

AGENDA

ORDINARY MEETING OF THE
HORSHAM RURAL CITY COUNCIL

To be held on

22 July 2019

At 5.30pm

In the

Council Chambers, Civic Centre

18 Roberts Avenue, HORSHAM



Horsham Rural City
Council urban rural balance

COUNCILLORS are respectfully requested to attend the Ordinary Meeting of the Horsham Rural City Council to be held on 22 July 2019 in the Municipal Chambers, Civic Centre, Horsham at 5.30pm

Order of Business

PRESENT

ALSO IN ATTENDANCE

1. PRAYER

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

2. ACKNOWLEDGEMENT OF COUNTRY STATEMENT

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

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

3. OPENING AND WELCOME

Welcome to distinguished guests or persons in the public gallery. The public are advised that the Council meeting will be recorded to maintain an audio archive.

4. APOLOGIES

5. LEAVE OF ABSENCE REQUESTS

6. CONFIRMATION OF MINUTES

Recommendation

That the minutes emanating from the Ordinary Meeting of the Horsham Rural City Council held in the Municipal Chambers, Civic Centre, Horsham at 5.30pm on 24 June 2019 and the Special Meeting of the Horsham Rural City Council held in the Municipal Chambers, Civic Centre, Horsham at 5.30pm on 3 July 2019 be adopted.

7. CONFLICTS OF INTEREST

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.

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CLOSE



SUNIL BHALLA
Chief Executive Officer

9. OFFICERS REPORTS

9.1 HORSHAM RURAL CITY COUNCIL EARLY YEARS PLAN 2019-2023

Author's Name:	Michelle Rethus	Director:	Kevin O'Brien
Author's Title:	Community Wellbeing Strategic Projects Officer	Directorate:	Community Wellbeing
Department:	Community Services and Emergency	File Number:	F08/A09/000002

Officer Direct or indirect Conflict of Interest

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

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

HRCC Early Years Plan 2019-2023 – Draft for Public Feedback (**Appendix "9.1A"**)

Purpose

To receive and note the Horsham Rural City Council (HRCC) Municipal Early Years Plan (MEYP) 2019-2023 and invite public comment before adoption.

Summary

- The purpose of the MEYP is to provide children and their families with the best possible foundation for life success.
- Data analysis, stakeholder engagement, community survey and a children's competition were all used as inputs to develop key themes and actions.
- Key themes are: creating quality service and support; language, literacy and learning; advocating for children and families.
- The plan contains a series of actions developed by the Early Years Network that Council will undertake in collaboration with a range of partners over the next four years.

Recommendation

That Council receive and note the Draft Horsham Rural City Council Municipal Early Years Plan 2019-2023 and make it available to the community for comment for a period of four weeks.

REPORT

Background

The purpose of the MEYP is to provide children and their families with the best possible foundation for life success. While not a statutory requirement, Council has supported the MEYP in the past as a key tool in setting the strategic direction for delivery in the early years sector of Horsham Rural City.

Discussion

Data analysis, Government policy context and stakeholder and community engagement, were used when forming the key themes and actions in collaboration with the Early Years Network. The key themes are: creating quality service and support; language, literacy and learning; advocating for children and families.

Financial Implications

Ongoing costs associated with maintenance of ageing buildings used for sessional kindergarten.

New infrastructure will be required to deliver 3-year-old kindergarten, however, specifications on requirements is pending the findings from the 3-year-old kindergarten working group (a key action in this plan).

Links To Council Plans, Strategies, Policies

2019 – 2023 Council Plan

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

Health and Wellbeing Plan 2017 – 2021

Priority Area 6 – Improving Early Years Outcomes Actions 26-30

Youth Strategy, Open Space Strategy, Community Inclusion Plan, Child Safe Policy

Consultation/Communication

Stakeholder mapping was performed using the IAP2 method. The majority of stakeholders were identified as collaborate and consult/involve. An Early Years Network was formed to assist in development of the plan and actions, one-on-one discussions were held with identified stakeholders and a community survey was conducted (with hard copy surveys conducted at an immunisation session and playgroup).

Collaboration is key to successful delivery of the MEYP and the Early Years Network will continue to meet (an outcome of one of the actions in the plan).

The draft report will be made available to the community in late July and August 2019 for feedback. This will include promotion via a media release, public notices and social media, an electronic copy on the website and hard copies being available at the Civic Centre.

Risk Implications

There is a risk to the community on whether inclusive and accessible kindergarten programs for 3-year-olds can be provided should either of the private providers or Horsham and District Kindergarten Association choose not to participate.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The draft early MEYP is presented for consideration to Councillors recommending that this plan be provided to the public for feedback.

9.2 GENDER EQUITY IN COMMUNITY ENGAGEMENT PROJECT

Author's Name:	Renee Hollier	Director:	Kevin O'Brien
Author's Title:	Gender Equity Officer	Directorate:	Community Wellbeing
Department:	Community Services and Emergency	File Number:	F10/A04/000008

Officer Direct or indirect Conflict of Interest

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

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To receive and note the six-month update on the Gender Equity in Community Engagement project.

Summary

- The project is progressing according to the allocated timeframe.
- Engagement data has been analysed and compiled into a report.
- Research is being conducted to increase women's participation in community engagement.
- A suite of documents is being developed to support gender equity within community engagement.

Recommendation

That Council receive and note the Gender Equity in Community Engagement project six-month report.

REPORT

Background

“Gender Equity in Community Engagement” is a 12-month, primary prevention project between Horsham Rural City Council and the Hindmarsh, West Wimmera and Yarriambiack Shire Councils. The project officer is based at Horsham Rural City Council. A Project Control Group governs and supports the project to achieve the objectives in a timely manner.

The project aims to increase women’s participation in community engagement by ensuring all policies, procedures and practices support gender equity. This is an information only report.

Discussion

The Project Plan identified eight objectives to adequately assess and implement methods that positively support greater diversity in Council community engagement. The project is progressing according to the allocated timeframe.

An analysis of community engagement has been compiled into a report which Council will receive when approved by the Project Control Group. The analysis identified the following:

- There is a strong emphasis on advisory committees. 61% of advisory committees do not achieve a gender balance.
- Project Control Groups achieved female participation rates of 57%.
- Engagement from community organisations and in particular sporting organisations repeatedly saw low levels of representation from females.
- Engagement with low level commitment saw high participation from females.
- Males were underrepresented when engagement occurred online or when the topic related to the ‘arts’.

Research is now being conducted to identify methods that increase the participation of women and girls of varying background and abilities in community engagement.

A Model Terms of Reference, Expression of Interest and Support Pathways poster have been developed with consideration for gender equity. The Gender Equity Community Participation Audit Toolkit is currently being developed.

Financial Implications

This project is funded by the Victorian State Government.

Links To Council Plans, Strategies, Policies

2019 – 2023 Council Plan

Four-Year Priorities:

1.2.06 – Support family violence prevention programs and initiatives

1.2.15 – Support behaviours that reinforce respect and equality for women and address rising levels of family violence

2017 – 2021 Health and Wellbeing Plan
Preventing Family Violence Objective 2 – Address key drivers of gender inequality leading to violence against women

Consultation/Communication

Not applicable as this is an organisation-based project.

Risk Implications

Not applicable

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The project is progressing in a satisfactory manner. There is still considerable effort required by Council to ensure all community engagement conducted is gender equitable.

9.3 WIMMERA INTEGRATED RELIEF AND RECOVERY PLAN

Author's Name:	Praphulla Shrestha	Director:	Kevin O'Brien
Author's Title:	Wimmera Emergency Management Co-ordinator	Directorate:	Community Wellbeing
Department:	Community Services and Emergency	File Number:	F16/A02/000001

Officer Direct or indirect Conflict of Interest

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

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Wimmera Integrated Relief and Recovery Plan 2017 – 2020, Version 2.0 (**Appendix “9.3A”**)

Purpose

To adopt the Wimmera Integrated Relief and Recovery Plan (WIRRP).

Summary

- Local Government's role as lead agency in relief and recovery is defined in the Emergency Management Manual Victoria Part 7: Emergency Management Agency Roles.
- The Wimmera Integrated Relief and Recovery Plan (WIRRP) records the municipal level emergency relief and recovery management arrangements that may be utilised in supporting a community impacted by an emergency event.
- The document has been endorsed by the Municipal Emergency Management Planning Committee (MEMPC).

Recommendation

That Council adopt the Wimmera Integrated Relief and Recovery Plan 2017 – 2020, Version 2.0.

REPORT

Background

In line with Victorian Government legislative requirements (*Emergency Management Act 1986 and 2013*), Horsham Rural City Council has developed and adopted a Municipal Emergency Management Plan (MEMP), which is to be utilised for municipal emergency response, relief and recovery.

According to the MEMP, Councils are a lead agency in relief and recovery phase activities after a disaster. However, the details of agencies involved, their roles, resources needed, staff and service providers in relief and recovery are not incorporated in the MEMPs. Inclusion of such detailed information in the MEMP would make the document unmanageable.

This necessitated the development of a separate document detailing and describing the ranges of aspects related to emergency relief and recovery and Council responsibilities. The WIRRP has been developed by separating out relief and recovery related information from the four Wimmera Council MEMPs, integrating those together and expanding it as necessary. This integrated document is also relevant as the emergency relief and recovery arrangements for the four Wimmera Councils are similar.

Main objectives of the WIRRP are to:

- Detail the capability and capacity of local organisations and resources to deliver relief and recovery services
- Develop collaborative approaches in delivering relief and recovery services through local organisations and the community
- Detail Council's processes and procedures involved in relief and recovery phases.

The document also lists important resources in the appendices such as: list of relief centres, relief and recovery providers, ie, accommodation and food providers, material and goods providers, health service providers, etc.

The WIRRP is a sub-plan of Council's MEMP. The document has been discussed at MEMPC and endorsed, and is now presented to Council for adoption.

Discussion

Traditionally, Wimmera Councils had large MEMPs. With changing trends in recent years, the MEMP document has been refined by transferring the agency roles and responsibilities to agency specific emergency management plans. In this respect, Horsham Rural City Council, together with other Councils developed the WIRRP.

The plan outlines the relief and recovery arrangements, Council responsibilities and staff involvement and emergency relief centre details. The document lists the possible financial resources for emergency relief and recovery program such as: Natural Disaster Financial Assistance (NDFA) and Natural Disaster Relief and Recovery Arrangements (NDRRA). It also refers to social, built, natural and economic environments of a recovery program.

The document is a Horsham Rural City Council Emergency Management document and has to be referred together with the respective MEMP in line with legislation.

The document has to be reviewed regularly with involvement of community and all the stakeholders. The next review is expected by the end of 2020.

Financial Implications

Costs associated with relief provision are dependent upon events.

Links to Council Plans, Strategies, Policies

2019 – 2023 Council Plan

Goal 2 – Sustaining the Economy

Goal 5 – Natural and Built Environment

Horsham MEMPC and its sub-plans

Consultation/Communication

The plan has been developed after consultation with emergency management specialists and members of the MEMPC. External stakeholders include: Country Fire Authority, Department of Health and Human Services, State Emergency Services, Department of Environment, Land, Water and Planning, Department of Economic Development, Jobs, Transport and Resources and Australian Red Cross.

Feedback was also gathered from communities at a range of community engagement events including, disaster awareness sessions, relief centre audits, community training sessions and through a formal community survey process.

Risk Implications

There could be financial risks if a major emergency occurs regularly, though such situation is not expected.

The key risk is related to not adopting the plan. As most of the information in past MEMPCs is translated to this document, if the document is not adopted and made ready for use, the emergency relief and recovery process can be slow and poorly coordinated, which can affect Council's credibility and result in a low level of community trust in Council.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The WIRRP outlines the relief and recovery arrangements, Council responsibilities and staff involvement, and emergency relief centre details. The document enlists the possible financial resources for emergency relief and recovery program such as, NDFA and NDRRA. It is a key document in relation to Council's emergency relief and recovery responsibilities.

9.4 HORSHAM YOUTH COUNCIL

Author's Name:	Annie Mintern	Director:	Kevin O'Brien
Author's Title:	Youth Services Planning and Engagement Officer	Directorate:	Community Wellbeing
Department:	Community Wellbeing	File Number:	F12/A06/000001

Officer Direct or indirect Conflict of Interest

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

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To receive and note the update on the status of the Horsham Youth Council.

Summary

- Applications have been received.
- Interviews were held on 11, 12, 15 and 16 July 2019.
- Youth Council to be established.

Recommendation

That Council receive and note the update on the status of the Horsham Youth Council.

REPORT

Background

The establishment of a Horsham Youth Council is an objective of the Horsham Youth Strategy which was developed in August 2018. The strategy was developed through engagement with local young people, community services and schools.

Objective 2 of the Horsham Youth Strategy is to “Identify opportunities for young people to be empowered to make decisions on service delivery that suits their needs and increase meaningful engagement opportunities for young people with Council.”

Part of this objective is to establish a representative group of young people to respond to and advocate for issues relevant to young people, and support Council’s engagement with young people. The Terms of Reference for the group includes:

- It is made up of young people aged 12-25, who reflect the diversity of young people in Horsham municipality
- They will meet on a regular basis, with a Councillor present
- They will have a focus on outreach and digital engagement, to represent all young people in Horsham municipality
- They will deliver grassroots projects to address emerging priorities, and advocate to Council on priorities for young people
- They will provide directions on Council’s Community Engagement Strategy and activities.

Discussion

Applications to become a member of the Horsham Youth Council were open from 1 to 30 June 2019. Twenty-one applications were received from a diverse group of young people. Five male and 16 females applied to join the Youth Council ranging from 11-21 years of age, with one female applicant being over 25, so unable to be considered. Two applications from members of our indigenous community and one from the CALD community were also received. There was representation of students from all secondary schools in the Horsham Rural City along with applicants from Murtoa College and Longerenong College.

Interviews were held on Thursday 11, 12, 15 and 16 July 2019. The interview panel has been impressed by the high calibre of interviewee’s responses and there were several common themes identified throughout the process. These included: lack of places and spaces for young people to hang out, the need for a mentoring/buddy program to allow young people to engage with young people outside their friend group and the need to address issues such as cyber bullying and mental health wellbeing.

All applicants will be notified on Friday 19 July 2019 as to whether they have been successful in securing a position on the Horsham Youth Council. The Terms of Reference state that a minimum of 10 and a maximum of 16 Youth Council members will be selected.

Financial Implications

The establishment of the Youth Council sits within the Youth Services Planning and Engagement Officer Budget.

Links To Council Plans, Strategies, Policies

2019 – 2023 Council Plan

Goal 1 – Community and Cultural Development

Horsham Youth Strategy

Consultation/Communication

The Horsham Youth Council application process was advertised to young people in the following ways:

- All schools distributed the flyer and posted it on their Facebook pages and in their newsletters
- Horsham College displayed the flyer on all screens within the school
- The flyer was posted on the Horsham Youth Facebook and Instagram pages
- Direct engagement with young people was facilitated at the Western Victorian Careers Expo
- Advertisements in the local newspapers were displayed on the Council's Public Notices page
- Media release was sent to all local media outlets.

Risk Implications

Not applicable

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The successful applicants for the Horsham Youth Council will be notified on Friday 19 July 2019 and we will endeavour to hold our first meeting prior to the end of July.

Priority agenda items for the Horsham Youth Council will include:

- Meeting the Horsham Rural City Council Mayor and Councillors
- Knowledge building around Council and governance
- Knowledge building around meeting structures and procedures
- The future use of the Pynsent Street building (formerly Nexus)
- Engagement on the City to River Masterplan.

9.5 HORSHAM RURAL CITY COUNCIL PROPERTY STRATEGY

Author's Name:	Graeme Harrison	Director:	Graeme Harrison
Author's Title:	Director Corporate Services	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F04/A05/000001

Officer Direct or indirect Conflict of Interest

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

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Horsham Rural City Council Property Strategy (Draft) (**Appendix “9.5A”**)

Purpose

To adopt the Horsham Rural City Council Property Strategy.

Summary

The Property Strategy:

- Provides a holistic framework for the management of all property assets
- Establishes guiding principles for the alignment of Council's property portfolio with its future community and service delivery requirements
- Provides Councillors and Council Officers with a framework to guide decisions and actions regarding the management of Council properties, in such a way as to maximise community benefit and support financial sustainability
- Provides a consistent and transparent process to enable the evaluation of all Council properties according to their usage, suitability and physical characteristics
- Formalises assessment and evaluation principles
- Ensures properties are “fit for purpose” to deliver services and benefits to the community
- Manage properties that are maintained to a safe, compliant, energy efficient and modern-day standard and generally protected from deterioration.

Recommendation

That Council adopt the Horsham Rural City Council Property Strategy.

REPORT

Background

Property is a significant, highly valued, and diverse resource that directly impacts the capacity and performance of service delivery within Horsham Rural City Council.

Horsham Rural City Council has a critical role as the caretakers responsible for the management of public land on behalf of the community. It is essential that the portfolio is safe, compliant, economically and environmentally sustainable, and most of all, relevant to and considerate of our community.

This strategy has been developed based on the approach used by the Yarra City Council, and essentially provides a methodology for the management and review of Council's portfolio of properties. It does not seek to set out an overall strategy for individual properties or Council's property portfolio overall, but provides the framework for that to occur.

Discussion

The Property Strategy provides a methodology for Council to oversee, manage and review its property portfolio. The approach can be summarised in the following three phases.

- 1. Classification and Assessment:** This initial phase will consolidate all relevant property information into a property report to support the initial high-level assessment and classification of all properties. The outcome of this initial assessment, will be that all Council property will be assigned to one of the categories listed below:
 - a. Identified for further investigation and assessment
 - b. Currently utilised and fit for purpose
 - c. Deferred for potential future consideration.
- 2. Further Investigation and Due Diligence:** The objective of this second phase is that each site identified for further investigation in phase one receives a more detailed secondary assessment. This will include physical site inspections to further filter and classify these properties for reporting and decision making in line with all legislative, statutory, condition, capacity, functionality and risk management requirements.
- 3. Reporting and Implementation:** This third phase will begin with a report to Council confirming the proposed recommendations for properties that will progress through to the final assessment process. This final and detailed phase will include specific strategic investigations that may include commercial property or financial analysis and advice to support decision making.

On 10 April 2019, the Executive Management Team undertook an initial review of Council's property portfolio in line with the initial phase of the strategy. This review identified 31 properties that required further investigation and assessment and 11 that were deferred for future consideration.

Overall, Council's vision for asset management is to meet community and service needs through provision and maintenance of infrastructure. Council has engaged a consultant to prepare a social infrastructure plan which, once adopted, will further inform Council's Property Strategy. Property identified in the initial assessment as "Currently Utilised" will be reviewed through that process.

A detailed Building Asset Management Plan is also under development which will link in with this approach.

Financial Implications

The draft Property Strategy has been prepared by existing staff and the initial review undertaken by the Executive Management Team.

The next phase of “Investigation and Due Diligence” will likely require a mix of in-house resources and some specialist advice, particularly on the larger, more valuable properties. This work will need to be undertaken in a systematic way on some as yet to be identified priority basis. Any costs associated with this work would be expected to be covered through possible sales.

It is also worth noting that there are high transactional costs when dealing with property, and at times a need for extensive community engagement. These can lead to some significant costs for Council to dispose of property. On the positive side, however, there are also savings for disposal, particularly through the savings from the payment of the fire services levy.

Direct costs in the sale of property include surveying, conveyancing, other legal costs and valuations. These costs can often exceed the value of some of these parcels of land in the rural environment.

Links To Council Plans, Strategies, Policies

2019 – 2023 Council Plan

Four-Year Priority 3.1.02 – Undertake a review of Council infrastructure asset holdings to ensure they meet future community needs and longer term implications for ownership

Consultation/Communication

The draft Property Strategy has been reviewed by the Executive Management Team and presented to Council at a Briefing Meeting.

Risk Implications

There is a financial risk to Council of not giving adequate consideration to its property portfolio and not managing the future requirements in a considered manner.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The Property Strategy will help provide a consistent methodology for the evaluation of Councils’ property portfolio.

9.6 PENSIONER RATES REBATE 2019/20

Author's Name:	Teagan Harvey	Director:	Graeme Harrison
Author's Title:	Co-ordinator Revenue	Directorate:	Corporate Services
Department:	Finance	File Number:	F27/A02/000025

Officer Direct or indirect Conflict of Interest

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

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To allow pensioner concession applications that were lodged in previous years to be applicable in 2019/20.

Summary

- Ratepayers that hold a pensioner concession card or a Department of Veterans' Affairs gold card (TPI or War Widow) may be eligible for a pensioner concession rebate of \$315.15 for the 2019/20 financial year on their principal place of residence.
- Only one concession will apply per property.
- Properties may also be eligible for the additional \$30 Council rebate.
- Waiving the need for pensioners to apply again provides administrative efficiency and reduction in red tape for pensioners.
- A Department of Health and Human Services checking process is used to confirm ongoing eligibility.

Recommendation

That Council approve the pensioner concession applications lodged in previous years to be applicable for the 2019/20 year.

REPORT

Background

Under Section 171(4) of the *Local Government Act 1989*, ratepayers that hold a pensioner concession card or Department of Veterans' Affairs gold card (TPI and War Widow) who have been granted rate rebates in previous years are not required to re-apply each year if they remain eligible, providing Council formally resolves to waive the rates and charges in the current year.

An advertisement has been placed in the Wimmera Mail-Times and The Weekly Advertiser in relation to the rebate increase from \$229.40 to \$235.15, which represents an increase of 2.5%. Additionally, the fire services property levy pension rebate will remain at \$50 for holders of the above described cards on their principal place of residence.

Council will also be offering a further \$30 rebate for the above applicants to partially offset the increase in rates and charges to the residential sector.

Only one concession will apply per property.

Discussion

On 1 July each year, the Rates Department submits an annual verification file in relation to pensions to the Department of Health and Human Services, which they return advising each ratepayer's eligibility. If the ratepayer is ineligible, their pensioner concession rebate is removed before the rates calculation is performed and rates notices are printed.

If Council does not resolve to treat those persons who were granted waivers in 2018/19 as having made a continuing application for a waiver in respect of the same rateable land granted in 2018/19, then the 1,790 current applicants would need to complete the pensioner concession consent form at the Civic Centre for the 2019/20 year. These would all need to be completed in July for rebates to appear on the 2019/20 rate notice.

Financial Implications

Council currently have 1,790 households claiming the pensioner concession rebate. For the 2019/20 financial year, this equates to approximately \$420,918.50 for the general rebate, \$89,500 in fire services property levy (both State Government rebates) and \$53,700 for the Council provided rebate. These numbers are in line with the 2019/20 Council Budget.

Links To Council Plans, Strategies, Policies

Local Government Act 1989
State Concessions Act 2004

Consultation/Communication

Not applicable

Risk Implications

If pensioners were required to repeat their applications, it would have a significant impact on the individuals and be considered unnecessary red tape, in turn impacting on the reputation of Council.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

To not use previous year's applications would create a significant burden on pensioner rate payers and Council rates staff to process all of the applications again in a timely manner. This process allows for administrative efficiency and reduces red tape for pensioners.

9.7 REQUEST FOR INCLUSION ON COUNCIL'S STREET NAME LIST - LIDDY

Author's Name:	Teagan Harvey	Director:	Graeme Harrison
Author's Title:	Co-ordinator Revenue	Directorate:	Corporate Services
Department:	Finance	File Number:	F27/A15/000001

Officer Direct or indirect Conflict of Interest

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

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To approve inclusion of the name Liddy to Council's Street Naming list.

Summary

- On Monday 1 July 2019, June Liddy requested that the name Liddy be added to Council's Street Naming list to honour her late husband Robert Liddy.
- Mr Liddy served the Wimmera for 47 years as an optometrist. He was also a life member of Horsham Apex Club.

Recommendation

That Council approve the inclusion of the name Liddy to Council's Street Naming list.

REPORT

Background

Robert Liddy served the Wimmera for 47 years as an optometrist, starting his career in 1962 and travelling to other Wimmera towns, including Nhill, Kaniva, Edenhope, Jeparit and Dimboola.

Mr Liddy volunteered his time testing preschool children, and senior members of the community for Glaucoma. He also taught eye diseases and conditions to the trainee nurses at the Wimmera Base Hospital.

Mr Liddy was a life member of the Horsham Apex Club and served the young men's service club in every portfolio (except public speaking). He became the District Governor and Zone Secretary/Treasurer for the Apex Club, and was a part of one of the biggest money raisers for the club which was providing sample bags for all the shows in the Wimmera, which he organised for many years.

Discussion

Council has approximately 60 names on the street naming list and it can be some time before a developer may choose to use a particular name from the list.

Financial Implications

This proposal has no financial implications.

Links To Council Plans, Strategies, Policies

2019 – 2023 Council Plan

Goal 4 – Governance and Business Excellence

Horsham Rural City Council Street Naming policy

Naming Rules for Places in Victoria – Statutory requirements for naming roads, features and localities 2016

Consultation/Communication

Not applicable

Risk Implications

Not applicable

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The name Liddy conforms to the principles in the Naming rules for places in Victoria – Statutory requirements for roads, features and localities 2016, and therefore may be added to Council's street name list.

9.8 PROPOSED SALE OF LAND - FORMER REMLAW TENNIS COURTS SITE

Author's Name:	Kerrie Bell	Director:	Graeme Harrison
Author's Title:	Manager Governance and Information	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	99/01/09888A

Officer Direct or indirect Conflict of Interest

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

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To declare its intention for the sale of land known as the former Remlaw tennis courts site, Lot 1 TP 444617R Parish of Vectis East.

Summary

- Council has been approached by the adjoining neighbour who wishes to purchase the vacant lot.
- The lot is surplus to Council's needs.

Recommendation

That Council:

1. Give public notice of its intention to sell the land at Lot 1 TP 444617R Parish of Vectis and invite the community to make a submission under Section 223 of the *Local Government Act 1989*.
2. Approve the sale, subject to any submissions received, of Lot 1 TP 444617R Parish of Vectis East by private treaty, to the adjoining registered freehold proprietor at a price not less than current market valuation.
3. Note that the title of Lot 1 TP 444617R will be consolidated with the adjoining freehold property.

REPORT

Background

The Remlaw Tennis Club used this site from 1947 to 1997, when they then merged with Pimpinio West Wail Tennis Club. In 1997, a plaque was erected adjacent to the site on the road reserve. The tennis court fence was relocated to the Horsham Lutheran Primary School basketball courts in 2003 and the shed was demolished. Since 2003, the property has been vacant.

Discussion

The property is surrounded by farmland which is owned by one registered freehold proprietor. The lot is approximately 2,500 square metres and zoned as farmland.

It would be possible that if the land was placed for public sale, a prospective purchaser may attempt to apply for the relevant permits for the construction of a dwelling. However, in order for the land to comply with the requirements of the Horsham Planning Scheme for a dwelling, the lot would need to be a minimum of 60 hectares or be able to meet the requirements of Clause 35.07-2 and address the application requirements of Clause 35.07-5 for a dwelling in the Farming Zone. Meeting these requirements would be difficult, as it is necessary to demonstrate how a dwelling would support and enhance an agricultural use.

The sale of the land to the adjoining property owner who intends to use the land for farming purposes would provide the best outcome for this land.

This parcel of land is surplus to Council's requirements.



Financial Implications

Since the introduction of the fire services property levy in 2014, Council has paid \$1,265 in levies to the State Government for this parcel of land. Cost of valuation and conveyancing is estimated at \$1,500.

The sale price of the land is yet to be negotiated, but in accordance with Section 189 of the *Local Government Act 1989*, the price will not be less than the current market valuation.

Links To Council Plans, Strategies, Policies

2019 – 2023 Council Plan
Goal 3 – Asset Management
Goal 4 - Governance and Business Excellence

Consultation/Communication

In accordance with Section 189 of the *Local Government Act 1989*, public notice of intention to sell the land will be given four weeks prior to selling. A person has the right to make a submission under Section 223 on the proposed sale.

Risk Implications

By selling the land, Council will reduce its liability risk for property that it is not currently maintaining.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The proposed sale of this land would benefit Council by removing Council’s legal obligations as proprietor of this parcel of land as well as the financial liability of the fire services property levy.

9.9 CONTRACT 19/033 – DESIGN AND CONSTRUCT E-WASTE SHED, KENNY ROAD, HORSHAM

Author's Name:	Jared Hammond	Director:	John Martin
Author's Title:	Project Manager	Directorate:	Infrastructure
Department:	Infrastructure	File Number:	F29-A08

Officer Direct or indirect Conflict of Interest

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

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 89(2)(d):

Yes No

Reason: The appendix only is considered confidential – Section 89(2)(d) contractual matters

Appendix

Tender evaluation report, Tender 19/033 – Design and Construct an E-Waste Shed, Kenny Road Transfer Station (**Appendix “15.1A”** to be tabled at the meeting)

Purpose

To award the tender for the design and construction of an e-waste and recyclables shed, to be located at the Horsham Resource Recovery Centre (transfer station), Kenny Road, Horsham.

Summary

- Council tendered for the design and construction of a suitable recyclables drop-off facility (shed) in Horsham.
- The specification for this tender addressed two key requirements:
 - Legislative obligations regarding storage of e-waste as part of the Government's ban on the disposal of e-waste to landfill
 - Recommendations to upgrade the Kenny Road Transfer Station Business Case (Tonkin Consulting, 2017).

Two tenders addressing the specification requirements were received and evaluated in accordance with Council's procedures.

Recommendation

That Council accept the tender submitted by CHS Group Pty Ltd for the lump sum of \$263,130 ex GST for Contract 19/033 Design and Construction of E-Waste Shed, Kenny Road Horsham.

REPORT

Background

The Victorian Government has banned e-waste from Victoria's landfill from 1 July 2019. New regulatory measures, in the form of waste management policies, have been developed to ban e-waste from landfill and specify how e-waste must be managed.

A separate briefing has been provided to Council about a contract for removal of e-waste material from the Kenny Road facility, with Axis Worx being the destination of this material.

Environment Protection Authority requirements are, however, that e-waste material stored at Kenny Road must be protected from the elements to prevent the leaching of potentially toxic materials from the waste into surface or groundwater systems. This requirement has triggered the need for a suitable shed to address this requirement.

Horsham Rural City Council has been successful in obtaining \$100,000 through the State Government's E-Waste Infrastructure Grants to enable the construction of an e-waste facility at the Horsham Resource Recovery Centre in Kenny Road. The plans for this shed have been developed based on an earlier plan developed for the whole of the site, and consultation with the operator of the current facility.

Discussion

Tenders for this shed were conducted using Council's standard processes, advertised through Council's tender portal. The attachment to the confidential report on this subject provides details of submitted tenders and their evaluation.

In summary, two tenders were received, being from:

- CHS Group of Horsham, and
- MKM Constructions of Ballarat.

Tender pricing was sought on two options, one being for an e-waste facility alone, the second to provide an additional shedded area for improved handling of other recyclable materials. The pricing for this second option by both tenderers was considered good value for money, so this option was selected as the preferred approach for implementation.

The tender of CHS Group for this second option was the cheaper of the two tenders, was assessed as being conforming and addressing Council's requirements, and is therefore the preferred tender.

Financial Implications

Council received a grant of \$100,000 through E-waste Infrastructure Grants for the design and construction of an e-waste shed.

Additionally, Council had budgeted for \$500,000 to be sourced from the Waste Reserve Fund in the 2018/19 financial year for upgrades of the Horsham Resource Recovery Centre. It is proposed to utilise \$163,130 of this allocation.

With consideration of the project scope, and the extent to which the proposed shed fulfils the requirements and recommendations listed above, a total project expenditure of \$263,130 ex GST is considered to offer good value for money.

Links To Council Plans, Strategies, Policies

2019 – 2023 Council Plan

Goal 5 – Promote sustainability by encouraging sound environmental practice

Environment Sustainability Strategy

Principle 5.4 – Maximise recovery of all reusable or recyclable resources from all municipal waste streams

Action SWM27 – Undertake ongoing promotion of the benefits of recycling and the location of recycle station

Consultation/Communication

The 2017 Victorian E-waste Infrastructure Network Assessment Report commissioned by Sustainability Victoria identified the Horsham Resource Recovery Centre as one of the regional facilities in the proposed e-waste collection network to service Victoria following the e-waste ban for landfill.

Sustainability Victoria is currently running a State-wide e-waste education program. In addition to this, Horsham Rural City Council and the Grampians Central West Waste and Resource Recovery Group are taking a collaborative approach to educating and informing the community. This approach ensures a clear, consistent and sustainable message is presented to the community.

Mick Morris of Waste Busters, who operates the Kenny Road facility under contract to Council, has been consulted about construction and ongoing operation of the shed.

Risk Implications

Standard construction risks apply. Supervision of works will be conducted by Council Officers to manage these risks.

Risks incurred by not undertaking these works include:

- Council's inability to meet legislated requirement against sending e-waste to landfill
- Loss of funding from Sustainability Victoria.

Environmental Implications

Standard construction management practices will minimise environmental risks during construction.

The "E-waste to Landfill" ban in Victoria has been introduced to minimise impacts on the environment. Council needs to be able to support the community in their efforts to adopt this change in practice.

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The tender process has yielded a suitable tender for the design and construction of an e-waste shed in Kenny Road, Horsham, which is deliverable within the available grant and waste reserve funding.

9.10 CHIEF EXECUTIVE OFFICER'S OPERATIONAL REPORT

Author's Name:	Sunil Bhalla	Director:	Not applicable
Author's Title:	Chief Executive Officer	Directorate:	Not applicable
Department:	Chief Executive Office	File Number:	F06/A02/000001

Officer Direct or indirect Conflict of Interest

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

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To receive and note the Chief Executive Officer's Operational Report for June and July 2019.

Summary

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

Recommendation

That Council receive and note the Chief Executive Officer's Operational Report for June and July 2019.

REPORT

Background

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

Discussion

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

Advocacy/Funding Announcements

Rural Council Transformation Program: The Victorian Government confirmed on 2 July 2019 that Council's application to play a leading role in the Rural Councils Transformation Program (RCTP) was successful. What it essentially means, is that Horsham Rural City Council will benefit from \$5 million in funding to deliver an IT platform and suite of finance and payroll services that will be shared with Buloke, Hindmarsh, Loddon, West Wimmera and Yarriambiack. This is a significant milestone, and one that will bring substantial productivity benefits and reduced costs over the future years.

Fixing Country Roads: Horsham Rural City Council has been successful in receiving a total of \$1,176,078 from the State Government for the Fixing Country Roads Program grant application. Funding will go towards road upgrades to the Drung Jung Road, Longerenong Road, Fields Days Road, Green Lake Road, Wail Kalkee Road and Emmersons Road.

Andy Meddick MP: The Mayor and Chief Executive Officer had a meeting with Andy Meddick MP Member for the Legislative Council for Western Victoria on Thursday 27 June 2019. The discussion focused mainly on Council priorities. Mr Meddick also provided an insight into his agenda over this parliamentary term.

Coughlin Park Bowling Club: The Recreation and Open Space Planning team are in the process of liaising with Coughlin Park Bowling Club with plans to upgrade one or two of their lawn greens to synthetic through one of the Sport and Recreation Victoria grants.

Community Engagement

Wartook Community Meeting: Councillors and senior staff met with the Wartook community on Monday 15 July 2019 at the Wander Inn, Wartook. This was an opportunity for people in the Wartook district to raise issues with Council.

Open Space Strategy: The Open Space Strategy is currently out for public comment until 24 July 2019.

Projects and Events

Reconciliation Action Plan (RAP): The RAP was launched as part of National Reconciliation Week at the Horsham Art Gallery on Monday 27 May 2019. The RAP identifies actions, timelines and targets in relation to the themes of relationships, respect and opportunities and we commit to reporting to Reconciliation Australia on the progress of our RAP annually.

Accessible Events Guide: The Accessible Events Guide was launched on 10 May 2019 and provides general information about disability access issues, considerations, information and checklists to help ensure the event is accessible to everyone. Training was well attended by local event organisers and the guide has been provided to other councils and healthcare groups that run events.

The guide gives event organisers the confidence to know their events are inclusive for people with a disability. It covers key areas including venue checklists, signage, marketing, presenters' requirements, contingency planning and emergency procedures and will help to enhance the Wimmera's position as a welcoming, accessible and inclusive place for all members of our community.

Horsham Regional Livestock Exchange Roof: Tenders for the construction of the Horsham Regional Livestock Exchange Roof close on 30 July 2019. Pending selection of a contractor, it is anticipated works will commence in September 2019 and be completed in June 2020.

Staff Matters

All Staff Meeting: A staff meeting was held on Wednesday 26 June 2019 for all staff of Horsham Rural City Council in the Horsham Town Hall Theatre. The Chief Executive Officer provided a snapshot review of what Council has been doing over the past twelve months, talked to staff about Council's future direction including our vision and values, the organisational priorities and the budget for 2019/20.

New Request for Quotation Process Training: Council Officers have received excellent feedback from contractors who attended an information session on Friday 28 June 2019 about 'Doing Business with Council'. The session covered procedures such as the new Request for Quotation process for all procurement between the range of \$10,001 to \$80,000, which will demonstrate equity and fairness to contractors and tender suppliers. Approximately 70 to 80 contractors attended, with some travelling from Melbourne and Ballarat.

Leadership Training: Approximately 30 staff have been engaged in a five-month, on-site program conducted by the Victorian Chamber of Commerce and Industry (VECCI) on behalf of Council. Each month, a relevant unit from the Diploma of Leadership and Management has been delivered, covering topics: managing personal priorities and professional development, developing and using emotional intelligence, leading and managing team effectiveness, managing people performance, and leading and managing organisational change.

Project Management Training: Twenty-six staff members recently attended Project Management Training provided by Maribyrnong City Council. This in-house program with external facilitators has been developed around our new Project Management Framework and aims to provide executive sponsors, project managers and project leads with the expertise to standardise the way we do business, hence improving efficiency and productivity, and creating a common culture.

Financial Implications

Not applicable

Links To Council Plans, Strategies, Policies

2019 – 2023 Council Plan

Consultation/Communication

Not applicable

Risk Implications

Not applicable

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

That Council receive and note the Chief Executive Officer's Operational Report for June and July 2019.

10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Josh Koenig

- 24 June 2019 – Ordinary Council Meeting
- 1 July 2019 – Council Briefing Meeting
- 3 July 2019 – Special Council Meeting
- 8 July 2019 – Council Briefing Meeting
- 16 July 2019 – Wimmera Development Association Board Meeting
- 18 July 2019 – Horsham Urban Transport and Horsham South Structure Plan workshop

Cr Mark Radford, Mayor

- 16, 17, 18 and 19 June 2019 – National General Assembly Report (**Appendix “10A”**)
- 22 June 2019 – St John Ambulance 50th Anniversary
- 23 June 2019 – Horsham Sports and Community Club Grants Presentation
- 24 June 2019 – VicPol Community Survey Meeting, interview with VicPol representatives from Melbourne and local community members to discuss how the local police interact with the community
- 24 June 2019 – Ordinary Council Meeting
- 25 June 2019 – ABC Radio interview
- 25 June 2019 – WIN News interview
- 26 June 2019 – Council staff meeting, Horsham Town Hall
- 27 June 2019 – Justin Burney, Sport and Recreation Victoria
- 27 June 2019 - Lions Club Changeover Dinner, the first of three important events for our service clubs, each club has played and continues to play a vital role in our community
- 28 June 2019 – Rotary Club of Horsham Changeover Dinner
- 29 June 2019 – Horsham East Rotary Club Changeover Dinner
- 1 July 2019 – Council Briefing Meeting
- 2 July 2019 - ABC Radio interview
- 3 July 2019 - Andy Meddick MP (Legislative Council)
- 3 July 2019 - Special Council Meeting
- 4 July 2019 – Municipal Association of Victoria teleconference in relation to changes to the Local Government Act, the biggest opposition to what is proposed is the ‘one member wards’ which many of the Melbourne Councils disagree with, a time extension for submissions was also requested and granted from the Minister
- 4 July 2019 – Sport and Recreation Advisory Committee
- 5 July 2019 – Letters sent to croquet, lawn tennis and miniature railway groups encouraging them to make submissions to the City to River Concept Plan
- 8 July 2019 – NAIDOC Week flag raising and launch at the Horsham Town Hall, an amazing display of indigenous artwork and artefacts was set up in the Town Hall, foyer and gallery, a smoking ceremony welcomed people, traditional dancing and music was featured
- 8 July 2019 – Geoff Lord, Federation University, a lot of good things happening at the university with courses being offered and take up by members of the community
- 8 July 2019 – Council Briefing Meeting
- 9 July 2019 – David Eltringham, Horsham Community and Police Consultative Committee
- 9 July 2019 – Tourism Advisory Committee

- 9 July 2019 – Congratulations letter to Latus Jewellers celebrating 70 years of trading
- 9 July 2019 – City of Lions Club Dinner/Exchange Students welcome
- 12 July 2019 – Horsham Country Music Festival Meeting
- 15 July 2019 - Community Consultation at the Wander Inn, Wartook, very well attended with interest shown in a variety of topics
- 16 July 2019 – Open Space Strategy Workshop
- 18 July 2019 – Urban Transport Plan and Horsham South Structure Plan Workshop
- 18 July 2019 – Horsham City Pipe Band AGM

11. URGENT BUSINESS

Nil

12. PETITIONS AND JOINT LETTERS

Nil

13. PROCEDURAL BUSINESS

13.1 ASSEMBLY OF COUNCILLORS – RECORD OF MEETINGS

Council Briefing held on Monday 1 July 2019 at 5.00pm in the Reception Room, Civic Centre, Horsham

Council Briefing held on Monday 8 July 2019 at 5.00pm in the Reception Room, Civic Centre, Horsham

Community Consultation Meeting held on Monday 15 July 2019 at 5.30pm at the Wander Inn, Wartook

Refer to **Appendix “13.1A”**

13.2 SEALING OF DOCUMENTS

Nil

13.3 INWARD CORRESPONDENCE

From the Hon Jacinta Allan MP, Minister for Transport Infrastructure dated 21 June 2019 re Horsham Rail

From Cr Glenn Milne, Chair, Rail Freight Alliance dated 2 July 2019 re the future of the Victorian Rail Network

Refer to **Appendix “13.3A”**

13.4 COUNCIL COMMITTEE MINUTES

Regional Cities Victoria General Meeting held on Thursday 13 June 2019 at 9.00am, MAV Offices, Melbourne

Refer to **Appendix “13.4A”**

Recommendation

That Council receive and note agenda items 13.1, 13.2, 13.3 and 13.4.

14. NOTICE OF MOTION

14.1 NOTICE OF MOTION NO 173

Given by Cr David Grimble

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 Monday 22 July 2019 at 5.30pm.

Council extend the public exhibition and public submission period of both the City to River reports (Wimmera River Precinct, CAD Vision and Masterplan) and the Open Space Strategy to Friday 30 August 2019.

RATIONALE:

Length of time too short for effective community input and thorough understanding of these strategic documents.

Cr David Grimble

CIVIC CENTRE
HORSHAM 3400
15 July 2019



Horsham Rural City Council
EARLY YEARS PLAN
2019 – 2023

Draft for Public Comment

If you would like to receive this publication in another format, please contact reception at the Civic Centre Municipal Office on telephone (03) 5382 9777 or email council@hrcc.vic.gov.au.

If you require an interpreter service, please contact the Translating and Interpreter Service (TIS National) on 131 450 and ask them to contact Horsham Rural City Council Reception on telephone (03) 5382 9777. Our business hours are 8.30am to 5.00pm Monday to Friday.

Recognition of Our Land's Traditional Owners

Horsham Rural City Council recognises the five Traditional Owner groups of this land: the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and Jadawadjali people.

Horsham Rural City Council

Civic Centre Municipal Office 18 Roberts Avenue (PO Box 511) Horsham Vic 3402

P: (03) 5382 9777

F: (03) 5382 1111

E: council@hrcc.vic.gov.au

W: www.hrcc.vic.gov.au

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1. [Message from the Mayor](#)

Horsham Rural City Council recognises the importance of creating a healthy, safe, learning environment for the development of our children. The Horsham Rural City Council Early Years Plan 2019-2023 demonstrates our commitment and recognition of our role as a key partner, in the ongoing delivery in the early years sector to enable children and their families to thrive now and in the future.

I believe our region is a great place to raise children and offers many benefits to families. However, I also recognise the challenges that living in a regional city can create for families and it is these challenges that the Horsham Rural City Council Early Years Plan 2019-2023 aims to address.

Council is committed to continuing the good work already underway in the early years sectors including working with key partners to provide kindergarten, after school care, school holiday programs and leisure and recreation facilities, but will work to continually improve and ensure community needs are being met.

Collaboration and partnership is critical to the successful delivery of this Plan and Horsham Rural City Council is dedicated to working with key partners to deliver on the actions within this Plan and ensure our children are provided with the best opportunity for a happy and healthy life.

2. [Executive Summary](#)

The purpose of the Municipal Early Years Plan is to provide children and their families with the best possible foundation for life success.

Horsham Rural City Council (Council) understands the importance of early years. While the Municipal Early Years Plan (MEYP) is not a statutory requirement, Council fully embraces the Plan and uses it as a key tool in setting the strategic direction for delivery in the early years sector of Horsham Rural City.

As part of the development of the MEYP, comprehensive data analysis was undertaken with a range of sources including assistance from the Murdoch Children's Research Institute. This data was used to create a profile of Horsham's children and can be viewed in the document: **Horsham's children 2019 – A Data Snapshot (Appendix C)**.

This data was a key component in developing the key themes for action. Stakeholder engagement was also conducted including the establishment of the Early Years Network, Stakeholder 1:1 interviews, a community survey and children's competition. As a result, from these the following key themes were identified (in no particular order):

- Creating quality service and support
- Language, literacy and learning
- Advocating for children and families

This plan contains a series of actions for each key theme formulated during the Early Years Network Workshop. These are actions Council will undertake to improve the early years outcomes for our community over the next four years.

Council is committed to working collaboratively with partners and the community to deliver these action to ensure the most effective and sustainable outcome.

This is a living document and will be reviewed annually and updated as required.

3. Purpose of a Municipal Early Years Plan

The purpose of the Municipal Early Years Plan is to provide children and their families with the best possible foundation for life success.

Horsham Rural City Council (Council) understands the importance of early years. As such, despite a Municipal Early Years Plan (MEYP) not being a statutory requirement, Council fully embraces the Plan and uses it as a key tool in setting the strategic direction for delivery in the early years sector of Horsham Rural City.

Early Years, for the purpose of this Plan, is defined as the age group 0-12 years old. Investment at this early stage in life has the greatest opportunity for impact and benefit – delivering social and economic benefits to children, families and the community now and into the future.

The MEYP acknowledges the systems approach, in that each of the social, built, economic and natural environments can influence a child's development in learning, health and wellbeing.

It sets the strategy for Council for the next four years and is developed and delivered in collaboration with a suite of Partners. For the first time, the HRCC Early Years Plan 2019-2023 will be used in conjunction with a data snapshot, which outlines the profile of a child in **Horsham's children 2019 – A Data Snapshot (Appendix C)**.

4. Council's role in Early Years – what we currently do

Council currently works in partnership with a range of stakeholders to provide the following:

Planning and coordination

Council currently provides:

- Service planning and development
- Funding of roles related to Early Years including: Manager of Community Services and Emergency and Co-Ordinator of Youth and Early Years to oversee early years services, programs and facilities
- Development and delivery of strategic plans that include elements of delivery across the early years sector including the Municipal Early Years Plan and:

HRCC Council Plan	Goal 1.4: Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities
HRCC Health and Wellbeing Plan 2017-2021	The Health and Wellbeing Plan greatly influences early years outcomes. Key priorities of this Plan are: Increasing healthy eating and active living, reducing harmful alcohol and drug use, Improving mental health, Preventing family violence, Improving sexual and reproductive health, Strengthening education and economic development. The objectives of Improving early years outcomes are: Objective 1: Improve opportunities for participation and connection with services for parents. Objective 2: Improve learning and development of young children aged 0-6 years.

Youth Strategy	The Youth Strategy targets youth aged 10-25. (By defining early years as 0-12, Council ensures a strategy for all early years and youth)
Open Space Strategy	In development at time of writing but outlines Council's vision regarding provision of open space based on the principles of equity, accessibility, health and wellbeing, sustainability, participation, safety, adaptability, efficiency
Social Infrastructure Plan	A consultant has been appointed at the time of writing to develop this Plan. This Plan will provide evidence-based strategic directions to determine priorities for the planning, provision and development of social infrastructure over the next 20 years.
Community Inclusion Plan	In development at time of writing but demonstrates Council's commitment to being proactive in meeting the needs of people with a disability and their families.
Child Safe Policy	Horsham Rural City Council is committed to the establishment of Council as a child safe organization. It has a Child Safe policy that applies to all Councillors, staff, volunteers, contractors, sub-contractors and individuals involved in HRCC services or activities.

These plans and policies were used in the development of this Plan.

Service provision

Council currently provides:

- Funding and delivery of maternal and child health services
- Funding of Enhanced Family Connection Officer role and Youth Services Planning & Engagement Officer role
- Funding of library service
- Immunisation program

Facility planning

Council currently provides:

- Kalkee Road Children and Community Hub
- Kindergarten facilities used by HDKA (Bennett Road, Natimuk Road, Green Park, Natimuk Preschool)
- Horsham Library - which provides early years programs
- Horsham Aquatic Centre Facilities - which provides learn to swim programs, creche, after school care and School Holiday Care
- Sporting facilities, open spaces and playgrounds. This will be shaped by the Open Space Strategy and the importance of Council's role in this space is highlighted by feedback from the Early Years Community Survey in which ~20% of respondents described better playgrounds for all ages being required.

Advocacy

Council is committed to providing quality services and support for children and their families to ensure they achieve the best health, wellbeing and development outcomes. It is imperative that children in Horsham RC are not disadvantaged because of their location and have access to the same services as their metropolitan counterparts. As such, a key role of Council is:

Advocating to State and Federal government for increased resources, services and infrastructure our community needs to improve early years outcomes for all.

Strengthening community capacity

Council is currently involved in:

- Facilitation and support of community events, festivals and community engagement opportunities.

The importance of this area was reflected by ~one third of respondents to the Early Years Community Survey describing lack of family friendly activities as an issue.

5. Development of the Horsham Early Years Plan

The development process contained a number of elements to ensure the key themes and actions developed were responding to and relevant to the community needs as displayed by data but also as outlined by the community and other stakeholders. Given the complexity of the early years sector, it was also necessary to consider the political context that would influence the key themes and actions across the next four years.

Data Review

The first step in the process was a series of data analysis to determine how children and their families are currently faring in Horsham RC. A number of sources were reviewed and analysed working closely with Murdoch Children's Research Institute.

Analysing relevant data ensured, the development of key themes was data driven. The document - **Horsham's Children 2019 – A SNAPSHOT** outlines key indicators and provides a summary of the data relevant to the Plan (**Appendix C**).

Policy Context

National, State and Local government policies influence how we support our children and families in Horsham Rural City. The following is a summary of key policies that were considered when developing the Plan:

National Government Policy

- Universal access to quality preschool program (including funding of 4yo kinder)
- The Early Years Learning Framework –Belonging, Being and Becoming - part of the National Quality Framework for Early Childhood Education and Care (ECEC)

State Government Policy

- Early Childhood Reform Plan
- Victorian Early Years Learning and Development Framework Early Year Management Framework
- Supporting Children and Families in the Early Years: a Compact between the Department of Education and Training (DET), Department of Health and Human Services (DHHS) and Local Government (represented by the Municipal Association of Victoria). The objective of this Compact is to strengthen the collaborative relationship between these departments and local government in the planning, development and provision of early services.

Some funding directives from state government include:

- School readiness funding will be introduced into the system in 2019.
- Funding development of early childhood facilities to be co-located at government primary schools.
- Reform funding for non-government schools to encourage more to offer a kindergarten program, particularly in low socioeconomic areas
- Funding for MCH – expand the enhanced MCH service, additional MCH visit for those women and children who are at risk of, or are experiencing, family violence, attract new MCH nurses into the Service,
- Funding of 3 year old kindergarten for Victorian children. Horsham is nominated for commencement in 2023, to have access to at least 5 hours in a kindergarten program delivered by a teacher. This will then progressively scale up to reach a full 15-hour program by 2029.

Local Government Policy

Local governments are legally bound under Victoria’s Charter of Human Rights and Responsibilities Act 2006 to actively enact, promote and support the human rights of adults and children in service provision, policy, and practice.

Infrastructure Review

In the timeframe of this Plan, perhaps the most critical change is the funding for three year old kindergarten. Initially, the Victorian Government has said the program will be introduced as 5 hours and then work up to 15 hours.

As such, an Infrastructure Review was conducted to determine Council’s capacity to assist in delivery of this program.

Council currently provides five buildings for use by Horsham and District Kindergarten Association (HDKA) to provide kindergarten to the community. It provides:

- Bennett Road (refurbished in 2016)
- Natimuk Road
- Green Park (refurbished in 2016)
- Natimuk Preschool
- Kalkee Road Children’s HUB

In 2014 an audit was conducted that sees all buildings (with the exception of the HUB which was opened in 2018) as in acceptable condition for the duration of this Plan. See below for findings (and see Appendix A for building rating descriptions):

Facility Name	Address	Building rating	Built/ Acquired	Useful remaining life	Year of refurbishment
SESSIONAL KINDERGARTENS					
Bennett Rd	1H Bennett Road, Horsham	4	1959	20	2016
Nati Rd	48 Natimuk Road, Horsham	4	1963	24	N/A
Green Park	20 Williams Road, Horsham	5	2003	64	2016
Kalkee Rd Children's HUB	24/28 Kalkee Road, Horsham	1	2017	N/A	N/A
Nati Rd Preschool	2 Regent Street, Natimuk	3	1977	38	N/A

Two other buildings that have historically been in an early years service include the Maternal Child and Health Nurse building on Bennett Road and the Roberts Avenue Kindergarten. Below are the audit findings for these buildings.

Facility Name	Address	Building rating	Built/ Acquired	Useful remaining	Year of refurbishment
Unused building previous in early years service					
Roberts Avenue	23 Roberts Avenue	8	1950	1	N/A
Bennett rd MCHN	1J Bennett Road	3	1980	41	N/A

The Roberts Avenue building is not in an acceptable condition for the use of kindergarten services and the Maternal Child and Health Nurse building would require renovation work and an assessment regarding its size and how many children could be educated in the space.

In terms of capacity, there is currently 67 full days available for three year olds at private childcare providers and space for approximately seven (7) single sessions at the Kalkee Rd Children's HUB. This review is set in the context that no major population change is expected across the next 0-10 years. It also assumes no change in delivery model to 4year old or 3 year old kindergarten programming.

Therefore, a move to delivery of a 15-hour program will require additional infrastructure. In order to outline the specific infrastructure requirements, it is necessary to first perform a review on the delivery model of 3-year-old kindergarten classes and how they will run in regards to timing. This, in turn, will inform the infrastructure requirements regarding the number of class rooms required to deliver this program.

Service Provider Environment

Appendix B outlines all childcare, kindergarten and primary school providers in Horsham RC.

Childcare (0-5 years) is delivered by private providers and most offer a kindergarten program in their 4-5 year old room. The affordability of private provider centres is largely dictated by the childcare subsidy program offered by the Federal Government. However, the requirements of this subsidy can mean childcare remains inaccessible to vulnerable families (including those with health care cards and those whose primary caregiver does not work).

Horsham & District Kindergarten Association (HDKA) is the sole provider in Horsham of sessional 3 and 4-year-old kindergarten. It is these sessional programs that are run from the buildings provided by HRCC. An ongoing concern in this service delivery model is that funding is committed to annually and therefore poses an inherent difficulty in strategic planning in this area. The delivery model of HDKA is more accessible to vulnerable families (with health care cards recognised) however, it can be inaccessible to working families who are unable to accommodate the logistics that a five-hour kindergarten session requires.

It is clear there is currently no one model of delivery that addresses accessibility for all families. Therefore, to realise an inclusive and accessible 3-year-old kinder program, all providers in this space would need to take part. A key action in this Plan will be a working group investigating the delivery model of an inclusive, accessible 3-year-old kindergarten program.

Stakeholder Engagement

The key to successful development and delivery of the Plan is collaboration with Stakeholders. A Stakeholder mapping exercise was conducted and an engagement strategy formed around this.

A series of 1:1 stakeholder interviews were conducted and an Early Years Network formed. A Workshop was held to brainstorm the actions in this plan around the key themes.

Stakeholders included:

Horsham & District Kindergarten Association (HDKA)	Department of Education and Training (DET)
Goodstart Early Learning	Horsham Library
Community Kids Horsham Early Education Centre	Holy Trinity Lutheran College
GreenLeaves	Ss Michael and John's Primary School
Uniting Wimmera	Wimmera Health Care Group (WHCG)
Murdoch Children's Research Institute	LLEN
Goolum Goolum Aboriginal Cooprative	Wimmera PCP
YMCA	
Victoria Police	

Stakeholders who were contacted but unable to attend were:

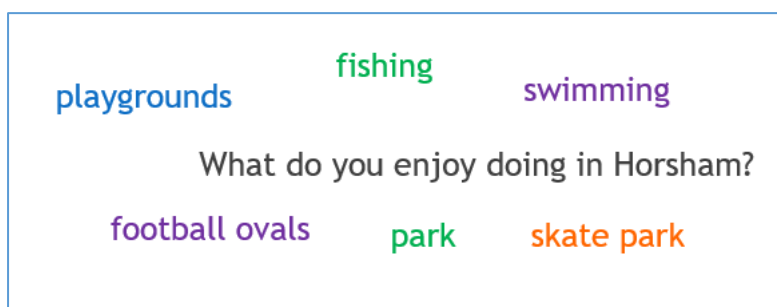
DHHS	Horsham West Primary School
Horsham Primary School (298, Rasmussen)	Laharum Primary School
Natimuk Primary School	Horsham Special School

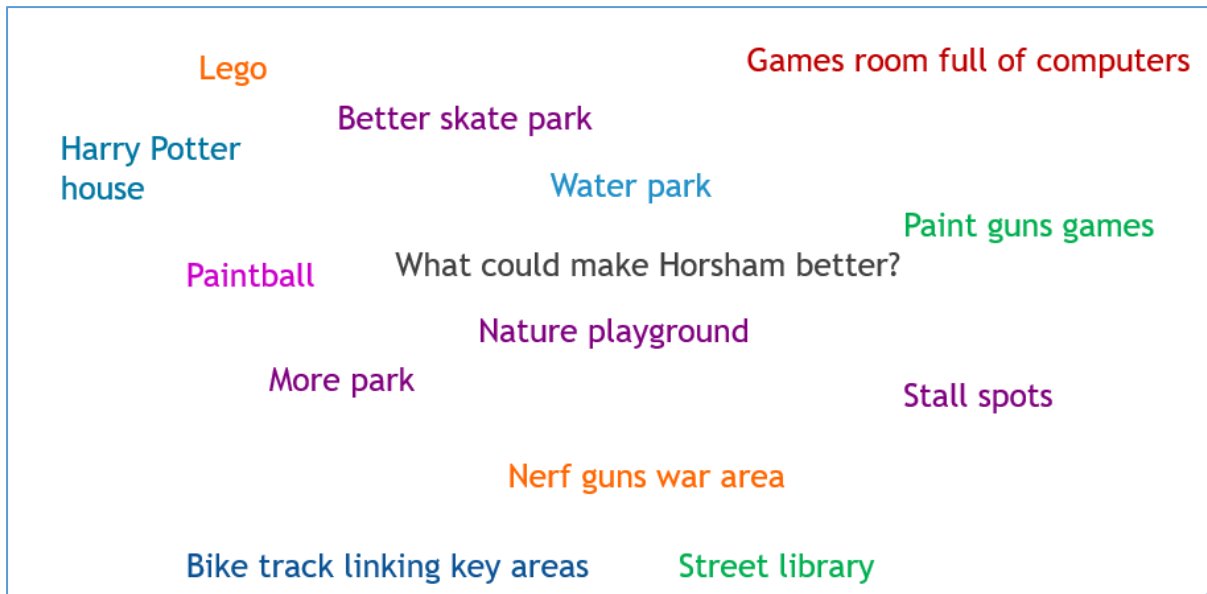
Community Engagement

Council understands the importance of involving children in decision-making and as such, the Community engagement was two-fold – the use of an Early Years Community Survey and a Children's Competition.

Children's Competition

The Competition was centered on two questions, and whilst there were only seven entries, the feedback as used and will be fed into the Open Space Strategy as well as the Early Years Plan. The feedback is outlined below:





Early Years Community Survey

The Survey was performed electronically and delivered to the early years network for distribution through their network channels and also via the HRCC Facebook page. The Strategic Projects Officer also attended playgroups and an immunization session. There were 73 responses in total and feedback included:

What are the most important priorities for early years?

1. Families can access health care and Ensuring finances and transport are not barriers for families to access services.
2. Schools can meet the needs of children and families
3. Children have access to parks and safe spaces to play outdoors

For Professionals working with children and/or their families: What three priorities do you think are most important for improving outcomes for children aged 0-12 in Horsham?

1. Parental/Family support
2. Availability and access to health services
3. Social connection opportunities

6. Key Themes and Actions

Data analysis, stakeholder engagement and policy context were all taken into account to develop the key themes and actions. The key themes have been identified as:

- Creating quality service and support
- Language, literacy and learning
- Advocating for children and families

Council undertakes a number of different roles in the delivery of actions. These include delivery, facilitating, partnering or advocating. These roles are outlined in the actions, as are the relevant

Partners. Collaborating with Partners is an integral part of success in this Plan's delivery as no one agency is responsible for early years outcomes.

1. Creating quality service and support

Why is this a priority?

The community says:

- 53% of survey respondents (professionals working with children &/or families) identified parental/family support as a key priority for early years in Horsham.
- Majority of survey respondents stated lack of services and/or information (regarding services and activities) as a key area for improvement.
- Majority of 1:1 meetings saw early years staffing as a key issue in the Wimmera.

What is already being actioned this space?

Health and Wellbeing Plan	Action 25: Utilise the KRCH setup to strengthen link between Maternal Child and Health Nurses (MCHN) with other service providers and supporting transition between service providers
	Action 26: Provide and promote a range of spaces for parents to meet and provide info that supports and connects parents (HUB and open spaces)
By Five WSM Early Years Project	Young parents group: A Horsham working group has commenced around the priority to action innovate approaches to engaging with young parents.

Actions:

Objective	Action	Role of Council	Partners	Indicator	Timing
To better support parents, particularly those experiencing vulnerability.	Implement parent support programs with focus on new delivery approaches.	Partner	Centre for Participation, Library, Uniting Wimmera, Goolum Goolum	Annual parent program delivered and effectiveness measured.	2019-2023
	Support different approaches to increase parents knowledge of the Early Childhood Education and Care models available including relevant government subsidies	Partner	Childcare private providers, HDKA, Early Years Network	Program delivered	2020

To better inform parents on services and support available	Deliver a collaborative early years communication strategy utilising My Community Directory	Deliver / Partner		Communication Strategy developed	2021
	Investigate establishing a Parent Advisory Group to engage parents in consultation and planning processes	Deliver	Early Years Network	Decision made by Early Years Network	2019
Streamline processes to make it easier for families	Deliver a Central Enrolment service for kindergarten (Subject to funding).	Deliver	MCH, Kinder, Playgroup, Schools	Central Enrolment Process in place and being used as the sole source of enrolment	2020
To attract and retain quality staff for the early years sector.	Establish working group to look at innovative ways to increase and retain quality staff in the early years sector and relevant health services in Horsham	Partner	Early Years Network	Working group established. Careers expo annually (EY Speaker) careers people at schools engaged.	2020
	Increase awareness in secondary schools of early years as a career option.	Partner	By Five	Careers Expo attended	2019-2023
Strengthen partnerships and collaboration in the early years sector	Establish ongoing Early Years Network to enhance collaborative approach to EYP actions and promotions	Deliver	All / By Five	Early Years Network meets regularly	2019
	Support families to access and navigate early years services	Facilitate	Early Years Network	Website information up to date	2020

2. Language, literacy and learning

Why is this a priority?

The data says:

- Speech and language concerns on school entry 2017 (%)21.4 vs VIC 14
- 38 children are deemed vulnerable regarding social competence domain “responsibility, respect, approach to learning” (AEDC 2018)
- Horsham had an 88.3% kindergarten participation rate in 2017.

- The state government will be funding up to 15hours of 3 year old kindergarten in a roll out from 2023 – 2029.

The community says:

- 37% of survey respondents saw “Schools can meet the needs of children and families” as a key priority for early years.
- Affordable and accessible childcare and kindergarten options was in the top four themes identified by survey respondents as an area for improvement.

What is already being actioned this space?

Health and Wellbeing Plan	Action 27: Develop principles of 0-6years programs within council operated areas e.g. KRCCH, Town Hall, Aquatic Centre, Indoor Stadium, Library
	Action 28: Partner with organisations to conduct a review of outcomes/benefits/relevance of current services.
BY FIVE WSM Early Years project	Early Years Transition: A Horsham working group has commenced work to action the priority of development of strong relationships between school and ECEC in order to facilitate improvement in transition.

Actions:

Objective	Action	Role of Council	Partners	Indicator	Timing
To equip parents with the necessary tools to participate in their children’s learning	Deliver education programs for parents with focus on new delivery approaches.	Partner	Early Years Network	A program targeted at parents delivered annually	2020
	Increase parents engagements in literacy programs (e.g. 1000 books, Let’s Read) and develop their skills and confidence to read more to their children	Partner	Early Years Network	A literacy program targeted at parents delivered	2020
To ensure children in Horsham have access to funded 3 year old kinder.	Establish Working Group to investigate <i>3yo Kinder by 2023</i> with focus on universal access.	Deliver / Partner	HDKA, Childcare providers, DET, YMCA	Working Group established and operational	2019
	Gather data for kindergarten including attendance/participation to ensure kinder is accessible to all.	Deliver / Partner	HDKA, DET, Childcare providers	Data gathered annually	2019-2023

	Upon proposal from 3yo kinder working group - Conduct infrastructure Review	Deliver	DET, HDKA, Childcare providers, HRCC Building group	Infrastructure Proposal completed	2021

3. Advocating for children and families

Why is this a priority?

The data says:

- A recent national survey showed regional Australia was in desperate need of investment to improve staff levels and hospital facilities
- The Australian Medical Association Rural Health Issues Survey 2019 revealed rural doctors believed more staff and workable rosters was the most critical priority for improving rural-health outcomes.

The community says:

- Majority of survey respondents stated a lack of services and difficulty in accessing services as key areas for improvement.
- The equal top priorities identified in the survey were; “Families can access health care” and “Ensuring finances and transport are not barriers for families to access services”.

Objective	Action	Role of Council	Partners	Indicator	Timing
To ensure Horsham children are not disadvantaged because of their location	Create an Early Years Advocacy Paper	Deliver / Partner	DET, Early Years Network	Advocacy Paper developed	2020
	Act as TeleHealth Early Years Champion	Deliver	Wimmera PCP	Championed TeleHealth in a range of arenas.	Ongoing
	Advocate for health screening to occur earlier	Deliver	Early Years Network	Advocated for health screening in a range of mediums.	Ongoing

7. Implementation and Review

Council will work collaboratively with partners to deliver the Early Years Plan and thereby, the best possible outcomes for the children of Horsham RC and their families.

The Early Years Network will meet a minimum of twice a year and be used as the key forum to report on progress and align priorities. (Sub working groups will be developed as required to focus on particular areas of action).

An annual review will occur for the duration of the Plan reporting into the Executive Management Team and the Early Years Network.

In addition to the Indicators outlined for each action, the HRCC Early Years Plan 2019-2023 will be monitored and evaluated by the data and sources contained in **Horsham's Children 2019 – A SNAPSHOT (Appendix C)**. Final evaluation measures include (but are not limited to):

Indicator	Source	Target	Available
Percentage of Children vulnerable in each AEDC domain	AEDC	Downward trend	2021
Percentage of Children vulnerable in one and two or more domains	AEDC	Downward trend	2021
4 year old kindergarten participation rate	LGA Profile - DET	100%	Annually
Increase MCHN Attendance for children aged 2 years	MCHN Annual Report	90%	Annually

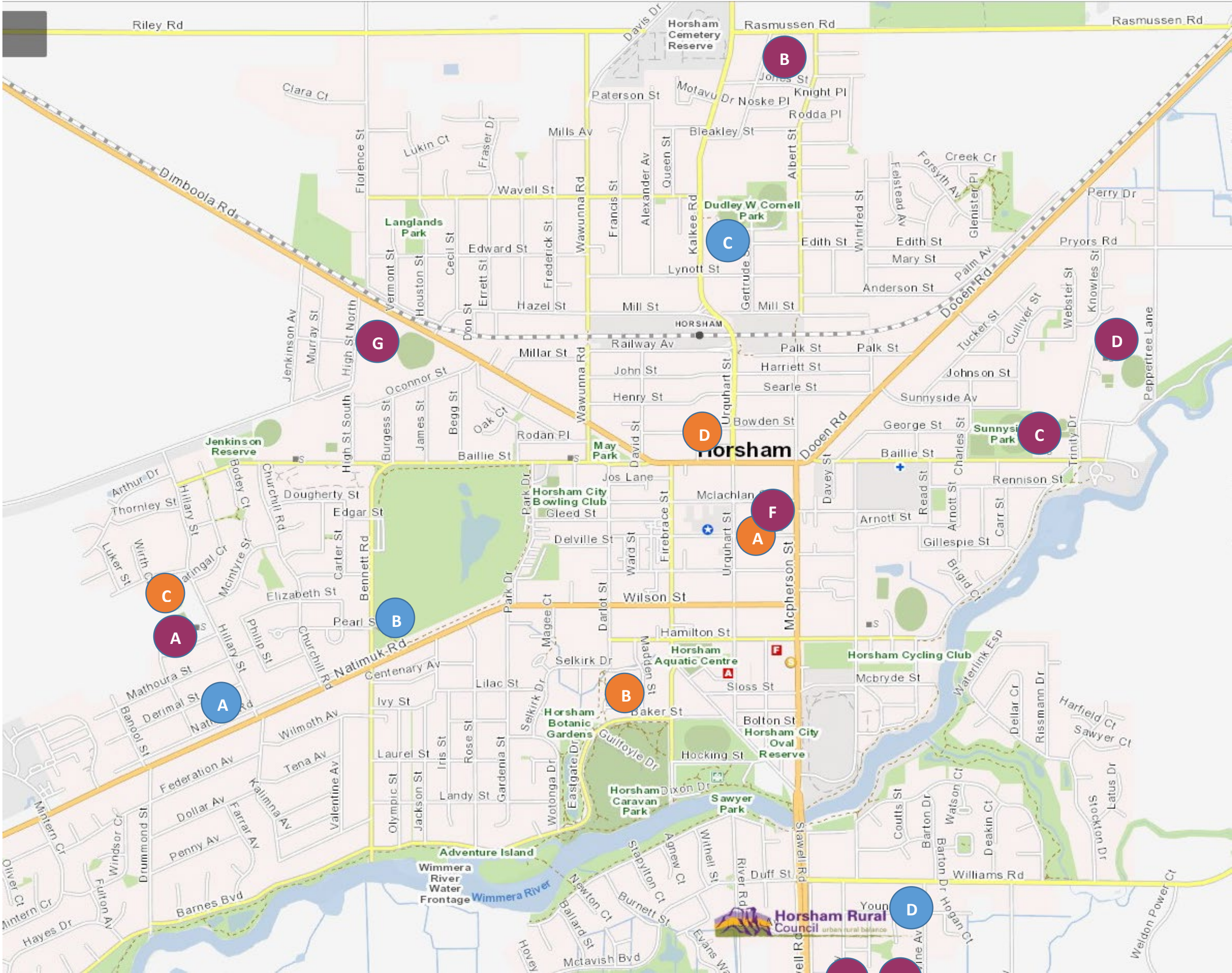
Appendix A: Explanation of Building Condition Rates used by HRCC

Condition Rating	Description
0	New building or component recently rehabilitated to new condition
1	As new condition, no visible signs of wear and tear or defects
2	In excellent condition with only very slight condition decline (obviously no longer new)
3	In very good condition with some early signs of wear and tear commensurate with age and use.
4	In good condition with some obvious signs of wear and tear but no evidence of deterioration
5	In fair condition, minor evidence of deterioration of the elements which could potentially shorten life
6	In fair to poor condition with evidence of minor isolated failure in an element which will reduce future life, maintenance costs high.
7	In poor condition with evidence of minor isolated failure in an element which will reduce future life, maintenance costs high
8	In very poor condition with evidence of multiple failures and the inability of the element to continue to satisfactorily provide the original intended purpose
9	In extremely poor condition with significant evidence of failure of the element and failure to provide design and purpose
10	Total failure of the element, extreme risk in leaving asset in service

Appendix B: Map and Summary of Early Years – Childcare Centres, Kindergartens and Primary Schools

	Facility Name	Address	Service Description	Service Operator	Age group	Operating Hours
CHILDCARE CENTRES						
A	Horsham Community Childcare Centre	9 Roberts Ave, Horsham	LDC with integrated 4yo kinder	Uniting Care Wimmera	0-5	Mon - Fri 8am - 6pm
B	Goodstart Early Learning Horsham	10 Madden Street, Horsham	LDC with integrated 4yo kinder	Goodstart	0-5	Mon - Fri 6.30-6.30
C	Green Leaves Early Learning Horsham	44 Hillary Street, Horsham	LDC with integrated 4yo kinder	Green Leaves	0-5	Mon - Fri 6.30-6.30
D	Community Kids Horsham Early Education Centre	138 Baille St, Horsham	LDC with integrated 4yo kinder	Community Kids	0-5	Mon - Fri 6.30-6.30
SESSIONAL KINDERGARTENS						
A	Natimuk Rd	48 Natimuk Road	4yo sessional kinder	HDKA	4-5	Mon-Fri 8.50-1.50
B	Bennett Rd	1H Bennett Road	4yo sessional kinder	HDKA	4-5	Mon-Fri 8.50-1.50
C	Kalkee Rd Children's HUB - Wombat Room - Possum Room - Possum Room - Wallaby Room	24/28 Kalkee Road, Horsham	<u>4 & 3yo sessional kinder</u> 4yo Mon-Fri 9am-2pm 4yo Mon, Tues, Thurs 8.30-1.30pm; 3yo Tues 9am-2pm, Fri Fri 9-midday or 9am-2pm LDC Mon, Wed, Thurs	HDKA	4-5	Refer to service description
D	Green Park - Casuarina Room - Acacia Room - Acacia Room	20 Williams Road	<u>4 & 3yo sessional kinder</u> 4yo Mon-Fri 8.30-1.30 4yo Tues-Fri 9am-2pm 3yo kinder mon 9am-2pm	HDKA	4-5 3-4	Refer to service description
E	Natimuk Preschool	2 Regent Street	4yo Sessional kinder	HDKA	4-5	Refer to service description
	Laharum Preschool	1574 Northern Grampians Road, Wartook		Not in use as of 2019		

	Facility Name	Address	Service Description
	PRIMARY SCHOOLS		
A	Horsham West Primary School - West Campus	24 Hillary Street, Horsham VIC 3400	Primary School
B	Horsham Primary School, Rasmussen Campus	2B Rasmussen Rd, Horsham VIC 3400	Primary School
C	Horsham Primary School, 298 Campus	38 Baillie St, Horsham VIC 3400	Primary School
D	Holy Trinity Luthran College	25 Trinity Drive, Horsham	P-12
E	Horsham West Primary School - Haven Campus	4362 Henty Hwy, Haven VIC 3401	Primary School
F	Ss Michael and John's Primary School	7 McLachlan St, Horsham VIC 3400	Primary School
G	Horsham Special School	17 High St N, Horsham VIC 3400	P-12
H	Natimuk Primary School		Primary School
I	Laharum Primary School		Primary School
	Occasional Care		
	Horsham Aquatic Centre		
	After School Care		
	Horsham Aquatic Centre		
	School Holiday Program		
	Horsham Aquatic Centre		
	Green Leaves Early Learning Horsham*	*For siblings of enrolled children	



Appendix C: Horsham’s Children 2019 – A SNAPSHOT

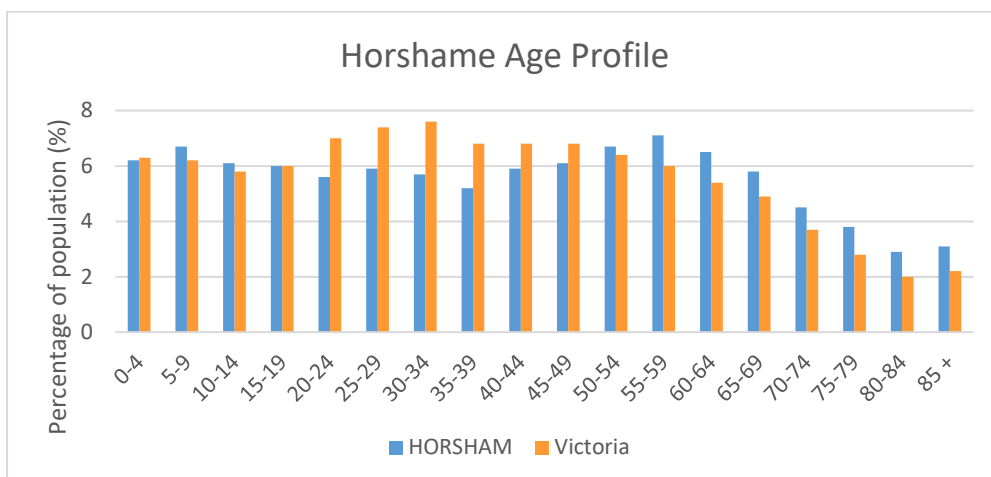
Horsham Rural City Council understands the importance of early years in establishing the foundation for life success. Investment at this early stage in life has the greatest opportunity for impact and benefit for, not only the child, but to the community in general.

Horsham’s Children 2019 – A SNAPSHOT, provides an insight into how children are faring in Horsham RC. Municipal Early Years Plans are place-based and acknowledge the importance of being data driven to ensure the EYP is responsive to the individual municipality needs. This snapshot acknowledges the systems approach, in that each of the social, built, economic and natural environments can influence a child’s development in learning, health and wellbeing. As Council has an oversight into each of these areas, it can play a unique role in facilitating partnerships to achieve the best outcomes for the community. As such, data across these areas has been compiled to outline the profile of children in Horsham.

This Snapshot has been used to inform HRCC’s EYP to ensure it is data based and best positioned to support Horsham’s children to succeed in life.

HORSHAM (RC) POPULATION

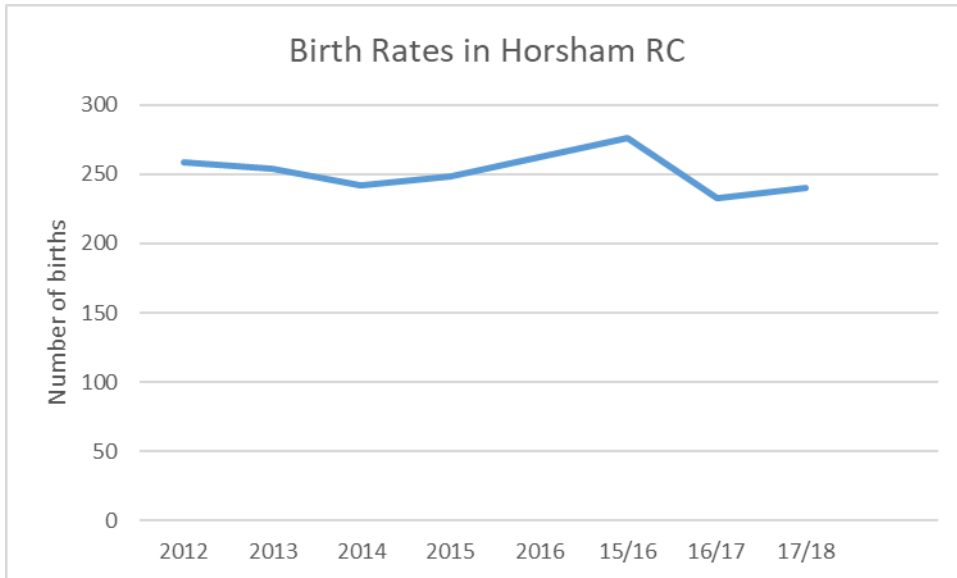
- Total population in 2017 - 19,889 people (A)



Total Population of Horsham RC in 2031 - 21,793. Estimated population change to be 9.6% (B)

Number of Population per age group (change in population)			
Year			
Age (years)	2016	2021	2031
0-4	1,218	1,359 (+149)	1,419 (+121)
5-9	1,316	1,310 (-6)	1,433 (+ 125)
10-14	1,190	1,293 (+103)	1,370 (+140)

Birth rates in Horsham have fluctuated between 2000 and 2017 as seen below. However there has been an increase of 12% across this period vs the birth rate in non-metro Victoria of 28%.

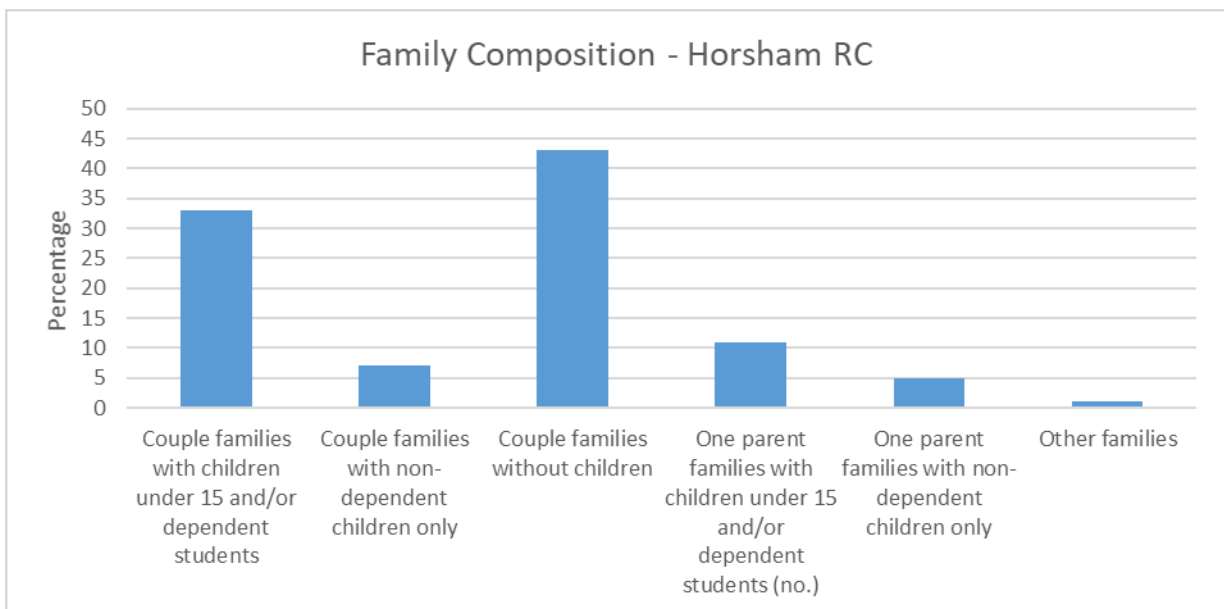


(2012 – 2016 ABS, 15/16 – 18/19 YTD MCHN Database)

The 2017 birth rate in the age group 15-19 years is double that of non-metro Victoria at 6% of births. This has however, decreased by 14% since 2000.

What do Horsham families look like?

Horsham family composition has remained relatively constant from 2011 to 2016 with an approximate 2% increase of families with children (both couple and one parent). The family composition is quite similar to the Victorian average, however, there is slightly more one parent with children under 15 years old in Horsham. (A)



Culturally and linguistically diverse communities

The cultural and linguistic diversity in Horsham is significantly less than the Victorian average. However, Horsham has continued to see a steady increase in population cultural diversity that live and/or work here even since the last Census. This signifies the importance for social connection

opportunities as it could be isolating for families new to the area. Evidence shows social Isolation can lead to or exacerbate poor health, including mental health.

Birthplace of parents: 2011 to 2016 (A) Both parents born in Australia 86.4% to 79.6%

1.5% of the population identify as ATSI (vs VIC 2.8%). Approximately, 15% of the ATSI population is aged 0-4years and approximately 15% aged 5-9 years. (However, these statistics should be interpreted with caution as 5% of respondents selected “not stated”.)

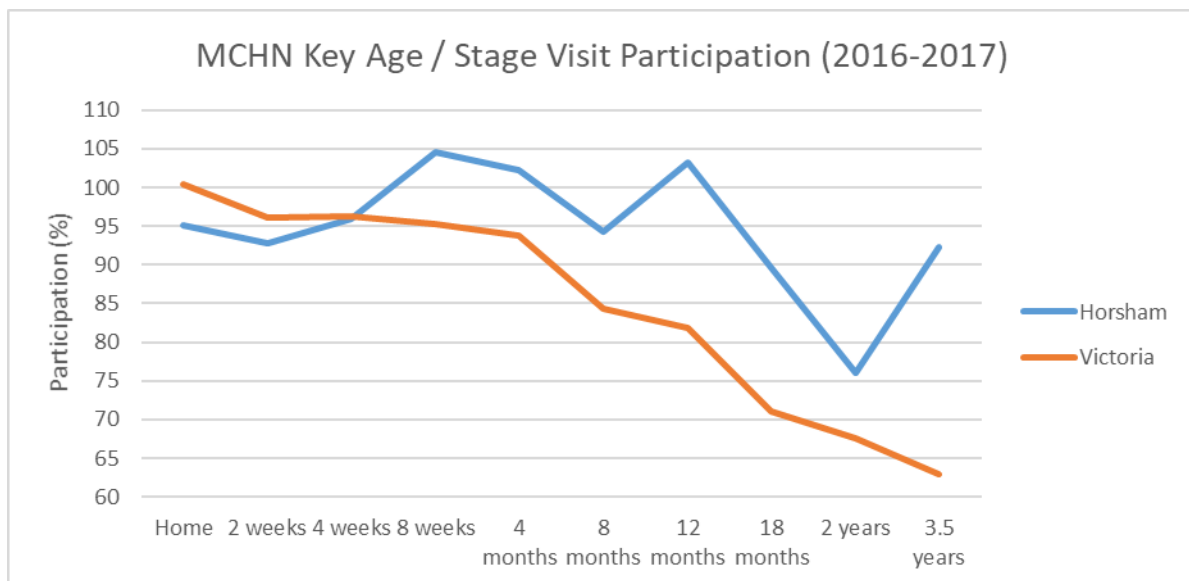
(A)

How healthy are our children?

The health and wellbeing of children is critical in their development and establishing the foundation to succeed in life.

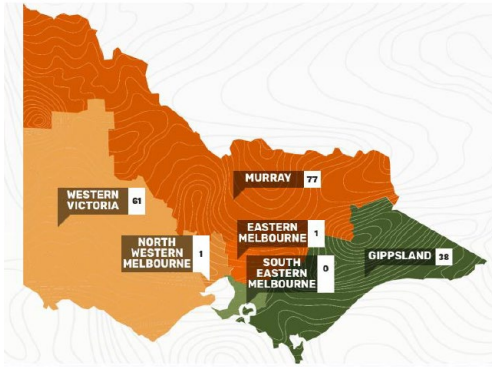
Immunisation Rates at 5 years. 98.18% vs VIC 95.3% (C)

MCHN Key age/stage visit participation: Horsham is above 90% for the first 12 months and above 75% 18 months to 3.5 years. There is a general downward trend of participation as age increases (also reflected in Victorian average figures).



Women who smoked during pregnancy: 25.2% vs VIC 11.4% (D)

GP VACANCIES NOVEMBER 2018



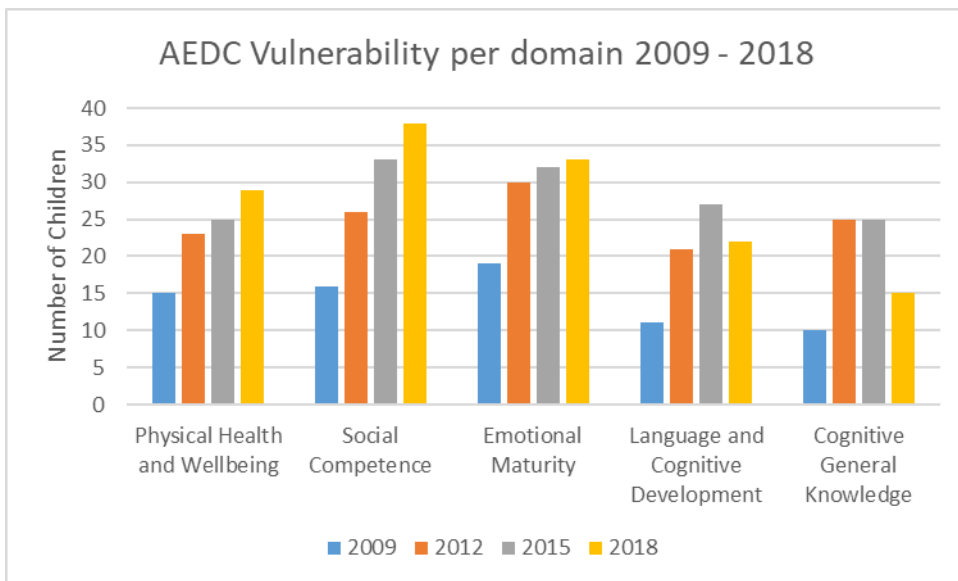
The Wimmera has experienced a significant issue in GPs. This remains an issue and is a key advocacy item for HRCC.

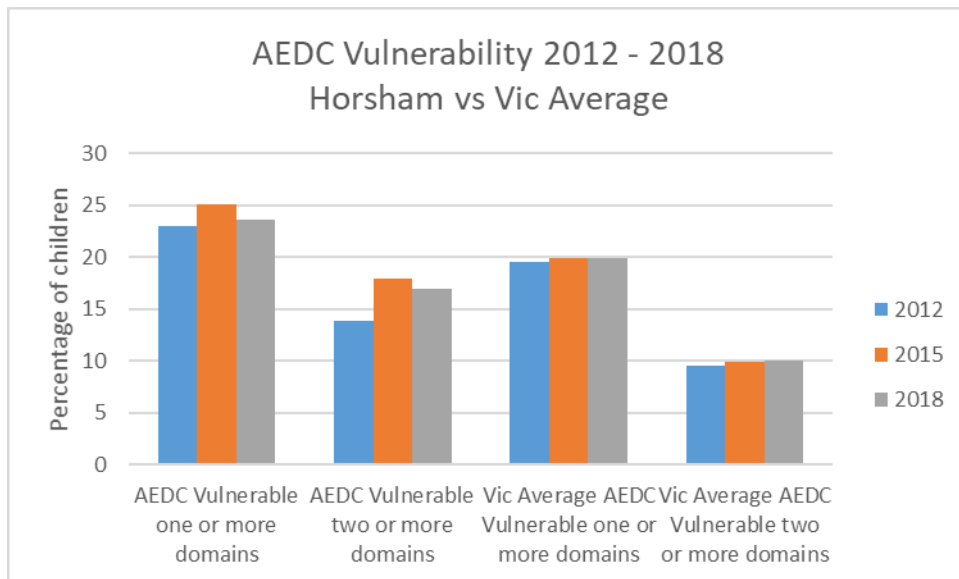
EDUCATION READINESS

Speech and language concerns on school entry 2017 (%) (A) 21.4 vs VIC 14

31 Children identified by teachers as requiring further assessment in 2018 (e.g. medical and physical, behavior management, emotional and cognitive development). This is the same number as in 2015 and almost double that in 2012.(E)

The development of Horsham children:





FAMILY EXPERIENCES

Family experiences, living conditions and the sociodemographic experiences of the family all heavily influence a child's health, wellbeing and learning throughout life.

Some environmental factors:

Teenage (15-19yo) Fertility Rate per 1000 female population – third highest local government area in the state. 27.1 vs 10.4 (F)

Horsham has consistently had the highest rate of family violence incidents in the Grampians Region (2011 to 2016). Since 2012, Horsham has consistently been the top 10 worst performing Local Government Areas across the state. (G)

In general, Children are present in 1 out of every 3 family violence cases reported to police (H)

Children who were subject to care and protection orders was more than double the Victorian average. 11.5* to vs 5.4* (*Rate per 1,000 children aged 0-17 years) (I)

27 children whose parents reported having high levels of family stress in past month. (I)

Teacher's response to the question: Would you say that this child is regularly read to/encouraged in his/her reading at home – 89.8% said true. (E)

COMMUNITY

Being part of a community can have a positive effect on mental health and emotional wellbeing. This in turn influences positive parenting and child development leading to more positive outcomes for families. Horsham Rural City Council has a strong commitment to social connection and open space and priorities are outlined in the Horsham Rural City Health and Wellbeing Plan.

It is increasingly recognized that a person's health may be affected by where they live. Living in neighbourhoods with low levels of pollution and with easy access to shopping facilities, basic

services, good parks, play spaces and affordable transport can have a positive influence on the lives of family.

Perceptions of neighbourhood – people are willing to help each other 83.5% vs 63% (VicHealth Survey 2015)

Perceptions of neighbourhood – this is a close-knit neighbourhood 76.5% vs 45.3%

Data References for Early Years Plan

A - ABS Census

https://itt.abs.gov.au/itt/r.jsp?RegionSummary®ion=23190&dataset=ABS_REGIONAL_LGA2017&geoconcept=LGA_2017&datasetASGS=ABS_REGIONAL_ASGS2016&datasetLGA=ABS_REGIONAL_LGA_2017®ionLGA=LGA_2017®ionASGS=ASGS_2016

https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA23190

B – Victoria in Future

<https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future-2016>

C - Australian Immunisation Register - Coverage Report LGA by age group (Age calculated as at 30SEP17)

D - *(2009-2011) Social Health Atlas of Australia, Victorian Local Government Areas, May 2016 Release, PHIDU 2016*

E – AEDC Data

F Victoria Women's Health Atlas, Women's Health Grampians, *Victorian Child and Adolescent Monitoring System (VCAMS), 2012*

G – *Women's Health Grampians*

(H) Victoria Police 2015, 'Crime statistics 2013/14', Victorian Government, retrieved 3rd September 2015, https://www.police.vic.gov.au/content.asp?Document_ID=782

(I) - Victorian Child and Adolescent Monitoring System (VCAMS), accessed via the VCAMS Portal online August 2016 at <http://www.education.vic.gov.au/about/research/Pages/vcamstableau.aspx> p133 PCP profile.

Wimmera Integrated Relief & Recovery Plan

**Horsham Rural City
Council**

2017 – 2020

Version 2.0



PUBLIC VERSION

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Health
and Human
Services



Uniting



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Document Information


Authority

The Wimmera Integrated Emergency Relief and Recovery Plan (WIRRP) is a Plan of the Horsham Rural City, Hindmarsh, West Wimmera and Yarriambiack Shire Councils (hereafter referred to as 'the Partner Councils') which supports the respective Municipal Emergency Management Plans (MEMP).

It has been produced by and with the authority of the Partner Councils who make up the Wimmera Emergency Management Resources Sharing Program (WEMRSP) pursuant to Section 20(1) of the Emergency Management Act 1986.

Endorsement

The WIRRP has been endorsed by each Partner Councils Municipal Emergency Management Planning Committee (MEMPC):



Chairperson of the Yarriambiack MEMPC

Michael Evans 20 / 3 / 2018



Chairperson of the Horsham Rural City MEMPC

Phil Kuhne 14 / 3 / 2018



Chairperson of the West Wimmera MEMPC

Cr Tom Houlihan 19 / 3 / 2018



Chairperson of the Hindmarsh MEMPC

Cr David Colbert 15 / 3 / 2018

Version 2.0 of the WIRRP was adopted at a meeting by each Partner Council on:

Horsham Rural City Council: __/__/__

Hindmarsh Shire Council: __/__/__

West Wimmera Shire Council: __/__/__

Yarriambiack Shire Council: __/__/__

Disclaimer

No reader should act on the basis of any matter contained in this publication without appreciating that it may be the subject of amendment or revocation from time to time without notice. The Councillors of each Partner Council expressly disclaim all and any liability (including liability in negligence) to any person or body in respect of anything and of the consequences of anything done or omitted to be done by any such person or body in reliance, whether total or partial, upon the whole or any part of this publication.

Amendment Register

Version Number	Date Endorsed by MEMPC	Date adopted by Council	Amendment History
1.0			Documentation of relief and recovery arrangements as part of each MEMP
2.0	March 2018		Review and complete re-write of the Plan after separation from the MEMP

Table 1 Amendment Register

Plan Review

The WIRRP may be reviewed for the purpose of plan maintenance and/or development in at least one of the following ways annually:

- Annual review by the MEMPC or its sub-committee
- After Activation for an emergency event
- After an Exercise of the WIRRP in full or partially
- As part of the three year MEMP Audit cycle

Recommended amendments to the WIRRP will be considered by the MEMPC and Partner Councils, and recorded in the [Amendment Register](#).

Administrative Amendments

Amendments of an administrative nature will be made from time to time, noted at the next MEMPC meeting and recorded in the [Amendment Register](#). These amendments do not substantially change the content or intent of this Plan and do not need to be formally adopted by Council.

Where there is substantial change to the content or intent of the Plan or there is a full re-write, the Plan will need to be formally endorsed by the MEMPC and adopted by Council.

Distribution of the WIRRP

The Wimmera Integrated Relief and Recovery Plan is distributed in a Restricted and Public version. The Restricted version contains full contact details and other information of a confidential nature. Names and contact details in the restricted version of this Plan may only be used for emergency management purposes and must be managed in accordance with the Information Privacy Act 2000.

The Restricted version is for the use of each Partner Council, the MEMPC, and Emergency Relief and Recovery agency partners listed in the Plan as required. The Plan and amended copies will be distributed electronically.

The current version of this Plan is maintained by the Partner Councils on the “Crisisworks” emergency management platform for Council and approved agency staff access.

Access to the restricted version of the Plan may be considered upon application to the MERO or MRM from either Partner Council via the [WIRRP Contact Details](#).

Public Access

A Public Access version of the Plan is placed on each Partner Council’s website under the Emergency Management tab, and from the State Library of Victoria:

- Yarriambiack Shire Council www.yarriambiack.vic.gov.au
- Hindmarsh Shire Council www.hindmarsh.vic.gov.au.
- West Wimmera Shire Council www.westwimmera.vic.gov.au
- Horsham Rural City Council www.hrcc.vic.gov.au
- State Library of Victoria www.slv.vic.gov.au

Please note the Public Version has information and contact details removed to comply with confidentiality and privacy requirements.

WIRRP Contact Details

This Plan is administered by the Municipal Recovery Manager (MRM) at each Partner Council. Please address all enquiries as appropriate to the MRM at:

Hindmarsh Shire Council
 PO Box 250
 Nhill Victoria 3418
info@hindmarsh.vic.gov.au

Horsham Rural City Council
 PO Box 511
 Horsham Victoria 3402
council@hrcc.vic.gov.au

West Wimmera Shire Council
 PO Box 201
 Edenhope Victoria 3318
council@westwimmera.vic.gov.au

Yarriambiack Shire Council
 PO Box 243
 Warracknabeal Victoria 3393
info@yarriambiack.vic.gov.au

Glossary and Acronyms

Throughout this Plan acronyms and definitions of words and phrases have the same meaning as those prescribed in relevant legislation. These include:

- Emergency Management Act 1986
- Emergency Management Act 2013
- Emergency Management Manual of Victoria (EMMV) Part 8: Appendices & Glossary
- Local Government Act 1989

The WIRRP follows the practice of writing a name in full followed by the acronym in brackets. The acronym is used thereafter as appropriate.

Supporting Documents

This Plan is supported by a number of reference sources developed at the local, regional and state levels which includes but is not limited by legislation, policy, plans, arrangements, guidelines and handbooks. Please refer to [Appendix C Supporting Arrangements and Useful Links](#).

Introduction

The WIRRP complements each Partner Council's Municipal Emergency Management Plan (MEMP). This Plan records the municipal level emergency relief and recovery management arrangements that may be utilised in supporting a community impacted by an emergency event. As defined in the [EMMV Part 7: Emergency Management Agency Roles](#), Local Government (Council) is the lead agency for local emergency relief and recovery.

This Plan illustrates how emergency relief and recovery services are coordinated and delivered at the local level by the Partner Councils. The Plan also describes how emergency relief and recovery service support is escalated to the Regional and/or State level when local resources are exhausted.

Purpose

The purpose of this Plan is to detail the local arrangements that deliver emergency relief and recovery services to communities affected by an emergency.

Scope

The scope of this Plan is defined by the boundaries of the four Partner Councils who make up the Wimmera Emergency Managements Resources Sharing Program (WEMRSP):

- Yarriambiack Shire Council
- Hindmarsh Shire Council
- West Wimmera Shire Council
- Horsham Rural City Council

The arrangements detailed in this Plan provide guidance on the local implementation of emergency relief and recovery services to affected communities within the four municipalities, with reference to regional and state arrangements that support the initial local effort.

Objectives

1. Detail the capability and capacity of local organisations and resources to deliver relief and recovery services
2. Develop collaborative approaches in delivering relief and recovery services through local organisations and the community
3. Detail how the State, Regional and Local tiers work together in delivering relief and recovery services

Planning for Emergency Relief and Recovery

Introduction

Emergency Relief and Recovery is a multi-agency responsibility that needs to be planned for and managed in a structured way. The needs of the community created by an emergency will be met through a range of services provided by government, non-government organisations, community organisations and the commercial sector.

The aim of emergency relief and recovery planning is to coordinate the provision of emergency relief and recovery services.

Response, Emergency Relief and Recovery in Parallel

The response to a major emergency involves many agencies from across government. The people and agencies with roles and responsibilities for responding to emergencies work together in emergency management teams at the State, regional and local tiers, to ensure a collaborative and coordinated whole-of-government approach.

Emergency relief and recovery activities integrate with emergency response activities and commence as soon as the effect and consequences of the emergency are anticipated. Relief and recovery coordinators/managers should be involved at all tiers and in all teams established to manage the emergency response.

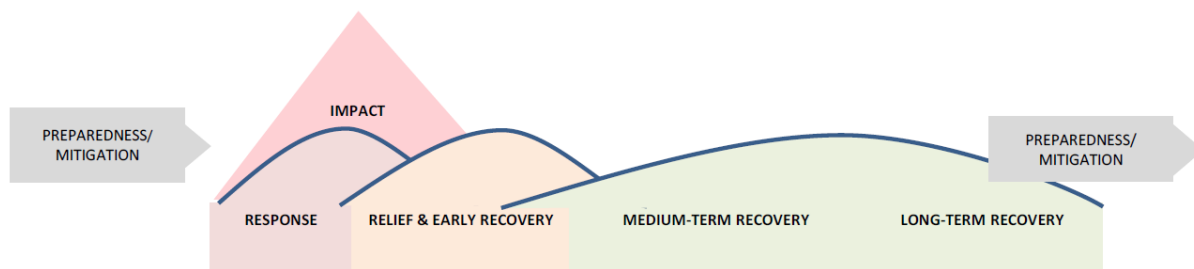


Figure 1 EMMV Part 4: Relief and recovery activities over time

Phases of Recovery

The following general timelines are indicative of the phases in response, relief and recovery operations (they depend on the type and extent of the emergency):

- During the incident (response)
- Immediately after the incident (emergency relief: 1 –7 days)
- Short term (recovery inception: 2 –12 weeks)
- Medium term (recovery: 3 -6 months)
- Long term (recovery: 6 months and onwards)

Information on the activities conducted during each phase and the agencies responsible are included in [Appendix D: Recovery Phase Checklist](#).

State, regional and local relief and recovery planning

State, regional and local emergency relief and recovery arrangements must be aligned. Plans at each level of coordination must specify the agencies responsible for leading and supporting the provision of relief and recovery services.

Developing an understanding of State, regional and local capacity and capability is critical as it enables relief and recovery coordinators to request assistance before being overwhelmed and being unable to deliver the required services.

Agencies with agreed emergency relief and recovery management roles and responsibilities (EMMV Part 7: Emergency Management Agency Roles) need to develop their own internal operational Plans that detail their capacity and strategies for undertaking these roles and responsibilities.

This local plan addresses the key areas of:

- Planning for emergency relief and recovery
- Activation arrangements
- Relief arrangements
- Recovery arrangements
- Operational arrangements
- Impact assessments
- Finance and resource arrangements
- Recovery environments

Local Roles in Emergency Relief and Recovery

The local role of individuals, families, community organisations, business, Council, and emergency services and government agencies is based on the premise of 'Shared Responsibility' where everyone contributes emergency management according to their responsibility, capability and capacity.

Individuals - Families

It is desirable that individuals and families have a suitable emergency plan that they can enact that guides them on what to do and be able to support themselves with resources for seventy-two hours after the impact of an emergency where they have the capability and capacity to do so.

While emergency services do all they can, individuals and families are responsible for their own wellbeing before, during and after emergencies. Australian Red Cross RediPlan is a free guide to help individuals prepare for emergencies. Refer to www.redcross.org.au/files/Red_Cross_RediPlan_-_disaster_preparedness_guide.pdf.

Community organisations

Local community organisations may be provide resources and personal support workers at an emergency site or at relief and recovery centres. Organisations are able to use their pre-established connections within communities and with other community sector organisations to provide support to the community.

Community organisations also provide a broad range of services to individuals and communities to assist them as part of longer term recovery. Local connections within communities ensure that support is targeted, relevant and effective. For further information regarding recovery agencies and support services refer to [Appendix B: Municipal Relief & Recovery Service Providers](#).

Businesses

In the event of an emergency, local government cannot act alone in addressing all the needs of the community, particularly those of an economic nature, and will rely on the private sector's resources. The business community needs to be involved in Planning for and responding to emergencies.

Involving the business community in the Planning processes at an early stage will help to ensure their specific needs are addressed in emergency Plans and increase their resilience to the disaster's impact.

Council

The Partner Councils maintain a number of key roles to meet its emergency management obligations. A full list of these roles is described in Appendix D of each Councils Municipal Emergency Management Plan (MEMP). The following role summaries pertain specifically to emergency relief and recovery.

Municipal Recovery Manager (MRM)

The MRM plans for and coordinates the provision of municipal emergency relief and recovery services and resources.

Emergency Relief Centre Manager (ERCM)

The ERCM establishes an Emergency Relief Centre (ERC) under the direction of the MRM and co-ordinates resources and the provision of services within the facility.

Emergency Services and Government Agencies

Emergency services and government agencies have a variety of roles and responsibilities in providing or supporting relief and recovery services to communities. For a complete list of agency roles in relief and recovery refer to the EMMV part 7 available at files.em.vic.gov.au/Backups/EMV-website/EMMV-Part-7.pdf

Operational Arrangements

Activation Arrangements

The activation process for Emergency Relief and Recovery staff, facilities and services is guided by this document and the following references:

- The Municipal Emergency Management Plan (MEMP)
- EMMV Part 3: State Emergency Response Plan (SERP)
- EMMV Part 4: State Emergency Relief and Recovery Plan (SERRP)
- Grampians Emergency Relief and Recovery Plan

Generally activation will begin when an emergency event occurs and a control agency responds. Initial awareness will develop of the need for emergency relief services. The Municipal Recovery Manager (MRM) will be assessing information to further determine the recovery needs of the affected community.

Activation Process

Activation of this plan may occur as a result of the following:

- A request from the Control Agency Incident Controller (IC); or
- A request from the MERC; or
- Due to information received by the MERO or MRM

Once a request for activation is received, the MRM, in consultation with stakeholders, will determine whether the Plan is to be activated partially or fully. This decision will be informed by:

- Information received from the IC
- Information received from the MERC
- Initial impact assessments
- Other sources of information e.g. news, social media

Based on this information, the MRM will determine community needs and resource availability. This will inform the level of coordination required, and trigger points to escalate from local to regional to State.

Once these factors have been considered the MRM will activate this Plan and coordinate the delivery of emergency relief and recovery services in consultation with relevant stakeholders and partnering agencies.

Phases of Activation

The phases of activation are detailed in the MEMP. Activities in each phase may include:

Alert

- Municipal Recovery Manager (MRM) is alerted to the emergency event
- MRM assesses the need for emergency relief and recovery
- MRM alerts appropriate partner agencies and personnel
- MRM will also notify required facilities e.g. Relief Centres
- Development of a Relief and Recovery Plan for the event
- Partner agencies briefed as required

Action

- The event Relief and Recovery Plan is implemented to deliver emergency relief and recovery services
- The event Relief and Recovery Plan is monitored throughout the event
- Services are delivered according to the Plan and monitored
- Ongoing coordination occurs with partner agencies

Stand Down

- The MRM will determine in consultation with the IC and others when relief and recovery services are no longer required
- A hot debrief is facilitated by partner agencies internally and a summary report may be provided to the MRM
- The MRM will facilitate a formal debrief with partner agencies and compile a report

Escalation

The provision of emergency relief and recovery services is determined by the emergency event and its impact on communities. Initially these services are provided as follows:

1. **Local Level:** If the event occurs within a single municipality, Council in partnership with agencies in the local area deliver relief and recovery services according to their capacity and capability. This may be also supported by regional resources as required. Triggers for additional regional resources may include:
 - the local resource capacity is exhausted
 - the resource capability does not meet the need of impacted communities
2. **Regional Level:** If the event occurs across two or more municipalities, or is beyond the capability or capacity of the local Council to manage, the Dept. for Health and Human Services (DHHS) will coordinate relief and recovery services over the region and provide resource support as required to the local level. DHHS informs Emergency Management Victoria (EMV) of the situation. EMV monitors the situation and determines where State Coordination and extra support is required for regional and local delivery of relief and recovery services.
3. **State Level:** Emergency Management Victoria will coordinate the delivery of relief and recovery services across Victoria depending on the impact and geographical extent of the emergency. They will coordinate requests for resources from the national, state or other regional levels.

Local Operational Planning

Council, as the coordinating agency for relief and recovery at the local level, is responsible for developing a relief and recovery plan specific to the event.

This plan should include:

- A description of the emergency situation
- Profile of affected communities
- Impact assessment information
- Potential relief and recovery needs of affected communities
- Arrangements for relief and recovery coordination
- Relief and recovery services required
- Capacity and capability to provide local level service delivery, identifying trigger points for escalation to regional or State

Refer to the EMV link for the Disaster Recovery Toolkit for Local Government Section 08 Recovery Tools and Other Resources for an example of a Recovery Plan Template:

www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government

Relief Arrangements

Emergency relief is the first stage of emergency recovery. In this respect, emergency relief functions are well integrated within early recovery activities. Municipal councils have the responsibility for overseeing emergency relief at the local level.

Purpose of Relief

Emergency relief provides for the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency.

Principles of Relief

The principles for the coordination and delivery of relief in Victoria are:

- Emergency-affected communities receive essential support to meet their **basic** and **immediate** needs
- Relief assistance is delivered in a **timely** manner, in response to emergencies
- Relief promotes **community safety**, and minimises further physical and psychological harm
- Relief and response agencies **communicate** clear, relevant, timely and tailored information and advice to communities about relief services, through multiple appropriate channels
- Relief services recognise **community diversity**
- Relief is **adaptive**, based on continuing assessment of needs
- Relief supports community responsibility and **resilience**
- Relief is **well coordinated**, with clearly defined roles and responsibilities
- Relief services are **integrated** into emergency management arrangements

[\(EMMV Part 4: State Emergency Relief and Recovery Plan 2015\)](#)

Activation and de-activation of emergency relief assistance

Incident controllers determine the need to activate relief services, with advice from the Emergency Management Team. De-activation of relief services will be based on reduce levels of demand and need for such services.

Once Council is notified of an emergency event within the municipality, the MRM will notify staff and agencies that assistance may be needed. The MRM will request that agencies make arrangements with volunteers and equipment needed to support the community. The MRM may also contact venues that may be required to be used as relief centres to discuss availability of and access to the facility.

Organisation of relief assistance



Figure 2 Local Relief Coordination

Emergency Shelter

In the first instance impacted individuals and families are encouraged to seek emergency shelter with friends and family. If this is not possible; the following options will be considered:

- Commercial accommodation options
- Local Emergency Relief Centres
- Emergency Relief Centres in neighboring municipalities

Emergency Relief Centres

Municipal Councils are responsible for establishing and managing Relief Centres, with support from regional recovery coordinators.

An Emergency Relief Centre (ERC) is a building or place established to provide essential needs to persons affected by an emergency. Emergency relief centres are established on a temporary basis to cope with the immediate needs of those affected during the initial response. The establishment of an ERC does not imply a long term presence for the provision of emergency recovery.

ERC Locations

ERC locations and a summary description of the facilities are provided at [Appendix A: Emergency Relief Centre Information](#). More detailed information and floor plans is maintained by each Partner Council and is available on request.

The location of ERCs is not publicly advertised. ERCs to be opened will be notified to the public through the formal emergency communication channels.

The criteria for selecting an ERC is based on the nature of the emergency and assessment of the facility located in a safe area away from the emergency zone.

The Partner Councils also has a number of secondary relief centres. These are not always assessed annually but may be utilised if the primary facilities capacity is exceeded.

ERC Kits

ERC Kits contain a collection of items that are immediately required to set up an ERC including consumables etc. The MRM is responsible for establishing and regularly checking the ERC Kits. Generally they are located at each Partner Councils Office locations and other sites as determined.

Food and Water at ERCs

As per EMMV Part 7 Emergency Management Agency Roles, Red Cross will coordinate food and water for the Partner Councils ERCs where agreed. The Partner Councils may engage other agencies or commercial providers to supply food and water where it is expedient to do so. Refer to [Appendix B: Municipal Relief & Recovery Service Providers](#)

Community Information

During an emergency the control agency is responsible for leading the provision of information to affected communities. Local Councils lead the provision of local public information to affected individuals in relief and recovery.

Reconnecting Families and Friends

The reconnection of displaced persons is primarily facilitated through the Register.Find.Reunite service. Victoria Police is responsible for the control and coordination of the service and Red Cross for its management and operation. Voluntary registration can be done in a relief centre, by phone at an inquiry centre or online – <https://register.redcross.org.au/>

Crisisworks and Registration at ERCs

Generally Red Cross complete the registration of people attending an ERC using their documentation. They pass a copy of the completed Personal Information Form (PIF) to the ERC Manager (or delegate).

Data from this form is then entered into Crisisworks to record who has attended the ERC and what the impacts are of the emergency on them or their property. This allows for management of relief and recovery services and efficient reporting.

Emergency Animal Welfare Support

The Partner Councils have an integrated Emergency Animal Welfare Support Sub-plan that provides guidance on the management of domestic animals, wildlife and livestock in an emergency. Please refer to the sub-plan for further detail.

Primary responsibility for the welfare of domestic animals always rests with the owner. Owners are encouraged to have their own plans in place on how they will manage the welfare of their pets in an emergency.

Recovery Arrangements

Purpose of Recovery

To provide recovery services to assist the emergency affected community towards management of its own recovery. It is the coordinated process of supporting communities in the reconstruction of physical infrastructure, agriculture and natural environment as well as restoring emotional, social, economic and physical wellbeing to individuals. It may involve the establishment of a Recovery Centre

Principles of Recovery

The nationally recognised disaster recovery principles that are fundamental for successful recovery involve:

- understanding the **context**
- focusing on the **consequences** of the emergency
- recognising **complexity**
- being **community focused**
- using **community-led** approaches
- ensuring **coordination** of all activities
- employing effective **communication**
- acknowledging and building **capacity**.

Transition from response to recovery

Transition is the process of transferring from the response phase to the recovery phase. It may occur in the relief phase (the first few days post incident) or later on in the recovery phase (from the first week on).

Recovery operations will commence as soon as possible after the onset of the emergency event and will develop alongside the response and relief activities while the incident is still under the management of the Incident Controller from the lead response agency.

A Transition from Response to Recovery document is compiled and signed by Council and relevant agencies. An example of this type of document can be found at [Appendix E: Example Transition Response to Recovery Handover Template](#)

Disaster Recovery Toolkit

The Disaster Recovery Toolkit for Local Government produced by Emergency Management Victoria (EMV) provides a range of tools, resources and literature to support Local Government and communities in the recovery phase of an emergency.

The Toolkit consists of eight (8) booklets titled:

01 - Understanding disaster recovery

02 – Recovery readiness: preparation for recovery before a disaster

03 – When disaster strikes: the first days and weeks

04 – Beyond disaster: the months and years ahead

05 – Council business matters: managing the challenges of disaster recovery

06 – Regional recovery networks

07 – Engaging the community in disaster recovery

08 – Recovery tools and other resources

The Toolkit is updated annually by EMV and can be found at:

www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government

Community Led Recovery

Community-led recovery involves the community in leading their own recovery and will be varied and relevant to the situation at the time. It is essential that the intent and process of recovery for a community is clear at the outset and may:

- involve supporting and facilitating a community to lead
- be inclusive, enabling equitable participation and building the capacity of individuals in the community to contribute and lead
- revolve around networks and connections
- resolve and embrace the “hard” issues while being emotionally supportive
- by its very nature need to be flexible in order to give possibility
- connect with both the past and future.

Planning for effective recovery may be achieved through use of (and by complementing) the resources already available within an affected community and utilising principles of community development. Community development empowers community members and creates stronger and more connected communities.

Communities have a range of trusted community groups or networks, which can be used to implement a range of recovery activities. These groups understand the local community dynamics and are best placed to provide on-going sustainable community recovery support.

Examples include:

- progress or ratepayer associations,
- community hall committees,
- sporting clubs, service clubs and community service organisations.
- stock and station agents,
- rural financial counselling services,
- newsagents or post offices

Community Recovery Committees

A local flexible and scaleable decision-making structure for the affected community is essential. A Community Recovery Committee (CRC) ensures community involvement, and is a means through which information, resources and services are coordinated.

This committee will comprise leaders and other representative members of an affected community, representatives of government, private and voluntary agencies.

A CRC provides a mechanism through which information, resources and services may be coordinated in support of an affected community. The MRM has the responsibility to ensure the establishment of CRC as soon as possible after the emergency or prolonged event which may impact the community. Where possible, existing local community representative committees should be used.

Refer to the EMV link for the Disaster Recovery Toolkit for Local Government Section 08 Recovery Tools and Other Resources for an example of a Recovery Committee Terms of Reference:

www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government

Community Recovery Plan

A Community Recovery Plan is based on impact assessments and engagement with the community to identify community recovery issues. It is an important mechanism to identify and express how communities may be supported and can outline a wide range of priorities.

The plan is used to guide how Local, State and Federal Government, local agencies and philanthropic organisations can best support affected communities.

The Community Recovery Plan must be flexible and allow for regular review as the timelines of the implementation of these priorities will be different for each community.

[For further information refer to EMVs Disaster Recovery Toolkit for Local Govt. – Recovery Tools and Other Resources.](#)

Recovery Centres

An Emergency Recovery Centre is a 'one stop shop' managed by Council, where people can access a wide range of information and services as they work towards recovery and reconstruction. The Centre may transition from the Emergency Relief Centre or it may be located separately.

The Recovery Centre should be located as close in proximity to the affected area as possible. The provision of a meeting space where community members can catch up and work together on local recovery activities should be considered.

The centre should provide access to information on Council related matters, rebuilding information, grants, temporary accommodation and case management. It can be used as a base for community development and recovery project workers.

Recovery Communication

Recovery is built on effective communication to ensure a coordinated approach to informing the community and delivering services. A well informed and connected community will recover sooner and become stronger than one without effective communications and guiding information.

Information sharing between agencies is important to ensure the community is informed of relevant information and services. This includes the sharing of contact details of members of impacted communities where their safety and welfare is of primary consideration.

Recovery communication is managed at the local level by the MRM and the Recovery Subcommittee in collaboration with the control agency for the emergency, DHHS at the Regional level and EMV at the State Level.

Key activities may include:

- Supporting communities to develop their own communication strategy through regular newsletters, emails, SMS updates and radio segments;
- Developing and distribution of a Community Recovery Bulletin
- Sharing between agencies of basic contact details of those affected by the emergency to ensure they are provided with information and communication over time.

For further information on Recovery Communication refer to:

- The Australian Red Cross publication Communicating in Recovery: www.redcross.org.au/files/Communicating_in_recovery_resource.pdf
- Emergency Management Victoria Disaster Recovery Toolkit 07 Engaging the Community in Disaster Recovery: www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government.

The **Control Agency** for an emergency at the local, regional and state tier is responsible for coordinating community information **during** an emergency.

Relief and early recovery messaging at the local level will be coordinated by the Partner Councils, and disseminated in accordance with control agency requirements while they are operational. Development and distribution of messages may be supported by the Department of Health and Human Services (DHHS).

In situations where regional or state coordination of relief and/or recovery has been activated, Council will support DHHS as a way of continuing the principle of “one source one message”.

Impact Assessments

Introduction

Impact assessments are conducted in the aftermath of an emergency to assess the impact to the community and inform government of immediate and longer term recovery needs. Under the Emergency Management Act 2013 Emergency Management Victoria through the Commissioner is responsible for ensuring the coordination, collection, collation and reporting of impacts.

Impact assessments commence in the response phase of the emergency and are conducted in three stages:

- Initial impact assessment (IIA)
- Secondary impact assessment (SIA)
- Post emergency needs assessment (PENA)

[For further information refer to EMVs Disaster Recovery Toolkit for Local Govt. – Recovery Tools and Other Resources.](#)

The Impact Assessment Process

The first two phases of the impact assessment process provides the foundation for a more in-depth assessment during the transition from initial to post impact assessment. Generally the assessment timeline commences once access is gained to an affected area.

In general terms:

Initial Impact Assessment: First responders conduct an IIA to provide an initial appraisal of the extent of the impact of the emergency on a community and infrastructure.

Secondary Impact Assessment: Entails a higher level of data collection that can be generated from a number of sources e.g. State Agencies, Local Government and other agencies.

Post Impact Assessment: Is a far more detailed assessment process involving input and analysis from experts.

The Incident Controller (IC) is responsible for initiating the impact assessment process. The IC will request the appointment of a coordinator to manage the IIA. A Recovery Coordinator will be appointed to manage the Secondary and Post Impact Assessments as they transition through from the IIA.

The MRM will determine the staffing requirements of the team required to carry out any Council impact assessment and will depend on the type and scale of the emergency and impact.

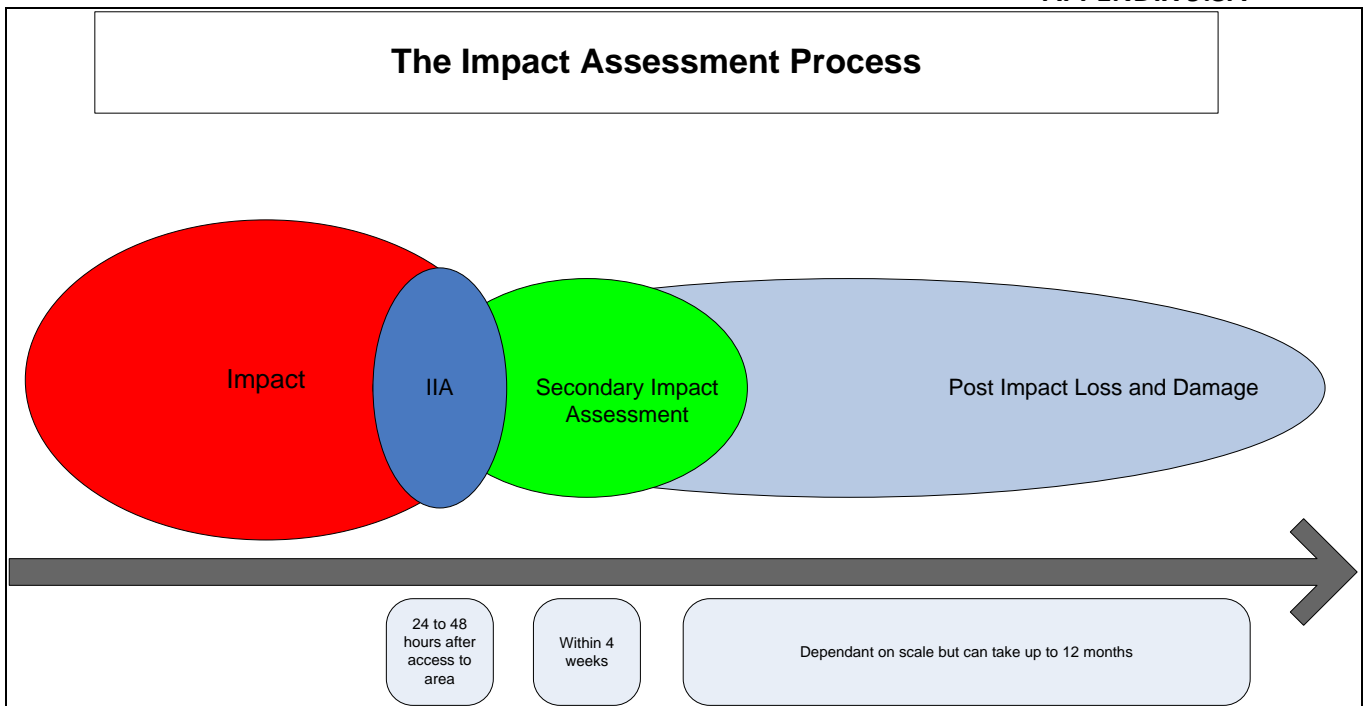


Figure 3 Impact Assessment Process

Initial Impact Assessment

An Initial Impact Assessment (IIA) is an initial appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency or disaster. IIA is initiated and coordinated by the control agency.

The purpose of IIA is to provide an immediate assessment of an impacted area during the initial stages of an emergency by:

- Determining the impact and scale of the emergency;
- Gathering information to assist response, relief and recovery activities;
- Providing information to the government and the community on the impact of the emergency to promote confidence in the management of the incident; and
- Establishing a standard process for gathering, recording and reporting on impact related information

During the first 48 hours of an emergency the IIA gathers and verifies data about the impact of an emergency. Information from an IIA is provided by the Incident Control Centre to the MERO and MRM to enable Planning for current and future response and recovery activities.

IIA data is used to assist recovery agencies to Plan for potential relief and recovery requirements of communities by identifying the following impacts (not an exhaustive list):

- Community/ township built environment (sewage, water, electricity access);
- Injured/ deceased persons;
- Damage to local businesses vital to the community (suppliers of food);
- Damage to government facilities of community significance (schools, hospitals);
- Residential damage indicating displaced people, and
- Damage to essential road and rail transport connections that results in isolation of communities, homes, businesses.

In addition, the data will assist in informing local, regional and state budget holders regarding potential financial assistance requirements.

The MRM in conjunction with the MERO and MERC is to assess the impact of the incident and determine any requirement for recovery support in accordance with local resources.

The magnitude of the event and the subsequent recovery activities will be determined by the data collected during the post impact assessment.

Secondary Impact Assessment

Secondary Impact Assessment (SIA) builds on the observational information gathered through the IIA phase to provide an additional layer of analysis and evaluation. A secondary assessment is more detailed and the information supports understanding the type and level of assistance needed by affected communities. The Incident Controller will initiate the transition from IIA to SIA in consultation with the IIA Coordinator and Recovery Coordinator.

The SIA phase considers resources available within an affected community and identifies those needs and priorities that can only be met with outside assistance. The management of this phase will change from the incident, regional and state level IIA Coordinator to the Recovery Coordinator.

The following points should be considered when transitioning from IIA to either the Secondary or Post Impact Assessment Phase:

- Review incident risk assessments so that necessary measures are put in place for the safety and wellbeing of personnel that will be operating in the secondary and post impact assessment phases
- Determine the need to conduct secondary impact assessment, or transition directly to local government where local resources are activated for the conduct of post impact assessment;
- Confirm the process of IIA data exchange from the Incident Controller to DHHS, recovery agencies and local government (an agreed process should be developed and documented which ensures that any further impact assessment information collected by the relevant controller is clearly identifiable and flows seamlessly to those agencies and organisations involved in recovery operations);
- Determine what resources are required during the secondary and post impact phases and for what period of time
- Confirm which resources will be stood down and which resources will be activated such as Local Government, Red Cross and the Victorian Council of Churches Emergencies Ministry;
- Map and understand key geographical areas within the area of impact where Secondary and Post Impact Assessment operations should be concentrated and prioritised, e.g. key infrastructure, isolated communities and community icons;
- Development of key messages to the community which can be included within the broad suite of warning methods, and
- Understand the complications associated with the return of the community to the impacted area and develop a suitable Plan where the community members are informed and supported
- Teams undertaking Secondary Impact Assessments should consider the provision of psychological first aid by either including an appropriately trained person in the

team or by ensuring team members have undertaken appropriate training in psychological first aid

This secondary assessment process will have the recovery teams engaging with community members and obtaining impact information in detail. Returning residents may have had contact with IIA teams already, so subsequent assessors will need to keep this in mind and try to minimise 'assessment fatigue' by avoiding repeating the same questions that IIA responders may have previously asked.

Ideally secondary assessment teams will be deployed as soon as the Incident or Regional Controller declares the impact area safe.

Post Impact Assessment

A Post Impact Assessment (PIA) estimates the cost of destroyed assets of an emergency across the recovery environments. The assessment should inform the medium to longer-term recovery process, and guide Planning that focuses on building structures and designing environments that enhances community resilience and assists in mitigating the impact of future emergencies.

A PIA draws upon information gathered from the Initial Impact Assessment and Secondary Impact Assessment and is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency or disaster. Estimates are made for both physical and financial losses, such as the loss of business output.

A PIA will:

- Survey the extent of damage and evaluate financial and material needs
- Provide a priority listing to assist agencies in the performance of their functions to address community needs
- Monitor the acquisition and application of financial and material aid provided or required during the recovery period
- Develop an appropriate Recovery Plan applicable to the assessed impacts

PIA is conducted primarily after the emergency when it is safe enough for trained personnel to enter the affected area.

Council will coordinate the PIA for Council owned or managed property and assets. Other agencies may also be involved in PIA (e.g. DEDJTR when rural and farming enterprises are impacted, and DELWP where state owned land is impacted). Should the emergency extend beyond the boundaries of the municipality, PIA will be coordinated by DHHS.

Finance and Resources

Introduction

Recovery from an emergency is a shared responsibility between the community, government and non-government agencies. It is expected that the community will have adequate resources to sustain them for the first seventy two hours (72) at least to allow for the mobilisation of support services.

It is expected where available that appropriate and adequate insurance is held to manage the impacts of an emergency upon people and property

Financial Arrangements in Recovery

Where an agency's expenditure is in order to fulfil its own responsibilities, that agency is responsible for the costs, including services and resources sourced from others.

Municipal councils are responsible for the cost of emergency relief measures provided to an impacted community and can claim expenditure through the NDRRA or NDFA financial arrangements.

Natural Disaster Financial Assistance (NDFA)

The Victorian Department of Treasury and Finance provides Natural Disaster Financial Assistance (NDFA) for local councils to assist in the recovery process. Assistance is available for approved emergency protection works and the approved restoration of municipal and other essential public assets in most emergency events.

Councils can claim any extraordinary salaries, wages or other expenditure which would not have been incurred had the emergency not occurred. Details regarding the eligibility criteria and lodging of a claim for financial assistance are available via the DTF website, www.dtf.vic.gov.au

Natural Disaster Relief and Recovery Arrangements (NDRRA)

Joint arrangements between the Australian and Victoria governments provide funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) to help pay for natural disaster relief and recovery costs. Based on the type of emergency, municipal councils, agencies and departments may be eligible for reimbursement through the NDRRA.

Relief and recovery services, including establishing and operating a Municipal Emergency Coordination facility or alternative are not automatically eligible for reimbursement. However, the Department of Treasury and Finance can determine, on a case-by-case basis, if these costs may be reimbursed. For further information refer to www.dtf.vic.gov.au

Donations and Appeals

The Partner Councils support the principle of monetary donations over donated goods in the first instance as per the [National Guidelines for Managing Donated Goods](#). Material donations are discouraged as financial donations can provide a greater level of choice and can more accurately target any identified needs and help circulate money in affected communities.

The Partner Councils have limited capacity to coordinate donated goods and services and will liaise with appropriate non-government agencies and service groups to assist in this area. Consequently the Partner Councils also have limited capacity to manage appeals and will liaise with appropriate organisations that can assist in this area.

Municipal Resources

Recovery following emergencies can often take a long time and significant resources are required to manage recovery processes for the community. Council, agencies and the affected community will work together to review expenditure requirements and advocate for further external funding to ensure that consideration is given to emerging needs and issues.

Municipalities have a responsibility to Plan for and provide resources from within the municipal area in the event of an emergency, and contingencies exist under the EMMV to manage resource requests if the Shire is unable to provide.

Resource requests are sourced locally first and then if unable to be provided the request is passed through to the Municipal Emergency Resource Officer (MERO) to the Municipal Emergency Response Coordinator (MERC) to the Regional Emergency Response Coordinator (RERC).

Municipal Resource Sharing

Emergencies sometimes require councils to source additional resources to ensure that the affected community is restored to normal function as efficiently as possible.

The Partner Councils have mutual aid agreements in place with other Councils and is a member of the [Municipal Association of Victoria's \(MAV\) Inter-Council Emergency Management Resource Sharing protocol](#). For more information and specific details on resource sharing, refer to the MEMP.

Volunteer Management

Volunteers work across all four areas of recovery (built, natural, social and economic) to support people affected by an emergency. The Partner Councils will manage volunteers they are responsible for in accordance with their policy and plans. Other volunteers will be managed depending on the circumstance and in consultation with key volunteer organisations

Key Considerations in Volunteer management include:

- Ensuring that volunteer activity is managed and coordinated
- Ensuring volunteers are inducted and suitably trained for the work undertaken
- Ensuring that where possible, activities such as fencing and environmental work are carried out by appropriate groups with trained and insured volunteers.
- Community Development resources and administrative supports are provided to support the local volunteer committees and groups to sustain their involvement in the recovery process
- Spontaneous volunteers and their management

Recovery Environments

There are four key environments of recovery that are considered the functional areas that require coordination arrangements as part of the recovery process.

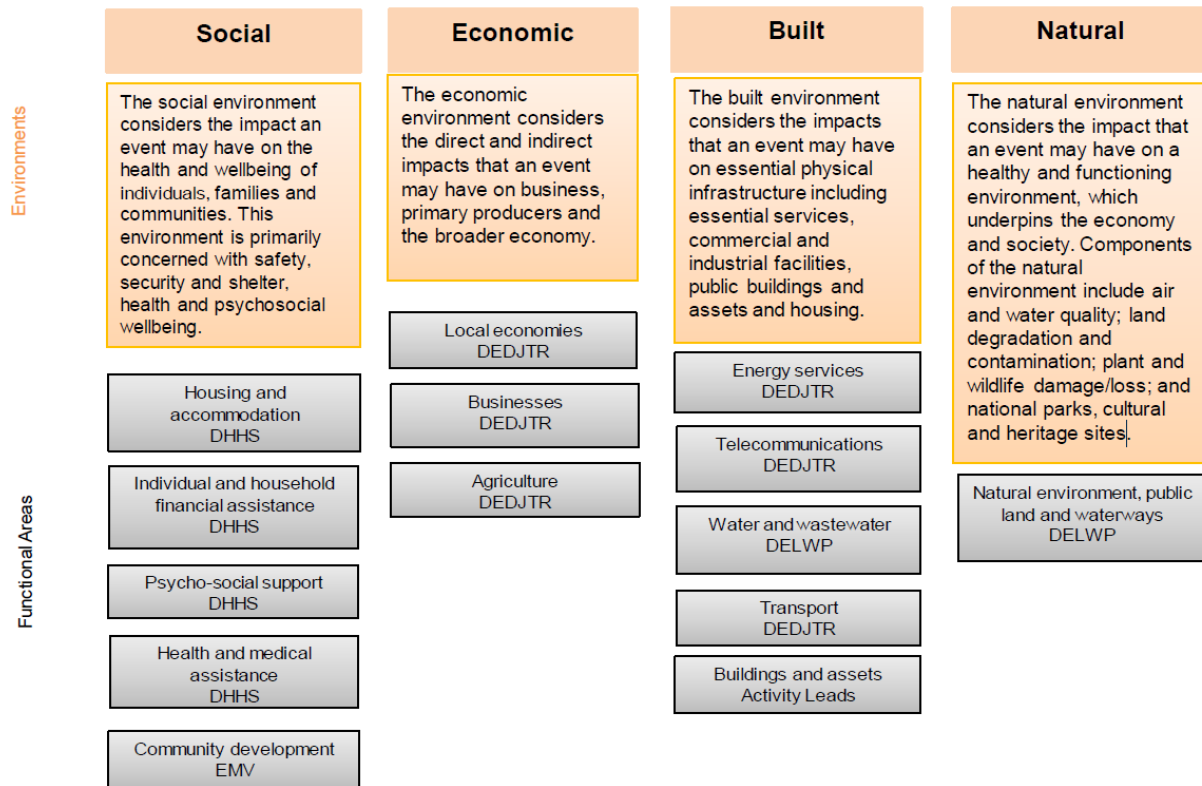


Figure 4 Recovery Environments & Functional Areas

These functional areas focus on the various needs of communities following an emergency. In the event of a major emergency a Recovery Committee will be established to ensure these areas are addressed appropriately. Each functional area will be assigned a Recovery Environment Coordinator (refer EMMV Part 4 page 26)

Social Environment

Introduction

The social recovery environment addresses the impact of an emergency on the health and wellbeing of individuals, families and communities. Recovery programs in the social environment have an emphasis on psychosocial support that a variety of service providers deliver. These services need to be accessible early in a recovery program so the services providers can deliver the support required.

Responsibility

Coordination activities in the social recovery environment are the responsibility of:

- **Local Level: Municipal Councils**
They are responsible for coordinating the delivery of recovery services for affected people and communities. Consideration of appropriate support strategies may include:
 - Accessing information
 - Financial assistance
 - Coordination of support services
 - Coordination of accommodation arrangements
- **Regional Level: Department of Health & Human Services (DHHS)**
They are responsible for:
 - Coordinating of the provision of health services
 - Coordinating psychosocial support regionally and in support of the local level
- **State Level: Emergency Management Victoria (EMV) & DHHS**
 - EMV has a state wide coordination role in recovery where an emergency is of sufficient scale
 - DHHS supports EMV in this role

People Diversity in an Emergency

Communities have a diversity of people who may be affected by an emergency. Where a community has been affected, Recovery Managers require an appreciation of the community profile so they can plan and coordinate delivery of appropriate resources and services. Diversity considerations include but are not limited by:

1. **Gender: male, female, LGBTIQ**
Gender groups respond differently in an emergency, an appreciation of this is needed to plan for appropriate service delivery.
2. **Age:**
Children and young persons have unique needs in an emergency. Refer to DHHS publication [Emergency Management Planning for Children and Young People Guide](#)
Elderly
The elderly have particular needs and recovery planning will need to take these into account and facilitate collaboration with aged care service providers.
3. **Culturally and Linguistically Diverse (CALD) groups of people**
The culture, language and religious beliefs of individuals and groups within a community need to be considered when planning recovery services.
4. **Aboriginal people**
Engaging with Aboriginal Leaders and their communities will assist in providing appropriate relief and recovery services and protect their cultural heritage when recovery work is undertaken.

Vulnerable Groups

In recovery Planning Council and other recovery service providers need to consider how their recovery arrangements best engage and deliver services to vulnerable groups. The recovery arrangements must be sufficiently flexible, adaptable and inclusive when an emergency impacts on a community. These groups include but are not limited by:

- Culturally and Linguistically Diverse (CALD) groups
- Bereaved people
- Isolated households
- People with physical disabilities e.g. deafness, blindness etc.
- People with mental health issues
- Parents with young children
- People from low socio-economic backgrounds
- People with poor literacy and numeracy skills

Displaced and Dispersed People in an Emergency

An emergency may displace, disperse and isolate people or communities from where they live and work. Recovery arrangements and agencies need to consider their needs when providing services and support. It is important that displaced or dispersed people are returned to their residences as quickly as possible.

History has demonstrated that where it has taken too long to rehabilitate an impacted area and return people as quickly as possible often never return. If circumstances are such that it is not possible for them to return quickly it is important that they are informed of the reasons and kept up to date regularly.

Domestic Violence in an Emergency

Many factors contribute to and increase the risk of domestic violence in our society; they include but are not limited to:

- Drug and Alcohol abuse
- Financial stress
- Unemployment
- Trauma
- Homelessness

Domestic violence is driven by gender inequity, stereotypes and a culture of excusing violence it can include physical assaults but also a range of tactics including:

- Intimidation or coercion
- Direct or indirect threats
- Sexual assault
- Emotional or psychological abuse
- Financial control
- Social abuse/isolation
- Any behaviour that causes a person to fear for their safety and wellbeing

Domestic violence can be exacerbated by the stress and pressure brought about by an emergency event and its impact. The Partner Councils through recovery Planning and management are committed to:

- Openly and candidly acknowledge the heightened risk of domestic violence during and after emergencies
- Dispel the notion that domestic violence is an acceptable response to stress and trauma
- Ensure incidences of or suspected of domestic violence are recorded and referred to support services and Victoria Police as appropriate
- Provide mental health information to impacted individuals and communities
- Provide domestic violence information to impacted individuals and communities
- Provide targeted and gender friendly information on domestic violence when needed
- Utilise identified existing social networks and gathering places to distribute information across an impacted community

Reference: Victoria's 10 year Domestic Violence Plan www.vic.gov.au/familyviolence

Community Programs

Depending on the level of impact, affected communities who have been adversely affected by an emergency may not be able to return to their previous way of life. The affected individuals and communities need support to adapt and change.

Community Programs may be developed to support the individuals and communities to adapt and change. Any program development must be done with the involvement of the affected communities. These Planning sessions are a part of the overall recovery process and are coordinated by Council at the local level initially. It should be the community that identifies a sustainable program to support their ongoing recovery initiatives

Community engagement

Through community engagement recovery Planning and service providers can identify existing community networks to deliver recovery programs. Engagement with these networks will identify recovery service requirements and deliver information, recovery services and support to those affected.

The community networks may include but are not limited by:

- Community Houses
- Community Resource Centres
- Welfare Agencies
- Health and Community Care (HACC) Workers
- Sporting Clubs
- Service Clubs
- Volunteer Resource Centres
- Chamber of Commerce
- Development Associations
- Farmer Groups e.g. Victorian Farmers Federation

Built Environment

Responsibility

The Department of Economic Development, Justice, Resources and Transport (DEDJTR) are responsible at the State level for coordinating the participation of all agencies to ensure that the recovery of the built environment is facilitated. The responsibilities of agencies at the regional level are specified in regional relief and recovery Plans.

Agencies retain their responsibilities in respect of infrastructure that sits within their portfolio. DEDJTR maintains a coordination function only and agencies are responsible for any reporting obligations in respect of infrastructure they are responsible for.

At the local level the Partner Councils are responsible for infrastructure that is within their mandate to manage e.g. roads, drainage etc.

Housing

Assessment and repair of homes is critical for expediting the return of people to an acceptable level of functional life. Households and property owners are responsible for having adequate insurance protection or other means to enable the clean-up, repair and reconstruction of damaged property. Where insurance applies it is used in the first instance to begin the recovery process.

Information on insurance policies and coverage is sort from the individual insurance company or the Insurance Council of Australia.

Other activities that can assist and help in the transition from displacement to repatriation include:

- Information for individuals and industry about temporary homes, buildings and new building standards
- Facilitating access to public housing or the private rental market
- Advice on obtaining building permits and engaging building practitioners

DHHS may support households to arrange interim accommodation and assist with planning future housing arrangements.

Should the State need to assist with clean-up and demolition the Department of Environment, Land, Water and Planning (DELWP) will coordinate activities through the Environment Protection Authority (EPA)

The Building Commission provides building advice and information and in some cases expediting the building cycle after an emergency event.

Public Infrastructure

The state government, local councils, community and private sector all have responsibilities when community facilities are damaged or destroyed. Damaged or destroyed facilities may include:

- Community/neighbourhood centres and places for congregation
- Schools and learning institutions
- Kindergartens and child care facilities
- Places of spiritual worship
- Graveyards and memorials
- Sporting and recreational facilities and clubs
- Cultural centres
- Entertainment venues
- Restaurants and cafes

Each of these facilities has the potential to assist the community in its recovery process, but if damaged would be unable to perform their community functions. The damage may be structural damage to buildings or damage to furnishings and contents or both.

Critical public buildings, infrastructure and facilities need to be pre-identified as priorities in the recovery Planning process and adequate arrangements developed for their restoration or replacement.

Local government are similarly responsible for council owned and managed assets and infrastructure, working with local businesses where appropriate.

Recovery activities should also recognise key elements of the built environment that have social value e.g. landmarks and significant community sites which are symbolically and functionally important in community recovery

Critical Infrastructure

Respective government departments are responsible for the restoration of critical infrastructure that sits within their portfolio in conjunction with the Victorian Managed Insurance Authority and relevant private operators.

Commercial (Private) Infrastructure

The property manager is responsible for ensuring adequate insurance is in place to enable restoration of their facilities.

Economic Environment

Responsibility

The economic environment considers the direct and indirect impacts that an emergency event may have on:

- Individuals and families
- Business
- Primary producers
- Tourism
- Industries
- Broader community

The impacts range from the immediate and intense e.g. loss of income or capacity to generate income to long term and chronic e.g. loss of workforce due to displacement of people, loss of productive land or disruption to tourism in an area.

Municipal Councils are responsible for the local coordination and delivery of economic recovery activities for businesses including:

- Assisting businesses in accessing information, grants or assistance programs through the Department for Health and Human Services
- Prioritising recovery works that have positive impacts on business recovery

Councils may also involve local business in:

- Recovery activities
- Development and promotion of local employment opportunities
- Supporting local tourism and other affected businesses

The Department of Economic Development, Jobs, Transport and Resources (DEDJTR) assist municipal councils with this role at the regional and state level. During relief activities, the referral of any identified urgent need will be coordinated by DEDJTR and the appropriate agency for service provision.

The Business Victoria website provides guidance on business preparedness; risk mitigation and business continuity refer to www.business.vic.gov.au

Business Victoria provides specific advice for tourism businesses, including resources to assist local and regional business and tourism operators plan for, respond to and recover from emergencies. Refer to [Crisis Essentials - Crisis Management Guide for Tourism Businesses](#).

Agriculture

Following significant incidents, DEDJTR, may establish a longer term recovery program. They are a key support agency that takes a lead role in the provision of recovery services to commercial primary producers and rural land managers.

The operational objective of a recovery program is to support primary producers in improving productivity after an emergency event through design and implementation of appropriate assistance programs. The focus of a DEDJTR rural recovery program is on:

- Supporting the wellbeing of rural communities
- Revitalising the economy of rural communities, through
- Re-establishment of agricultural enterprises
- Rehabilitation of productive land and the surrounding environment

Where primary producers are impacted, DEDJTR and the Municipal Recovery Manager will liaise and determine the appropriate level of case management deployment DEDJTR will activate to ensure coordination and minimise duplication.

Emergency Fodder

DEDJTR and the Victorian Farmers Federation (VFF) may provide emergency fodder for a maximum of four weeks following an emergency, where a significant amount of pasture and/or fodder has been lost. The need will be jointly considered on a case by case basis.

Fencing

It is the responsibility of the owner of private land to fence their property and secure stock within their boundary. Landholders are expected to manage risks to their assets and have appropriate levels of insurance to cover boundary and internal fencing.

Assistance may be provided by volunteer groups to rural landholders to assist in dismantling damaged fences and reconstructing fences. Local Government may take the lead role in coordinating local volunteer efforts after emergencies.

The Victorian Government will pay 100% of the restoration costs of fences damaged on private land as a result of machinery used by fire agencies to control bushfires. This includes damage to fences by machinery such as bulldozers entering properties and or constructing fire control lines and other fire emergency vehicles obtaining access.

The Victorian Government will meet half the cost of materials to replace or repair fencing between private land and all national parks, state parks and state forests destroyed or damaged by bushfire. [Refer to DELWP website](#)

Animal welfare

DEDJTR coordinates all animal welfare and works in collaboration with agencies who involved in assisting the recovery of animals after emergencies:

- Councils (companion animals)
- DELWP (wildlife)
- Royal Society for the Prevention of Cruelty to Animals (RSPCA)
- Australian Veterinary Association (AVA)
- Other volunteer groups

The services that may be required include but are not limited by:

- Adequate food and water
- Provision of shelter
- Adequate shelter and space
- Freedom from pain, suffering, disease and obvious discomfort
- Freedom from unnecessary fear and distress

Key Animal welfare considerations include:

- Maintaining acceptable animal welfare standards for all animal species
- Destruction of the minimum number of animals during an emergency
- Best use of available resources.

Refer to the:

- Wimmera Emergency Animal Welfare Support Plan
- Victorian Emergency Animal Welfare Support Plan:
www.agvic.vic.gov.au/agriculture/emergencies/response/victorian-emergency-animal-animal-welfare-Plan

DEDJTR will also assess and assist with urgent animal welfare needs of rural land managers with emphasis in the first instance on the relief of animal suffering.

DEDJTR and the Environment Protection Authority (EPA) are able to provide direction to local government and their Environmental Health Officers (EHO) regarding the location of stock disposal sites

Natural Environment

Responsibility

A third of Victoria is public land comprised of parks, forests and reserves. Emergencies that occur on this land have multiple consequences for ecosystems, biodiversity, economic and social values. Actions to recover from these emergencies may start while the emergency is still underway and can continue for many months or years.

The Department of Environment, Land, Water and Planning (DELWP) is responsible for coordinating natural environment recovery activities at the local, regional and state level by working closely with partner agencies such as:

- Parks Victoria
- Environment Protection Authority
- Catchment Management Authorities
- Local Governments
- Communities

Emergencies on public land or the marine environment can lead to impacts on the economies of communities and regions through direct or indirect impact on industries such as:

- Forestry
- Fishing
- Apiary
- Farming
- Nature based tourism
- Cultural based tourism
- Recreational tourism

Activities that can be undertaken to assist restore the economic viability of impacted industries includes:

- Restoring access to impacted public land
- Reopening the road network
- Restoring visitor facilities
- Monitoring and surveying impacted habitats
- Regenerating forests for future timber use
- Assisting farmers restore boundary fences between farms and public land

These activities are undertaken by DELWP, Parks Victoria, VicForests and Local Government as appropriate.

Council will provide information and advice on community priorities to DELWP and keep the community informed about recovery management undertaken in the natural environment.

Appendix B: Municipal Relief & Recovery Service Providers

Appendix B provides a summary list of local community groups, not for profit and commercial providers of goods and services that may support relief and recovery services in each of the Partner Councils municipalities depending on capability and capacity.

The information is current at time of publication but may change without notice. The following links provide current information on local service providers:

Community and not for profit groups:

Horsham Rural City Council:	www.mycommunitydirectory.com.au/Victoria/Horsham
Yarriambiack Shire Council:	www.mycommunitydirectory.com.au/Victoria/Yarriambiack
Hindmarsh Shire Council	www.mycommunitydirectory.com.au/Victoria/Hindmarsh
West Wimmera Shire Council	www.mycommunitydirectory.com.au/Victoria/West_Wimmera

Commercial service providers:

Wimmera Development Association:	www.thewimmeraonline.com.au
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Accommodation					
Horsham					
Organisation	Contact	Location	Type	Capacity	Notes
Comfort Inn Capital	03 5382 0125	109 Firebrace St, Horsham	Hotel	36 rooms	Restaurant on site
Horsham International Hotel	03 5381 7555	118 Baillie St, Horsham	Hotel	52 rooms	Restaurant on site
Comfort Inn May Park	03 5382 4477	2/4 Darlot St, Horsham	Hotel	23 units	
Horsham Mid City Court Motel	03 5382 5400	14 Darlot St, Horsham	Motel	17 units	
Smerdon Lodge Motel	03 5382 3122	42 Dimboola Rd, Horsham	Motel	20 units	
Country City Motor Inn	03 5382 5644	11 O'Callaghans Parade, Horsham	Motel	n/a	
Golden Grain Motor Inn	03 5382 4741	6 Dimboola Rd, Horsham	Motel	38 rooms	
Ploughmans Motor Inn	03 5382 5944	22 Dimboola Rd, Horsham	Motel	n/a	
Ploughmans on Wallis	03 5382 5944	9 Wallis St, Horsham	House	Sleeps 9	
Town House Motor Inn	03 5382 4691	31 Roberts Ave, Horsham	Motel	19 rooms	
National Hotel - Natimuk	03 5387 1300	63-65 Main St, Natimuk	Hotel		Restaurant on site
Dadswell Bridge Motel Hotel	03 5359 5251	Western Hwy, Dadswell Bridge	Motel		

Table 2a: Municipal Relief & Recovery Service Providers – Accommodation

Accommodation					
Hindmarsh					
Organisation	Contact	Location	Type	Capacity	Notes
Riverside Holiday Park	03 5389 1416	2 Wimmera Street, Dimboola	Caravan Park + Cabins		
Dimboola Motel	03 5389 1177	35 Horsham Road, Dimboola	Motel		
Victoria Hotel	03 5389 1630	32 Wimmera Street, Dimboola	Hotel		
Sir Robert Menzies Caravan Park	0408 107 851	2 Peterson Avenue, Jeparit	Caravan Park (2 studio cabins)		
Acacia Motor Inn	03 5391 1888	7291 Western Highway, Nhill	Motel		
Little Desert Nature Lodge	03 5391 5232	Nhill Harrow Road, Winiam			
Nhill Caravan Park	03 5391 1683	93 Victoria Street, Nhill	Caravan Park + Cabins		
Nhill Oasis Motel	03 5391 1666	21 Dimboola Road, Nhill	Motel		
Union Hotel	03 5391 1722	41 Victoria Street, Nhill	Hotel		
Wimmera Motel	03 5391 1444	1 Fritsch Court, Nhill	Motel		
Zero Inn Motel	03 5391 1622	31 Nelson Street, Nhill	Motel		
Rainbow Motor Lodge 'Pot of Gold'	03 5395 1060	68-70 Taverner Street, Rainbow	Motel		
Eureka Hotel	03 5395 1001	42 Federal Street, Rainbow	Hotel		
Hopetoun House	03 5397 2051	31 Roy St Jeparit	Hotel		

Table 3b: Municipal Relief & Recovery Service Providers – Accommodation

Accommodation					
West Wimmera Shire Council					
Organisation	Contact	Location	Type	Capacity	Notes
The Border Inn	03 5586 1205	65 Wallace St, Apsley	Pub, rooms in house and Free camping (for caravans/campers)	4 rooms inhouse	Restaurant onsite Closed Mondays
Yallamatta BnB	0429 861 285	1852 Wimmera Hwy, Apsley	House	Up to 7 people	
Ardwick Homestead	03 5586 5255	1340 Wimmera Hwy, Apsley	House	Up to 7 people	
Edenhope Motor Inn	03 5585 1369	157 Elizabeth St, Edenhope	Motel		Restaurant onsite
Two Fat Ducks	0477 835 572	80 Elizabeth St, Edenhope	House		
Lake Wallace Hotel	03 5585 1191	46 Elizabeth St, Edenhope	Hotel		Restaurant onsite
Edenhope Lakeside Tourist Park	03 5585 1659	Lake St, Edenhope	Cabins Caravan Park		
Higgelty Piggelty BnB	03 5585 1248	3 Langford St, Edenhope	House		
Seldom Inn	08 8390 2326	82 Blair St, Harrow	House		
Kout Norien BnB	03 5588 1203	Harrow	House		
Hermitage Hotel	03 5588 1209	Blair St, Harrow	Hotel		Restaurant onsite
Menzies Hotel	03 5583 3240	3527 Casterton – Naracoorte Rd, Dergholm	Hotel		Restaurant onsite
Kaniva Midway Motel	03 5392 2515	14 Commercial St West, Kaniva	Motel		
Kaniva Colonial Gardens Motel	03 5392 2730	134-136 Commercial St East, Kaniva	Motel		

Table 4c: Municipal Relief & Recovery Service Providers – Accommodation

Accommodation					
Yarriambiack					
Organisation	Contact	Location	Type	Capacity	Notes
Country Roads Motor Inn	03 5398 181	197 Henty Hwy Warracknabeal	Motel		
Werrigar Roadhouse & Motel	03 5398 2144	213 Henty Hwy Warracknabeal	Motel		
Warrack Motel	03 5398 1633	2 Lyle St Warracknabeal	Motel		
Glenwillan Homestead		Borong Hwy Wallup	Homestead	Multi-roomed House	
Commercial Hotel	03 5385 7271	35 Main St Minyip	Hotel		
Victoria Hotel		9/11 Taverner St Beulah	Hotel		
Commercial Hotel	03 5390 4250	44 Swann St Brim	Hotel		
Club Hotel	03 5083 3021	72 Lascelles St Hopetoun	Hotel		
Woomelang Hotel	03 5081 2148	57 Brook St. Woomelang			
Royal Mail Hotel	03 5398 1048	144 Scott St Warracknabeal	Hotel		
Birchip Hotel	03 5492 2612	1 Watchem Road Birchip	Hotel		
Lascelles Minapre Hotel	03 5081 6242	18 Wychunga St Lascelles	Hotel		
Hopetoun Community Hotel/ Motel	03 5083 3070	16 Austin St. Hopetoun	Hotel/Motel		
Mallee Bush Retreat	0439 529 973	Foreshore of Lake Lascelles	Cabins		
Railway Hotel Motel	03 5385 2241	2 Comyn St. Murtoa	Hotel/Motel		

Table 5d: Municipal Relief & Recovery Service Providers – Accommodation
Wimmera Integrated Relief & Recovery Plan V2.0 July 2017

Catering					
Horsham					
Organisation	Contact	Location	Type	Capacity	Notes
Cheeky Fox	03 5381 1955	27 Firebrace St. Horsham	Café/ takeaway		
Café Jas	03 5382 3911	37 Roberts Ave. Horsham	Café/ takeaway		
Farm House	0466 176 040	54 Firebrace St. Horsham	Restaurant/ takeaway		
Café Chickpea	03 5382 3998	30a Pynsent St. Horsham	Café/ takeaway		
Thai Basil	03 5382 2694	41 Darlot St. Horsham	Restaurant/ takeaway		
Bonnie and Clyde's Pizzeria	03 5382 1101	77 Pynsent St. Horsham	Restaurant/ takeaway		
Conways	03 5382 0847	51 Pynsent St. Horsham	Bakery/ takeaway		
Subway	03 5381 1231	4 Dimboola Rd Horsham	Restaurant/takeaway		
Horsham Charcoal Chickens	03 5382 3922	18 O'Callaghans Parade. Horsham	Takeaway		

All listed above happy to take pre-ordered and/or large group orders.

Table 6a: Municipal Relief & Recovery Service Providers - Catering

Catering					
Hindmarsh					
Organisation	Contact	Location	Type	Capacity	Notes
Wimmera Bakery	03 5389 1896	72 Lloyd Street, Dimboola	Bakery		
Olivers Diner	03 5391 3094	34 Victoria Street, Nhill	Café		
Olivia-Rose Café	03 5391 1661	24 Victoria Street, Nhill	Café		
Wimmera Bakery	03 5391 1395	16 Victoria Street, Nhill	Bakery		
Bow Bakery	03 5395 1015	56 Federal Street, Rainbow	Bakery		
Victoria Hotel	03 5389 1611	32 Wimmera St Dimboola	Hotel		
Dimboola Café	03 5389 1861	95 Lloyd St Dimboola	Café		
Union Hotel	03 5391 1722	39-41 Victoria St Nhill	Hotel		
Nhill Farmers Arms	03 5391 1918	4 Victoria St Nhill	Hotel		

Table 7b: Municipal Relief & Recovery Service Providers - Catering

Catering					
West Wimmera Shire Council					
Organisation	Contact	Location	Type	Capacity	Notes
The Border Inn	03 5586 1205	65 Wallace St, Apsley	Restaurant and Takeaway		
Lake Wallace Hotel	03 5585 1191	46 Elizabeth St, Edenhope	Restaurant		
Edenhope Takeaway	03 5585 1253	53 Elizabeth St, Edenhope	Takeaway		
The Coffee Shop	Nil number	58 Elizabeth St, Edenhope	Café/ takeaway		
Harrow Harvest	03 5588 1251	34-36 Blair St, Harrow	Café/ takeaway		
Nikki & Jays Pizzas	03 5392 2776	80 Commercial St East, Kaniva	Takeaway		
Kaniva Community Roadhouse	03 5392 2587	96 Commercial St East, Kaniva	Eat in/ takeaway		
Windmill Café	Nil number	41 Commercial St East, Kaniva	Café/ takeaway		
Heartfelt Café	03 5392 2945	40 Commercial St East, Kaniva	Café/ takeaway		

Table 8c: Municipal Relief & Recovery Service Providers - Catering

Catering					
Yarriambiack					
Organisation	Contact	Location	Type	Capacity	Notes
Creekside Hotel	03 5398 2180	4 Scott St Warracknabeal	Hotel		
Jims Café and Takeaway	03 5398 2424	88 Scott St Warracknabeal	Café/Takeaway		
Empress King Garden Chinese Restaurant	03 5398 2422	160 Scott St Warracknabeal	Restaurant		
Down Town Takeaway	03 5398 1634	77 Scott Street Warracknabeal	Takeaway		
Café Peppercorn	0487 401 754	120 Scott St Warracknabeal	Café/Takeaway		
Lascelles Minapre Hotel	03 5081 6242	18 Wychunga St Lascelles	Hotel		
Hopetoun Café	03 5083 3131	93a Lascelles St. Hopetoun	Café/ takeaway		
Bow Bakery Hopetoun	03 5083 3052	82 Lascelles St Hopetoun - Rainbow	Bakery/takeaway		
Hopetoun Community Hotel Motel	03 5083 3070	16 Austin St. Hopetoun	Restaurant		
Stuff ya Guts Takeway	03 5385 2227	37 Duncan St. Murtoa	Takeaway		
Emma's Café and Takeaway	03 5385 7552	76 Main Street Minyip	Café/ Takeaway		
Victoria Hotel	03 5390 2248	12 Tavernor St. Beulah	Hotel		
Brim Hotel	03 5390 4250	44 Swan Street Brim	Hotel		
Mallee Sunsets Gallery Café	0438 301 566	Henty Hwy Rosebery	Café	Can cater for large groups	Open Wed-Sun 9-5:30
Hooz on Main – Commercial Hotel	03 5385 7271	35 Main Street Minyip	Hotel		
Railway Hotel Motel	03 5385 2241	2 Comyn St. Murtoa	Hotel/Motel		
Boyd's Café	03 5385 5380	Cromie St. Rupanyup	Café	Can cater for large groups	

Catering					
Yarriambiack					
Organisation	Contact	Location	Type	Capacity	Notes
Café Pharmacino	03 5398 1713	106-108 Scott St. Warracknabeal	Café	Can cater for external functions	

Table 9d: Municipal Relief & Recovery Service Providers - Catering

Material Goods					
Horsham					
Organisation	Contact	Location	Type	Capacity	Notes
K-Mart	03 5381 6900	Darlot St. Horsham	Department store – clothes, hygiene and personal products, homewares etc		
Coles	03 5382 4566	Darlot St. Horsham	Major grocery store plus limited homewares and clothes		
Woolworths	03 5382 8150	108 Wilson St. Horsham	Major grocery store plus limited homewares and clothes		
Aldi	13 25 34	63-73 Hamilton St. Horsham	Grocery store plus limited personal products		
Target	03 5362 1000	120 Wilson St. Horsham	Department store – clothes and home goods		
Mitre 10	03 5382 0974	73-75 McPherson St. Horsham	Chain retail hardware store		
Bunnings	03 5381 7900	24/38 Wilson St. Horsham	Chain retail hardware store		

Table 10a: Municipal Relief & Recovery Service Providers - Material Goods

Material Goods					
Hindmarsh					
Organisation	Contact	Location	Type	Capacity	Notes
IGA Nhill	03 5391 2005	90 Nelson St Nhill	Supermarket		
IGA Dimboola	03 5389 1707	15-19 Lochiel St Dimboola	Supermarket		
IGA Rainbow	03 5395 1090	36 Federal St Rainbow	Supermarket		
Jeparit Supermarket	03 5397 2036	52 Roy St Jeparit	Supermarket	Limited	
Home Hardware	03 5391 1572	40 Victoria St Nhill	Hardware Store		
Mitre 10	03 5391 1138	11 Victoria St Nhill	Hardware Store		
Mulhallens Hardware and Electrical Store	03 5391 1138	11 Victoria St Nhill	Hardware and Electrical Store		
Thrifty Link	03 5389 1541	22 Wimmera St Dimboola	Hardware and Stockfeed		Additional: Stockfeed supplier
Thrifty Link (T Ismay & Co)	03 5395 1094	46 Railway St Rainbow	Hardware	Limited	

Table 11b: Municipal Relief & Recovery Service Providers - Material Goods

Material Goods					
West Wimmera Shire Council					
Organisation	Contact	Location	Type	Capacity	Notes
Foodworks Edenhope	(03) 5585 1501	45 Elizabeth Street Edenhope	Food, hardware, personal hygiene		
Browns (Doyles) IGA	(03) 5392 2250	68 Commercial Street East Kaniva	Food, hardware, personal hygiene		
IGA Express	(03) 5386 1070	26 Main Street Goroke	Food, hardware, personal hygiene		

Table 12c: Municipal Relief & Recovery Service Providers - Material Goods

Material Goods					
Yarriambiack					
Organisation	Contact	Location	Type	Capacity	Notes
Thrifty Link (Tylers)	03 5385 2285	19 McDonald St. Murtoa	Hardware and Rural Supplies		
Home Hardware	03 5398 1070	127 Scott St. Warracknabeal	Timber and Hardware		
Dixon R M & Sons	03 5390 4212	37 Swann St. Brim	Hardware		
Thompson's Hardware and Diesel Repairs	03 5390 2363	105 Henty Hwy Beulah	Listed as hardware supplies (also petrol station)		
Thifty Link (Tylers)	03 5385 5273	27 Cromie Street Rupanyup	Hardware and Rural Supplies		

Table 13d: Municipal Relief & Recovery Service Providers - Material Goods

Health Services					
Horsham					
Organisation	Contact	Location	Type	Capacity	Notes
Wimmera Health Care Group – Hospital	03 5381 9111	83 Baillie St. Horsham	Wimmera Base Hospital	24hr Emergency Dept Visiting Consultants	Specialists on site
Wimmera Health Care Group - Mental Health	03 5381 9111	83 Baillie St. Horsham			MoU signatory
Uniting Wimmera	03 5362 4000	185 Baillie St. Horsham	Mental Health Service		MoU signatory
Grampians Community Health Service	03 5362 1200	70-72 Hamilton St. Horsham	Mental Health Service		MoU signatory
Wimmera Health Care Group	03 5381 9098	177 Baillie St. Horsham	Mental Health Service		MoU signatory
Dept. Health and Human Services	03 5381 9777	21 McLachlan St. Horsham	State Health Service		

Table 14a: Municipal Relief & Recovery Service Providers - Health Services

Health Services					
Hindmarsh					
Organisation	Contact	Location	Type	Capacity	Notes
Ambulance Victoria					
Wimmera Health Care Group	03 5381 9111	Baillie St, Horsham	Wimmera Based Hospital	Between 50-100 beds	24 hour Emergency Department
Wimmera Health Care Group	03 5389 1301	Anderson St, Dimboola	Hospital	Less than 50 beds	Uncertain on Emergency Dept status
West Wimmera Health Services	03 5391 4222	45 Nelson St, Nhill	Hospital	Less than 50 beds	24 Emergency Dept.
	03 5391 4222	2 Charles St, Jeparit	Hospital		Limited Emerg. Dept
	03 5396 3301	2 Swinbourne Ave, Rainbow	Hospital		Limited Emerg. Dept

Table 15b: Municipal Relief & Recovery Service Providers - Health Services

Health Services					
West Wimmera Shire Council					
Organisation	Contact	Location	Type	Capacity	Notes
Ambulance Victoria					
Wimmera Health Care Group	03 5381 9111	83 Baillie St, Horsham	Wimmera Based Hospital	Between 50-100 beds	24 hrs Emergency Dept.
Edenhope District Memorial Hospital	03 5585 9800	Elizabeth Street Edenhope	Multi health care provider	20 bed Hospital including Emergency Dept. 18 bed high care Residential Aged Care facility 22 bed low care Residential Aged Care Facility GP clinic – refer below	Elsie Bennett Community Health Centre – meeting room Consultant rooms
Edenhope Hospital Medical Clinic (EDMH)	03 5585 9888	Lake Street Edenhope	GP Clinic		Consultant rooms. Situated next to the Edenhope District Memorial Hospital and The Lakes Hostel (Nursing Home)
Goroke Community Health Service – (West Wimmera Health Service)	03 5363 2200	Main Street Goroke	Consultant Clinics, Dental Clinic, Therapy Units, GPs		Multi consultant rooms, Large Communal Meeting and Activity Space

Health Services					
West Wimmera Shire Council					
Organisation	Contact	Location	Type	Capacity	Notes
Harrow Bush Nursing Centre (DHHS funded)	03 5588 2000	24 Blair Street Harrow	Non bed based primary and community health service provider		Treatment rooms, 2 consultation rooms, meeting room with video conferencing, multi-purpose room and kitchen of catering standard
West Wimmera Health Service – Kaniva	03 5392 7000	7-9 Farmers St, Kaniva 3419	Limited regional hospital, GP clinic and aged care facilities	Less than 50 beds.	

Table 16c: Municipal Relief & Recovery Service Providers - Health Services

Health Services					
Yarriambiack					
Organisation	Contact	Location	Type	Capacity	Notes
Hospital - Wimmera Health Care Group	03 5381 9111	83 Baillie St, Horsham	Wimmera Base Hospital	50-100 beds	24hr Emergency Department
Hospital – Rural Northwest Health – Hopetoun	03 5083 2000	Hopetoun		Less than 50 beds	Limited ED, ‘urgent care facilities’
Hospital – Rural Northwest Health – Warracknabeal	03 5396 1200	Warracknabeal		Less than 50 beds	Limited ED, ‘urgent care facilities’
Hospital – Rural Northwest Health – Beulah	03 5396 820	Beulah		N/A	Nil ED or urgent care facilities, community health facility

Table 17d: Municipal Relief & Recovery Service Providers - Health Services

Local Service Organisations					
Horsham					
Organisation	Contact	Location	Type	Capacity	Notes
Lions Club – Natimuk	0428 871 210	National Hotel, 63 Main St Natimuk			
Rotary Club – Horsham East		Glen Logan, Doeen Rd, Horsham			
Rotary Club – Horsham	0490 493 755	304 Gold Course Road, Haven			
Apex Club – Horsham	0438 812 498	13 Selkirk Dr, Horsham			
Men’s Shed – Barkuma	03 5381 9336	13 Arnott St, Horsham			
CWA – Horsham Evening Branch	0427 030 728	Horsham			
CWA – East Wimmera Group	03 5359 2343	Horsham			
CWA – Drung South	03 5382 1442	Saint Helens Plains			
Horsham combined Probus Club	0406 548 413	Horsham			
Mens Shed – Horsham	0428 358 672	20 O’Callaghans Rde, Horsham			
Australian Red Cross	03 5382 5559	Horsham	Horsham Branch		Also: 0458 911 514 (24 hour number)
Horsham RSL	03 5382 5222	36 McLachlan St, Horsham			
Victorian Farmers Federation (VFF)	03 5384 6217	Horsham			
Wimmera Development Association (WDA)	03 5381 6500	62 Darlot St, Horsham			Also: 0417 019 337 (24 hour number)

Table 18a: Municipal Relief & Recovery Service Providers - Local Service Organisations

Local Service Organisations					
Hindmarsh					
Organisation	Contact	Location	Type	Capacity	Notes
Lions Club – Dimboola	0408 397 020	Dimboola			
Lions Club – Jeparit	0447 972 056	Clubrooms, 29 Roy St, Jeparit			
Lions Club - Nhill	03 5391 3333	Lions Den, 3 Davis Ave, Nhill			
Rotary Club – Nhill	0409 443 418	41 Victoria St, Nhill			
Men’s Shed - Nhill	03 5391 2078	McPerson St, Nhill			
Men’s Shed – Dimboola	03 5397 2137	Dimboola			

Table 19b: Municipal Relief & Recovery Service Providers - Local Service Organisations

Local Service Organisations					
West Wimmera Shire Council					
Organisation	Contact	Location	Type	Capacity	Notes
Lions Club - Edenhope	Email	RSL Hall, Langford St, Edenhope			
Lions Club – Goro ke	03 5386 1021	Goro ke Hotel, 36 Main St , Goro ke			04 28 861 021 (24 hr number)
Apex Club – Goro ke	0488 503 599	Goro ke Hotel, 36 Main St, Goro ke			
Men’s Shed – Edenhope	0409 135 562	Langford St, Edenhope			
Australian Red Cross – Goro ke	03 5386 1021	56 G Walters Rd, Goro ke			0428 861 021 (24 hr number)
Men’s Shed – Goro ke	03 5382 1156	21 Main St, Goro ke			
Men’s Shed – Harrow	03 5588 2000	17 Swanston St, Harrow			
Lions Club – Kaniva	0429 133 024	Clubrooms, 8 Baker St, Kaniva			

Table 20c: Municipal Relief & Recovery Service Providers - Local Service Organisations

Local Service Organisations					
Yarriambiack					
Organisation	Contact	Location	Type	Capacity	Notes
Lions Club - Beulah	03 5390 2218	Phillips St Beulah			
CWA – Beulah	0439 614 068	Beulah			
Active Group Brim	0427 274 600	Brim			
Lions Club Brim	0427 900 206	Brim			
CWA Hopetoun	0438 833 425	12 Mitchell Pl. Hopetoun			
Lions Club - Hopetoun	0428 421 765	Hopetoun			
RedCross Hopetoun	0428 421 765	Hopetoun			
Probus Hopetoun	5395 7233	Hopetoun			
CWA Dunmunkle	03 5385 7479	Warracknambeal			
Lions Club Minyip	0427 857 595	Minyip			
CWA Murtoa	0400 898 612	Murtoa			
Lions Club Murtoa	03 5385 2216	Murtoa			
Lions Club Rupanyup	0419 571 711	Rupanyup			
Probus Rupanyup	0428 855 072	Rupanyup			
Lions Club Speed	03 5082 4205	Speed			
Apex Warracknabeal	0428 895 996	Warracknabeal			
CWA Willenabrina	03 5397 3509	Beulah			
Lions Club Warracknabeal	0431 351 023	Warracknabeal			
Ladies Probus Warracknabeal	0419 437 030	Warracknabeal			
Rotary Warracknabeal	0427 332 193	Warracknabeal			
Rotaract Club Warracknabeal	0418 754 189	Warracknabeal			

Local Service Organisations					
Yarriambiack					
Organisation	Contact	Location	Type	Capacity	Notes
RSL Warracknabeal	0429 387 570	Warracknabeal			
CWA Woomelang	0418 320 042	Woomelang			
Lions Club Woomelang	0427 812 270	Woomelang			

Table 21d: Municipal Relief & Recovery Service Providers - Local Service Organisations

Appendix C: Supporting Arrangements & Useful Links

The MEMP of each Partner Council has an Appendix C: Supporting Arrangements and Useful Links page that are to be read in conjunction with this plan.

The Partner Councils local arrangements, sub-plans and supporting documents can be accessed through a number of platforms:

1. Public versions via their web pages
2. Restricted version via their Crisisworks platform

The following is a list of supporting arrangements and useful links specific to this sub-plan:

Partner Councils Websites	
West Wimmera Shire Council	www.westwimmera.vic.gov.au
Hindmarsh Shire Council	www.hindmarsh.vic.gov.au
Yarriambiack Shire Council	www.yarriambiack.vic.gov.au
Horsham Rural City Council	www.hrcc.vic.gov.au

Table 22 Partner Councils Websites

Partner Councils Crisisworks	
West Wimmera Shire Council	westwimmera.crisisworks.com
Hindmarsh Shire Council	hindmarsh.crisisworks.com
Yarriambiack Shire Council	yarriambiack.crisisworks.com
Horsham Rural City Council	hrcc.crisisworks.com

Table 23 Partner Councils Crisisworks

Please note that each Partner Council maintain their restricted arrangements, plans and supporting documents in Crisisworks which is a restricted application. Please contact the MERO if you require access to Crisisworks.

Partner Councils Community Map	
West Wimmera Shire Council	www.westwimmera.pozi.com
Hindmarsh Shire Council	www.hindmarsh.pozi.com
Yarriambiack Shire Council	www.yarriambiack.pozi.com
Horsham Rural City Council	www.horsham.pozi.com
ID Community Profile	profile.id.com.au/wimmera-region/

Table 24 Partner Councils Community Map

Partner Councils My Community Directory	
West Wimmera Shire Council	www.mycommunitydirectory.com.au/Victoria/West_Wimmera
Hindmarsh Shire Council	www.mycommunitydirectory.com.au/Victoria/Hindmarsh
Yarriambiack Shire Council	www.mycommunitydirectory.com.au/Victoria/Yarriambiack
Horsham Rural City Council	www.mycommunitydirectory.com.au/Victoria/Horsham
Wimmera Development Association : Business Directory	www.thewimmeraonline.com.au/

Table 25 Partner Councils My Community Directory

WIRRP Supporting Arrangements	
Resource sharing MOU (MAV)	www.mav.asn.au/policy-services/emergency-management/Pages/resource-sharing-protocol.aspx
Emergency Animal Welfare Support Plan*	Located in Crisisworks
Municipal Impact Assessment Handbook *	Located in Crisisworks
Emergency Relief Centre Manual *	Located in Crisisworks
Recovery Centre Manual *	Located in Crisisworks
Vulnerable Persons Register	Located in Crisisworks
Vulnerable Facilities *	Located in Crisisworks
Psychosocial Support Coordination MOU with DHHS *	Located in Crisisworks

Table 26 WIRRP Supporting Arrangements

Useful Links	
VicEmergency website	emergency.vic.gov.au/respond
Agreement for transition of coordination arrangements from response to recovery	files.em.vic.gov.au/IMT-Toolbox/Post/FR/TransitionToRecovery-Template.doc
Victorian Community Resilience Framework	http://files.em.vic.gov.au/RiskResilience/EMV_Community%20Resilience%20Framework_low%20res_Finalweb.pdf

Table 27 Useful Links

State Legislation and Plans	
Emergency Management Act 1986	www.legislation.vic.gov.au
Emergency Management Act 2013	www.legislation.vic.gov.au
Emergency Management Manual Victoria (EMMV)	www.emv.vic.gov.au/policies/emmv
<ul style="list-style-type: none"> • Part 1: Emergency Management in Victoria • Part 2: Emergency Risk Management and Mitigation in Victoria • Part 3: State Emergency Response Plan • Part 4: State Emergency Relief and Recovery Plan • Part 5: State and Regional Emergency Management Committees • Part 6: Municipal Emergency Management Planning Arrangements: Guidelines for Committees • Part 6A: Guidelines for Municipal Fire Management Planning • Part 7: Emergency Management Agency Roles • Part 8: Appendices and Glossary 	

Table 28 State Legislation and Plans

Agency Websites	
Emergency Management Victoria	www.emv.vic.gov.au
Victoria Police	www.police.vic.gov.au
Country Fire Authority	www.cfa.vic.gov.au
Victoria State Emergency Service	www.ses.vic.gov.au
Dept. of Environment, Land, Water and Planning - Victoria	www.delwp.vic.gov.au
Dept. of Economic Development, Jobs, Transport and Resources	www.economicdevelopment.vic.gov.au
Dept. of Justice and Regulation - Victoria	www.justice.vic.gov.au
Australian Red Cross	www.redcross.org.au
Victorian Council of Churches Emergencies Ministry	www.vccem.org.au
Uniting Wimmera	www.wuc.org.au
Grampians Community Health	www.grampianscommunityhealth.org.au

Table 29 Agency Websites

Appendix D: Relief and Recovery Phase Checklist

Relief

- Establish a local emergency relief coordination management system
- Coordinate the delivery of essential relief services to the community
- Open and manage Emergency Relief Centres as required
- Coordinate the provision of relief information to the community in consultation with the emergency service agencies
- Connect with identified representatives from impacted communities
- Assess and manage damage to Council infrastructure to ensure community safety and a return to a functional level e.g. clear blocked drains and local roads
- Assess and make determinations regarding occupancy of damaged buildings
- Assess and manage environmental health issues e.g. food safety, water quality, sanitation, vector control and waste disposal
- Coordinate the management of animals impacted by an emergency e.g. stray or lost animals etc.

Recovery

- Establish a local emergency recovery coordination management system
- Collect, collate and distribute impact assessment information to inform the development of short, medium and long term recovery programs
- Develop and implement local recovery plans
- Coordinate the establishment of Recovery Centre facilities to deliver services and information in partnership with local providers
- Facilitate the establishment of Municipal Recovery Committees to coordinate service delivery across the social, built, economic and natural environments
- Coordinate volunteer helpers
- Lead municipal relief and recovery debrief and evaluation processes
- Coordinate clean-up activities and waste management
- Provision of building and planning services
- Repair and restore Council infrastructure, e.g. roads, bridges, sporting facilities, public amenities.
- Provision and management of community development services.

DURING THE INCIDENT

Activity	Responsible	Support
Initial Impact Assessment (IIA)	Control agency	Support agencies
Activate Relief and Recovery Plan	MERC	MERO, MRM
Assess the need, and Plan for, an ERC based upon data collected from the IIA and information from the Incident Controller	MERC	MERO, MRM

Table 30 Relief & Recovery - During the Incident

IMMEDIATELY AFTER THE INCIDENT (1-7 DAYS)

Activity	Responsible	Support
Activate ERC if required	MRM	MERO, ERCM, MERC
Establish community communications and engagement strategies	MRM, Control Agency	Community networks, Support agencies
Establish the support arrangements, including a mechanism for the provision of essential needs in the impacted area e.g. resources (financial, human & equipment), water, stock feed, temporary fencing, fuel, food and material aid	MERC, MERO, MRM	
Assess the need, and Plan for, an ERC based upon data collected from the IIA and information from the Incident Controller	MERC	MERO, MRM
Establish Emergency Recovery Group and/or strategic operational groups (Social, Natural, Built, Economic, Agricultural)	MRM	Support agencies Community networks,
Conduct a secondary impact and needs assessment	MRM	Impact assessment teams Support agencies
Activate Regional Recovery if required	DHHS	Other Councils/agencies as required
Commence Planning for transition of relief services and activities from an ERC, to existing and/or new Emergency Recovery Centre	MRM	ERCM, MERO, Community Reps

Table 31 Relief & Recovery - Immediately after the Incident

SHORT TERM (2-12 WEEKS)

Activity	Responsible	Support
Develop Council Recovery Action Plan including rosters, staff welfare Plans	MERO, MRM and Recovery Group	
Continue the recovery management process using support arrangements including the Working Groups	MRM and Recovery Group	Support agencies, Community Reps
Support community and develop the Community Recovery Plan structure, framework and monitoring and reporting mechanisms	MERC	MERO, MRM

Table 32 Relief & Recovery - Short term activities

MEDIUM TERM (3-12 MONTHS)

Activity	Responsible	Support
Continue to implement and monitor recovery arrangements	MRM and Recovery Group	
Continue to support community members to undertake recovery roles (events, committees, working groups etc.)	MRM and Recovery Group	
Support community and develop the Community Recovery Plan structure, framework and monitoring and reporting mechanisms	MRM and Recovery Group	
Plan to mark milestones since the event 6 months, the 1st anniversary etc.	MRM and Recovery Group	

Table 33 Relief & Recovery - Medium term activities

LONG TERM (12 MONTHS+)

Activity	Responsible	Support
Monitor, review and evaluate and report on the recovery arrangements	MRM and Recovery Group	
Continue the development of the Transition Strategy to support a seamless transition of recovery activities (Council and Support Agencies) into core business (this process could be 3-5 years)	MRM and Recovery Group	
Continue to implement staff welfare Plans	MRM and Recovery Group	

Table 34 Relief & Recovery - Longterm activities

Appendix E: Example Transition Response to Recovery Handover Template

Transition Response to Recovery

Incident Name/Location:	
Date/Time:	
Transition Date Effective:	
Impacted Municipality/s	
Control Agency:	
Prepared by:	
Security Level:	FOR OFFICIAL USE ONLY

Agreement

As at [HH:MM] [Day] [DD/MM/YYYY], control and coordination of [type of incident] incident [Name], affecting the municipality/s of [Impacted Municipality/s] has been handed over from [control agency] to [Impacted Municipality/s] OR

[Regional Recovery Coordinator and impacted municipality/s] OR

[State Relief and Recovery Manager, Regional Recovery Coordinator and impacted municipality/s].

Purpose

The purpose of this document is to assist emergency management agencies involved in coordination of response, relief and recovery arrangements achieve a seamless transition from response to recovery phases of emergency event coordination.

The scope of the transition agreement arrangements includes:

- a description of the event;
- authorisation arrangements;
- coordination and management arrangements;
- transition activities and tasks to ensure continuity of essential community support; and
- information and communication arrangements.

A schedule of transition actions required is at Attachment 1.

Description of the event

Incident Name:		Incident Type:	
Incident Start Date:		Incident Start Location:	
Municipality/s affected:			
Agencies involved:			
Assets lost:			
Life lost:		Injuries:	
Relief Centre(s) activated:		Community Meetings:	
Land area affected (ha):			
Summary			

Authority

To take effect, the following parties must endorse this agreement. A completed copy must be sent to all signatories:

Local (if applicable)	Regional/Divisional	State
Control Agency Incident Controller	Regional Controller	State Response Controller
Victoria Police Municipal Emergency Response Coordinator	Victoria Police Regional Emergency Response Coordinator	Victoria Police State Emergency Response Officer
Local Government Municipal Recovery Manager	Department of Health and Human Services Regional Recovery Coordinator	Emergency Management Victoria State Relief and Recovery Manager

Endorsement is pursuant to the roles and responsibilities detailed in the Emergency Management Act (1986) (2013) and the Emergency Management Manual Victoria (EMMV).

Coordination and management arrangements for transition from response to recovery

The decisions relating to the timing of the transition of response to recovery coordination, and whether recovery coordination will be transitioned to local and/or state government), will be impacted by a number of key considerations. These include:

The nature of the hazard/threat and whether there is a risk of a recurring threat;

- The extent of impact on communities, as this may determine if a prolonged transition period needs to be implemented;
- The extent of and known level of loss and damage associated with the incident;
- The considerations for the extent of emergency relief required by affected communities; and
- The considerations for the resources required to coordinate effective recovery arrangements.

The Incident Controller, the Emergency Response Coordinator and Emergency Recovery Coordinator (State and/or Regional/Local Government – Municipal Emergency Resource Officer/Municipal Recovery Manager) will determine the transition structure and handover requirement to fully establish the Recovery Coordination arrangements. In a prolonged campaign incident, a transition period must be determined to allow sufficient time for briefing, resource planning and implementation of immediate recovery services.

The Evolution of Relief and Recovery Coordination Needs

The Transition Agreement involves specific activities of a short-term nature as recovery coordination requirements evolve and establish.

The key tasks under this agreement include:

- Continuity of emergency relief requirements, if required;
- Coordination of Initial Impact Assessments¹ in the affected communities;
- Identifying resources required to support immediate community recovery requirements including public health and safety; and
- Coordination of essential clean-up operations.

Conclusion of Response implies the cessation of the responsibilities of Victoria Police as response co-ordinators. However, during the initial phase of recovery coordination, and on request of the Recovery Coordinator, the Victoria Police and other response agencies will continue to support recovery activities to affected communities.

Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. Co-ordination responsibility is passed to the Department of Health and Human Services as the recovery co-ordination agency at the State and Regional level, while Local Government has management responsibility at the municipal level.

Transition Activities and Tasks

The following activities and tasks should be undertaken during transition:

- Notification of the Transition Agreement to response and recovery agencies;
- A briefing report for the Recovery Coordinator from the Incident Controller;
- Handover of the immediate media coordination arrangements from the Control Agency to the Recovery Coordination Agency
- Identification of resources for transfer from response to recovery for continuity or services, including logistics and supply contracts;
- Provision of initial impact assessment data/information and the status of clean-up projects by the control agency;
- Implementation/development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery
- Identification/notification of the hazard/threat and OH&S issues for recovery interests;
- Development of a communication strategy, notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests – authorised by Incident Controller, Response Coordinator and Recovery Coordinator;
- Ongoing management of relief centres and establishment of recovery centres with key contact information, done by Local Government; and
- Consideration to implement of initial outreach programs to enable more accurate assessments of impacts and determination of appropriate recovery activities.

¹ As obtained by reference to Initial Impact Assessment Guidelines December 2012

Information Management/Communication

Information is the primary tool to assist individuals to make informed choices about their safety and to take responsibility for their own recovery.

During an emergency, community information sessions are convened by the Control Agency. They provide information about the risk and consequences of the hazard to the community. Local government and Regional Department of Health and Human Services attend these meetings to provide information about recovery services that may be required.

A communications strategy is required to maintain timely, accurate and relevant information for the community, agencies and government. The following communication methods apply during emergency response and should be continued during recovery to meet community needs:

- Community information meetings to be scheduled as needed and include key recovery representatives;
- Regular incident status updating, and linkages of agency and department public Internet pages. Note that www.recovery.vic.gov.au is the State's single recovery website and will be updated for public recovery information;
- Provision of a Victorian Emergency Recovery Information Line 1300 799 232;
- ABC radio metropolitan and regional radio reports;
- Media releases on services available via media outlets, electronic and paper;
- Community newsletters; and
- Coordinated community and business sector outreach programs.

On request of the Recovery Coordinator, the Control Agency will continue to attend meetings post the impact/response phase. This will be jointly convened with the relevant local government representative. DHHS will provide support and assistance as required, including specialist information on family, public and community health.

Emergency management agencies have an important role to play in community engagement. This includes providing the opportunity within information sessions for the affected community to share their experiences and to have these acknowledged. Community information sessions also provide an opportunity to start identifying issues that may require additional advice or clarification as part of the recovery process.

Transition from Response to Recovery should be considerate of the short, medium and long term requirements for all four recovery environments, including buildings and infrastructure, economic, natural and psychosocial needs. Each of these environments is interdependent and requires equal consideration and planning.

Attachment 1 – Schedule of Transition Arrangements

The following schedule of transition activities is to be utilised as applicable for

[INSERT IMPACTED MUNICIPALITY/IES]

Key considerations for transitions:

- Potential impacts and the timely integration of recovery activities; and
- Drawing upon impact assessment data and information from the Incident Management Team to support the recovery coordination at the municipal or regional level.

	Key Actions – Incident Control Agency Note: The following actions may occur concurrently:	Lead Agency	Confirmation process
1.	Incident Control Agency to identify the timing of transition relative to the continuing threat and the role of the Incident Management Team. This may occur as a phased transition program across the impacted districts/LGAs dependant on timing of impacts and continued threat.		Handover report
2.	Recognition of the continuing role of the Incident Control Agency in the management of the control of threats and mitigation works.		
3.	A briefing report for the Municipal Recovery Manager and the Regional Recovery Coordinator and/or State Relief and Recovery Manager (SRRM) from the Incident Control Agency		
4.	Establish a transition for community information arrangements from the Incident Control Agency, with community support and recovery input from the affected LGAs and DHHS for community interests.		Briefing
5.	Identification of resources required from response to recovery for continuity or services, including logistics and supply contracts.		Verbal Briefing
6.	Provision of initial impact data/information report, and the status of clean-up projects by control agency including the coordination of information from departments, agencies and LGA.		Report
7.	Identification/notification of the hazard/threat and OH&S issues for recovery interests.		
8.	Development of a communication strategy notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests, in conjunction with the Response Coordinator, Recovery Coordinator and Municipalities.		
9.	Key Actions – Response Coordination Agency		

10.	Briefing from Victoria Police Municipal Emergency Response Coordinator to DHHS Regional Recovery Coordinator and/or SRRM and Municipal Recovery Manager.	VicPol	Verbal Briefing
11.	Details of vulnerable people who were identified and subsequently evacuated or assisted as a result of the incident have been passed onto respective LGA.		
12.	Key Actions – Recovery Coordination Agency		
13.	Implementation/development of an incident specific recovery plan, including identification of additional agencies required for service delivery; including departments, agencies and LGA.		Via Recovery Planning Arrangements
14.	Integration of recovery issues into existing arrangements, where applicable.		
15.	Key Actions – Municipalities		
16.	Identification of transition issues for ICCs, Incident Control Agency, Municipal Emergency Response Coordinator, Municipal Recovery Manager and Regional Recovery Coordinator.	LGAs	Verbal Briefing
17.	Analysis of initial impact information, validation with municipal records/data base and provision of a consolidated report	LGAs	Report to DHS Region
18.	Ongoing management of relief centres and establish recovery coordination centres with key contact information by Local Government;	LGAs	Via recovery planning arrangements
19.	Implementation of initial outreach programs to enable more accurate assessments of loss and damage impacts to be compiled for recovery programs	LGAs	
20.	Establish community based recovery processes as per Municipal Emergency Management Plan	LGAs	

Table 35 Schedule of Transition Arrangements

- End of Document -



INTRODUCTION

Property is a significant, highly valued, and diverse resource that directly impacts the capacity and performance of service delivery within Horsham Rural City Council.

Horsham Rural City Council has a critical role as the caretakers responsible for the management of public land on behalf of the community. It is essential that the portfolio is safe, compliant, economically and environmentally sustainable and most of all relevant to and considerate of our community.

PURPOSE

This Property Strategy has been developed to provide a holistic framework for the management of all property assets and establishes guiding principles for the alignment of Council's property portfolio with its future community and service delivery requirements.

Council's vision for asset management is to meet community and service needs through provision and maintenance of infrastructure. Council has engaged a consultant to prepare a social infrastructure plan which, once adopted, will further inform Council's Property Strategy.

KEY PRINCIPLES/ GUIDELINES

The Property Strategy identifies the following principles that should drive Council's approach to managing the property portfolio. This process will also consider the various ways in which property can or could be managed now and into the future, and:

- Strategically manage the property portfolio for the long term in the best interest of the community and service level requirements;
- Provide Councillors and Council Officers with a framework to guide decisions and actions regarding the management of Council properties, in such a way as to maximise community benefit and support financial sustainability;
- Provide a consistent and transparent process to enable the evaluation of all Council properties according to their usage, suitability and physical characteristics;
- Formalise assessment and evaluation principles, thus ensuring due consideration of social, cultural, economic, environmental and risk implications;
- Ensure properties are 'fit for purpose' to deliver services and benefits to the community;
- Manage properties that are maintained to a safe, compliant, energy efficient and modern-day standard and generally protected from deterioration;
- Enable new and ongoing partnerships with community organisations to maximise the community benefit arising from facility use; and
- Ensure best practice and compliance with legislative requirements and consistency with existing strategy, process and policy positions.

PROPERTY CLASSES

Council currently catalogues properties into three primary assets classes.

Open Space

This class of land refers to the parks, gardens and other reserves that make up Horsham Rural City's open space network. Horsham Rural City Council is in the process of developing an Open Space Strategy which will provide strategic directions to determine priorities for the planning, provision and development of open space across the municipality. The Open Space Strategy will establish a vision for Council for the provision of open space based on the principles of equity, accessibility, health and wellbeing, sustainability, participation, safety, adaptability and efficiency.



Roads

As the Coordinating Road Authority, Council manages both Local and Government roads. The management of Council Roads – those contained on the Road Register – from an asset renewal, and sustainable traffic viewpoint are addressed in Council’s Road Management Plan. Arterial Roads within the municipality are managed by Vic Roads in accordance with the Road Management Act 2004.

Land and Buildings

This class of asset groups together all Council owned and managed land and buildings and Crown buildings.

This includes the following property types:

- Town Halls
- Grandstands
- Libraries
- Childcare, MCHC & Youth
- Arts & Cultural Services
- Community Halls
- Neighbourhood Houses
- Aged & Disability Services
- Pavilions & Sporting Clubs
- Leisure centres
- Offices
- Depots
- Carparks
- Commercial
- Miscellaneous

PROPERTY TYPES

As caretakers of Public Land, Yarra City Council has an involvement with a diverse range of property and property-based assets.

Council’s property portfolio consists of land which is:

- **Owned by Council in freehold** – the Yarra City Council is the registered proprietor of the land on the Certificate of Title. Council manages this land in accordance with its powers under the Local Government Act 1989.
- Owned by the Crown and for which the Council is appointed as the Committee of Management in accordance the Crown Land (Reserves) Act 1978.
- **Owned by the Crown and for which the Council is the Coordinating Road Authority.** Councils manage this land in accordance with the Local Government Act 1989 and with reference to the Road Management Act 2004.
- **Land which Vests in Council** - whilst the Certificate of Title might show a registered proprietor other than Council, the land is deemed to vest in Council as its use is deemed for public purposes.
- **Council as Lessee** – Council has number of properties for which it is the Lessee. The majority of these properties are leased from statutory authorities or Government.

CLASSIFICATION & ASSESSMENT FRAMEWORK

The classification and assessment of all properties is essential to support the effectiveness of the Property Strategy. This framework is designed to provide a consistent and transparent process for the classification of all properties to support informed analysis, reporting and decision making.

This framework contains three key phases (1, 2 and 3). In addition, a series of key assessment principles will be established that will support the evaluation process in conjunction with the Legislative, Statutory, Asset and Risk Management requirements.

The Executive Management Team (EMT) will be responsible for the strategic and systematic assessment of all property to ensure a timely, comprehensive and coordinated approach. EMT will provide briefings and advice to Council to facilitate support with the various phases of the process.

Assessment Criteria

As part of the assessment process all Council owned, and managed properties will be evaluated considering the Economic, Environmental, Climate Adaption and Financial requirements, commonly known as the “Quadruple Bottom Line”. In addition, there are a number of additional factors that will be considered as part of the assessment framework.

This will include but not limited to:

- | | |
|---------------------------------------|---|
| • Social Impacts | • Capacity & Current Usage |
| • Suitability -Fit for purpose | • Condition & Functionality |
| • Sustainability & Environment | • Risk Management |
| • Community Infrastructure Framework | • Service Delivery Options |
| • Community Requirements and Feedback | • Cultural Aspects & Needs of the Community |

PHASE 1 – CLASSIFICATION & ASSESSMENT

This initial phase will consolidate all relevant property information into a property report to support the initial high-level assessment and classification of all properties.

The outcome of this initial assessment, will be that all Council property will be assigned to one of the categories listed below.

- Identified for further investigation and assessment
- Currently utilised and fit for purpose
- Deferred for potential future consideration

To allow for flexibility within the framework process a property may be re-assigned if circumstances or conditions change at the discretion of EMT. At the conclusion of this initial phase a detailed briefing will be provided to the Councillors for review.

PHASE 2 – FURTHER INVESTIGATION & DUE DILIGENCE

The objective of this second phase is that each site identified for further investigation in phase one receive a more detailed secondary assessment. This will include physical site inspections to further filter and classify these properties for reporting and decision making in line with all legislative, statutory, condition, capacity, functionality and risk management requirements. This process will endeavour to categorise these remaining properties into the following descriptions.

- **Operational / Service Delivery**

This relates to Councils role in delivering quality services and the key facilities that support this. Given the changing nature in the way we will provide services for the future there is the opportunity to review the way similar or enhanced community services can be provided.



- **Lease / Licence**

This relates to Council's role as landlord (lessor) in either leasing properties to third parties to deliver community services, or concessions leasing to not-for profit or community associations.

- **Maintain / Hold**

This refers to properties that are currently vacant or not utilised for various reasons (condition, capacity useability) and require further assessment or consideration to determine their future. These sites must be responsibly managed regardless of occupation or use as they are a liability to the organisation if not maintained to minimum safety, environmental and security standard.

- **Generate Income / Commercial**

This relates to the classification of property where the maximisation of the income stream is considered to be the primary objective. Property in this area will be developed to the highest and best use of the site in line with market rates.

- **Develop / Partner**

This refers to the potential opportunities to increase the value of land and buildings through alliances or partnerships with third parties. Interested parties can range from Statutory Authorities, to Not-for-Profit organisations, to Public Companies to Private Organisations and take various forms from Public - Private Partnerships (PPP), 173 Agreements, Joint Ventures or land swaps/ transfers.

- **Acquisition**

This function relates to an identified need or opportunity to strategically acquire a property to support or deliver a service for council or the community. This would involve detailed commercial due diligence for the assessment of options and evaluation / analysis of purchase and life cycle costs, community benefits and long term financial impacts.

- **Dispose / Discontinuance**

This function relates to the assessment of property for which there is no ongoing service need or where the delivery approach has altered, and the property is no longer required to supply services to or for the community and is surplus to council's needs. This would consider all disposal options; testing alternative uses of capital and the timing to maximise returns.

At the conclusion of this phase a detailed briefing will be provided to EMT outlining the status and recommended classifications. Once confirmed a subject specific Councillor briefing will be scheduled to summarise the background and outcomes at this stage of the process.

PHASE 3- REPORTING & IMPLEMENTATION

This third phase will begin with a report to Council confirming the proposed recommendations for properties that will progress through to the final assessment process. This final and detailed phase will include specific strategic investigations that may include commercial property or financial analysis and advice to support decision making.

Following the completion of the assessment process undertaken in this final phase a detailed briefing will be provided to EMT outlining and interrogating the outcomes of the process to date and confirming recommendations for Council consideration.



Given there may be several properties for discussion and consideration in this phase reports may be staged and presented to a Council meeting on a “case by case” basis (unless there is a rationale for presenting reports on related properties together as a package) or further Council briefings scheduled if required.

ASSOCIATED STRATEGIES POLICIES & PROCEDURES

The Property Strategy will be administered with reference to the existing internal strategies, policies and procedures:

- Council Plan
- Long Term Financial Plan
- Service Plans
- Risk Management Plan
- Service Level Agreements

LEGISLATIVE AND STATUTORY REQUIREMENTS

Council’s property portfolio will be managed within the necessary legislative and statutory requirements including those enacted in the following.

- Local Government Act 1989
- Crown Land (Reserves) Act 1978
- Land Act 1958
- Planning & Environment Act 1987
- Retail Leases Act 2003
- Road Management Act 2004
- Valuation of Land Act 1960
- Subdivision Act 1988

RISK MANAGEMENT

Whatever opportunities are developed for consideration as part of the Property Strategy process is it essential that the identification and management of risk is made a priority. Risk is currently coordinated through a formally established Risk Committee.

COMMUNITY ENGAGEMENT

As a minimum, Council will meet all statutory obligations for notification and community consultation as part of the implementation phase of the Property Strategy process. Community engagement will be sought as early as possible in the process.

National General Assembly

Canberra

June 16,17,18,19, 2019

June 16th Regional Co-operation and Development Forum

- **Doctor Kim Houghton-CEO Regional Australia Institute
Overview of Regional Australia: Where are we at?
 - Regional population rising, Remote population declining
 - Infrastructure spending.....the importance of “Social” infrastructure (not just roads/rail)
 - Talk up your successful local businesses. Tell their story.
- **Natalie Egleton-CEO Foundation for Rural & Regional Renewal
 - FRRR Grants up to \$15,000
- **Peter Brain-National Economics...Launch of the ‘State of the Regions’ Report.
 - Population, Productivity & Purchasing Power
 - Launch of the annual Report....Statistics from around Australia
Met with Ian Manning. (Author)
- **”Public interest Journalism” Margaret Simons “Digital News” Genevieve Jacobs
“The value and future of Authentic Local Reporting” Ben Taylor
- **Housing in Regional Australia John Martin, Jessica Porter, Max Eastcott.
 - Guydir experience of providing housing
 - Rental Discussion
 - Aboriginal Housing....raised by a NT Delegate....still a big issue.
ALGA Policy discussed with David re this.
 - Caravan Parks do provide a low cost option
- **Technology in Regional Australia.....69% of Australia (area) has no phone coverage
 - Connecting Indigenous communities
 - Unlocking the potential of 5G
- **Tourism in Regional Australia
Mayor Ken Keith from Parkes. “The Elvis Festival: Attracting tourists to Parkes”
 - Merit based decision making
 Mayor Tony Wellington from Noosa. “Taming Tourism in Noosa”
 - Tourism Levy
- **Culture & the Arts : Building our Regions
Kate Fielding.....Arts & Culture “Heartwalk” in Kalgoorlie
John McLinden.....CEO Swan Hill...Our Region, Our Rivers
- **Minister for Regional Services, Decentralisation and Local Government
Hon. Mark Coulton MP

June 17th

National General Assembly

****Opening Ceremony “Welcome to Country” Wally Bell**

David O’Loughlan ALGA President

- 880 Delegates from around Australia

- The importance of ‘saying thanks’ for the support we receive (from Governments)

****Acting Prime Minister’s Address: Hon. Michael McCormack MP**

- The importance of Local Government.

- Government’s commitment, post Election, to get things happening.

****Karen Middleton ‘Chief Political Commentator’ (Journalist)**

- Spoke about the Federal Election....Polling...Tactics.....Result

- Three Mayors spoke about their patch.....Karen... GAWLER, Ken... PARKES and Geoff....

DIAMENTINA SHIRE. (160 Electors.....6 Main Ratepayers.....very large properties)

****Steve Sammartino ‘Futurist’**

- Technology discussion

Councils using technology.....Wujual Wujual Shire Council using life-saving technology during natural disasters. (Recorded 13 Metres of rain!!)

.....Bundaberg Shire Council & Melbourne City Council

****”Unlocking the treasure of Australia’s first languages”**

- Melinda, Karina, Geoff told their stories about communities discovering and embracing Aboriginal language. Some primary schools in the cities learning the language and singing songs. (Video Clip)

****MOTIONS Debate and Decisions.**

June 18th

National General Assembly

****”Housing Infrastructure and Population”**

- Romily Madew from Infrastructure Australia

- Andrew Beer from University of South Australia

- Robert Pradolin from Housing all Australians

- Gary Spivak the Housing Development Officer from the City of Port Phillip

....an interesting discussion about housing challenges. Some Councils are more involved than others is assisting to create “affordable housing” options.

The “Group Self Build” experience from Horsham was shared with Delegates.

**** “Disasters....Are you ready?” Presentation by Naomi Westwood from the Australian Taxation Office. Spoke about the Townsville experience.**

****MOTIONS Debate and Decisions.**

“Your community, your environment”

- Peter Brisbane.....Recycling, contamination, the ‘Recycling Label’ initiative
- Rose Read....Developing Australia’s circular economy
- Tony Farrell Lake MacQuarie City Council...promoting ‘glass sand’ & ‘organic compost’
(Very good presentation from Tony. A good Council to follow with Horsham’s Waste/Recycling/Compost challenges and changes.
- Damian Ryan...Alice Springs Mayor.....local Climate Change action.

****MOTIONS Debate and Decisions.**

- ** Jason Clare MP Shadow Minister for Regional Services, Territories & Local Government**
- Election de-brief

June 19th

National General Assembly

**** “Engaging with your community into the future”**

- Kylie Cochrane Aurecon

**** “Dealing with Disaster- a New Zealand perspective”**

- Andrew Howe Emergency Management Advisor, Civil Defence & Emergency Management Canterbury NZ
(Very good presentation discussing New Zealand’s run of natural disasters and the most recent shootings. The Earthquake stories were amazing. (photos) The recovery efforts to rebuild communities/people are a good news story.

- ** ‘Leadership’ with David Pich.**
 - Self awareness
 - Commit to reflection
 - Gratitude

**** Hon. Mark Coulton MP Minister for Regional Services, De-centralisation & Local Govt.**

**** “Overcoming the odds” Kurt Fearnley Paralympian**
(Very good presentation...an amazing story....had everyone’s attention. (Video)

**** Closing Address from David O’Loughlan.**

Conference concludes

Very good event. Good to meet delegates from around Australia and swap stories.
Paid a visit to the War Memorial before driving home.

**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 1 JULY 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr P Clarke, Cr DA Grimble (until 7.00pm), Cr J Koenig, Cr L Power; Sunil Bhalla, Chief Executive Officer; Kevin O'Brien, Director Community Wellbeing; Stephen Pykett, Acting Director Development Services; Rob Moir, Acting Director Infrastructure; Graeme Harrison, Director Corporate Services; Justine Kingan, Co-ordinator Strategic Planning (items 3.1 and 4.1 only); Mandi Stewart, Manager Community Services and Emergency (items 4.2 and 4.3 only); Michelle Rethus, Community Wellbeing Strategic Projects Officer (item 4.2 only); Renee Hollier, Gender Equity Officer (items 4.2 and 4.3 only)

Absent: Cr J Robinson

Apologies: Cr A Gulvin; John Martin, Director Infrastructure; Angela Murphy, Director Development Services

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

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

Nil.

3. PRESENTATION

3.1 Natimuk Lake Water Ski Club re access to river for water skiing

In attendance: Peter Smith, Mary Smith Robyn Hinch

Discussed.

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 City to River

Discussed.

4.2 Early Years Plan Review

Discussed.

4.3 Gender Equity Project Update

Discussed.

4.4 Horsham Rural City Council Property Strategy

Discussed.

4.5 Local Government Act Review

Discussed.

4.6 Pensioner Rates Rebate

Discussed.

4.7 Sale of Land – Former Remlaw Tennis Court

Discussed.

4.8 Horsham Industrial Land Scoping Investigation Report

Discussed.

4.9 Café by the River Trial Evaluation

Discussed.

5. GENERAL DISCUSSION

6. CLOSE

Meeting closed at 8.46pm

**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 8 JULY 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr P Clarke, Cr DA Grumble, Cr A Gulvin, Cr J Koenig, Cr L Power; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services (until 6.40pm); Rob Moir, Acting Director Infrastructure (until 6.40pm); Mandi Stewart, Acting Director Community Wellbeing (until 6.40pm); Stephen Pykett, Acting Director Development Services (until 6.40pm)

Absent: Cr J Robinson

Apologies: John Martin, Director Infrastructure; Kevin O'Brien, Director Community Wellbeing; Angela Murphy, Director Development Services

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

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

Nil.

3. PRESENTATION

3.1 Centre for Participation

In attendance: Julie Pettett

Discussed.

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Street Name - Liddy

Discussed.

4.2 Community Satisfaction Survey

Discussed.

5. GENERAL DISCUSSION

Meeting adjourned for dinner: 6.40pm

Meeting reconvened (Councillors and CEO only): 7.00pm

6. CHIEF EXECUTIVE OFFICER (CEO) PERFORMANCE REVIEW

Discussed.

7. CLOSE

Meeting closed at 8.30pm

**COMMUNITY CONSULTATION MEETING AT WARTOOK WANDER INN
MONDAY 15 JULY 2019 AT 5.30PM**

Present: Mayor Cr MA Radford, Cr D Grimble, Cr A Gulvin; Graeme Harrison, Director Corporate Services; John Martin, Director Infrastructure; Kevin O'Brien, Director Community Wellbeing; Stephen Pykett, Manager Economic Development; Susan SurrIDGE, Co-ordinator Community Relations and Advocacy; Rob Thompson, Judith Thompson, Janet McLachlan, Garry McLachlan, David Wegman, Pam May, Emily Thoday-Kennedy, Leonie Lawson, Don Sharples; Gil Hopkins, Loretta Emerson, Gill Venn, Ross Floyed, Sue Floyed, Alison White, John Fisher, Ray Zippel, Dianna Blake, Amethyst May, Wendy Dunlop, Richard Dunlop, F Thornton-Smith, P van der Plank, Luke Dumesny, Edward Johnson, Judy Johnson, Maurie Dumesny, Pamela Pratt, David Pratt, Libby Peucker, Russell Peucker, Allan Parfett, Rober MacInnes, Deb MacInnes, Norm Booth, Julie-Anne McPherson, Kate Light, Rob Elder

Absent: Cr J Robinson

Apologies: Cr P Clarke, Cr J Koenig, Cr L Power; Sunil Bhalla, Chief Executive Officer; Angela Murphy, Director Development Services

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone and thanked those in attendance.

2. DISCUSSIONS WITH WARTOOK COMMUNITY

Major discussion points included:

- Grampians Peaks Trail
- City to River Precinct
- Capital Budgets and Rural Roads Highlights
- Livestock Exchange Roofing Project
- Waste and Recycling
- Road Repairs
- Social Infrastructure Plan
- Open Space Strategy
- Walking Trail Wartook to Zumesteins

3. CLOSE

Meeting closed at 7.15pm



Hon Jacinta Allan MP

21 JUN 2019

Minister for Transport Infrastructure

1 Spring Street
Melbourne, Victoria 3000 Australia
Telephone: +61 3 8392 6100
DX 210292

Ref: CMIN19009344

Mr Sunil Bhalla
Chief Executive Officer
Horsham Rural City Council
18 Roberts Avenue
HORSHAM VIC 3400

TO: Mr Sunil Bhalla	FR: Mr Sunil Bhalla
DATE: 27 JUN 2019	
SUBJECT: Mayor, Cr's Report	

Dear Mr Bhalla

I refer to your email of 11 February 2019 to the Hon Daniel Andrews MP, Premier of Victoria, about Horsham Rail. As the matter falls within my portfolio responsibilities, it has been referred to me for consideration. I apologise for the delay in responding.

I note your re-enactment of the opening on 5 February 1879 of the Horsham to Stawell railway, and your request for a meeting to discuss the case for the return of passenger rail services to Horsham.

I am advised that a meeting was held on 7 March 2019 with members of the Western Rail Group (including Cr Radford), the Minister for Public Transport, representatives from my office and from the Department of Transport (DoT) to discuss the reintroduction of passenger rail services to Horsham and Hamilton, and the Overland service's future. I understand that follow up meetings between Horsham and Southern Grampians officers with DoT representatives are being arranged to further discuss Councils' proposals. I have asked DoT to keep me updated on the outcomes of these meetings.

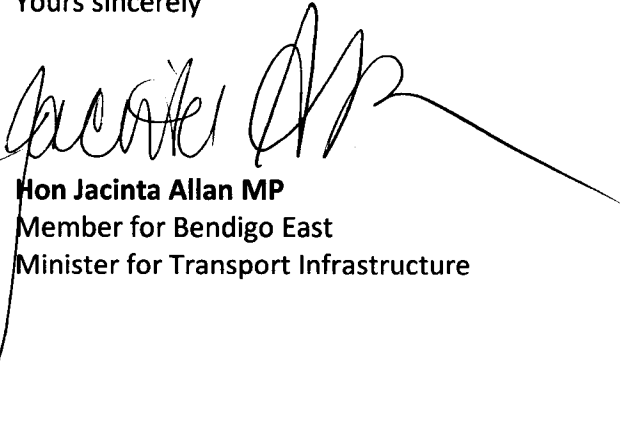
The Andrews Labor Government continues to invest in improved public transport across the Grampians region. This includes \$130 million to untangle the Ballarat rail line, which will ensure faster and more reliable freight and will provide the infrastructure to support future increases in passenger rail services to Ararat.

This is in addition to the \$560 million Ballarat Line Upgrade to boost rail capacity in Victoria's western corridor and allow for more services.

In September 2018, extra coach services started operating between Ararat, Horsham and Dimboola. A second daily return service between Stawell and Halls Gap will commence on 31 March 2019. In December 2018, the Andrews Labor Government provided \$3.78 million to subsidise the operation of the Overland service through to the end of 2019.

I assure you that this Government will continue to deliver public transport improvements across the Grampians region to meet growing demand.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jacinta Allan', with a large, sweeping flourish extending downwards and to the left.

Hon Jacinta Allan MP
Member for Bendigo East
Minister for Transport Infrastructure

Cr Glenn Milne,
Chair, Rail Freight Alliance,
24, Collins Street,
Level 12, Suite 4,
Melbourne,
Victoria 3000.
info@railfreightalliance.com

02/07/2019

Dear Mayor

Re: The future of the Victorian Rail Network

At our June meeting the Murray Basin Rail Project (MBRP) was a significant part of the agenda and many concerns were discussed. While the RFA has been supportive of this project, the current situation is completely unacceptable and an insult to Victoria. The Alliance believe that a strong rail system will benefit all Victorians by reducing congestion and emissions, improving road safety and growing Victoria's global economy. The MBRP has fallen well short of these aspirations and the Victorian Government commitments.

The MBRP is a 5-stage project that was to be completed at the end of 2018. Funded by the part sale of Rural Finance Corporation and the Federal Government, with a commitment to deliver a standardised network across a significant part of Victoria.

This project is critical to all Victorians because it was to allow competitive access to Victorian Ports, reducing supply chain costs, a growing Victoria's global economy.

The project has been poorly managed by the Victorian Government from the start. Currently, Stage 2 of the project is not complete, much of works are substandard and see trains unable to travel above 40 kph.

Minister Allan has announced that the project is out of funds and is in discussions with the Federal Minister.

A solution that has been rumored is that as part of these negotiations the Victorian Government standard gauge lines would be leased to the Australian Rail Track Corporation (ARTC).

The Alliance believes that rail lines in Victoria should remain in the State's control as part of its entire freight network. The ARTC has been successful in managing the national network, however, have shown little interest in managing lines within state boundaries.

We know from experience what occurs when the Victorian Government sell off control of the state lines as we are still dealing with the ramifications from the Kennett years.

The RFA has created a fighting fund to advocate for

- The completion of the MBRP to its original scope
- The ownership of the Victorian Rail network to remain in State control and ownership.

This is a vital investment in the prosperity of all Victorians and Melbourne's future livability.

The RFA have suggested that all Councils within Victoria be invited to contribute \$1,000 to our fighting fund.

Should you wish to discuss the Alliance's request further, please either contact myself directly or make contact with the Alliance's Executive Officer, Mr. Reid Mather (contact information listed on this correspondence).

Yours sincerely,



**Cr Glenn Milne,
Chairman, Rail Freight Alliance**





MINUTES
RCV GENERAL MEETING
9.00am – 4.30pm, Thursday 13 June 2019
 Room 1101, Level 11, MAV Offices,
 60 Collins St Melbourne VIC 3000

ATTENDEES:**MAYORS**

- Cr Margaret O'Rourke, Bendigo (Chair)
- Cr Mark Harris (proxy for Cr McIntosh)
- Cr Mark Radford, Horsham
- Cr Graeme Middlemiss, Latrobe
- Cr Simon Clemence, Mildura
- Cr Kim O'Keeffe, Shepparton (Deputy Chair)
- Cr Tony Herbert, Warrnambool
- Cr Kat Bennett, Deputy Mayor, Wodonga (proxy for Cr Speedie)

SECRETARIAT

- Kristina Burke
- Bill Forwood
- Ashlea Gilmore
- Tristan Russell

CEOs

- Craig Niemann, Bendigo
- Justine Linley, Ballarat
- Martin Cutter, Geelong
- Sunil Bhalla, Horsham
- Steven Piasente, Latrobe
- Allan Bawden, Mildura
- Peter Harriott, Shepparton
- Brendan McGrath, Wangaratta
- Peter Schneider, Warrnambool
- Mark Dixon, CEO, Wodonga

APOLOGIES

- Cr Bruce Harwood, Geelong
- Cr Samantha McIntosh, Ballarat
- Cr Dean Rees, Mayor, Wangaratta
- Cr Anna Speedie, Wodonga

The Chair opened the meeting and welcomed Cr Kat Bennett and Mark Dixon (Wodonga), and Allan Bawden (Mildura); apologies from Peter Harriott (Shepparton) and Cr McIntosh (Ballarat)

Previous minutes were accepted.

Move: M Radford; seconded: K O'Keeffe

Correspondence from Gayle Tierney, Roma Britnell, and Tim Pallas re Pre-Budget Submission; Alan Tudge, re city deals, was noted.

Media coverage of state budget, including op-ed opportunity via MAV, were also noted.

K Burke gave a brief overview of ministerial and portfolio changes following the federal election.

Update - Regional Capitals Australia, from J Linley, on behalf of Cr McIntosh:

Inquiry into the Operation, Regulation and Funding of Air Route Service Delivery to Rural, Regional and Remote Communities.

- The final report was released on 7 June 2019
- Key recommendations included:

- The Productivity Commission to conduct an independent public inquiry into how domestic airfares are determined for routes to and between regional centres
- Australian Government to complete a financial analysis to consider the operational, staffing and maintenance costs involved with the proposed increased security infrastructure at regional airports;
- Following the financial analysis, that the Australian Government considers providing ongoing funding for regional airports identified as requiring the additional security infrastructure;
- A review be undertaken into the funding of regional aerodrome infrastructure and maintenance, with input from local councils who act as airport operators; and
- A national framework be created to expand access to community and compassionate fares for regional community members.

RCA will release a statement calling on the government to take a stronger intervention role in developing access to air services

RCA will brief new and returning MPs during a delegation to Canberra in August.

RCA continues its campaign to call for a commitment to 10 more Regional Deals worth about \$100 million each over a four-year period.

A new centre for population will be housed within Treasury and will start work on July 1, with Minister Tudge to work with the state and territory governments to develop a national population plan.

Confidential discussion re RCV Tender (Secretariat not present)

Update on the Streamlining for Growth Program: Brett Davis, Executive Director – Regional Victoria, and Gareth Hately, Victorian Planning Authority

- Brett noted machinery of government changes, in particular the new Department of Transport and Department of Jobs, Precincts and Regions, how this affects VPA's work. In addition to these two, VPA continues to work closely with DELWP and Development Victoria.
- Highlighted migration growth in regional Victoria, and growth in Health Care sector with ageing population.
- Horsham is an example of a regional centre which is forecast to grow, as a result of population contractions in surrounding areas, and people moving to Horsham.
- VPA has commissioned Acil Allen to assess the Streamlining for Growth program, and the results show a Benefit-Cost-Ration of 8:1 on the \$24m four-year program of projects delivered. The report will be made public soon.
- Streamlining for Growth is in its final year of committed funding.
- VPA will be making a budget bid for 20/21; any support from RCV and member councils would be appreciated.

C Niemann: Is there a bigger piece of work that needs to happen to prepare for population growth? Are regional cities prepared, and what is going to trigger investment?

- Brett suggested a place-based approach is vital; and also observed there is a more integrated approach across government that addresses areas of need, highlighting Minister Symes mandate to work across portfolios to deliver the regional development program.

- VPA is reporting back to DELWP on applications which don't meet SfG criteria but clearly need help on planning matters. Brett is in discussions with Jane Homewood on this matter.
- Sharing planners across municipal borders – VPA is looking into a pilot program for this, to assist with planning expertise shortages. VPA is also working on an online resource for planners. Top assist regional planners.

M Radford: is there a mindset that people living in regional cities are less important?

- Brett is clear that VPA does not hold this view.

C Niemann notes the RCV commissioned [Essential Economics report \(2012\)](#) re cost of infrastructure and ROI in regional versus Melbourne.

K O'Keeffe raises the issue of land use planning and water security, especially for dairy farmers in Shepparton.

- Brett agrees water security is vital, as is renewable energy; acknowledges there are issues in this space. Also notes the guidelines for solar farms are still in draft but haven't been finalised.

Action: Invite Simon Phemister to speak re DJPR structure, who leads response to IV advice, etc.

Action: RCV to write to Minister for Planning re continuation of Streamlining for Growth program. Individual councils to also write, based on RCV letter, and with local context.

The Hon Melissa Horne MP, Minister for Public Transport, Minister for Ports and Freight, State Government priorities for regional public transport and freight infrastructure

- New V/Locity trains on the North East Line will have dedicated space for luggage and bikes, better more accessible facilities.
- Expanding car parking at busiest stations, upgrading existing car parks and building new ones.
- Freight sector now represented at Cabinet, reflecting recognition of the importance of the sector.
- Mode-shift incentive scheme – 40k+ containers travelled on rail rather than road in 2018, equivalent to 20k trucks.

S Clemence: Raised concerns about state of transport and infrastructure capacity, for both passenger and freight rail. The Mediterranean Shipping Company recently opened in Mildura; the Company has expressed concerns about state of freight rail infrastructure. Recent works on some sections are incomplete, or of poor quality – what can be done?

- Minister noted escalating costs of regional rail repairs and takes the question on notice

S Bhalla: mode-shift incentive scheme very good, but finishes in 12 months' time.

Minister noted that a port-rail shuttle is desirable, with a Port of Melbourne proposal currently being evaluated by department. Two grants delivered to SET Altona and AusTrack Somerton. Inter-modal terminals.

M Dixon: what are the transport options for north-east passengers until new rolling stock comes on line in 2021? Staffing levels, and driver availability are also issues.

T Herbert: record low levels of reliability on Warrnambool line, issues with accessibility. What's the timeframe on delivery of new infrastructure and rolling stock?

Minister noted that the Budget includes V/Line maintenance and renewal; and a new bio-wash facility. Can also talk to V/Line about making more buses and coaches available.

PTV is creating a freight path plan, to ensure freight is considered in passenger rail planning.

J Linley: Public transport within regional cities and between regional cities and surrounding shires needs review to address patronage, timetabling, etc. Minister noted that vehicle size does not influence operating costs; and that smoothing out schedules is one way to improve efficiency in operations.

Discussion re new RCV Advocacy Platform

S Clemence raised issues with illegal labourers in Mildura, Robinvale and Swan Hill. The Murray River Group of Councils is speaking with the Victorian Farmers Federation re federal advocacy for a farm or horticultural visa (unskilled visa) aimed at addressing the seasonal labour shortages and problems with labour hire firms.

Actions:

- add unskilled workers for season work in Objective 1
- include as a recommendation under "Skills and Labour" funding support for the Victorian Skills Commissioner to undertake regional workforce planning across all ten RCV regions.

G Middlemiss questioned the language relating to the waste section and also the rail section to include rail freight. K Burke clarified that "no transporting waste to other parts of Victoria" meant not continuing to send waste to landfill in regional areas, rather than not transporting waste at all.

Also requested that freight rail be highlighted in the "Transport" section.

Actions:

- re-word the waste management recommendation to avoid confusion or misinterpretation.
- include freight rail in "Transport" section

Introduction of new motion

M Radford's motion for RCV members to seek advocacy support for more individual, regional concerns/projects, was circulated to the group. M O'Rourke highlighted that this process was a way for RCV members to table issues which may fall outside of the RCV advocacy framework, but to which RCV could still lend support through a letter of support, or through sharing knowledge and similar experiences.

The motion was adopted and endorsed.

T Herbert: how will the advocacy document be used, who takes it to government, etc.

K O'Keefe: what does the next 6 months look like in terms of advocacy activities?

S Clemence: Is the advocacy document for state or federal government, or both?

K Burke and M O'Rourke explained how previous RCV advocacy programs had worked, e.g. pre-election, with the hardcopy brochure sent to relevant Ministers and MPs, followed by meetings

arranged by the Secretariat for the Chair and her CEO. This was done ahead of the RCV Cocktail Function, which was a further opportunity to reinforce key messages with stakeholders.

M O'Rourke emphasised the need to keep document approval moving via email to ensure advocacy document is ready by August Forum.

Action: Secretariat to update document and circulate for approval.

Anthony Schinck, Acting Chief Executive, RDV; Jessica Read and Mike Gooley, Rural and Regional Strategy, Update – Rural and Regional Improvement Project

M Gooley:

- Beth Jones commenced today as Chief Executive of Regional Development Victoria, and Deputy Secretary of Rural and Regional Victoria.
- Department of Jobs, Precincts and Regionals is about how the Victorian government delivers programs and implements policy around jobs in place.
- Minister Symes is mandated to work across government to deliver outcomes for regional Victoria.
- Need to mature Regional Partnerships to better identify priorities to be delivered. Make work program for Regional Partnerships more focused to improve delivery.
- Improvement project looking at the co-design and co-delivery of policy and projects

J Read: around 60 consultations undertaken so far for the Improvement Project.

Improvement Project considers 3 key topics:

1. Regional coordination and collaboration: how do we make this work better?

C Niemann: ongoing issue of silos within government, e.g. how to get Health and Education departments to engage more with local government re planning matters.

S Piasente: cultural shift is required to achieve change; also need to bed down a governance framework.

2. Local priorities and actions – how do we build on these Regional Partnerships to identify and action these?

M Harris: Regional Partnerships delivered a mix of projects, some of which align with council strategies and priorities, some of which do not. How to use imperfectly gained information to make decisions about which projects should proceed?

3. Local intelligence and insights – how do we better share these?

S Clemence: asks and needs do not always align.

A Schinck: RDV will continue within Rural and Regional Victoria, with Beth Jones as Chief Executive. Name may change but regional economic development policy and implementation will remain and continue.

Jill Garner, Victorian Government Architect, and Bronwen Hamilton, Manager, Victorian Design Review Panel - Good Design in Regional Projects

Jill has a keen interest in regional Victoria and regional places. One of her key commitments when starting the role was for the Office of the Victorian Government Architect (OVGA) to focus on Regional Victoria and to raise the profile and awareness of OVGA in regional areas.

OVGA is a free resource available to all local government. It is available to provide advice, help and guidance for projects across all of Victoria, not just more built-up environments like Melbourne CBD. There is greater recognition that in regional areas, the architectural brief may be before a specific footprint,

One of the key tasks for Jill is embedding the idea of design ambition in Government projects. In 2012, the Victorian Government Peer Review Panel was launched. The panel provides an intelligent peer review from a deep pool of experts. DRP broadens the scope for engagement and input on a project.

Brownen reiterated that non-urban projects are a big part of their work, the OVGA has many regional projects – and they want to do more.

S Piasente acknowledges value in getting OVGA involved early in concept stage of a project to set vision and match design ambition with design budget.

- Jill noted that OVGA can help develop a brief that will attract high-level architects and designers.

M Radford asks if the OVGA can assist with heritage development projects. Jill responds yes, they can provide advice on heritage matters, but not regulatory advice. OVGA engage regularly with Heritage Victoria; Ulumbarra Theatre in Bendigo is an example of how OVGA provided design advice that resulted in retaining part of a wall that HV had approved for removal, providing a better resolution to a design problem.

Jill and Bronwen distributed OVGA collateral to the group.

Michel Masson, CEO, Infrastructure Victoria - Update on the “Growing Victoria’s Potential” strategy review and the request for advice on waste infrastructure

Growing Victoria’s Potential report was released in April; this is just the start of the consultation process for 2020 strategy review.

Integrating land use planning with infrastructure planning – how to do this better?

Australia and Victoria are not overpopulated - we just need to organise ourselves better. Infrastructure Victoria is very aware that population is not evenly distributed and growth also not occurring evenly.

A key challenge is how to identify which infrastructure is needed in the regions, and why? The best investments are those which magnify competitive advantage and/or address social disadvantage.

Infrastructure Victoria has developed regional profiles to align with Regional Partnership regions.

Infrastructure Victoria aims to fill gaps identified by the Productivity Commission and Harper Review – IV is currently developing assessment frameworks for examining a) social disadvantage and b) competitive advantage.

Main objective should not be to relieve population pressure in Melbourne; but rather enhance the existing benefits and liveability of regional areas, which will naturally take population pressure off Melbourne.

Melbourne is a low density city. Another challenge is to determine what is the 'right' density for Melbourne and for regional centres.

Consider infrastructure in major regional cities - if population increases significantly, is the existing infrastructure capacity sufficient to accommodate this growth?

The second refresh of the IV 30-year strategy will be released in October.

Advice on waste infrastructure:

IV's Key Priorities:

- Develop a domestic recycling industry, making the most of our waste
- Develop markets to consume and reuse recycled products
- Waste to energy
- Food waste and organics

1. how can we develop a domestic recycling industry?
2. how can we develop markets in order to absorb and use recycled products? E.g. can state government require minimum recycled content for public projects?
3. What can we use to create and generate energy? Waste to energy third key area of focus.
4. Food waste and organics.

Victoria is recycling 60% of all waste, but we are terrible when it comes to plastics and organics / food waste.

Key milestones:

Consultation already open – invitation to all RCV members to participate. Open until 20 June.

This will lead to an interim report in October.

Interim report may influence priorities in next state budget.

Final report to be delivered in April 2020.

IV work recognises work done by departments and agencies in waste sector; but focuses on medium- to long-term strategies and solutions.

IV are building a catalogue of best practice for them to tap into, to bring about change

What are the levers that IV needs to be aware of in LG context, to inform recommendations to state government?

IV's strength provides transparency on policy and government decisions.

Victorian Auditor-General's Office:

- **Dave Barry, Deputy Auditor-General;**

- **Sheraz Siddiqui, Director, and James Bennett, Assistant Director, Performance Audit;**

- **Jonathan Kyvelidis, Sector Director, Local Government, Financial Audit.**

Overview by D Barry on VAGO's data management, and transition from manual processes to data-driven processes; part of this includes machine-learning, recording keystrokes to learn and

pre-empt auditor actions for future work. Also doing more social media analysis to help inform audit context.

VAGO can cross-reference data sets, e.g. could look at council revenue compared with library expenditure; or look at demographics, such as age, overlaid with statistics on language other than English.

VAGO is in the process of moving from physical servers to cloud for data storage.

Presentation from VAGO on recently tabled audit reports:

- *Local government assets: Asset management and compliance;*
- *Outcomes of Investing in Regional Victoria;*
- *Local Government Performance Reporting;* and
- *Recovering and Reprocessing Resources from Waste*

VAGO has publicly available dashboards for the *Outcomes of Investing in Regional Victoria* and *Local Government Performance Reporting*. All audit reports come with recommendations, and audit subjects have the opportunity to respond to the recommendations when they receive the results of the audits.

Presentation from the Financial Audit – Local Government team:

As part of their audit work, the financial audit team tries to connect councils with similar challenges (e.g. cyber-attacks), or similar objectives (e.g. shared service approach for corporate services), to share knowledge, experience, and learnings.

The financial team also participates in an interstate round-up, allowing for comparisons with other states.

Asset management – have noted improvements since previous audits.

Local government performance reporting framework: Victoria is the only state that has this reporting framework, so not able to compare with other states.

M Dixon: where do RCV members have common issues, that VAGO can audit to leverage action or policy change?

- VAGO accepts suggestions for performance audit topics; RCV welcome to submit suggestions direct to Sheraz and his team.

The forward audit plan for 2020-21 includes:

- council waste management
- local roads maintenance
- implementing Plan Melbourne 2017-2050
- financial control over local government grants

Summary of actions:

Secretariat actions:

- Share Liveability Index
- Invite Simon Phemister to speak re DJPR structure, who leads response to IV advice, etc.
- RCV to write to Minister for Planning re continuation of Streamlining for Growth program. Individual councils to also write, based on RCV letter, and with local context.

For advocacy document:

- add unskilled workers for season work in Objective 1
- include as a recommendation under “Skills and Labour” funding support for the Victorian Skills Commissioner to undertake regional workforce planning across all ten RCV regions.
- re-word the waste management recommendation to avoid confusion or misinterpretation.
- include freight rail in “Transport” section
- Secretariat to update document and circulate for approval.

DRAFT