations from the Report

**Recommendation 1:** That the State Government evaluate the rating system to identify changes that would improve its fairness and equity, while continuing efforts to reduce the overall rates burden. This could include:

- (a) considering whether mandatory differential categories should be implemented
- (b) reconsidering the rule that the lowest rate can be no less than 25 per cent of the highest rate
- (c) considering whether rates for agricultural land should be calculated in a different way to other categories of land to reduce the very high rates paid by some farmers.

**Recommendation 2:** That the Local Government Performance Reporting Framework be amended to include measures of the financial and social impact of rates on the community.

**Recommendation 3:** That the State Government seek, through the Council of Australian Governments, an increase in the Financial Assistance Grant pool to compensate for inflation and population growth between 2013 -14 and 2016 -17.

**Recommendation 4:** That the State Government seek, through the Council of Australian Governments, a guarantee from the Commonwealth Government that the Financial Assistance Grant pool will be indexed in future years in line with inflation and population growth.

**Recommendation 5:** That the State Government seek, through the Council of Australian Governments, changes to Commonwealth legislation to reduce the proportion of the Financial Assistance Grant pool that must be distributed to councils based on their population, so that a larger proportion can be distributed based on councils' need.

**Recommendation 6:** That the State Government establish a new grants program designed to assist small rural councils to deliver core services. Grants through this program should be:

- (a) ongoing, to provide certainty to councils and assist with planning
- (b) untied, so councils can use the money according to local priorities
- (c) distributed by the Victoria Grants Commission according to councils' needs without councils being required to apply for the grants or provide co-contributions.

**Recommendation 7:** That the State Government conduct a detailed review of councils' current responsibilities. This review should:

- (a) identify what services councils are currently delivering and what types of infrastructure they are currently managing
- (b) identify which responsibilities councils are best suited to manage and which could be better managed by other levels of government (for example, roadside weed and pest animal control, floodplain management and flood mitigation infrastructure should be considered)

*(c) develop a clear set of core responsibilities that councils are expected to undertake  
(d) develop minimum service levels for councils' core responsibilities.*

**Recommendation 8:** *That Local Government Victoria continue and expand efforts to facilitate councils finding efficiencies. This should include supporting information sharing between councils and facilitating shared service and resource arrangements where appropriate (including joint purchasing, shared service delivery, sharing staff and sharing equipment).*

**Recommendation 9:** *That the State Government make grants available for councils wishing to investigate and establish shared service and resource arrangements or to bring in experts to identify potential efficiencies. The grants should assist councils with the costs of identifying potential arrangements and working with other councils to put them in place. To be eligible for these grants, councils should be required to have independent experts review their operations to identify efficiencies at least once every four years and to make the results of these reviews publicly available.*

**Recommendation 10:** *That the State Government continue and expand efforts to grow the population and economy of regional Victoria, especially in the more remote rural areas. Among other things, these efforts should include job opportunities and infrastructure to make areas liveable and to enable businesses to succeed.*

**Recommendation 11:** *That councils take more opportunities to communicate the level of subsidy provided by councils for services. For example, councils should consider including information when people pay indicating how much of the service is covered by user charges and how much it is subsidised from other sources.*

**Recommendation 12:** *That, following the review of council responsibilities set out in Recommendation 7, the Local Government Performance Reporting Framework be amended to require councils to report on the proportion of their expenditure used to deliver core services and infrastructure compared to the amount spent on discretionary services and infrastructure.*

**Recommendation 13:** *That Local Government Victoria work together with other government bodies to investigate data-sharing processes that could reduce the reporting burden on local councils without compromising accountability.*

**Recommendation 14:** *That, when establishing grants programs requiring co-contributions, the Government consider additional use of varying funding ratios for different council categories, including setting no co-contribution requirements for small rural councils, where possible and appropriate.*

### **Consultation/Communication**

The Final Report into this Inquiry was tabled by Parliament on 27 March 2018, the day this report was written. There will no doubt be considerable communications in the coming months on the Findings and Recommendations of this Inquiry.



## **Financial**

The 14 recommendations made by the Committee are intended to strengthen the financial position of rural and regional Councils by reviewing revenue sources, identifying efficiencies, focusing on core responsibilities and managing community expectations. The financial impact to our Council is yet to be determined.

## **Links To Council Plans, Strategies, Policies**

Council Plan Goal 4 - Governance and Business Excellence

Excel in communication, consultation, governance, leadership and responsible use of resources.

Increase overall score in the Community Satisfaction Survey.

**Provided for information of Council.**

**GRAEME HARRISON**  
Director Corporate Services

### **10.3 DIRECTOR OF PLANNING AND ECONOMIC**

#### **10.3.1 MANAGEMENT OF CORELLAS**

A Murphy      File Ref: F01/A01/000001

##### **Purpose**

To provide an update to Council on the management of corellas in Horsham Rural City Council.

##### **Background**

As Council will be well aware, corellas have been part of the Wimmera landscape for years with numbers fluctuating at different times of the year depending on the weather conditions, food availability and season.

Historically, the Department of Environment, Land, Water and Planning (DELWP) have played a role in direct program delivery of management and control of corellas. However, the State Government's role has shifted to provision of information and advice, and not direct service delivery or direct ongoing control of problem wildlife. Responsibility for management of corellas has been left to local government to facilitate, without resources from government to support the program.

Council, at its meeting held on 5 February, 2018 resolved that the Acting Chief Executive contact our neighbouring Councils to address the matter of corellas damage.

##### **Issues**

The Acting Chief Executive met with other Wimmera Council representatives on 8 February 2018 where there was general agreement to share information and approaches to corella management. Council officers have also met with DELWP to seek their support with a corella control program, however, as previously stated their role is to provide advice and information.

In terms of the current season, Council engaged a drone operator for a two week period to trial the scaring of birds away from Horsham City Oval, Coughlin Park and the Horsham Lawn Tennis Courts where damage to the oval surfaces have occurred. This action appeared to work early on in the trial, but overall the program was not successful. At the same time, Council has offered a scare gun to sporting groups and has encouraged sporting groups to obtain a populous place permit (for a built up area) to destroy corellas causing damage to infrastructure particularly the ovals.

Council proposes to work with DELWP and other stakeholders during the current calendar year to develop an integrated management plan for the next season. This integrated management plan will be developed in collaboration with key stakeholders such as DELWP and the sporting groups to implement a workable, achievable cost effective plan.

As stated by Ian Temby, Wildlife Management Consultant, “there is no simple solution to reduce the problems associated with corellas roosting in towns or urban areas, and no easy way to get rid of them. Each problem needs to be assessed and dealt with in a specific way. Any successful strategy will combine elements to deal with individual problems and will require the cooperation of the community, a commitment to undertake and persist with the strategy until the goals are achieved, and the capacity and willingness to adapt or vary the strategy to manage unexpected responses from the corellas. Some people regard corellas as a pest, while others enjoy their presence.”

### **Consultation**

Consultation and advice has been sought through DELWP, neighbouring Councils and sporting groups

### **Financial**

The cost of the two week drone program trial was \$4,200, together with staff time to co-ordinate, and staff resources to repair the damage to the ovals. The proposed integrated management plan for corellas will articulate the estimated cost of delivering a program and will need to be flexible depending on Council resources and priorities.

### **Links to Council Plans, Strategies, Policies**

Goal 2 Sustaining the Economy

**Provided for information of Council.**

## **10.3.2 INDUSTRIAL ESTATES UPDATE**

A Murphy      File Ref: F15/A07/000002

### **Recommendation**

That Council refer this item to the confidential briefing part of the meeting to consider the report from the Director Planning and Economic in accordance with Section 89(2)(d) contractual matters, of the Local Government Act, 1989.

**ANGELA MURPHY**  
Director Planning and Economic

## **10.4 DIRECTOR OF COMMUNITY SERVICES**

### **10.4.1 COUNCIL LEADERSHIP STATEMENT TO SUPPORT THE PREVENTION OF VIOLENCE AGAINST WOMEN AND CHILDREN**

M Stewart

File Ref: F10/A07/000001

#### **Purpose**

To recommend to Council the adoption of an updated leadership statement to support the prevention of violence against women and children.

#### **Background**

In 2014, Council made a leadership commitment and statement to the prevention of violence against women. The Act@Work program was then introduced in 2017 as part of a region-wide strategy. Act@Work aims to address inequality as it is one of the main drivers of violence against women. An action plan was developed as part of the Act@Work Program, which committed to a review the of the 2014 leadership statement.

#### **Issues**

The family violence incident rate in Horsham Rural City per 100,000 of population (October 2015 – September 2016) was more than double the Victorian average (2730.6 v. 1,302.1). Horsham has consistently had the highest rate of family violence incidents in the Grampians Region (2011 to 2016). Since 2012, Horsham has consistently been in the top 10 worst performing Local Government Areas across the State in relation to family violence.

While most victims are aged 35 years and over, more than 27 per cent of Horsham Rural City victims were aged less than 25 years. Comparison of per population rates of victims aged less than 25 years indicate that Horsham Rural City population in this age group are much more likely to be victims compared to the regional Victoria average.

The risk of violence is worse for Aboriginal and Torres Strait Islander women, rural/regional women, culturally and linguistically diverse women, women with disabilities and the elderly because they already face other systems of oppression and discrimination which compound their experience of violence.

Violence against women is preventable by ensuring respect and equality between women and men. Horsham Rural City Council has a leadership role in the community and can influence culture and social norms through our interaction with individuals, families, organisations and community to eliminate attitudes that support violence.

Our leadership and participation in this work is critical to ensure safe, inclusive and respectful communities.

### **Proposed Leadership Statement**

“Horsham Rural City Council is committed to creating a safe, equal and respectful community that supports the prevention of (or is free from) violence against women and children.

Violence against women is preventable by ensuring respect and equality between women and men. Horsham Rural City Council has a leadership role in the community and can influence cultural and social norms through our interaction with individuals, families, organisations and community to eliminate attitudes that support violence. Council has an obligation to ensure a safe, equal and respectful workplace and to support employees.

Council is committed to addressing the drivers of gender inequality through the full range of our functions and responsibilities. Our work is underpinned by Council’s membership of the CoRE Alliance; by our Act@Work Action Plan and by actions listed in the Council Plan; Health and Wellbeing Plan and other Council strategies.”

### **Consultation/Communication**

This statement was developed in consultation with the Council’s Act@Work working group.

### **Financial**

There is no direct financial implication of the adoption of the Statement.

### **Links to Council Plans, Strategies, Policies**

Council has made commitments to address the drivers of gender inequality through Council’s membership of the CoRE Alliance (Communities of Respect and Equality); by our active participation in the Act@Work Action Plan and by actions listed in the Council Plan; Health and Wellbeing Plan and other Council strategies.

### **Gender Equity Considerations**

It is acknowledged that violence is also perpetrated against men. Family violence is highlighted as a significant issue in the community. However, the issues of violence against women needs to be addressed separately due to statistics that highlight how significant this issue is for Horsham Rural City. This can be addressed through challenging gender stereotypes and positive male role modelling.

### **Recommendation**

That Council adopt the proposed new Leadership Statement for prevention of violence against women and children.

## **10.4.2 YMCA CONTRACT EXTENSION PROPOSAL**

K O'Brien

File Ref: 55/01/0921

### **Purpose**

To provide a report with a recommendation to finalise contract extension negotiations with the YMCA in relation to Contract 12/046: Management and Operation of Horsham Aquatic Centre.

### **Background**

Council entered into a contract with the YMCA in July 2012 for management of the Horsham Aquatic Centre for a three-year term, with two further options, each for an additional three years. The first of these options was taken up by the YMCA, which extended the original contract until 30 June 2018.

In December 2017, the YMCA submitted an initial contract extension proposal for the second three-year option as per the conditions of the contract. Since then discussions have taken place with the YMCA regarding the proposal, in particular regarding the new contract cost and the proposal to introduce a 24/7 Gymnasium.

Negotiations have taken place with the YMCA, Acting CEO (Graeme Harrison) and Director Community Services (Kevin O'Brien) after more detailed financial information and proposed Key Performance Indicators (KPIs) were provided by the YMCA. A detailed analysis was undertaken of the gross margins associated with each of the service activities and the changes in key items of expenditure such as salaries and YMCA overheads. From that analysis it was accepted that the figures reflected a reasonable position going forward. Following these negotiations, we have reached what officers consider to be an acceptable position.

The contract documentation states the following aims:

To engage a management agency for the Horsham Aquatic Centre who will develop an effective and accountable management relationship with Council to provide sporting and recreational facilities of the highest standard that:

- Seek to cater for the needs of all sections of the local community and visitors as far as practicable;
- Are utilised for fun and enjoyment, social connection, health and fitness, education and training, relaxation and competition;
- Are innovative and creative in the range of leisure opportunities available to users;
- Encourage and support residents, local organisations and groups to participate in a range of recreational activities;
- Demonstrate sound business acumen, industry best practice and a focus on quality services;
- Deliver on Council's goals as included within the Council Plan;
- Recoup the operational cost of the facility while maintaining a high quality, affordable service; and provide an environment that is functional and safe.

## Discussion

If approved by Council the YMCA contract extension proposal increases the current annual contract payment of \$100,848 to the following:

2018/19	2019/20	2020/21
\$250,000	\$255,000	\$260,100
Profit share – YMCA 100% Loss share – YMCA 100%	Profit share – YMCA 100% Loss share – YMCA 100%	Profit share – YMCA 100% Loss share – YMCA 100%

The YMCA has also agreed to the following conditions:

- No business changes to the current operation
- YMCA to fund a 24/7 fit out of the facility including enhanced facility surveillance systems (\$65,000 approximate upfront capital investment)
- Council will own the assets at the end of the end of the three year contract.
- Upgraded facility surveillance system
- Three-year extension period concluding 30th June 2021

The justification for the profit/loss share arrangement is that YMCA is taking the risk of the 24/7 Gym model by making the capital investment; therefore, it is fair that the YMCA should take any profit that occurs through this investment. The 100% contractor profit/loss share arrangement reduces Council financial exposure.

## Issues

### *Increase in Local Competition*

A recent shift in local competition has seen the rise of private fitness and swimming lesson providers allowing increased options at lower price points for the community. As such, the YMCA has experienced significant and unanticipated financial shortfalls over the previous three years.

On average, there have been 116 less members per month in the 2016/17 financial year compared to the average number of members in the previous three years (2012/13, 2013/14 and 2014/15 financial years). This has resulted in a loss of income. A similar story with swimming memberships with an average reduction of 117 per month in 2016/17 financial year compared to the average of the previous three years (2012/13, 2013/14 and 2014/15 financial years), which also resulted in a significant loss of income in the 2016/17 financial year.

### *Current Service Delivery Model*

The contract extension proposal was discussed at the December and January Council Briefing. Council indicated it did not want to reduce the current service levels as per the current contract.

### *24/7 Gym Model*

At the December Council Briefing there was a request for more information to be provided in relation to a proposed 24/7 Gym model, in particular as to whether it would bring former members back to the facility. The YMCA subsequently carried out a survey of ex members, casuals and the general community. In summary, in relation to the 24/7 Gym model, overall 58% of 327 respondents to the survey would welcome the increase in hours.

The YMCA sees the introduction of the 24/7 model as more of a membership retention strategy rather than leading to increased memberships (which may also occur). The YMCA argues that by introducing the 24/7 model it will meet the broader needs of the community, which are changing constantly requiring more flexibility in the way current services are delivered. The YMCA are willing to fund the capital amount required to set up the 24/7 Gym.

### *Financial Analysis*

A detailed analysis was carried out of the YMCA financial model for the final contract extension period. Overheads are budgeted to increase by an average of 2.33% per annum. There is expected to be a significant increase in Aquatic Education revenue as a result of changes in the structure of the program and additional marketing. Also casual aqua aerobics, recreational swim and group fitness attendances are expected to increase

### *Development of new Key Performance Indicators*

The YMCA has agreed to develop new KPIs, which would be reported on a monthly basis to the contract manager. Targets are to be finalised before the contract commences.

## **Consultation/Communication**

- Monthly reports are provided to Council in relation to YMCA's performance.
- There is an Advisory Committee meeting bi-monthly that provides feedback on the operation of the facility.
- A number of meetings have been held with the YMCA in relation to the contract extension proposal.
- The YMCA has carried out a specific survey in relation to the 24/7 gym model to provide an opportunity for former members, casual members and the general community to provide feedback on current service provision.

## **Financial**

The 2017/18 & proposed 2018/19 Budget for the overall running of the Horsham Aquatic Centre is as follows:



<b>Item</b>	<b>2017/18</b>	<b>2018/19 (proposed)</b>
Aquatic Centre Building Maintenance	54,000	56,000
Aquatic Centre Grounds Maintenance (Materials)	800	1,000
Aquatic Centre Grounds Maintenance (Plant Hire)	3,100	3100
Aquatic Centre Grounds Maintenance (Wages)	12,900	13,400
Aquatic Centre Major Plant Maintenance (Scheduled and Reactive)	47,000	47,000
Contractors (YMCA)	100,848	250,000
Contractors Other	9,152	9,000
Electricity	163,000	183,000
Fire Services Levy	10,500	10,000
Gas Charges	71,500	81,500
General Rates	48,000	48,000
Insurance	13,000	13,000
Materials Purchased	700	700
Other Sundry Expenses (Miscellaneous when required)	10,000	10,000
Water Charges	35,000	42,600
Outdoor Pool Maintenance	4,000	4,000
<b>Total</b>	<b>\$583,500</b>	<b>\$772,300</b>

The actual contract payment to the YMCA in the 2017/18 financial year is \$100,848.00. This has remained the same for the past three years. Any proposed increases in Fees and Charges are subject to approval by Council as per contract conditions.

There is a proposal to install Solar Panels at the Horsham Aquatic Centre. The timing of this is unknown at this point as are the exact expected savings. Installation would be dependent upon the receipt of a state government grant.

It also needs to be noted the YMCA's commitment to reduce energy has been highlighted in their proposal letter. As part of an ongoing commitment to the sustainable operation the Horsham Aquatic Centre, the YMCA will also commit to support council to explore energy related efficiency initiatives which can potentially reduce the level of energy consumption at the facility.

The YMCA has proposed an increase in the contract payment as follows, 2017/18 arrangements have been included for comparison purposes:

2017/18	2018/19	2019/20	2020/21
\$100,848	\$250,000	\$255,000	\$260,100
Profit share – YMCA 50%, 50% Council. Loss share –YMCA 100%	Profit share – YMCA 100% Loss share – YMCA 100%	Profit share – YMCA 100% Loss share – YMCA 100%	Profit share – YMCA 100% Loss share – YMCA 100%

It is to be noted that the proposed 2018/19 contract figure above does not include the additional funding required to extend the outdoor pool's hours on a trial basis in the 2018/19 season as per the recent petition to Council, the amount being \$8,609.84. This would occur through a contract variation. This amount is included in the overall budget as "contractors other" in the Financial section above.

### **Links To Council Plans, Strategies, Policies**

- Council Plan 2017-2021
- Municipal Public Health and Wellbeing Plan 2017-2021
- Horsham Aquatic Centre Master Plan 2017
- Early Years Plan 2014

### **Conclusion**

The additional proposed cost to the YMCA Contract is due to changes in the market because of new gym providers and competition in relation to swimming lessons.

The introduction of the 24/7 model invests in an innovative service model which will better meets community needs with no Council contribution and the possibility of generating additional memberships.

### **Recommendation**

That Council accepts YMCA's contract extension offer as follows:

- Contract fees

2018/19	2019/20	2020/21
\$250,000	\$255,000	\$260,100
Profit share – YMCA 100%	Profit share – YMCA 100%	Profit share – YMCA 100%
Loss share – YMCA 100%	Loss share – YMCA 100%	Loss share – YMCA 100%

- No business changes to the current operation.
- YMCA to fund a 24/7 fit out of the facility including enhanced facility surveillance systems (\$65,000 approximate upfront capital investment).
- Upgraded facility surveillance systems.
- Three-year extension period concluding 30 June 2021.

**KEVIN O'BRIEN**  
**Director Community Services**

## 10.5 DIRECTOR OF TECHNICAL SERVICES

### 10.5.1 CREATION OF NEW ADVISORY COMMITTEE

Mandy Kirsopp

File Ref: 99/01/05957A

#### Purpose

To create a new Advisory Committee known as the Dudley W Cornell Reserve Advisory Committee.

#### Background

The North Park Committee of Management was established in 1984. In 2001, the reserve was renamed Dudley W Cornell Park in recognition of the community work undertaken by the long-serving secretary of the committee, Mr Dudley Cornell. Mr Cornell was secretary of the committee from 1984 – 2006.

The purpose and operation of the committee was reviewed in 2016 as part of a larger project involving Council's special committees. The review identified that the committee had been in recess since 2014 and that bookings, invoicing and maintenance requirements at the reserve were being managed by the Technical Services' Department.

In July 2016, Council approved the revocation of the Committee.

#### Issues

In the 2016 report to Council it was noted that "it is anticipated that an Advisory Committee will eventually be established to provide a consultative mechanism for the community surrounding and using the reserve."

The Kalkee Road Children's Hub has recently been completed, generating increased activity in the area. The Salvation Army Community Patch (vegetable and fruit garden) is developing and funding has been obtained from Sport and Recreation Victoria for a female friendly change facility.

A master plan is being developed for the Dudley W Cornell Reserve. The master plan will guide future development within the reserve.

The draft Terms of Reference for the Advisory Committee have been developed and are attached as **Appendix "10.5A"**. The purpose of the committee will be to provide advice and recommendations on:

- Planning for the precinct that complements the local environment and represents best practice in integrated urban and recreational design,
- Prioritisation of developments, ensuring changes are coordinated and reflect the needs of the community and users of the reserve,

- Improvements to the safety of users and community members accessing the reserve
- Opportunities to maximise club and community usage of the reserve.

The membership of the committee is proposed to comprise the following:

- Community representatives (2)
- Colts Cricket Club
- Horsham Soccer Club
- Horsham Little Athletics Centre
- Wimmera Primary Schools Sporting Association
- Horsham Community Patch
- Horsham Primary School - Rasmussen Rd campus
- Kalkee Road Children's Hub
- Horsham Rural City Council, Councillor

### **Consultation/Communication**

Meetings have occurred with representatives of key user groups of the reserve in October 2017 and February 2018.

Representatives of the following clubs have been consulted:

- Colts Cricket Club
- Horsham Soccer Club
- Horsham Little Athletics Centre
- AFL Wimmera Mallee
- Primary School Sports Association
- Salvation Army Community Patch

### **Financial**

Bookings for the reserve and all maintenance associated with the upkeep of the reserve have been handled directly by Council since 2014.

The establishment of an Advisory Committee creates an additional workload for staff in the Recreation and Sustainability Department (Technical Services) because of evening meetings and liaison with community groups.

### **Links To Council Plans, Strategies, Policies**

The establishment of an Advisory Committee links with the Council Plan Four Year priority 1.2 – develop a safe, active and healthy community, encouraging participation

## Gender Equity Considerations

Attempts will be made to establish a committee with an equal representation of men and women.

## Recommendation

1. That the Terms of Reference for Dudley W Cornell Reserve Advisory Committee **Appendix "10.5A"** be adopted and that the recruitment process for members of the committee commence.
2. That Council nominate a Councillor representative for the Committee.

### 10.5.2 BICYCLE ADVISORY COMMITTEE STRATEGIC PLAN

Martin Duke      File Ref: F01/A01

#### Purpose

This report advises Council on progress made by the recently formed Bicycle Advisory Committee.

#### Background

On 7 August 2017, Council adopted a Terms of Reference for the Bicycle Advisory Committee. The Committee has subsequently been developing its role and has adopted the attached Strategic Plan **Appendix "10.5B"** and the related Background Document **Appendix "10.5C"**.

#### Issues

The Committee is now working on an Implementation Plan. Once this is in place they will have a structured process to advise Council in the planning and delivery of bicycle needs, and provide valuable insights and perspectives on cycling in our community. Specifically, as outlined in the Strategic Plan, improving interconnecting networks, improving recreation off-road routes and increasing awareness of safe commuting and recreational cycling.

#### Consultation/Communication

The committee members (listed below) are a great representation of the community at this stage, but the Committee intends reviewing its membership once the Strategic matters are confirmed.

Ms Alethea Sedgman	Councillor
Mr Gary Aitken	Wimmera River Improvement Committee
Mr Alan Bedggood	Cycling Community
Ms Janine Harfield	Health Sector
Dr Grant Hollaway (Chair)	Cycling Community
Mr Rudy Panozzo	Cycling Community
Ms Gillian Vanderwaal	Cycling Community

## **Financial**

There are no direct costs associated with the running of the Advisory Committee. The committee makes recommendations and provides a forum for community feedback to council officers.

## **Links To Council Plans, Strategies, Policies**

Goal 1 – Community and Cultural Development

Aim for 1.2 – Develop a safe, active and healthy community, encouraging participation

1.4 - Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities

What we'll do –

1.2.10 Plan and progressively construct shared cycling and walking track paths along the Wimmera River – from Riverside Bridge to Horsham Weir – both sides, including improvements to lighting and other facilities

Goal 2 – Sustaining the Economy

Aim for 2.2 Support initiatives for improved transport services in and around the municipality

What we'll do –

2.3.02 Pursue opportunities for improvements at the Police Paddock Reserve/Horsham North including walking and bike tracks in the vicinity

2.3.06 Investigate opportunities and plan for possible bike trails, Green Lake to Horsham, Horsham to Natimuk, Wartook to Zumsteins

Goal 3 – Asset Management

3.4.01 Develop infrastructure that encourages greater participation and use of alternate transport options to the city (e.g. walking, cycling and public transport).

## **Recommendation**

That Council note the Bicycle Advisory Committee Strategic Plan.

**JOHN MARTIN**  
**Director Technical Services**

**11. URGENT BUSINESS**

# APPENDICES



**ASSEMBLY OF COUNCILLORS REGISTER****COUNCIL BRIEFING HELD IN THE RECEPTION ROOM  
ON MONDAY 26 MARCH AT 5.03PM**

**Present:** Cr P Clarke, Mayor, Cr MA Radford, Cr D Grimble, Cr J Robinson, Cr L Power, Cr A Gulvin, Cr J Koenig; Graeme Harrison, Acting Chief Executive; John Martin, Director Technical Services; Kerrie Bell, Acting Director Corporate Services; Angela Murphy, Director Planning and Economic; Kevin O'Brien, Director Community Services; Adam Harding, Horsham Regional Art Gallery Director (item 3.1 only); Mandi Stewart, Human Services Manager (item 3.2 only)

**1. WELCOME AND INTRODUCTION**

Cr Clarke welcomed everyone.

**2. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989 (AS AMENDED)**

Nil.

**3. DISCUSSIONS****3.1 Aboriginal Art in the Civic Centre**

Discussed.

**3.2 Prevention of Violence Against Women Leadership Statement**

Discussed.

**3.3 Municipal Association of Victoria (MAV) State Council Meeting Motions**

Discussed.

**3.4 Wimmera Machinery Field Days**

Discussed.

Discussed draft report.

**4. WIMMERA DEVELOPMENT ASSOCIATION (WDA)**

Ralph Kenyon, Executive Director, WDA in attendance.

Canberra delegation update provided.

Meeting adjourned for dinner 6.15pm.

Meeting reconvened 7.00pm for travel to Kalkee Recreation Reserve.

**4. COMMUNITY CONSULTATION MEETING AT KALKEE RECREATION RESERVE AT 7.30PM**

**Present:** Cr P Clarke, Mayor, Cr D Grimble, Cr J Robinson, Cr L Power, Cr A Gulvin, Cr J Koenig; Graeme Harrison, Acting Chief Executive; John Martin, Director Technical Services; Kerrie Bell, Acting Director Corporate Services; Angela Murphy, Director Planning and Economic; Kevin O'Brien, Director Community Services; Wes Bell, Colin Hobbs, Travis Kerr, Allan Mills, Ian Schmidt, Kevin Schultz, Colin Wirth, Tom Blair, David Jochinke, Debbie Lawson, Grant Schultz, Wayne Beddison, Greg Lawson, Graham Goods

**Apology:** Cr MA Radford

**DISCUSSION WITH LOCAL COMMUNITY**

- How the wind farm will impact Council rating, income and local roads
- Freight Terminal
- Recreation Reserve, new tennis courts
- Valuations
- Community Map
- Connectivity (ie NBN)
- Powerlines at Blue Ribbon Raceway
- HRCC opinion on speed limits on municipality roads
- Consultation on new shed permits
- Update on electronic ear tag scanning at sale yards
- What is the process of changing the stop sign on Blue Ribbon Road and Dimboola / Minyip Road to a give-way intersection
- Feedback on fire permits

**5. CLOSE**

9.38pm

**ASSEMBLY OF COUNCILLORS REGISTER**

Horsham Rural City Council  
Council Budget Meeting  
Tuesday 27 March 2018 at 5.00pm  
Held in Council Chambers

**1. Present**

Mayor Cr P Clarke, Cr M Radford (from 5.15pm), Cr D Grimble (from 5.33pm), Cr L Power, Cr J Koenig, Cr J Robinson; Graeme Harrison, Acting Chief Executive; Kerrie Bell, Acting Director Corporate Services; Angela Murphy, Director Planning and Economic, Kevin O'Brien, Director Community Services; John Martin, Director Technical Services; Heather Proctor, Finance Manager, Zac Gorman, Management Accountant

**2. Apology**

Cr A Gulvin

**3. Disclosure of Conflict of Interest**

Nil

**4. Draft Budget 2018-19 Report**

Discussed

**5. Draft Rates Strategy 2018-19**

Discussed

**6. Waste Management Budget**

Discussed

Meeting closed at 7.10pm



## MINUTES

**Bicycle Advisory Committee**  
**Wednesday 14 February 2018 at 5.00 pm**  
**Civic Centre, Roberts Ave, Horsham**

<b>Present:</b>	Grant Hollaway	Cycling Community (Chair)
	Gary Aitken	Wimmera River Improvement Committee
	Alan Bedggood	Cycling Community
	Cr Alethea Gulvin	Councillor
	Janine Harfield	Health Sector
	Rudy Panozzo	Cycling Community
	Gillian Vanderwaal	Cycling Community
<b>Ex Officio:</b>	Martin Duke	Manager, Infrastructure
<b>Apologies:</b>	Mandy Kirsopp	Project Officer, Sustainability and Recreation

### 1. Welcome

The Chair welcomed all present to the meeting, and complimented all the members on the progress on planning for the committee and bicycles that he is seeing being undertaken.

### 2. Disclosure of Conflict of Interest

None identified.

### 3. Confirmation of Previous Minutes

**Moved:** Janine Harfield      **Seconded:** Alan Bedggood

That the Minutes of the meeting 6 December, 2017 were an accurate record of the meeting. **CARRIED**

### 4. Guest Speaker

Rudy advised that he had thought that having Dan Sonogo (or others) as a guest at the first meeting of the year was not entirely in line with the stage the Committee is at.

There is a video of all the relevant paths in question being made.

All agreed that the presentation be delayed for a later meeting.

### 5. Business arising from previous minutes

#### 5.1 Template of cycle routes and ratings

It was agreed that this be deferred to a later stage when the strategic plan has been developed.

#### 5.2 Linkages between cycle paths and other Council documents

Mandy not available today, and all agreed that this matter can wait for a future meeting.

### **5.3 Strategic Plan – Subcommittee Report**

Main topic of the day – discussed under 8 below

### **5.4 Expanding the representation on the Committee**

Agreed to be discussed when the Strategic Plan is further developed.

### **5.5 VicRoads representative be invited to attend a committee Meeting**

Martin advised that he has not actioned this yet, as the committee is still in the Strategic phase. All agreed that the attendance be delayed for a later meeting.

### **5.6 Whiteboard issues from 6 December**

- **Sweep intersection of Wilson and McPherson Streets** - Swept
- **There are bumps on the Riverside bridge** – being addressed in financial year to get the expansion joint so have covers like on Gross Bridge and the Wimmera R bridge on the Horsham Noradjuha Rd
- **Bitumen is cracking on the bike path between the Research Institute and Bennett Road** – Alan was pleased that this was addressed promptly
- **Bike racks in the CBD are not suitable for expensive bikes.** - Not advanced far at this stage. See note 9.1 in General Business below
- **Connection between Horsham and Natimuk (River or road trail).** For future prioritising by Committee when at that stage.
- **A 'Pump Track' is being installed on Apex/Adventure Island.** The meeting was most impressed by the speed that this great initiative has been implemented (credit to the Apex Club). Wanting to ensure good media promotion is occurring.

### **Matters arising –**

#### **Intersection of O'Callaghan Parade and Western Highway – removal of the roundabout.**

Grant advised of his most unsatisfactory discussion he had had earlier in the day with VicRoads on the design to date.

The committee are seeing that there is a lack of appreciation in the road designers for bicycle needs in Horsham, which needs to occur at a very early stage of road and street projects. The committee perceive that in inner metro Melbourne areas, the bicycle focus is there, but in Horsham it is not automatic.

**The Maze** – Alethea was able to clarify what this is, as most of the committee were not aware of the term/location/name. It is an area beyond the Helipad, and the Riding for the Disabled, that is becoming more popular with a number of cycling groups as the trees and layout provide ups and downs to ride through, as well as weaving actions between trees. Her contacts are preparing a video of this and other opportunities and challenges for cyclist in and around Horsham. This will be shared at a later meeting.

## 6. Correspondence

- **Alethea - Comment from Ms Warrick on facebook re cycling opportunities in Horsham** - Alethea spoke to how heartened she was by the facebook communication that shows there is in the community a desire to bring about greater healthier lifestyle by use of bicycles and promoting this, and improving infrastructure will help.
- **Mandy - Changing behaviour from a car to a walking focus** – the example that Mandy had shown was the excellent work Mt Gambier has undertaken to promote walking in the CBD, and the bulk car parking on the outer edges. The committee spoke of the need for better, weather protected and safe central storage for parked bicycles in the CBD.
- **Martin - Dooen Rd Petition - HRCC Bicycle Advisory Committee involvement**  
The committee was pleased to see the immediate response is being catered for, in sealing of the Dooen Hill path. And heartened to learn that the Council is effectively endorsing the Committee's role in the review of future planning for cycling. They fear the reacting basis for such requests is not good for overall planning and so the Committee felt they have a few more strategic planning matters to bed down, then they will be ready to meet the River Heights people and other groups with ideas for cycling and infrastructure.
- **Martin - Australian Local Government Cycling Participation Survey 2018**  
The committee agreed that the base data will be good to have, but think the committee is not quite ready to undertake this meaningfully yet. But needs to be on the **Action List** for the future. They expressed satisfaction with the school cycle use data that Janine has as a start.
- **Mandy - Horsham Plaza RE: Dreaming out loud.**  
The Deadly Bikes movement and similar promotion of cycling is something the committee is keen to be involved with. Will be ready for this in a few months.

## 7. Business arising from correspondence

As listed above and –

**Re- asphaltting of the Wimmera Highway** - Committee observed to their pleasure that VicRoads, after re-asphaltting the road outside Woolworths, did re-line-mark some parts with better allowance for bicycles at key pinch points.

## 8. Strategic Planning

### 8.1 Report from sub committee

Janine presented the latest work by the subcommittee, the present edition of the HRCC Bicycle Advisory Committee – Strategic Plan 2018 to 2021 (as attached)

**Comments made** -Terrific work, great. A credit to Janine and the subcommittee.

The Committee discussed the length of the Strategic Plan – 2018 to 2021, and felt this was appropriate as there is to be a Council election in November 2020, and the Plan should go through to the new Council term, and allow for the new Council to look at it and if necessary ask the Committee to refine its direction if needed.

The Committee enthusiastically discussed the next step of the Action Plan and Lists to work through the Strategies. All agreed that these will be living documents that the Committee will adjust and amend as needed over time.

Janine again offered to facilitate the Action Plan & List development, which was gratefully accepted.

**Motion** –The Strategic Plan 2018 to 2021 be adopted by the Committee – **Unanimously carried.**

Discussed –

- Action Plan to include dollars – agreed at least in bulk amounts so the impact and prioritising can be understood
- May need to break up projects and actions between the years.

**Action** - Janine to start the Action Plan/Lists and share with the committee her works, and the next meeting to review and revise this.

All starting to feel that with the Action Plan/Lists and Strategic Plan in place the Committee will be in better position to engage with the community and advise the Council.

## 9. General Business

### 9.1 Whiteboard issues

- Alethea raised the concerns from the Stawell Rd caravan park about the lack of separate cycle and pedestrian path into town. For Action Plan
- Gillian – bicycle delineation stencils on road in Urquhart St is faded and needs renewing
- Rudy – the Natimuk to Mt Arapiles path is needing large maintenance and repair works which are well overdue after the September 2016 flood.

## 10. Next Meeting

The programmed next meeting (first Wednesday over every other month) is to be in the school holidays

**Agreed** - that the next meeting will be held on **Wednesday 28 March 2018 commencing at 5.00 pm** at the Reception Room Civic Centre, Roberts Ave, Horsham.

## Meeting Close

The meeting closed at 6.35 pm

**Chairperson**  
**Grant Hollaway**

**Date:**



## MINUTES

**Horsham Regional Livestock Exchange Board of Management Meeting  
Held on Thursday, 15 February 2018 at 5.00pm  
Horsham Regional Livestock Exchange, Western Highway, Horsham**

**Attendees:** Cr David Grimble – Chairman  
Rob Moir - Operations Manager  
Paul Christopher – HRLE Superintendent  
Gordon Fischer - Livestock Transporters Association of Victoria  
Nicole Decourcy-Ireland - DEDJTR  
Neville McIntyre - Victorian Farmers Federation Representative  
Vince Muscat- - Horsham Stock Agents Association

**Apologies:** John Martin - Director Technical Services  
Ray Zippel - Community Representative  
Graeme Astbury - Livestock Buyers Representative  
Andrew Adamson - Horsham Stock Agents Association

Moved: Vince Muscat, Seconded: Gordon Fischer that the apologies be accepted.

### Agenda Items:

- 1. Welcome**  
Cr David Grimble welcomed all to the meeting.
- 2. Disclosure of Conflicts of Interest**  
Nil
- 3. Minutes of the previous meeting – Thursday, 14 December 2017**  
Moved: Gordon Fischer, Seconded: Vince Muscat, that the minutes of the previous meeting 14 December 2017 were a true and accurate record of that meeting. Carried
- 4. Business arising from previous minutes**
  - Avdata – truck wash price rise being well received.
- 5. Correspondence**
  - 5.1 Inwards**
    - Animal Welfare Plan**  
Paul Christopher attending ALSA
    - ACCC Cattle and Beef Report**  
A comprehensive and big read.



Moved: Vince Muscat, Seconded: Neville McIntyre, that the correspondence be received. Carried

## **5.2 Outwards**

Nil

## **6. Business arising from correspondence**

Nil

## **7. Reports –**

### **7.1 Chairman’s Report - Cr David Grimble**

- Budgetary process – roof is a feature that is in consultant’s report and other processes suggest that a full roof is a good idea.
- CEO replacement announcement imminent, possibly at next Council meeting (19/02).

### **7.2 Financial Report – HRCC**

- Discussion that agistment income is up
- Managing dust well

### **7.3 Operations of Exchange - Mr Paul Christopher**

- Attended truck roll over with Nicole DEDJTR
- New staff member, Colin Thompson
- Called in the Department staff regarding an animal welfare issue, which is currently being investigated. The stock were purchased elsewhere and resold here straight after, meaning they were a long time in transit and in yards.
- The development that had started in Burnt Creek Estate is now on hold.
- 3,000 sheep sold last week

### **7.4 Council Operations Manager - Mr Rob Moir**

- See general business

### **7.5 Horsham Stock Agents Association - Mr Vince Muscat**

- Monthly meeting on Monday – looking to do more store sales
- Couldn’t get a March sale
- Discussed sheep numbers – trends to hooks and back
- Discussion on whether croppers will return to stocking
- Sales looking good

### **7.6 Buyers Representative - Mr Graeme Astbury**

Apology

### **7.7 VFF Representative - Mr Neville McIntyre**

- Rob Hardy attended VFF meeting and had concerns on new animal laws and some wording.
- No concerns regarding the yards currently
- Roof came up in discussion
- Has visited Carcoar and was interested in the roof (photos provided). Materials used only needed poles, no purlins, no vents though and dirt floors

- Showed sliding scale pricing for sales at \$1.10 per sheep increase with \$ value

#### 7.8 DEDJTR - Ms Nicole Decourcy-Ireland

- Thanks for assistance with rollover. Was great to be able to utilise yards and staff to help
- Has worked with Andrew Adamson to get an EID information session with agents
- Landholder/farmer workshops also planned

#### 7.9 Throughput

- Looking good, at roughly 17,000 this month so far
- Not much to discuss with cattle

Moved: Gordon Fischer, Seconded: Neville McIntyre, that the reports be received.  
Carried

### 8. General Business

#### 8.1 Master Plan

- Discussion regarding the need to increase fees cumulatively over the next 3 years and then review.
- This is to create funds in the reserve to maintain the EID system and fund the roof project.
- Agreed to increase charge price
  - CPI
  - \$0.01 per sheep for EID renewal costs
  - \$0.02 per sheep for roof fund
- Agreement that we want to present the Master Plan to Council
- Moved: Gordon Fischer, Seconded: Neville McIntyre, to support the increase of yard fees to reflect accumulation of additional funds for EID and roof project and the reserve into the future. CARRIED
- Page 23 – post breeder tag process. Nicole to send Ballarat's process (pink tags)
- Moved: Vince Muscat, Seconded: Gordon Fischer, that Tom Newsome be invited to attend a special meeting of this Board to talk about report, in 4 weeks' time and have comments within 2 weeks' time.

#### 8.2 EID

- Explained tender and quotes process
- Interim arrangement is likely to be required

#### 8.3 Canteen operations

- New Oven Door owners are up and running

#### 8.4 VFF Alternate Representative

- Kevin Pymer has this role

#### 8.5 MOU

- Rob to circulate Code of Conduct and use agreement.
- Paul to get Bendigo's MOU

**8.6 Ramps**

- Will be advertised on Grays Online

**9. Next Meetings**

Need to arrange Master Plan Special Meeting in March

19 April 2018

21 June 2018

16 August 2018

18 October 2018

13 December 2018

**10. Meeting Close**

The meeting was closed at 6.40pm

Cr David Grimble

**Chairman**

**Horsham Regional Livestock Exchange Board of Management**

**21 March 2018**

**Wimmera Southern Mallee Regional Transport Group (WSM RTG)**  
**MINUTES**  
**FRIDAY 9 MARCH 2018**  
**Reception Room, Municipal Offices, Horsham**

**1. Welcome**

Cr Kevin Erwin – Northern Grampians  
Cr David Grimble – Horsham  
Cr Corrine Heintze – Yarriambiack  
Cr Daryl Warren - Buloke  
Maree McNeily - TfV  
Paula Williams, Manager Operations VicRoads  
Naga Sundararajah – Buloke  
Ralph Kenyon – WDA  
Colin Kemp – RDV  
Tim Guidera – WCL  
James Magee – Yarriambiack  
Shane Power – Hindmarsh

**2. Apologies**

Cr Richard Hicks – West Wimmera  
Cr Rob Gersch  
Anthony Judd - Buloke  
Gary Driscoll – Driscoll Engineering Services  
Robyn Evans – West Wimmera  
Rod Armstrong - VFF  
Mal Kersting – VicRoads  
John Martin - Horsham

Moved: Cr Corrine Heintze, Seconded: Tim Guidera, that the apologies be accepted. CARRIED

**3. Minutes of Meeting held 1 December 2017 - Attached**

Moved: Cr Corrine Heintze Seconded: Shane Power, that the minutes from the previous meeting 1 December 2017, were a true and accurate record of that meeting. CARRIED

**4. Business Arising from Minutes**

VicRoads Management of Country Roads Submission (circulated)

**5. Financial Statement – Attached**

Current \$50,930.33

Moved: Cr David Grimble, Seconded: Cr Corrine Heintze, that the financial report be accepted.  
CARRIED

**6. Correspondence**

- Out:
  - Letters of thanks – Ewen Nevett and Allister Boyce
  - Mode Shift Incentive Scheme – Various Ministers
  - Inquiry into VicRoads management of country roads – Law Reform, Road and Community Safety Committee

- In:
  - Response Letter – Ewen Nevett
  - Passenger Rail and Mode Shift Incentive Scheme Responses – Minister Allan
  - Media Article – Surf Coast Times – Purcell seeks support for Country Road Authority
  - Response to Mode Shift Incentive Scheme – David Hodgett

Moved: Cr David Grimble Seconded: Cr Daryl Warren, that the correspondence be received.

CARRIED

## 7. Reports

### 7.1. VicRoads

- Update on different sections of Western Highway duplication – stage 2 commencing soon
- \$20 M funding for Stawell to SA Border – works have commenced
- Pavement maintenance - currently putting together 2018-19 program. If there are specific locations that need to be done – happy to take ideas for maintenance.
- Last bridge strengthening job at Pykes Creek – will divert traffic to Ballarat bound carriageway for 8 weeks. Will be off the road at Easter – has been written into contract. Will be a few changes in this area over the next few months – will be down to 80 km/h
- Kaniva to border centreline treatment – not started yet
- **Q-** Bridge strengthening at Beaufort – contract has been awarded, expected to start after Easter
- **Q** – Last financial year – had funding up to \$100 k projects – is this going to continue? **A** - the list for the second year has been finalised. Have put in a bid for this to continue for next 3 years – haven't heard if successful – unsure how much it would be
- **Paula Williams**  
 Manager Operations  
 Western  
**VicRoads**  
 88 Learmonth Road WENDOUREE

### 7.2. Transport for Victoria

- Background report – was circulated this morning. A lot of facts in there and some analysis. There could be some facts that haven't been picked up. Feedback by end of month
  - Telling item, between Ballarat and Melbourne – cannot keep adding lanes.
  - Also included is what happens after bypasses have been added
  - Either send to Maree as a group or a council
- Mt Clear Students plan – circulated this morning
  - engaged them last year
  - some great ideas
  - intention that somehow this is incorporated into plan
- Regional roads strategy
  - Submissions received
- Local Roads to Market
  - Haven't announced anything yet
  - 21 submissions in this region
  - Expect to hear announcement this month

### 7.3. WDA

- Mayors and CEOs to Canberra – met with Ministers, eg Minister Littleproud
  - Ministers were supportive
  - Comments that Western Highway to be in mix of funding
  - Generally there was support for work being done in this region
  - Grampians Region Cycling Program – had to terminate previous contractor – have engaged a new contractor (undertook the North East Bike Trail) and back on track and expect to have master plan ready shortly
  - **Q-** reduction to R2R mentioned? **A-** wasn't really answered, will take that on board, well look into it

#### 7.4. Victorian Farmers Federation (VFF)

- Report tabled
- WCL – have got new trucks and have had 12 broken windscreens
- VicRoads – narrow seals are not part of maintenance program – are trying to get funding to widen seal

#### 7.5. Council Representative Reports

- Buloke
  - Progressing with flood recovery
- Yarriambiack
  - Currently preparing applications for road upgrades via Federal Heavy Vehicle Safety Productivity Program, Minyip Dimboola Rd and Hopetoun Yaaapeet Rd
  - Roads to Market upgrade to Wilken Grain entrance to commence in July
  - Awaiting funding decision on \$500,000 upgrade to Hopetoun Aerodrome via Regional Aviation Access Program
- Horsham
  - New CEO to start in April
  - Budget preparations are underway
  - Waste and recycling – moving target at the moment
  - Robyn Evans – acknowledge her contributions. Moved: David Grimble, Shane Power, that a letter of thanks be sent
  - Met with VicRoads about roundabout at bridge, presented an alternative design. A lot of questions answered.
- Hindmarsh
  - Community conversations around the budget
  - Concerned around narrow seals and truck movements, depending on season
  - Released first tender package for flood recovery – having trouble getting contractors
  - Thank VicRoads for funding

#### 7.6. Other Reports

- WCL
  - down around 30% on last year, working around this
  - Keenly wait the mode shift incentive scheme continuation
  - Put at a disadvantage to road users
  - Met with Minister Broad re a grant application

Moved: Cr David Grimble, Seconded: Cr Corrine Heintze, that the reports be accepted.  
CARRIED

**8. General Business**

**8.1. Strategy Update – memo from John Martin tabled**

- Encourage Councils to go through 2014 strategy, check what is relevant and not relevant
- Add new projects, take off old ones, update ones already on list
- Might be good establish a working group with infrastructure managers – Action John Martin
- **Q** -Hopetoun and Warracknabeal Aerodromes – what is planned there? Each has a master plan for next 15 years with a list of projects needing to be done
- **Q**- do councils have copies of the regional investment plan? Action: Ralph to send to Danielle to attach to minutes (Attached)

**9. Next meetings**

4 May

6 July

7 September

2 November

**10. Close**

Cr Kevin Erwin

**Chairman**

**Wimmera Southern Mallee Regional Transport Group**

March 2018



## **Municipal Emergency Management Planning Committee Meeting**

*Reception Room, Horsham Rural City Council Offices*

*14 March 2018*

*10.30 am – 12.30 pm*

### **MINUTES**

#### **1 MEETING OPEN**

Martin Duke opened the meeting at 10.35am

By agreement of the Committee, Phil Kuhne chaired the meeting

#### **2 ATTENDANCE & CONTACT DIRECTORY REVIEW**

Paul Fennell, Dave Tepper, Phil Kuhne, Gavin Kelly, Melissa Douglas, Martin Duke, Mel Brent, Dianna Blake, Mick Salter, Anne Donovan, Greg Deutscher, Paul Beltz, Rob Martin, Gabby Perdomo, Lyn MacKenzie

#### **3 APOLOGIES**

John Martin, Matthew Mellington, Nola Smith, Darren Welsh, Paul Burton, Tevis Wright, Brendan Broadbent

#### **4 CONFIRMATION OF PREVIOUS MINUTES**

Moved: Martin Duke, Seconded: Mick Salter, that the minutes from the previous meeting 16 November 2017, were a true and accurate record of that meeting. CARRIED

#### **ACTION ITEMS FROM PREVIOUS MINUTES**

Refer to Appendix A

Moved that the Action Item List as amended be accepted. Moved: Gavin Kelly, Seconded: Dave Tepper. CARRIED

#### **5 CORRESPONDENCE – INWARD / OUTWARD INCLUDING WRITTEN AGENCY REPORTS –**

Refer to Table 1

Moved: Martin Duke, Seconded: Paul Beltz that the correspondence be accepted.

#### **6 STANDING ITEMS:**

##### **7.1 Municipal Emergency Management Plan (MEMP) & Sub-Plans**

##### **7.1.1 Horsham Flood Plan – Attached**

Final amendments are in. Will shortly go to Council to endorse, then to Chief Commissioner of SES for endorsement.



Flood study is currently underway in Horsham, will lead to a few minor alterations in an updated version of the document.

Moved: Paul Fennel Seconded: Gavin Kelly that the committee endorse the municipal flood plan in principal subject to minor administrative and technical changes. CARRIED

7.1.2 Community EM Survey Report – Attached

Had very good response to this, helped with the development of a number strategies including a Wimmera EM Communication and Community Engagement Strategies.

SES - Interesting that the response for flooding was number 1, but not ranked highest

7.1.3 Exercise Orwell – Flyer and Participant’s Briefing Attached

10 May 2018 at the Dimboola Health and Fitness Centre

Will be testing the Wimmera Integrated Emergency Animal Welfare Support Plan. Inquiries about attendance please contact [phil.kuhne@hrcc.vic.gov.au](mailto:phil.kuhne@hrcc.vic.gov.au)

7.1.4 Code Brown Exercise - Attached

19 April in Ballarat

Phil attending with rep from YSC / WWSC

List of exercises

- Martin Duke: Has the new ICC been tested through an exercise?
- Sgt. Salter/Dave Tepper: Was tested late last year as a walk though exercise. Number of issued identified in walk though and these need to be addressed. Action: Dave Tepper to raise with GREMTEC to discuss and consider an exercise.
- MECC has been retired as a name and concept for Local Government. Horsham Rural City Council operates under a Council Emergency Management Coordination process to manage its own internal operations in response to or support of an event. It is a function based process that may or may not include the establishment of a fixed facility for the purpose. It may be a facility set up for the purpose will establish a Council Emergency, but still need to have a coordination centre for Council. Will have an EMLO at ICC.

**7.2 Emergency Incident Review**

Local emergency incidents since last MEMPC meeting -issues encountered

Lessons learned

Possible process improvements

- Truck roll over at Vectis – well handled. DEDJTR not notified until 2 hours after event, Council, VicPol, VicRoads, SES, CFA involved. Have had in other locations, with tabards saying animal rescue, when they are not.
- Grain Silo fire in Murtoa, miscommunication that Murtoa had to be evacuated. Messages didn't come through proper channels. CFA have addressed some of the communication issues. Some people thought that the Town Hall was a relief centre – when it is not.
- Bacchus Marsh gas fire – never know when you will open a relief centre. One happened out front of Lister house on same day. Childcare centre evacuation worked well. Lister House used the situation to exercise internal emergency response plans
- DEDJTR water line on Natimuk Road – line not registered in Dial Before You Dig and Telstra hit it.

### **7.3 Upcoming Local Events**

- Horsham Country Music Festival 22-25 March 2018
- Relay for life on this Friday 17 March 2018 – Saturday 18 March 2018 at the Horsham City Oval

### **7.4 Risk Management**

- Engaged a consultant on behalf of 4 councils to review, consolidate and update the risk management profile for the four Councils.
- A Draft Risk Management sub plan will be circulated for comment in the next month or so.
- Does not take place of CERA
- Combined MEMPC in July – VicSES will facilitate CERA process

### **7.5 Relief and Recovery**

#### 7.5.1 RRR Workshop Summary - Attached

- 22 people attended
- Motion: That the committee endorse the Wimmera Integrated Relief and Recovery Sub-plan in principal subject to minor administrative changes.  
Moved: Gavin Kelly Seconded: Martin Duke. CARRIED

### **7.6 Report of sub-committees**

#### 7.6.1 Municipal Fire Management Planning Committee

- Mockinya Dam project is main issue at moment. Greater acceptance that tanks may be a better idea. Getting towards a resolution. Will put in a FARRS application for this.

## **8 GENERAL BUSINESS**

### **8.1 Dave Tepper – DHHS**

- 8.1.1** REMEC looking at putting a relief and recovery sub-committee for Grampians region – east and west locations. Looking at 3 meetings during year. Provide any comments to Dave.
- 8.1.2** Single house fires are continuing – interim process in place extended to June 30. DHHS getting a new system where they can put \$\$ onto a card
- 8.1.3** EMV have released a Resilience Strategy after they received feedback from their discussion paper
- 8.1.4** Internally DHHS have a new Communications hub for emergencies to ensure timely and accurate distribution of information.

**8.2 Paul Fennell – WCMA**

- 8.2.1** Wimmera Flood Management Strategy was finalised last year. 97 Actions. Moving into an implementation strategy at moment.

**8.3 Anne Donovan - HRCC**

- 8.3.1** Heat Wave – info though better health was very useful and helpful to get information out.

**8.4 Lyn MacKenzie - Red Cross**

- 8.4.1** Single house fire incidents – emphasise that it is business as usual. Feeling like that not getting notified of all incidents and still around for assistance.
- 8.4.2** Psychological first aid is also available

**8.5 Mel Brent - Ambulance Victoria**

- 8.5.1** Few staff members leave, but more starting next month

**8.6 Greg Deutcher - VicRoads**

- 8.6.1** Talk of permanent VMS boards near O’Connors and near Dimboola and one near Ararat. Hoping to get double sided. Send email to Greg if there are better locations. Need to possibly think of where the bypass is going to be located.

**8.7 Paul Beltz - DEDJTR**

- 8.7.1** Report tabled
- 8.7.2** Anthrax outbreak near Mildura
- 8.7.3** IP Site supervisor course – discussing on how other agencies’ can help, would like to invite to this. More details to come.
- 8.7.4** Incidents aren’t recorded on EMCOP – have own system and don’t have funding to make them talk to each other.

**8.8 Martin Duke - HRCC**

- 8.8.1** Murra Warra Wind Farm – works are going to be starting up soon. Have given details on EM services. A lot of long trucks will be coming through town. Were invited to this meeting – was unavailable to attend.

**8.9 Melissa Douglas - VicSES**

- 8.9.1** Report circulated
- 8.9.2** Emergency Management Legislation Bill 2018 – encourage to have a look at. Bill will help with relocation of Broadmeadows office. It is about a whole range of issues, not just Emergency Management. Very close to being finalised. MERO will be known as MEMO. MRM role will have same legal status as MEMO. Council will not own the MEMP – will be responsibly of all agencies in municipality. MEMP audits will disappear.
- 8.9.3** Sub Catchment messages – are being reviewed. Need to consider radio as well and not to use gauge locations, use localities. Work in progress at the moment.

#### **8.10 WEMT**

- 8.10.1** Rhonda McNeil from HRCC has resigned and moved to DELWP. Robyn Evans from West Wimmera Shire Council MERO has resigned, Terry Ough will be the new MERO. Ray Campling YSC CEO resigned.
- 8.10.2** LGV Councils in Emergencies project stage 2 is preparing to start. The WEMRSP has been invited to nominate a member to be considered for the reference group
- 8.10.3** Flood Information guides for Horsham and Natimuk are on the community map.
- 8.10.4** Exercise information
- Exercise Breeze 28 March , GREMTEC Creswick – Storm
  - Mass Casualty (Code Brown) Exercise, 19 April, Ballarat Health Service
  - Exercise ‘Thank God You’re Here’, 24 April, Grampians MEMEG Ballarat. LG Resource Sharing
  - Exercise Orwell 10May, WEMT, Dimboola. Animal Welfare Plan

#### **8.11 Mick Slater - VicPol**

- 8.11.1** Inspector Neil Cheney REMI VicPol is on Long Service Leave – A/Inspector Brendan Broadbent is in that position.

#### **9 DATE AND LOCATION OF NEXT MEETING:**

Combined MEMPC with other Council’s 26 July 2018 – time and location TBA

#### **12 MEETING CLOSED**

Meeting closed at 12.12

**Table 1: Correspondence**

<b>AGENCY</b>	<b>CORRESPONDENCE</b>
Aust. Red Cross	Agency Report
VicSES	Agency Report
DEDJTR	Agency Report

## APPENDIX 8.4A

HRCC	Letter to Ambulance Victoria re station generator backup at Horsham
Ambulance Victoria	Response to HRCC letter above
WEMT	Wimmera EM Community Survey Report
WEMT	Resilience, Relief & Recovery Workshop Summary Report



Our reference: GH:kn F14/A03/000002

5 September 2016

Executive Officer  
Environment, Natural Resources & Regional Development Committee  
Parliament House  
Spring Street  
East Melbourne Vic 3002

Dear Sir/Madam,

## **SUBMISSION TO THE ENQUIRY INTO SUSTAINABILITY AND OPERATIONAL CHALLENGES OF VICTORIA'S RURAL AND REGIONAL COUNCILS**

### **1. LOCAL GOVERNMENT FUNDING AND BUDGETARY PRESSURES**

#### **a) RENEWAL OF AGEING ASSETS**

Horsham Rural City Council (HRCC), like most councils, has previously identified a growing gap between the spending required to maintain and renew our existing assets and the available funding for that purpose. As a result, since 2008/09 we have been identifying a component of our rate rises and tagging that to specifically help contribute to this growing gap. HRCC has a network of 2,976 kilometres of road, 32% of which is sealed. This equates to around 7 people per kilometre of road. Soil substrates within the municipality have been identified as some of the most reactive across the state and this reduces the average life of a road. (Council has been unsuccessfully lobbying the Victorian Grants Commission for some years to have this better recognised in the roads component of their grants calculations). Larger vehicles and more frequent road use as farming practices change and evolve is also significantly contributing to the deterioration.

Addressing the renewal gap through targeted rate rises has been a specific strategic objective for many years and needs to continue for a number of years if we are to address the declining condition of our assets.

HRCC regularly engages Moloney Asset Management System to conduct the condition assessment of its entire road network in July 2014 as a part of its three-yearly cycle of condition assessment.

Analysis of current and previous data (degradation curves and asset conditions) was undertaken to do the renewal forecasting for next 20 years. Any impact on the road infrastructure renewal demand impacts heavily on the entire asset renewal program, as roads constitute the largest portion of Council's asset base.

Following are some of the findings and recommendations of the Moloney report:

- The total present renewal shortfall or backlog in over intervention assets for the whole roads group is estimated at \$6,524,768 representing 2.41% of the total road asset valuation. This is considered to be reasonable but it should not be allowed to grow.

Figure 1.2 below, shows that with current renewal expenditure, about 2.41% of road asset stock is over intervention (Approx. \$1.0m in 2014 and accumulating each year thereafter), or in simple terms needing some urgent renewal/rehabilitation works. This means that 1 in every 40 roads you come across are close to an unserviceable condition. If the same amount of expenditure is continued for the next 20 years, the percentage of assets over intervention will jump to about 16% which means nearly 1 in every 6 roads are nearing end of their lives.

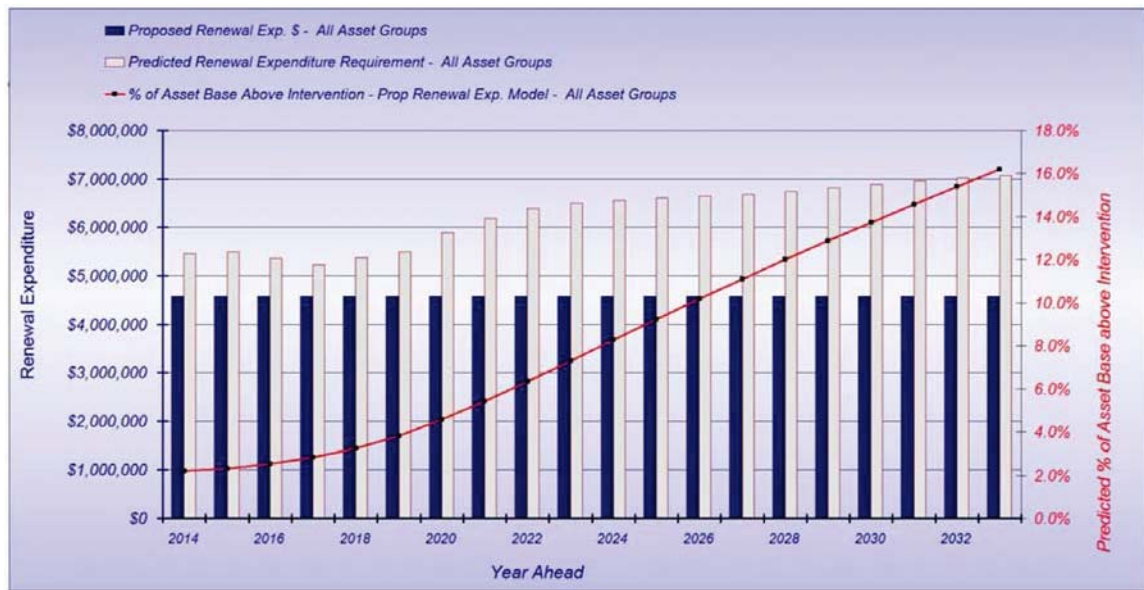


Fig 1.2 Future Predicted Condition Based on Continuation of Present Renewal Expenditure

Moloney states “Figure 1.2 indicates that if the current total level of renewal expenditure is maintained over the next 20 years, a steady rise in the total extent of over intervention assets will occur to dangerous and unacceptable levels. The upper limit of total assets over intervention on the road network is considered to be around 3.0% - 3.5%. The model predicts that council has 5 years at the current funding levels before this rises above 3.5%.”

- Renewal demand is predicted to rise steadily over the next 20 years as the assets age and it was found that at a whole of roads group level council needs to raise its total renewal expenditure by around 3.0% compounding for the next 10 years.

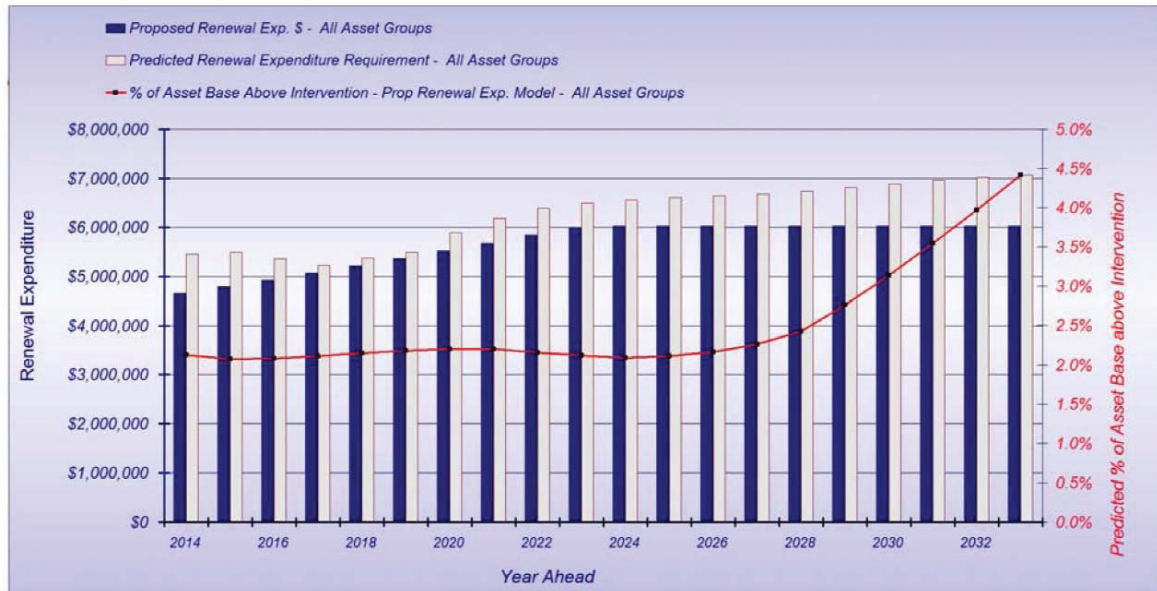


Fig 1.3 Recommended future funding profile with future predicted extent of over intervention assets

- Moloney recommends increasing the current renewal expenditure by around 3% compounding for next 10 years to maintain the current level of service in the road infrastructure (as represented in Fig 1.3 above). This increase will help maintain the % of assets over intervention to about the level of 2.14% (same as current). It can be noticed that the red line (% of asset over intervention) starts rising rapidly after 2026. This implies that the current strategy needs to be revised in about 10 years.

Moloney says “With ageing assets and some of the most difficult subgrades in the state the rising renewal demand should come as no real surprise for HRCC”.

A report by VAGO from Feb 2014 – “Asset Management and Maintenance by Councils” highlights the challenge for councils in maintaining and renewing assets. The Auditor General John Doyle in the Executive Summary states “A 1998 report to government warned that unless steps were taken to address councils’ asset renewal gaps, the budget councils require for renewal would more than double by 2012. These predictions have materialised despite this warning.” He goes on to say further in that summary “Without appropriate and concerted corrective action, the provision of council services to communities is likely to be put at risk. While this may require some hard financial decisions and trade-offs, failure to address this problem now will only lead to more difficult decisions in the future”.

#### b) INDEXATION OF FEDERAL FINANCIAL ASSISTANCE GRANTS

The Federal Government Grants Commission ceased indexation of Financial Assistance Grants in 2014/15 for a 3 year period, which has resulted in a cumulative loss of funding to HRCC of approximately \$1.0 million. At the same time they have provided additional, once-off Roads to Recovery funding that will compensate for this in the short term but from 2017/18 the ongoing impact will be around \$0.50 million annually.

#### c) RATE CAPPING

Rate capping has imposed additional pressures on councils - see the item (3 below).



#### **d) GRANTS COMMISSION METHODOLOGY ISSUES**

HRCC has for a number of years made submissions to the Victorian Local Government Grants Commission with respect to the methodology used in the calculation of their fiscal equalisation grants. The key matters addressed in these are as follows:

##### **i) MINIMUM GRANT**

The national principle requiring all councils to at least receive a 30% minimum grant sees significant, mainly urban, Councils with large and increasing populations grow their share of the overall grant pool thus reducing the balance available for all of the remaining Councils in the state. This principle clearly conflicts with that of horizontal fiscal equalisation and when combined with the Federal Government's freeze on growth of the overall funds, the impact of the 30% minimum becomes more significant. Doing away with the minimum grant and just applying the principles of the remaining Grants Commission methodology would see more grant revenue move to rural councils.

##### **ii) DECLINING POPULATIONS**

The current methodology that the Grants Commission uses for calculation of standardised revenue and expenditure uses population as the main basis for a number of the services that it looks at with allowance given to councils with significant population growth. The circumstances of municipalities with declining or relatively static populations, however, are not recognised in the methodology and a cost adjustor for population decline is not considered an issue.

The need to recognise the impact of population decline and its detrimental impact on Council operations is important for all Councils with a declining population base, or with population growth below the state average. It is particularly important for small rural Councils where the impact of such decline is felt the greatest.

Declining populations or populations increasing below average population growth rates greatly impact on a Council's Grants distribution. Of the nine functions included in the calculation of standardised revenue and expenditure, six have total population as the major cost driver; one is based on population but within a narrower age band with the remaining two based on dwelling numbers and the local roads pool.

In municipalities across the state where population is declining or not growing at average rates there is a significant decreasing economies of scale effect. Expectations and sometimes legislation require that service delivery continue to a reduced number of people, who nevertheless have a legitimate expectation or entitlement to those services. For example, road lengths remain the same but cannot easily be reduced just because populations decline. All Councils, regardless of size, must comply with all legislation equally which puts a greater burden on a smaller Council, which any reduction in population only exacerbates.

In other words, there is a significant "fixed" component within the cost structures of all Councils and therefore a declining population means those fixed costs must be spread across fewer and fewer ratepayers. The principles of horizontal fiscal equalisation should

see the grants commission methodology compensate for the rising impact of fixed costs as populations decline, but this is not currently the case under present arrangements.

It is our belief that the Grants Commission methodology already greatly compensates councils with expanding populations through the use of population in the major cost driver component of the calculation, and therefore to add a further cost adjustor for population growth is unnecessary. What really should be applied is a cost adjustor for population decline across all functions, to enhance the principle of horizontal equalisation.

There is also a smaller % rate impact for ratepayers in growing Council areas where property values are rising and property numbers increasing compared to rural and regional councils with declining centres.

### **iii) ROAD SUBSTRATES**

The current calculation of the sub-grade factor in the Grants Commission methodology does not pick up on an alternative measure of using degradation curves. Mr Moloney's calculations indicate that roads in HRCC, and others across the Wimmera, are experiencing a road life of only about 40 years. Across the state the average is closer to 80-100 years. The result of this shortened life is that Council spends in the order of \$4.7 M per year on road renewals, which is about \$2.3 M per year more than an equivalent Council which has average sub-grades.

It is also worth noting that Mr Moloney's report indicates that HRCC has been making a diligent effort to improve the overall condition of its road network, but that this effort has not been rewarded owing to the impact of the 2011 floods which damaged both the visible surfaces of road and the hidden sub-grades. This damage is anticipated to leave a further cost legacy to Council in the years ahead.

### **iv) MINIMUM SERVICE LEVELS**

HRCC recognises the notion of a specific minimum set of services and service levels that should be available to all communities; however we do note that this is a challenge to define, as there is a diverse range of communities in terms of size, distance from service centres and differing needs. We also suggest that there is a need to be as prescriptive as possible when defining service levels so that there are clear and measureable outcomes that can be monitored and defended. The phrase "access to" and "local" can be interpreted in many different ways.

### **v) WHELAN REPORT**

The Whelan Report of 2010 identified 18 councils that were measured as unsustainable. Horsham was not one of these Councils but has many similar characteristics that it must deal with on a regular basis. The 18 Councils will be in a better position to describe the Whelan report findings.

## 2. FAIRNESS, EQUITY AND ADEQUACY OF THE RATING SYSTEM

### a) RATES EFFORT

As mentioned above in point 1(a) above HRCC has been increasing its rates to try and address the growing infrastructure gap however there is a rising issue of “rates affordability” with councils rates currently at the upper level of affordability as measured by the ratio of rates to property values known as “Rates Effort” being 0.67% with state government recommended range from 0.20% to 0.70%. It is unclear how exactly further rate rises will impact on this measure and for how long they can continue to be applied. A comparison of this measure across the state should see that this measure is considerably higher for most rural and regional councils compared to metropolitan municipalities.

### b) DIFFERENTIALS

HRCC applies a 20% differential for farming assessments applying principles provided in the Ministerial Guidelines (April 2013) for the use of differentials. These guidelines are helpful but do not provide a definitive way to determine whether a differential should or should not apply. They are also unclear in their reference to what farms should be entitled to a differential with no explanation for this difference. That is, the guidelines say that farm land is an appropriate category for differential rates but that dry land farming and irrigation farming should be “considered carefully” as to whether they are appropriate for differential rates.

### c) CONFLICT – TAX ON WEALTH VERSUS PAYMENT FOR SERVICES

There is often confusion and misconception as to why an individual ratepayer’s rates bill should increase when nothing has changed from their perspective – no new services to access and no new developments on their properties. It is because every two years valuations are revised to reflect current market evidence. This causes many conflicts within the community as to why certain sectors or individuals should pick up a larger portion of the rate burden.

The issue that is not well understood is that rates are essentially a tax on wealth as measured by property values, they are not a payment for service or a tax based on income. There is a strong correlation between property values and capacity to pay, but it is not always the case and rebates and concessions are then utilised.

### d) ALTERNATIVE FUNDING MODEL

Having a tax based on wealth as measured by property values is an important overall tax within the suite of taxes across federal, state and local government. The problem comes in that it is the main tax that local government is left with to raise and fund its services. Local services are easiest for ratepayers to identify whether they use them or not and consequently lead to misconceptions as to what is fair to pay.

There is a good argument for this funding source to be more diverse such that councils have more than just property rates as a source of income i.e. share of GST revenues.

### **3. IMPACT OF RATE CAPPING POLICIES**

The State Government's Fair Go Rates policy will cause significant hardship for Council particularly if other State or Federal Government funding sources are further cut or the State Government continues to move service responsibilities to council without appropriate funding or to increase its own charges to Council by percentages higher than the 2.5% rate cap for things such as audit, election expenses, the fires services levy, Environmental Protection Levies and a range of other charges.

HRCC has been heading downward in general rate increases for a number of years, but given the impacts of ceasing of indexation of FAGS grants for 3 years, then the impact of rate capping is considerable.

As stated in item 2 above rural communities generally are not going to be in a position to impose greater levels of rating on their local communities. There needs to be discussion of alternative income sources or funding options for councils.

### **4. CAPACITY FOR RURAL AND REGIONAL COUNCILS TO MEET RESPONSIBILITIES FOR FLOOD PLANNING AND PREPARATION, AND MAINTENANCE OF FLOOD MITIGATION INFRASTRUCTURE**

Recent changes to the State Government floodplain management policy position are likely to lead to increased costs to Councils. This is an example of cost shifting referred to above. The extent of this cost shift has not yet been determined, but is anticipated to arise in relation to:

- OM&R of river gauging stations used for flood monitoring, which have generally been funded by State Government or its agencies in the past.
- Maintenance and renewal costs of some floodplain infrastructure, which had previously held a range of ownership statuses.

### **5. MAINTENANCE OF LOCAL ROAD AND BRIDGE NETWORKS**

#### **a) SOIL SUBSTRATES**

A significant body of work on road conditions across Victoria has highlighted that road sub-grades play a critical factor in influencing the effective lives of roads. It is recognised that much of western Victoria and some other areas incur higher road costs as a result of these poor sub-grades.

Empirical evidence indicates that the range in effective lives of roads could vary between 40 years and 180 years – an effective variation of 450%, having a proportionate impact on the cost of road maintenance and renewal.

HRCC has received a series of reports that now span a period of 13 years, with each report involving the sampling of in excess of 2000 road segments in a road network of about 3300 km.

The condition assessments and reports were prepared by Peter Moloney of Moloney Asset Management Services. Mr Moloney provides similar services for 49 other LGAs across Victoria, hence can be considered to have a high level of expertise in both road asset conditions generally and their relative condition across the State.

Collectively, his work represents a robust dataset for analysis. In his 2012 report to HRCC, Mr Moloney stated “In undertaking this work for many councils over the last 17-years one fact has clearly emerged. Those councils within the state that are on poor subgrades really do have a severe disadvantage that needs to be addressed through the Government funding system.”

The condition assessments performed by Mr Moloney allow degradation curves to be developed for classes of road assets. These curves map the condition of roads between inspections, allowing projections of renewal costs to be developed, and importantly determination of the effective (serviceable) life of the assets.

HRCC and other municipalities in the Wimmera Region incur higher costs as a result of these poor sub-grades. For HRCC this additional expenditure is estimated to be about \$2.3 M per year on road renewals. This is based on the assumption that extending the useful life of roads from 40 to 80 years would halve the renewal cost, which is currently \$4.7 M per year.

#### **b) ASSET RENEWAL GAP**

See information provided for item 1 (a) above.

#### **c) ROADS AND BRIDGES FUNDING**

For 5 years until 2015/16 HRCC along with other rural councils received \$1m per year for the Country Roads and Bridges funding. This was not extended in 2016/17 and as a consequence council’s roads and bridges spending have been reduced accordingly. This was a vital component of funding that helped offset some of the infrastructure renewal gap, as described in previous sections. The loss of this funding needs to be offset if Council is to continue to maintain roads and bridges in serviceable condition.

### **6. WEED AND PEST PLANT CONTROL**

Councils have been handed full responsibility for roadside pest and weed control. Currently funding is \$65k per annum which was increased from \$50k in 2015/16. Council’s cost of undertaking this work is estimated at somewhere between \$150,000 and \$200,000 per annum.

Yours faithfully



**PETER F BROWN**  
Chief Executive



# Terms of Reference

## DUDLEY W CORNELL RESERVE ADVISORY COMMITTEE

### 1. PURPOSE

The Dudley W Cornell Reserve Advisory Committee ('the Committee') has been established to provide advice and recommendations on:

- Planning for the precinct that complements the local environment and represents best practice in integrated urban and recreational design,
- Prioritisation of developments, ensuring changes are coordinated and reflect the needs of the community and users of the reserve,
- Improvements to the safety of users and community members accessing the reserve
- Opportunities to maximise Club and community usage of the reserve.

### 2. RESPONSIBILITIES

The Dudley W Cornell Reserve Advisory Committee is an Advisory Committee of Council and has been established under the framework of the *Local Government Act 1989*, S3 (1) 'definition' and S76AA 'Assembly of councillors'.

The Committee is empowered to do the following:

- Provide input and feedback regarding development of the reserve
- Provide suggestions and feedback regarding strategies to increase community usage of the reserve,
- Identify and report public risk issues,
- Disseminate information to user groups and people interested in the reserve.

The Committee does not have the power to commit Council to any decision or action, or to direct Council staff in their duties. The Committee may make recommendations for consideration by Council, but Council reserves the right to accept or reject recommendations from the Committee. This includes recommendations regarding the expenditure of funds allocated to the Committee, if applicable.

### 3. MEMBERSHIP

The Committee shall consist of a maximum of ten people, single representatives unless otherwise identified, selected from the following groups:

- Community Representatives (2)
- Colts Cricket Club
- Horsham Soccer Club
- Horsham Little Athletics Centre
- Wimmera Primary Schools Sporting Association
- Horsham Community Patch
- Horsham Primary School (Rassmussen Rd campus)
- Kalkee Road Children's Hub
- Horsham Rural City Council, Councillor

#### 3.1 Participating Organisations

Nominated member organisations will be contacted by the responsible Officer, Manager, Sustainability and Recreation (or nominee) and invited to identify a representative for the Committee.

#### 3.2 Selection

Community members will be selected through an application process, advertised in local newspapers and on Council's website.

Applications should include details of community involvement, previous experience of committee membership and reasons for nominating for the Advisory Committee.

Council staff are not eligible to be members of an Advisory Committee

Diversity of membership (age, gender, background and experience) is encouraged and will become selection criteria if the number of applicants exceeds vacancies.

If the number of applications does not exceed the number of vacancies, the Council's Delegated Officer will approve nominations. In the event of more than the required number of applicants for the available positions, nominations will be forwarded to Council for determination.

#### 3.3 Alternative Representatives

As required, alternative representatives may attend meetings on behalf of the named user groups. Alternative representatives are entitled to vote if the main representative of the user group is not present.

If a named representative is unable to attend three or more consecutive meetings, the Manager, Sustainability and Recreation (or nominee) will contact the member and if required a new representative will be identified.

### **3.4 Council endorsement of nominations**

Recommendations regarding the filling of any vacancies of the Committee will be submitted to Council for approval, subject to the requirements of 3 - Membership being met.

### **3.5 Specialist advice**

Individuals and groups may be invited to attend Advisory Committee meetings to provide specialist advice. They will not be involved in the decision making process and cannot vote on any issue.

### **3.6 Council Officer**

A Council Officer, (Manager, Recreation and Sustainability, or delegate) will attend all meetings.

Council Officers are not members of the Advisory Committee and shall not vote.

### **3.7 Term of Office**

Membership shall generally be for a term of two years.

A meeting shall be held in November, of each second year, when Committee membership shall be declared vacant.

Members may apply for re-nomination to the Committee for a second or subsequent term.

### **3.8 Resignations**

Committee members who resign prior to the end of their appointment should submit their resignation in writing to the Chairperson.

If a vacancy occurs within two months of the end of the term of the Committee, (four years) the vacancy will not be filled. In all other instances, the vacancy will be filled to reflect the composition of the Committee as identified in Section 3 - Membership.

## **4. ROLES AND RESPONSIBILITIES**

### **4.1 Council**

Council will:

- Document minutes of each scheduled meeting and distribute minutes to members



**Terms of Reference No: TR04/0xx**

- Ensure the confirmed and signed copy of the minutes is forwarded to council@hrcc.vic.gov.au
- Ensure a Council officer or delegate is present at all committee meetings, wherever possible
- Advertise in local newspapers and on Council's website for nominations for community representatives
- Notify the Committee of approved committee membership
- Publicise on Council website the agreed schedule of meetings
- Provide regular reports to Council regarding Committee recommendations
- Manage annual maintenance requirements of the reserve
- Consult with the committee prior to any proposed changes to the reserve
- Explain any decisions that impact on community usage and development of the reserve
- Provide timely feedback (and if applicable timelines) of Council's consideration of recommendations approved by Committee;
- Assist with identifying funding opportunities
- Respond to requests/letters from the Committee within 15 working days
- Provide the Committee with a list of designated Officers authorised to be the contact person for specific matters or concerns
- Provide additional support as required to ensure the effective operation of the Committee
- Each four years or earlier if required, review the function and purpose of the Committee and determine if the Committee should continue.

**4.2 Committee**

The Committee will:

- Actively participate in activities that support the achievement of the Purpose of the Committee;
- Distribute information to their member organisations and user groups;
- Confirm the accuracy of minutes at the next meeting of the Committee. The Chairperson must sign a copy of the confirmed minutes.

**4.3 Attendance at meetings**

It is expected that members will attend all meetings. In the event of a Committee member missing a meeting they should contact the Chairperson with notice of their absence and this will be recorded in the minutes.

If a member resigns from the Committee, the requirements of Section 3.8 - Resignations will be enacted and the position will be filled by a nominee from the same representative/user group.

#### **4.4 Electronic Meetings**

Meetings of the Committee may be held through the use of a conference telephone or similar communications equipment provided that all members participating in the meeting can communicate with each other. Participation in a meeting in this way constitutes attendance at the meeting.

#### **4.5 Confidentiality**

Information discussed, received, used or created by the Committee may be confidential. A Committee member must not disclose, discuss or otherwise make public confidential information, unless authorised by the Officer supporting the Committee.

Council may terminate a Committee member's appointment if they have been found to breach confidentiality requirements.

#### **4.6 Conflicts of Interest**

Conflicts of interest must be declared.

In the event of a conflict of interest, the declaration must be recorded in the minutes.

#### **4.7 Code of Conduct**

Members of the committee shall refrain from any form of conduct which may cause any reasonable person unwarranted offence or embarrassment.

Members are expected to be considerate and respectful of the diversity of opinions and experience of committee members.

#### **4.8 Media**

The Chairperson is empowered to be spokesperson for the activities of the Committee.

In the absence of the Chairperson, the Manager, Recreation and Sustainability is empowered to be the spokesperson for the Committee.

Media releases, flyers, brochures, pamphlets or other sources of information distributed by the Committee must be first approved by the Manager, Recreation and Sustainability, or nominee.

#### **4.8 Chairperson**

The nominated Councillor shall be the Chairperson of the Committee and shall remain the Chairperson for as long as they are a member of the Committee.

**Terms of Reference No: TR04/0xx**

A Deputy Chairperson should also be nominated and will perform the duties of the elected Chairperson if the Chairperson is absent or unable to perform their duties.

The Deputy Chairperson is elected for a one year term and is eligible for re-election if that person re-nominates and is accepted for a second or subsequent term on the Committee.

**5 OPERATING PROCEDURES****5.1 Meetings**

At the beginning of each calendar year, the Committee will agree on a regular schedule of meetings.

Meetings will be held three times each year, generally: March, July and November.

Additional, special meetings may be called as required. Committee members must be provided with two days' written notice of a special or additional meeting and the purpose of the meeting must be clearly stated.

**5.2 Quorum and Decision Making**

The quorum is a minimum of six representatives being from a minimum of five nominated user groups, excluding the Councillor representative.

No formal business shall be conducted by the Committee unless a quorum exists. If a quorum is not present, the Chairperson may decide that the committee meet for discussion only.

Consensus decision making is preferred. However, all members are entitled to vote and a matter may be voted upon at the discretion of the Chairperson. Committee members shall have one vote. The Councillor must vote.

If there is an equal division of votes, the Chairperson or Deputy Chairperson (if Acting) shall have a second or casting vote.

**5.3 Councillor report**

The Councillor must report the key issues of each meeting to the next meeting of Council.

**5.4 Recommendations and Actions**

The Manager, Recreation and Sustainability will authorise actions within his/her delegated authority and will refer other recommendations and requests to Council departments and/or Council for discussion and approval.

## 6 EVALUATION AND REVIEW

The composition, activities and Terms of Reference of the Committee will be reviewed at least every four years, or as required.

The results of any review shall be reported to Council prior to the fourth year of operation or earlier, if a quorum cannot be formed for three successive meetings. The report shall consider:

- The Committee's achievements;
- The Purpose and Responsibilities of the Committee;
- Composition of the Committee;
- Whether there is a demonstrated need for the Advisory Committee to continue;
- Any other relevant matter.

### 6.1 Cessation

An Advisory Committee ceases to exist at the conclusion of the period specified in the Terms of Reference, which shall be four years from the date endorsed by Council, unless Council resolves that it continue.

Council may also disband a Committee following a review at any time during its operation.

## 7 RESPONSIBILITY

Delegated Officer: Director Corporate Services

Responsible Officer: Manager Sustainability and Recreation

## 8 ATTACHMENTS

### 8.1 Attachments

- (i) Aerial image - Dudley W Cornell Reserve
- (ii) Map – Dudley W Cornell Reserve

## 9 DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment
01	TBC	Council	• New Terms of Reference

**Attachments**

- (i) Aerial image - Dudley W Cornell Reserve



- (ii) Map – Dudley W Cornell Reserve



# HRCC Bike Advisory Committee Strategic Plan 2018-2021

More People, More Active, More Often

## GOAL ONE

An interconnecting network of safe commuting routes within HRCC boundaries that facilitates increased active transport

## OBJECTIVES

To provide recommendations to Council and VicRoads, based on identified priorities, to develop infrastructure that will:

1. Meet the demands of commuting cyclists,
2. Improve safety for all road users, and
3. Ensure connectivity of commuting routes

## STRATEGIES

1. Identify and prioritise commuting routes that will provide increased infrastructure for active commuting.
2. Receive and consider community input
3. Identify facilities that will support increased active transport (e.g. end of trip facilities)
4. Identify and prioritise opportunities to improve the safety of current commuting routes
5. Undertake an audit/inventory of the existing infrastructure to determine the current condition and maintenance required
6. Identify priority sections of paths to link sections of the existing network to provide safe routes between residential areas, schools and the central business district.

## GOAL TWO

A network of recreational off-road routes that utilise natural assets (e.g. river tracks) that are attractive to residents and tourists

## OBJECTIVES

To provide recommendations to Council and government, based on identified priorities, to develop infrastructure that will:

1. Expand the off-road bike network for recreational cycling,
2. Enhance connectivity of recreational routes.

## STRATEGIES

1. Receive and consider community input into recreational cycling routes and infrastructure
2. Identify and prioritise recreational routes that will provide opportunities for increased recreational opportunities and improve linkages across the network of routes
3. Identify funding opportunities for development of recreational cycling infrastructure
4. Identify priorities for repairs and maintenance to maintain and improve the current recreational infrastructure.

## GOAL THREE

Increase awareness of safe commuting and/or recreational cycling opportunities

## OBJECTIVES

To provide recommendations to council, government and VicRoads on prioritised strategies to raise awareness of commuting and recreational cycling by

1. Increased signage, and
2. Marketing, to encourage greater cycling participation.

## STRATEGIES

1. Identify and prioritise opportunities to provide improved signage to support increased participation
2. Identify suitable marketing (e.g. social media, pamphlets etc..) to raise awareness of Horsham's recreational and commuting infrastructure
3. Identify and provide recommendations on programs (e.g. Ride to work, Ride to School) that will encourage increased participation.



# **Horsham Rural City Council**

## **Bike Advisory Committee Strategic Plan**

**2018-2021**

## HRCC Bike Advisory Committee Strategic Plan

### Background

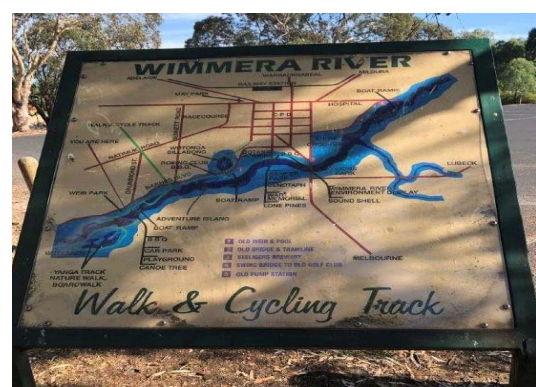
Horsham is a lively regional city located centrally within the Wimmera. Being the largest town within the region it is often referred to as the capital of the Wimmera, playing a key role in servicing the surrounding smaller communities in the areas of health, education, retail and business.

The residents of Horsham enjoy a compact CBD with all major facilities located within a 3 km radius<sup>1</sup>. This feature, along with the flat terrain and predictable climate, make Horsham the perfect place to be leaders in making positive changes towards a more sustainable movement system. An improved infrastructure that facilitates and promotes walking and cycling would benefit the community on a multitude of levels. The environmental, social and physical benefits are obvious. What is not so obvious are the economic benefits. Urban development that is conducive to active transport are the foundations of a great city or town. The people themselves are then what make the streetscape interesting and vibrant and attractive to others as a place to live and invest in<sup>2</sup>.

Over recent years Horsham Rural City Council (HRCC) has made a considerable investment, both time and financial, into investigating and completing strategic plans to assist with future planning of infrastructure that would encourage active transport. The most recently adopted plan being the Municipal Parking Strategy. This document revealed that Horsham currently has adequate car park spaces with a peak occupancy level of 62% and recommended the way forward would be to invest in making Horsham more walkable and bicycle friendly.

### Moving Forward

In moving forward, while improvements in infrastructure are critical, it will also be essential for HRCC to assist the community to make changes to their daily habits. Targeted promotion regarding the benefits of active transport will be required. The Australian Bureau of Statistics 2011 Census data showed of the 8357 employed residents of Horsham only 127 (1.6%) rode to work and 429 (5%) walked, compared to 6023 (81%) travelling by car as either a driver or passenger. The link between a sedentary lifestyle and chronic diseases is well documented. A change in culture and a positive shift towards an increase in active transport would result in many long term health benefits. With the VicHealth Indicators Survey 2015 showing that 21.4% of HRCC population are obese (compared to the Victorian average of 17.3%), 22.2% (Horsham) vs 18.9% (Vic. average) are inactive and only 41% (Horsham) partake in high activity (4 or more days a week)<sup>3</sup>, it is imperative that as a community we make these changes.



1 Horsham Municipal Bicycle and Shared Path Plan 2012-2016

2 Municipal Parking Strategy October 2017

3 HRCC Health and Wellbeing Plan 2017-2021



## **Bike Advisory Committee**

A group that can assist HRCC in moving forward is the Bike Advisory Committee. This committee is made up with representatives from the cycling community, health sector, Wimmera River Improvement Committee and a Councillor. The committee meets bi-monthly and provides advice and recommendations to Council on implementation of actions identified in the Horsham Municipal Bicycle and Shared Path Plan that include:

- Planning for the development of bicycle pathways and routes which link key assets of our municipality
- Prioritisation of developments, ensuring changes are coordinated and reflect the needs of the community and users
- Improvements to the safety of users and community members accessing the bicycle pathways
- Opportunities to increase participation in cycling usage across the municipality

The purpose of the strategic plan outlined below is to assist both HRCC and the Bike Advisory Group in implementing actions to support a local change in culture towards seeing “More People, More Active, More Often” to maximise health and wellbeing outcomes for all people across Horsham.

The Bike Advisory Committee will strive to apply a dynamic and coordinated approach that is responsive to the varying needs and concerns of our local community of bike riders. We also have an expectation that prior to any actions being completed HRCC will investigate to ensure “best practice” is adhered to.

The development of our plan has been informed by, and is aligned to, Horsham Municipal Bicycle and Shared Path Plan 2012-2016, Municipal Parking Strategy October 2017, HRCC Health and Wellbeing Plan 2017-21

