

AGENDA

ORDINARY MEETING OF THE
HORSHAM RURAL CITY COUNCIL

To be held on

23 April 2019

At 5.30pm

In the

Council Chamber, 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 23 April 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 25 March 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 RATING STRATEGY AND RATING POLICY

Author's Name:	Graeme Harrison	Director:	Graeme Harrison
Author's Title:	Director Corporate Services	File No:	F27/A01/000001
Department:	Corporate Services		

Officer Declaration of Interest

Rates are a matter that impact all residents and ratepayers in common and as such do not present any conflicts of interest for officers.

Status

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

Yes No **Reason:** Nil

Appendix

Rating Policy (**Appendix "9.1A"**)

Rating Strategy 2019-23 (**Appendix "9.1B"**)

Summary of Rating Changes Post 25 March 2019 (**Appendix "9.1C"**)

Rating Strategy Submissions Received (**Appendix "9.1D"**)

Purpose

To adopt the Horsham Rural City Council Rating Strategy 2019-23 and Rating Policy.

Summary

- Council, at its ordinary meeting on 29 January 2019, resolved to make the draft Rating Policy and Draft Rating Strategy available for public comment and submission.
- Council received 35 submissions and heard presentations from seven of those submitters.
- Following consideration of these submission and discussion by Council at its meeting on 25 March 2019, it was resolved to adopt the Draft Rating Strategy and Rating Policy with the following amendments:
 - Acknowledge the impact of a broken rating system on farming properties
 - Reduce the Municipal Charge from \$287 to \$280 rather than \$200 as put out in the initial draft documents
 - Change the valuation variance trigger point for review of differentials from 5% to 3.5%.
- The amended Rating Policy and Rating Strategy 2019-23 have now been provided to the community for further comment.
- Eleven further submissions were received during this last consultation period.

Recommendation

That Council adopt the Rating Policy and Rating Strategy as attached (**Appendix "9.1A" and "9.1B"**).

REPORT

Background

The Draft Rating Policy and Draft Rating Strategy were developed following the completion of an independent review of Councils Rating Strategy by a Rates Advisory Committee established from members of the community and led by an independent chair and consultant. Following this, Council considered the committees report accepting many but not all of the recommendations, and at its ordinary meeting on 29 January resolved to place on exhibition the Draft Rating Policy and Draft Rating Strategy 2019-2023.

The draft documents were placed on exhibition and made available through Council's website, with community members being invited to make submissions. A total of 35 submissions were received and seven submitters elected to present to Council on their submissions.

The draft documents were then put to Council at its meeting on 25 March 2019 whereupon the following items were adopted unchanged:

1. The Farm Differential was reduced from 80% to 67%
2. A Commercial Differential was introduced of 95% of the general rate
3. An Industrial Differential was introduced of 95% of the general rate
4. A \$30 additional rebate per property will be paid to eligible pensioners
5. No differential was introduced for retirement villages
6. No new rate category was introduced for rural lifestyle farms

The following additional resolutions were also made that may/will impact on the distribution of rates:

1. That Council acknowledge and address the key findings out of the rate review process in its strategy document. The current rating system is broken. Farms carry an excessive rate burden that is recommended to be reduced at every general revaluation to achieve a more fair and equitable distribution of the rate burden.
2. That the Municipal Charge is reduced by the State Government Rate Cap set annually rounded to \$280, and that Council reduce its budget and administrative costs to match its reduced rate revenue in the 2020-2021 budget.
(In the Draft Rating Strategy the municipal charge was being reduced from \$287 to \$200. With this resolution the charge for 2019-20 will be \$280)
3. Adopt the Rating Policy including a trigger point for the purposes of deciding when a review of a differential will occur, as follows: The difference in the valuation change (increase or decrease) between the general differential rate category and another differential rate category exceeds 3.5% following a general revaluation of properties.
(This was 5% in the Draft policy)

Discussion

Following these additional resolutions and the impacts that this had on the overall distribution of Rates, the Draft Rating Strategy and Rating Policy were amended and again put to the community for comments and submissions by close of business on the 12 April 2019. A summary document of the impact of these changes was also produced and this is shown as **Appendix "9.1C"**.

The draft documents and summary report were placed on exhibition and made available through Council's website, with community members were invited to make submissions. An electronic form was also placed on Council's website so that submissions could be made more quickly and easier.

A total of 11 submissions were received, of which, six were completed on-line through the website and five were sent in as separate written submissions. Submitters were also invited to speak to Council on their submission and three submitters elected to do that, and were heard on Monday 15 April 2019.

All submissions received are shown in **Appendix "9.1D"**.

Financial Implications

No additional direct costs have been incurred as a result of the latest revision of the documents. Costs are limited to officer's time in managing the revision process.

Links To Council Plans, Strategies, Policies

2018-2022 Council Plan

Four-Year Priority 4.1.01 – Review the rates strategy and implement.

Consultation/Communication

Eleven submissions were received during this two-week review period. This was in addition to the 35 submissions received during February and the five submissions made to the Rates Strategy Advisory Committee. There were also 289 surveys completed for the Rates Strategy Advisory Committee.

Risk Implications

Should Council decide to vary the Draft Rating Strategy or Draft Rating Policy significantly to what has been readvertised, then the revised Draft documents may need to be made available to the public again for comment before they are again finally resolved upon. Only limited time is now available within the budget cycle should that be needed.

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 Rating Policy and Rating Strategy are provided for resolution of Council.

9.2 DRAFT BUDGET 2019-20

Author's Name:	Graeme Harrison	Director:	Graeme Harrison
Author's Title:	Director Corporate Services	File No:	F18/A10/000001
Department:	Corporate Services		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** If no type Nil

Appendix

Draft Budget 2019-20 (**Appendix "9.2A"**)

Purpose

To adopt the 2019-20 Draft Budget, Strategic Resource Plan to 2022-23 and proposed Rates and charges for public exhibition in accordance with the *Local Government Act 1989* Section 129 (3)(b) and (c) for a period of 28 days.

Summary

- The draft budget has been prepared through a process of consultation and discussion with Council officers, Councillors and aligns with objectives as set out in the Council Plan.
- The draft budget is balanced on a cash basis.
- The draft budget is now available for community comment and feedback until 5pm on Monday 27 May 2019.

Recommendation

That Council:

1. Approve the Draft Budget 2019-20 attached as **Appendix "9.2A"** and make it available for community comments and submissions until 5pm on 27 May 2019.
2. Approve the Draft Strategic Resource Plan included within the budget documentation for the four years to 2022-23.
3. Propose the rate in the dollar and charges as set out in Section 4.1 of the draft budget document attached as **Appendix "9.2A"**.
4. Consider any submissions on the Draft Budget 2019-20 on Wednesday 5 June 2018 at 5.00pm

REPORT

Background

Bringing together a \$50 million plus budget within the diverse service delivery environment of Council is a challenging task and this year again it has been slightly more challenging with the third year of Rate Capping, but Council has still managed (but possibly for the last time) to tag \$240,000 additional funding (1% of rate revenue) to asset renewal. This will continue the work of replacing our ageing infrastructure, particularly our roads. Dedicated rate expenditure on renewal works is now at \$2.64 million with 41.2% of this being spent on Rural Roads (\$1.09 million) which equates to 18.8% of the total rates collected from the farm category.

Council has prepared a budget for the 2019-20 financial year that sets the rate increase at 2.25% which is 0.25% below the 2.50% State Government imposed rate cap. This has been achieved whilst maintaining service delivery and continuing with operational initiatives to become more efficient and effective, whilst still investing in new and renewal of ageing infrastructure. Council did not apply to the Essential Services Commission for a rate cap variation for 2019-20.

Council has a range of both internal and external cost pressures to contend with and still recognises the need to play an important role as the regional city for the western area of the State, with the provision of quality services to more than just our own residents.

Managers have continued to keep non-salary operational costs increases to the bare minimum of 1%, but also accepting that some things do change that are beyond Council's control, for example, energy and fuel. In real terms, this means a shrinking of non-salary operational budgets by around 0.8% (CPI 1.8% December 2018).

There has been growth and development within the community which, over time, puts pressure on services, such as the supply of parks and gardens, maintenance of roads and footpaths, etc. There has also been the introduction of new or expanded services in recent years with the Kalkee Road Children's and Community Hub and the Performing Arts Centre. At the same time, there is a need to balance these requirements with community demand for greater spending on some service areas such as road construction, road maintenance, footpaths and cycle-ways.

Council's Enterprise Agreement expires on 30 June 2019, and, at this stage, has not been finalised so 2.5% increase has been allowed for. Staff numbers increased by 5 FTE in 2018-19 as a result of the restructure. In 2018-19 these costs were factored in to the budget for 75% of the year with 2019-20 now showing the full year impact. The increased costs associated with these new FTE numbers have been met from growth in supplementary rates and an increase in the Federal Government Financial Assistance Grants.

A separate independent process has been run by Council to review the Rating Strategy and establish a separate Rating Policy. This has been considered independent of the budget process, and some of the significant changes that have been proposed are that the farm differential be reduced from 80% to 67% of the general rate, new differentials for commercial and industrial land of 95% of the general rate and the Municipal Charge decreased from \$287 to \$280.

Council has continued to fund \$0.56 million of new initiatives to drive further efficiencies and improve our operational effectiveness.

Council has published its budget using the Institute of Chartered Accountants Model Budget. This document seeks to give consideration to longer-term plans as well as the current year, develops the budget in the context of the Council Plan, provides consistency with our annual financial statements and meets all of the requirements of the *Planning and Reporting Regulations 2014*.

Council has continued to deliver a budget that is balanced on a cash basis.

Discussion

1. Draft Budget Document

The draft budget document is in an easy to read format made up of the following three sections.

(a) Mayors Introduction and Executive Summary (pages 3 to 13)

This provides a very high level “snapshot” view of the budget and is intended to be readable by members of the community that do not have any financial background. If only this section is read it will give the reader an understanding of the key elements and issues within the budget.

(b) Budget Reports (pages 14 to 63)

This section includes all statutory disclosures of information and detailed budget numbers. It includes:

- Explanation of the linkages with the Council Plan
- Service summaries and indicators for councils 40 service groups and 92 separate services including comparison's with last year's figures
- Service performance outcome indicators
- Financial statements, grants, borrowings, capital work and rates information.
- Financial performance indicators

(c) Appendices (pages 65 to 112)

This section provides additional supporting information on community grants, operational initiatives, fees and charges and a document highlighting key capital works.

2. Budget Highlights

(a) Operational Initiatives

This year a number of larger operational initiatives are being proposed rather than a large number of smaller projects:

- Records Management System - \$150,000
Replacement of the RecFind Records Management System with an improved system that operates as a complete Electronic Document Management System with modern and up to date functionality and integration with other systems.

- **Asset Management System - \$100,000**
Implementation of the Assetic asset management system and integration with GIS systems, asset maintenance system (Reflect), Finance and Records systems. Includes implementation of the asset valuation module and a viewing platform for GPS.
- **Future Operational Project Design and Development Costs - \$104,305**
Design and development costs for the project office re future year's operational projects. In future years, these costs will be included in overall project estimates. 2019-20 is essentially a transitional year until the Project Office processes are fully developed and implemented and projects are identified.
- **Asset Evidence Photography for Disaster Funding - \$88,000**
Video capture of critical road network infrastructure for the assessment of any future potential impact from a disaster event. Linking of this video record to Council's GIS System.
- **Rural Road Network Plan - \$50,000**
Consultancy to develop a network plan for Council's rural roads.
- **Community Visioning and Plan for Horsham Municipality - \$40,000**
Undertake a community visioning process (update the Horsham Community Plan) to develop a long-term vision for the future of the community.
- **Business Assistance Program - \$10,000**
Develop a pool of funds available on application as small business assistance program. Exact policy and guidelines are still to be developed.

(b) Capital Works Program

The capital works program for the 2019-20 year is expected to be \$20.36 million. There will also be carried forward works uncompleted from 2018-19 but as yet these are not finalised or factored in to the budget, this will be done soon after 30 June 2019.

The 2019-20 works are funded from, \$4.37 million external grants, R2R \$1.14 million, \$0.17 million from general contributions and donations, with the balance of \$15.82 million from Council cash (\$5.98 million from operations, \$0.45 million from asset sales, \$1.34 million from internal loans and \$6.90 million from reserves). There are no external borrowings planned for this year.

Renewal works total \$9.88 million or 48% of the overall program (last year was 55%), \$2.65 million of this is from the tagged rate rises since 2008-09. New works total \$8.85 million or 43% and upgrade works \$1.62 million or 9%. Infrastructure makes up the largest segment of works \$15.98 million or 78%.

Expenditure on rural roads will increase by \$1.22 million or 39.7% from the 2018-19 budget. \$0.22 million of this additional funding has come from council rates where the allocation has increased by 9.3% (well above the 2.25% overall rate increase) with the remaining increase from the Federal Roads to Recovery program and other specific government grants. An extra allocation of \$0.15 million has been allocated to address the backlog of works in the footpath program.

This year Council has again included the Capital Works 2019-20 as a layer on Council's Community Map which can be found at the bottom of Council's Website homepage. This provides more details of planned capital works based on location and includes additional information and photos where applicable.

Council has also again included an additional appendix to the budget document which provides more detailed information of highlights from the planned capital works for 2019-20.

The highlighted items included in that summary are as follows:

Council Plan Goal 1 – Community and Cultural Development

- \$70,000 – Town Hall – Heritage Floor Replacement & Acoustic Treatment Heritage Hall

Council Plan Goal 3 – Asset Management

- \$4.28 million – for Rural Roads
- \$1.78 million – for Urban Roads
- \$3.03 million – Horsham Regional Livestock Exchange – roofing of the selling area
- \$2.50 million – WIFT Precinct establishment works
- \$1.68 million – Wimmera River/CAD
- \$1.81 million – Plant and Equipment replacement program
- \$614,574 – Project design and management
- \$274,000 – Rural Bridges
- \$451,000 – Footpath, pedestrian crossings and cycleways upgrades (includes \$150,000 for addressing footpath backlog issues)
- \$150,000 – Replacement of the Horsham Aquatic Centre indoor pool concourse surface
- \$100,000 – Selected short-term works to improve operations at the Council depot
- \$80,000 – Haven Recreation Reserve carpark construction
- \$40,000 – May Park toilets screening and shelter
- \$50,000 – City entrances signage and branding implementation
- \$45,000 – Horsham Community Sports Pavilion improvements
- \$30,000 – Kayak access point on Wimmera River
- \$30,000 – Upgrade to the emergency generator at the Horsham aerodrome

Council Plan Goal 4 – Governance and Business Excellence

- \$68,800 – ICT hardware and software upgrades
- \$170,000 – ICT server host replacements
- \$30,000 - ICT internal WIFI upgrades
- \$100,000 – Phone system upgrade
- \$25,000 – Addressing acoustic issues in Council Chamber and reception rooms

Council Plan Goal 5 – Natural and Built Environments

- \$1.36 million – Johns Cell 3 putrescible construction
- \$0.84 million – Ladlows Cell 2 stage 2B phase 1
- \$410,000 – Single pass waste truck
- \$100,000 – Solar panels at the Horsham Town Hall

Financial Implications

All matters under discussion impact on the 2019-20 Council Budget and four-year Strategic Resource Plan.

Links To Council Plans, Strategies, Policies

The budget has been prepared with reference to the Draft 2019-2023 Council Plan. Preparation of the budget is a statutory requirement.

Consultation/Communication

Under the *Local Government Act 1989 Section 129 (3)(b)* Council must place the budget to be available for inspection for a period of at least 28 days after the publication of the Public Notice announcing that a budget has been prepared. The closing date for submissions is 5pm on Monday 27 May 2019.

Submission should be made in writing to the Chief Executive Officer, Mr Sunil Bhalla, PO Box 511 Horsham Vic 3402, or via email to council@hrcc.vic.gov.au. Community should indicate in their submissions if they or a representative of theirs, wish to be heard in person by Council on Wednesday 5 June 2019 at 5.00pm.

A community engagement plan has been developed and a number of planned engagement activities will occur during May 2019, including on-line information on Council's website, flyers at public counters at the Civic Centre Horsham and Natimuk Offices, static displays at the Civic Centre, Councillor listening posts, a social media question and answer session, promotion of the capital works highlights document and budget flyers through social media.

Risk Implications

The budget is a key document for the good governance and operations of Council and as such needs to be adopted by the 30 June each year for council to function.

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 Budget 2019-20 is made available for community comments and feedback.

9.3 COMMUNITY GRANTS AND DONATIONS 2019-20

Author's Name:	Heather Proctor	Director:	Graeme Harrison
Author's Title:	Manager Finance	File No:	F20/A01/000001
Department:	Finance		

Officer Declaration of Interest

At all levels of the assessment process, those on assessment panels and at briefings have been requested to declare any conflict of interest and to not discuss or vote on any particular applications where there may be a real or perceived conflict of interest. **Appendix "9.3B"** provides the details of the Conflict of Interest declarations made by officers and others involved in the process.

Status

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

Yes No **Reason:** Nil

Appendix

Community Grants Assessment List 2019 (**Appendix "9.3A"**)
Conflict of Interest Declarations (**Appendix "9.3B"**)

Purpose

To allocate Community Grants for 2019-20 which are included in the Draft 2019-20 budget.

Summary

- Grant allocation to increase 2.25% from 2018-19 to \$373,940.
- 100 applications received, 25% more than 2018-19.
- \$ value requested was 6% less than in 2018-19.
- \$167,650 allocated for Community Donations.
- \$206,290 allocated for Community Grants.

Recommendation

That Council:

1. Allocate funding of \$373,940 in the 2019-20 Budget for approved community grants and donations.
2. Approve the allocations to the various grant recipients as detailed in **Appendix "9.3A"** excluding the grants proposed for Taylors Lake Community Hall, Natimuk and District Field and Game, Brimpaen Reserve Committee of Management, Laharum Hall, Rotary Club of Horsham East, The Salvation Army and the Natimuk Men's Shed.
3. Approve the allocation for Taylors Lake Community Hall.
4. Approve the allocations for Natimuk and District Field and Game, Brimpaen Reserve Committee of Management and Laharum Hall.
5. Approve the allocation to Rotary Club of Horsham East.
6. Approve the allocation to the Salvation Army and Natimuk Men's Shed.
7. Advise all successful and unsuccessful grant applicants of the outcome of their applications during April, 2019.

REPORT

Background

Council have annually allocated funding to support community and sporting groups in its municipality as part of its budget process. These funds cover both recurrent "Donations" for sporting groups, halls, kindergartens, groups and events to assist them with their operations as well as "Community Grants" for specific projects.

Applications for the 2019-20 Community Grants Program were invited in February, with a closing date of 28 February 2019.

Discussion

Following the closing date, applications have been considered by an interdepartmental working group of council officers, Council's Sport and Recreation Advisory Committee, Executive Management Team and at a Council Briefing meeting.

This year Council received 100 community grant applications requesting total grants of \$318,575. This was a 25% increase in the number of applications received from the previous year, but a 6% decrease in total value of grants requested. In effect, there were more applications but the amounts requested were generally lower.

A ranking system used in previous years, has been used again in the assessment of the applications for 2019-20 and reflects the assessment criteria in the grant guidelines. The objective of the ranking system is to provide some general guidance for assessors and greater transparency in the assessment process.

A final list of proposed Community Grants and Donations has been developed for the consideration and approval of Council (**Appendix "9.3A"**).

Financial Implications

Proposed allocations are \$167,650 to community donations and \$206,290 to Community Grants. This represents 65% of grant funds requested. The proposed total allocation of \$373,940 represents a 2.25% increase on the previous year's allocation which aligns with the proposed increase in rates within the draft budget. This allocation has been included in Council's Draft 2019-20 Budget.

Links To Council Plans, Strategies, Policies

The HRCC Community Grants Program Guideline links to the key priorities of the 2017-2021 Health and Well-being Plan and the 2018-2022 Council Plan.

Consultation/Communication

In line with previous practice, upon adoption of the Community Grants for 2019-20, it is proposed that groups be advised as soon as practicable to assist them in preparing for the implementation of their projects and budgets for the 2019-20 financial year and for seeking any further funds from other bodies.

Risk Implications

There is a low level of risk in advising organisations that they are successful with a Community Grant before Council's Draft Budget is adopted

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

Community grants provide a valuable source of revenue for community organisations with the municipality and enable them to prosper and grow their organisations.

9.4 WIMMERA MACHINERY FIELD DAYS (WMFD) 5-7 MARCH 2019

Author's Name:	Susan Surridge	Director:	Graeme Harrison
Author's Title:	Co-ordinator Community Relations and Advocacy	File No:	F06/A23/000001
Department:	Governance and Information		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** Nil

Appendix

Nil

Purpose

To provide a report on Council's participation and support for the 2019 Wimmera Machinery Field Days (WMFD).

Summary

This report documents the resources required and the evaluated effectiveness of Council's formal attendance at the 2019 WMFD.

Recommendation

That Council note the WMFD report.

REPORT

Background

Following the positive WMFD engagement in 2018, Council took the opportunity to have a stand at the 2019 WMFD and to provide sponsorship for the Official President's Luncheon at the event. The Mayor was a guest speaker at this event.

Acting Manager Governance and Information, Susan Surridge, co-ordinated HRCC's presence at the event, and 14 staff covered shifts at the site over the three-day period. The Chief Executive Officer, Councillors and consultants working on the Horsham Urban Transport Plan were also in attendance.

Discussion

Council was provided with a complimentary double site, a page in the WMFD booklet to publish the Mayor's message, day passes to the event and the opportunity to sponsor the official luncheon. The focus of the 2019 event was to engage with the public on Transforming Horsham and the key projects of:

- Open Space Strategy
- Horsham Urban Transport Strategy
- City to River Visioning
- Rating Strategy Review
- Horsham South Structure Plan

There were two surveys (relating to the Horsham Urban Transport Strategy and the Open Space Strategy) open for the public to participate in.



There was a 43 inch monitor available to explain Transforming Horsham and also allow people to access Community Map, which included a new tool for recording historical information about local emergencies.

The display also included information about the draft Rating Strategy, with copies of the strategy and feedback forms available. A number of submissions were completed at the event.

One of the highlights of the event was a visit by Senator Brigit McKenzie to announce funding of \$1.49 million through the Building Better Regions Fund to roof the Livestock Exchange.

Feedback and Observations

- The WMFD site and setup was appropriate. A double site in the Moore Pavilion adjacent to the Wimmera Mail-Times was a great location and this was complimentary. Transforming Horsham posters provided a colourful site which attracted attention. The large monitor and laptop connections to Wi-Fi were excellent and the support of the ICT team is acknowledged.
- Transforming Horsham was well received and gave a strong focus for conversations with the public. People were particularly interested in ways to improve the movement of heavy vehicles through Horsham.
- The ability to show Community Map on the large screen and highlight aspects of the Horsham Urban Transport Study was particularly helpful.

- Having a designated staff member asking people to fill out surveys for the Horsham Urban Transport study, together with the consultant (Day 1) meant that more people completed the survey. Approximately 20 surveys were completed over the three days.
- A number of rates submissions were also completed on-line using the Council's information technology.

Additional to the Council site and associated staffing costs, the operations team also undertook some slashing/mowing activities prior to the day and a Council water truck was utilised for one day also. These activities were not billed back to the WMFD.

Financial Implications

Item	Cost of Luncheon Sponsorship	Costs of Site	Costs of Operational Items
Luncheon sponsorship	\$2,250		
WMFD planning		\$560	
Staff – site setup and packup		\$500	
Staff – site attendance		\$5,376	
Incidentals		\$100	
Staff and equipment hire – mowing /slashing			\$8,369
Staff and equipment hire – water truck			\$2,850
Totals	\$2,250	\$6,486	\$11,219

Links To Council Plans, Strategies, Policies

2018-2022 Council Plan

Four-Year Priority 1.3.07 – Form a stronger relationship with WMFD Committee and their major and significant event in the municipality.

Consultation/Communication

Over 75 community engagements were noted. The most popular topics included roads, Transforming Horsham and the Horsham Urban Transport Study. There were approximately three merit requests and five follow up emails from these interactions.

Roads	Rates	Transforming Horsham	Merit Requests	General Discussion	Total
12	5	30	3	25	75

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

Council supports the WMFD through the provision of some outdoor services and a site at the event. The site provides an opportunity to actively seek and give information that was well received by the public and is an ideal platform for community engagement. Importantly, it gives Council a visible presence at the largest event of the year for our municipality and is an effective way of engaging and supporting our farming community.

9.5 QUARTERLY FINANCIAL REPORT TO 31 MARCH 2019

Author's Name:	Zac Gorman	Director:	Graeme Harrison
Author's Title:	Management Accountant	File No:	F18/A10/000001
Department:	Finance Department – Corporate Services		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** Nil

Appendix

Quarterly Financial Report March 2019 (**Appendix “9.5A”**)

Purpose

To provide the Quarterly Financial Report for the quarter ended 31 March 2019.

Summary

The Quarterly Financial Report is provided in accordance with statutory requirements.

Recommendation

That Council note the Quarterly Financial Report for the period ending 31 March 2019.

REPORT

Background

Under Section 138 (1) of the *Local Government Act 1989*, a financial statement is to be provided to open Council comparing actual to budget for revenue and expenditure at least once every three months.

Discussion

The attached report (**Appendix "9.5A"**) has been prepared to provide Council with an overview of finances year-to-date and comparisons to budget in a simple, easy to read format, with commentary as required.

Financial Implications

Staff time to compile and prepare this report is included in the 2018-19 budget.

Links To Council Plans, Strategies, Policies

2018-2022 Council Plan

Goal 4 – Governance and Business Excellence

Consultation/Communication

This report together with more extensive analysis and detail is provided to Council each month as part of the Finance and Performance Committee agenda and to the Audit Committee on a quarterly basis.

Risk Implications

The provision of relevant information on a regular basis is an important part of Council's internal controls and is necessary for Council to meet its obligations under Section 3 of the *Local Government Act 1989*, which ultimately makes Council accountable for the good financial management of the municipality.

There is a risk that either too much or too little information is provided to council for it to carry out this responsibility. Council must therefore ensure that it has sufficient information to be satisfied that finances are in order and that budgetary and financial planning goals are being met.

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 financial report provides a summary of Council's performance against budget for the period ended 31 March 2019.

9.6 COUNCIL PLAN HALF YEARLY REPORT – 1 JULY 2018 TO 31 DECEMBER 2018

Author's Name:	Graeme Harrison and Sue Frankham	Director:	Graeme Harrison
Author's Title:	Director Corporate Services Governance Officer	File No:	F19/A11/000001
Department:	Governance and Information Management		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No

Reason: Nil

Appendix

Council Plan Half Yearly Report – 1 July 2018 to 31 December 2018 (**Appendix "9.6A"**)

Purpose

To report on progress against the four-year priorities and strategic indicators in the Council Plan for the period 1 July 2018 to 31 December 2018.

Summary

- The 2018-2020 Council Plan contains 19 Strategic Indicators and 121 Four-Year Priorities.
- Since the last report, a further seven Four-Year Priorities have been completed.
- Of the 121 Four-Year Priorities, 20 have been completed, 93 are in progress and eight have not commenced.
- Of the 19 Strategic Indicators, five have now been achieved.

Recommendation

That Council note 2018-2022 Council Plan half yearly report for the period 1 July 2018 to 31 December 2018.

REPORT

Background

The *Local Government Act 1989* requires all Victorian Councils to produce a four-year Council Plan which must be reviewed annually. The 2018-2022 Council Plan was formally adopted on 25 June 2018. This document sets the strategic direction of Council over the next four years, linking the community's vision to long-term community goals, four-year outcomes and four-year priorities for Horsham Rural City Council. The Council Plan provides direction to management and includes the indicators that Council uses to deliver key outcomes.

The Council Plan contains five long-term goals:

Goal 1 – Community and Cultural Development

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

Goal 2 – Sustaining the Economy

Lead in sustainable growth and economic development

Goal 3 – Asset Management

Met community and service needs through provision and maintenance of infrastructure

Goal 4 – Governance and Business Excellence

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

Goal 5 – Natural and Built Environments

Lead in environmental best practice, create a municipality for the future and plan for the impacts of climate change

Encourage and increase awareness of environmental responsibilities within Council and the community, whilst planning for a growing municipality and implement practices that minimise our environmental footprint and contribute to a sustainable future

Discussion

The 2018-2022 Council Plan lists 121 Four-Year priorities. Since the last report, the following seven Four-Year Priorities have been completed:

- Goal 1, 1.4.01 – Work with other Councils and relevant agencies to prepare rollout of the National Disability Insurance Scheme
- Goal 2, 2.2.03 – Support a Western Highway bypass of Horsham
- Goal 2, 2.3.04 – Explore opportunities from the 2017-18 Australian and International Motocross Event
- Goal 3, 3.4.04 – Develop additional off-leash areas for dogs
- Goal 4, 4.2.02 – Implement a robust financial and performance management system
- Goal 4, 4.3.01 – Investigate opportunities for participating in employee exchange programs
- Goal 4, 4.4.01 – Widen the implementation of the merit Customer Service request tracking system across the organisation

Of the 121 Four-Year priorities, 20 have been completed, 93 are in progress and eight have not commenced. For a full report, refer to **Appendix "9.6A"**.

Financial Implications

Not applicable

Links To Council Plans, Strategies, Policies

2018-2022 Council Plan

Consultation/Communication

The Council Plan was developed following an extensive consultative process.

Risk Implications

The likelihood of Council achieving success in fulfilling its mission and vision is greatly enhanced by the utilisation of effective planning. Ineffective planning is a significant risk to Council in terms of providing successful outcomes for the community.

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

This half yearly report provides an update on the status of the four-year priorities listed in the 2018-2022 Council Plan.

9.7 AUDIT AND RISK COMMITTEE MEETING MINUTES

Author's Name:	Diana McDonald	Director:	Graeme Harrison
Author's Title:	Co-ordinator Governance	File No:	F18/A13/000001
Department:	Governance and Information		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** Nil

Appendix

Audit and Risk Committee Meeting Minutes – 21 March 2019 (**Appendix "9.7A"**)

Purpose

To report on the Audit and Risk Committee meeting held on 21 March 2019.

Summary

- The Audit and Risk Committee Meeting was held 21 March 2019.
- Minutes of the Audit and Risk Committee meeting held on 21 March 2019 are provided for the information of Council.

Recommendation

That Council receive minutes of the Audit and Risk Committee meeting held on 21 March 2019.

REPORT

Background

The Horsham Rural City Council (HRCC) Audit and Risk Committee is an advisory committee of Council, whose objective is to provide appropriate advice and recommendations to Council on matters as listed in its Charter, in order to facilitate decision making by Council in relation to the discharge of its accountability requirements.

Discussion

The Audit and Risk Committee meeting was held on 21 March 2019 and the minutes are provided as a record of that meeting. The main points of the meeting were:

- Finalised Audit and Risk Committee Charter and Annual Plan for 2019
- Report from Director Technical Services on the outstanding audit actions from the Depot Operations Internal Audit
- Internal Audit final reports:
 - Human Resource Management Practices
 - Corporate Governance
- Audit Strategy year ending 30 June 2019
- Budget update
- Quarterly financial report (quarter ending 31 December 2018)
- Risk management and insurance report
- Revision of policy framework
- Policies reviewed and adopted
- Audit Committee Self-Assessment Summary and Analysis
- Independent Broad-based Anti-corruption Commission (IBAC) corruption, prevention and integrity insights forum.

Financial Implications

Operations of Council's Audit and Risk Committee is covered within the 2018-19 operational budget allocation.

Links To Council Plans, Strategies, Policies

2018-2022 Council Plan

Goal 4 – Governance and Business Excellence

Four-Year Outcome 4.2 – Manage risk to the organisation

Four-Year Outcome 4.4 – Achieve high standards of organisational performance

Consultation/Communication

Council's Audit and Risk Committee is comprised of councillors and independent members. Consultation and communication is undertaken with Internal Auditors and external (Victorian Auditor-General's Office – VAGO) Auditors.

Risk Implications

The Audit and Risk Committee is an important committee of council required under the *Local Government Act 1989*. To not have a properly functioning or constituted committee would be in breach of the requirements of the Act. The committee has an important role in monitoring Council's financial governance and risks, to not have such a committee could increase Council's to potential for fraud and corruption to occur.

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 Audit and Risk Committee is a legislated requirement under the *Local Government Act 1989* and the minutes are provided to Council for information.

9.8 APPOINTMENT AND AUTHORISATION OF AUTHORISED OFFICER UNDER THE PLANNING AND ENVIRONMENT ACT 1987

Author's Name:	Diana McDonald	Director:	Graeme Harrison
Author's Title:	Co-ordinator Governance	File No:	F19/A02/000001
Department:	Governance and Information		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** If no type Nil

Appendix

Instrument of Appointment and Authorisation for Joel Hastings (**Appendix "9.8A"**)

Purpose

To appoint Joel Hastings as an authorised officer for the enforcement of various general provisions of the *Planning and Environment Act 1987* and to authorise this officer to institute proceedings for any offences.

Summary

- Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) to be approved by Council for Joel Hastings.

Recommendation

That Council appoint Joel Hastings as an authorised officer under the *Planning and Environment Act 1987*, in accordance with the Instrument of Appointment and Authorisation as attached (**Appendix "9.8A"**).

REPORT

Background

Most Acts allow Council to delegate to a member of staff the responsibility for appointment of an authorised officer, however Section 188 of the *Planning and Environment Act 1987* specifically prohibits Council from delegating this power. This means that Council itself must directly appoint authorised officers under this Act.

Discussion

The instrument of appointment and authorisation for Mr Joel Hastings, Co-ordinator Statutory Planning and Building Services, is proposed for adoption by Council. The authorisation document is as per the template provided by Maddocks Lawyers (**Appendix “9.8A”**).

Appointment is by name rather than by position. Mr Hastings commenced with Council on Tuesday 9 April 2019.

Financial Implications

There are no financial impacts as a result of this authorisation.

Links To Council Plans, Strategies, Policies

2018-2022 Council Plan
Goal 4 – Governance and Business Excellence

Consultation/Communication

Mr Hastings and the staff who administer delegation arrangements have discussed the requirement for this authorisation.

Risk Implications

If Council does not have officers appropriately authorised to carry out their assigned tasks, there is a considerable risk to the organisation with non-compliance with relevant legislative requirements.

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

Under Section 147(4) of the *Planning and Environment Act 1987*, that Council appoints Mr Joel Hastings to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act.

9.9 RURAL COUNCILS TRANSFORMATION PROGRAM

Author's Name:	Sunil Bhalla	Director:	Not applicable
Author's Title:	Chief Executive Officer	File No:	F20/A02/000002
Department:	Not applicable		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** The appendices only are confidential – Section 89(2)(a) personnel matters.

Appendix

RCTP Business Case - Rural Councils Corporate Collaboration – refer to Confidential Matters
(Appendix “15.1A”)

RCTP Business Case – Rural Councils Corporate Collaboration (Addendum) – refer to Confidential Matters
(Appendix “15.1B”)

Purpose

To approve the submission of the business case for funding under the Victorian Government Rural Councils Transformation Program.

Summary

- On 14 August 2018, the Minister for Local Government launched the Victorian Government’s \$20 million Rural Councils Transformation Program (RCTP). The program encourages the sharing of knowledge, costs and resources at a regional scale so that local governments can deliver more efficient, effective and sustainable services for their communities.
- Horsham Rural City Council is a participant and lead Council in a group of councils that has now submitted the Business Case for funding for Rural Councils Corporate Collaboration project (RCCC).
- The RCCC is seeking seed funding of \$5.63m under the RCTP program to establish an IT platform and common finance and payroll functions in phase 1 of the project to enable the sharing of corporate services across the Councils.
- A business case has been prepared in support of the funding application and is now presented to Council for approval.

Recommendation

That Council:

1. Note that Horsham Rural City Council is a participant and lead Council in a grouping of councils that have made an application for funding under the Victorian Government Rural Councils Transformation Program (RCTP) for the following initiative:
 - (a) Rural Councils Corporate Collaboration project, in conjunction with Hindmarsh Shire, West Wimmera Shire, Yarriambiack Shire, Buloke Shire, Loddon Shire, Central Goldfields Shire, Golden Plains Shire and Pyrenees Shire Councils.
2. Note that for an RCTP application to be eligible for consideration, the following criteria must be met:
 - (a) Submission of a joint business case by 31 March 2019.
 - (b) Each Council must pass an accompanying resolution committing to implement the business case, if approved for funding. The resolution must be lodged with Local Government Victoria by 30th April 2019.
3. Approve the submission of the business case (**Appendix "15.1A"**) by Horsham Rural City Council on behalf of nine Councils.
4. Approve the submission of the Addendum (Six-Council Scenario) (**Appendix "15.1B"**) to the business case.
5. Approve implementation of the projects within the submitted business case by Horsham Rural City Council, subject to the application being approved for RCTP funding.

REPORT

Background

On 14 August 2018, the Minister for Local Government launched the Victorian Government's \$20 million Rural Councils Transformation Program (RCTP). This first-of-its kind initiative in Victoria, encourages the sharing of knowledge, costs and resources at a regional scale so that local governments can deliver more efficient, effective and sustainable services for their communities. It will also improve their financial sustainability.

Groups of three or more Councils can apply for seed funding of between \$2 million to \$5 million to support the implementation of large-scale, transformative projects on a regional level, such as joined up service delivery or corporate services.

The program aims to:

- Improve the financial sustainability of rural and regional councils by achieving economies of scale, including through regional service delivery or collaborative procurement.
- Promote more efficient and improved service delivery through collaboration and innovation.
- Facilitate benefits for rural and regional communities, with priority given to those for rural communities.
- Demonstrate potential efficiencies to be gained through regional service delivery.

Following a successful Expression of Interest, Horsham Rural City Council is a participant and lead Council in a group of Councils that has now submitted the business case for funding for Rural Councils Corporate Collaboration project (RCCC). The business case has been developed in conjunction with Hindmarsh Shire, West Wimmera Shire, Yarriambiack Shire, Buloke Shire, Loddon Shire, Central Goldfields Shire, Golden Plains Shire and Pyrenees Shire Councils.

Discussion

The RCCC is seeking seed funding of \$5.63m under the RCTP program to establish an IT platform to enable the sharing of corporate services across the Councils. The IT platform would consist of a cloud-based Enterprise Resource Planner (ERP) with corporate function modules being transitioned across over the entirety of the transformation program. The funding being sought under the RCTP would cover the necessary capital funding for implementing the finance and payroll modules, transitioning each of the nine councils finance and payroll functions across (i.e. harmonised chart of accounts and processes) and the necessary Transformation Management Office (TMO) to successfully support the RCCC transformation.

Fundamental to the transformation is the establishment of shared corporate services across the nine councils. Shared corporate services, combined with the introduction of common finance and payroll modules, enables simplified business processes that will be the same across all nine councils. A common chart of accounts and mapping into each Council's corporate functions, will establish a collective way of working across the finance and payroll functions in each of the councils. In the first instance this will enable the ability to share people resources as they all complete their work with the same instruction.

The CEOs of the nine participating Councils have agreed on a framework to assist with the decision making throughout the transformation process. There is a commitment from the CEOs that:

- Any savings, financial and non-financial, would be redirected to improving service delivery.
- There are to be no forced redundancies as a consequence of this project.

A requirement of the program is to obtain Council resolution in support of the business case and its implementation if successful in achieving the funding. The business case was submitted by the due date of 31 March 2019 and is now enclosed as a confidential attachment (**Appendix "15.1A"**) for Council approval.

Three Councils in the group are participating in another project with the Central Highlands group of Councils. In the event the Central Highlands project is successful for funding, the three Councils may withdraw from the RCCC project. A scenario based on the six Councils in the RCCC project has been prepared as an addendum to the business case (**Appendix "15.1B"**) and also lodged as part of the submission.

Financial Implications

Funding for the implementation of the entire project, which includes system costs, procurement, governance structure and change management will be provided by the state government. There will be some in-kind contribution for some senior officer involvement in providing an oversight to the project.

Links To Council Plans, Strategies, Policies

2018-2022 Council Plan

Goal 4 – Governance and Business Excellence

Four-Year Priority 4.4.10 – Work with surrounding shires to identify opportunities for shared services.

Consultation/Communication

CEOs from the nine participating Councils have worked collaboratively over the last few months to prepare the EOI and business case submissions.

Staff likely to be impacted by the introduction of the new systems have been verbally informed of the project. Further consultation will occur after the outcome of the submission is known. A comprehensive change management program will underpin the implementation process.

Risk Implications

The business case includes an assessment of the potential risks and mitigation strategies. The risk assessment will be further developed as part of the project implementation plan.

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

A business case for funding has been submitted on behalf of nine Councils for Rural Councils Corporate Collaboration project. The objective of the project is to establish an IT platform and common finance and payroll systems to enable the sharing of corporate services across the participating Councils.

9.10 TELECOMMUNICATIONS FACILITY AT LOT 1 ON TITLE PLAN 382138W, DIMBOOLA ROAD, HORSHAM

Author's Name:	Nicholas Carey	Director:	Angela Murphy
Author's Title:	Senior Statutory Planner	File No:	99/01/01365
Department:	Development Services		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** Nil

Appendix

Delegate Report (**Appendix "9.10A"**)

Objector's letter (**Appendix "9.10B"**)

Purpose

To determine Planning Permit application PA1900012 for the use and development of a telecommunications facility at Lot 1 on Title Plan 382138W, Dimboola Road, Horsham.

Summary

- The proposal forms part of a network of telecommunication facilities aimed at providing a broadband service.
- Following notification of the proposal, an objection was received relating to its potential impact on the operation of the aerodrome.
- Amended plans have been provided reducing the height of the tower to 15 metres.

Recommendation

That Council, being the Responsible Authority under the Horsham Planning Scheme and the *Planning and Environment Act 1987* and having considered the application, and referral responses, and the relevant provisions of the Horsham Planning Scheme, issue a Notice of Decision to grant a Planning Permit for the use and development of a telecommunications facility at Lot 1 on Title Plan 382138W, Dimboola Road, Horsham subject to the conditions contained in the Delegate Report.

REPORT

Background

The Department of Economic Development, Jobs, Transport and Resources (DEDJTR) has awarded a grant for a Pilot of new and upgraded infrastructure that enables the provision of a commercial business-grade broadband service.

Originally, the proposal was to construct a 20-metre high monopole at Lot 1 on Title Plan 382138W – Dimboola Road, Horsham, Victoria 3400. Following receipt of an amended plan reducing the height of the tower to 15 metres it was forwarded to the Horsham Aerodrome Users Group for comment. The response from the Horsham Aerodrome Users Group maintains that the proponent should consider an alternative site. If the option is to lower the height they suggest that should this be adopted then in the event that it constitutes an intrusion into an otherwise unimpeded airspace above the OLS for an existing or proposed 2000 metre runway length, the facility will be re-located to an alternative site that does not constitute an infringement of the OLS.

The overall height of the proposed telecommunication facility including tower and antenna will be approximately 16 metres.

The proposal will be sited within a cleared area on the north-western boundary of the property to minimise the impact on the surrounding land uses and day-to-day agricultural activities of the property. The facility will be contained within a secure fenced compound.

The site will be accessed via a new entrance to the property from Riley Road.

The proposed installation will involve the following components:

- Installation of twelve (12) panel antennas to be mounted to the monopole on a hexagonal headframe
- Installation of two (2) parabolic antenna
- Installation of one (1) equipment cabinet
- Installation of ancillary equipment associated with the operation of the facility such as cable tray and cables
- Underground power route from equipment cabinet to a Power Authority pit on the external edge of the compound (exact position to be confirmed by the power authority).

The new facility will be wholly contained within a compound (6m x 6m) enclosed by a 2.4m tall chain link fence.

Discussion

A detailed assessment of the proposal against the Horsham Planning Scheme provisions is contained in the attached Delegate Report.

There is strong policy support in the Horsham Planning Scheme for telecommunications facilities. This is demonstrated at Clause 19.03-4S where one of the strategies is to ensure that the use of land for a telecommunications facility is not prohibited in any zone.

In deciding on an application for a planning permit it is necessary to balance a range of considerations including the landscape and visual amenity impacts, the demonstrated need for the facility and compliance with the policy requirements of the Horsham Planning Scheme including Clauses 19.03-4-S (Telecommunications), Clause 52.19 (Telecommunications Facilities) and Clause 21.10-2 (Telecommunications).

It is an objective of the Planning Policy Framework for Telecommunications, expressed at Clause 19.03-4S, to encourage the continued deployment of broadband telecommunications services that are easily accessible by:

- *Increasing and improving access for all sectors of the community to the broadband telecommunications trunk network.*
- *Supporting access to transport and other public corridors for the deployment of broadband networks in order to encourage infrastructure investment and reduce investor risk.*

Planning decisions should reflect a reasonable balance between the provision of important telecommunications facilities and the need to protect the environment from adverse effects arising from telecommunications infrastructure. It is considered that the balance has been met with the proposed development and that the facility will provide a net community benefit and meets the objectives of the *Planning and Environment Act 1987* and in particular Sec 4 (1) (e) which states:

- *to protect public utilities and other assets and enable the orderly provision and co-ordination of public utilities and other facilities for the benefit of the community;*

Design and Development Overlay – Schedule 3 applies to the subject land. As the proposal will result in a structure less than 30 metres in height, no planning permit is required under the Overlay. Notwithstanding this, the Horsham Aerodrome Users Group have raised concerns regarding the impact of the proposed development on the flight path of aircraft using runway 17/35. The information provided by the Users Group indicates that based on a 2% glideslope for the existing runway, a tower 20.5 metres in height allows for a 20.2-metre clearance. Information provided by the Airport Manager indicates that the proposed tower will not infringe the obstacle limitation surface (OLS) of the existing runway.

Concern has been raised by the Horsham Aerodrome Users Group regarding the impact the proposed tower will have on the 2% glideslope should the runway be extended to 2,000 metres in length. The extension of the 17/35 runway to 2000 metres is based on the Horsham Aerodrome Business Plan (adopted by Council 3 May 2010) which under “Proposed Actions and Priorities” aims to *build into its next Horsham Planning Scheme and Municipal Strategic Statement review the need to ultimately establish 2000m long runways at the Horsham Aerodrome.*

The adopted Business Plan is neither incorporated into the Horsham Planning Scheme or forms a reference document. Notwithstanding this, Sec 60 (1A) (g) of the *Planning and Environment Act 1987* states:

Before deciding on an application, the responsible authority, if the circumstances appear to so require, may consider—

(g) any other strategic plan, policy statement, code or guideline which has been adopted by a Minister, government department, public authority or municipal Council.

The adopted Business Plan therefore is a document that can be considered. The weight afforded to such a document and in particular, the runway extension will in part be dependent upon such matters such as the commitment to such an action.

The amended plan reduces the height of the proposed tower by approximately 5 metres. Based on the information provided by the Horsham Aerodrome Users Group and the Airport Manager the amended proposal will not infringe the OLS or 2% glideslope.

Financial Implications

Defending the responsible authority's decision in VCAT.

Links To Council Plans, Strategies, Policies

2018-2022 Council Plan

Four-Year Priority 2.1 – Cultivate opportunities for the municipality to prosper and pursue possibilities for new development.

Consultation/Communication

As required under Section 52 of the *Planning and Environment Act 1987*, notice of the application was given to adjoining owners/occupiers. In addition, public notice was placed in the Wimmera Mail-Times.

One objection was received from the Horsham Aerodrome Users Group relating to the proposed siting of the facility and potential impact on the use of the aerodrome.

Risk Implications

Challenge of decision in VCAT.
Loss of opportunity for access to broadband network.

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

As with all planning decisions, they must be balanced against the policy provisions of the Planning Scheme that supports the provision of this form of infrastructure, while taking into account other relevant matters such as adopted policy documents. Based on a reduced height the effect on both the existing runway and a 2000-metre runway would indicate that neither the OLS nor 2% glideslope would be infringed by the tower at 15 metres in height. By allowing the use and development to proceed there will be a wider community benefit to be derived from the development of a comprehensive broadband network.

9.11 MUNICIPAL ASSOCIATION OF VICTORIA (MAV) STATE COUNCIL MEETING – 17 MAY 2019

Author's Name:	Angela Murphy	Director:	Angela Murphy
Author's Title:	Director Development Services	File No:	F19/A13/000001
Department:	Development Services		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No

Reason: Nil

Appendix

Nil

Purpose

To seek endorsement of Notice of Motion to be considered on the agenda of the MAV State Council Meeting to be held on 17 May 2019.

Summary

The MAV is calling for Notices of Motions for the MAV State Council Meeting on 17 May 2019. Motions are due to be submitted by 23 April 2019 (the day of Council's Ordinary meeting).

Council's proposed motion is primarily targeted at State Government developing policy and prioritising investment in regional infrastructure as a key to supporting the 'liveability' of regional cities to attracting business investment and to providing high quality health, education, recreation and cultural services.

Council's representative on the MAV is Cr Mark Radford and Cr Josh Koenig is the substitute representative. They are both unable to attend the MAV State Council Meeting on 17 May 2019. It is therefore requested that Cr Pam Clarke be appointed as the substitute representative for the MAV State Council Meeting to be held on 17 May 2019.

Recommendation

That Council:

1. Endorse the Notice of Motion to the MAV State Council meeting seeking support for the State Government to develop a long term plan for investment in regional cities as a key to maintaining the liveability of the regions they support, attract business investment and to provide high quality health, education, recreation and cultural facilities.
2. Appoint Cr Pam Clarke as the substitute representative to the MAV for the State Council Annual Meeting to be held on Friday 17 May 2019.

REPORT

Background

Investment in regional infrastructure is a key to supporting the 'liveability' of regional cities to attracting business investment and to providing high quality health, education, recreation and cultural services. Budget restraints and future rates capping, combined with a growing need for infrastructure renewal is placing considerable strain on regional cities.

Discussion

Horsham Rural City Council supports policies which enable regional centres to grow and develop by attracting further investment and encouraging the presence of a skilled workforce.

As regional hubs, regional cities support surrounding towns and districts through the provision of education, health, financial, transport and social services, as well as retail, sport and recreation, cultural and tourism amenities and activities. Most regional cities have the capacity to accommodate more people and attract new businesses.

Government investment needs to be focused on creating jobs, increasing business investment, increasing exports from our region and increasing opportunities through innovation and diversification. Additionally, this focus needs to encourage private sector investment and collaboration.

Key focus areas for investment are:

- Jobs and Business Growth to incentivise business growth and employment opportunities
- Population Growth and Liveability to facilitate population growth and enhance liveability
- Transport and Connectivity to improve road and rail infrastructure to enable better connectivity.

Rail, air and road freight and passenger networks between regional cities and state capitals are vital and government investment should look to improve these over the next 10 years.

Enhancement of education opportunities in regional cities is the key to having a well trained professional workforce. Government investment in maintaining and developing regional TAFE's and Universities is essential.

To promote the retention of young people and professionals, enhance the "liveability" of our regional cities and assist them to build on their individual "points of attraction".

Infrastructure requirements have typically been well researched and justified. In Western Victoria the priorities are:

- Western Highway duplication and upgrades
- Improvement in mobile phone coverage
- Standardisation of rail freight to increase freight efficiency, reduce travel time and rail costs and reduce the number of large trucks on the Western Highway
- The further return of regional passenger rail services
- New interconnector in the grid between Victoria and South Australia to build capacity for renewable energy.

A long-term investment plan for regional cities, aligned to unique infrastructure needs of each region will enable better planning and leveraging of the local and federal government contributions.

Financial Implications

Nil

Links To Council Plans, Strategies, Policies

2018-2022 Council Plan
Goal 2 – Sustaining the Economy
Lead in sustainable growth and economic development

Consultation/Communication

Council Plan includes advocacy on behalf of our community.

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 MAV State Council meeting offers the opportunity for Council to advocate on issues of relevance to the sector. The proposed motion seeks to highlight the role Regional Cities play in supporting broader regions and the importance of planned investment in infrastructure to support that role.

9.12 PICK MY PROJECT PEDAL BOATS ON THE WIMMERA RIVER

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Department:	Community Relations and Advocacy		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** Nil

Appendix

Draft Operational Budget – Trial Three-Year Period (**Appendix “9.12A”**)

Draft Operator Guidelines (**Appendix “9.12B”**)

Draft User Agreement (**Appendix “9.12C”**)

Purpose

To provide information in relation to the Pick My Project Pedal Boats on the Wimmera River project and seek endorsement of the proposed operating model.

Summary

- This report provides background information on the State Government Pick My Project funding program which has resulted in Council auspicing the Pedal Boats on the Wimmera River project.
- The report discusses the operational model, three-year financial model, and associated risks.

Recommendation

That Council:

1. Support a three-year trial of the Pedal Boats on the Wimmera River and invite expressions of interest from local not-for-profit groups to operate the program.
2. Subject to receipt of satisfactory expressions of interest, endorse the signing of the Pedal Boat Funding Agreement with the Victorian State Government.
3. Endorse the Draft Operational Budget, Operator Guidelines and User Agreement.

REPORT

Background

From May to September 2018, the Victorian State Government launched the Pick My Project funding program. This program encouraged all Victorian residents aged 16 years and over to submit an application for a project idea that would make their community a better place to live. Projects could include programs to improve community and bring people together or small infrastructure projects. Grants could be requested between \$20,000 and \$200,000.

Key eligibility criteria for the applications:

- Only individual people aged 16+ could apply
- The project could not make a profit
- Applications had to be auspiced by a not-for-profit community group or local Council
- The auspice organisation is responsible for delivering the project
- Projects on Council Land or Crown Land Managed by Council had to be approved by Council at the application stage.

Victorians were then given the opportunity to vote on their favourite projects and those projects with the most votes were funded.

The Horsham municipality had 34 project applications requesting grant funding of \$3.74 million. Council was asked to approve 11 projects totalling \$1.28 million and also be the project auspice for four of these.

The successful projects for our municipality (with the most votes) were:

- Pedal Boats for Horsham \$60,000
- Community Connection Café \$186,600
- Mount Arapiles – Upper Central Gully Walking Track Repair Project \$36,000.

Discussion

The Pedal Boat Project has been successful in gaining funding through the Pick My Project program. Council is the auspice partner for this project. Since the announcement of funding, a project team has been working on an operational model to enable the boats to operate on the Wimmera River.

Key factors for consideration:

- There will be 10 boats purchased, with eight operational at any point in time
- Boats will be owned by and be an asset of HRCC
- HRCC are responsible for delivering the program under the terms of the Funding Agreement
- Boat operation cannot be leased to a private (for profit) operator
- The boats must operate as a cost neutral enterprise for Council, with Council setting hire fees to cover all operating costs including depreciation of the assets.

The proposed Operational Model:

- Council allow local Horsham non-for-profit groups, that is, service clubs and sporting clubs to operate the Paddle Boats, governed by Operator Guidelines and a User Agreement with Council.

- In return for operating the boats, the not-for-profit groups will receive an agreed hourly rate. This will allocate much needed funds for local groups, comply with the “no operating profit” requirement of the funding agreement, and provide a low-risk operating model for Council
- A trial period of three years be set. Refer to Draft Operational Budget (**Appendix “9.12A”**).

The Draft Operator Guidelines (**Appendix “9.12B”**) and the Draft User Agreement (**Appendix “9.12C”**) set out the details of the Operational Model.

Financial Implications

The Pedal Boats Operational Model sets out a budget for the three-year trial that is based on conservative estimates of key variables, for example, operation from October to April each year; three-hour sessions on Saturday and Sunday afternoons; 50% utilisation; payment of \$60 per hour to not-for-profit group to run the sessions; depreciation and maintenance, and training.

This project will involve Council officer in-kind support and time in establishing and monitoring the project. The value of this in-kind support is unknown at this stage.

Links To Council Plans, Strategies, Policies

2018-2022 Council Plan

Four-Year Priority 1.2.09 – Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)

Consultation/Communication

- Information sessions and expression of interest process to be undertaken in April 2019 to implement the operational model.
- Media plan to be developed prior to pedal boat launch in October 2019.

Risk Implications

The Pick My Project grants program has provided new opportunities for exciting projects across the State, but also challenges for Local Government and other auspice bodies to implement projects outside their normal operations. The Pedal Boat project will be fully funded, with the conservative financial modelling predicting a small surplus over the first three years of operation. There is minimal financial risk to Council, with the project to be reviewed and monitored regularly. Importantly, the Funding Agreement will not prescribe the operating model for the Pedal Boats. This means that Council can change operating arrangements at any time should key variables indicate that the pedal boats are running at a loss.

The Operator Guidelines and User Agreement detail the responsibilities of the operator, including insurance, training, licencing and pedal boat operations. Council’s insurer has advised that this activity falls within the current scope of public liability insurance.

Environmental Implications

Officers have carried out on-site investigations along the river to determine the most appropriate location to launch the activity. The pontoons by the Rowing Club provide a safe entrance point for the pedal boats with minimal impact on the river foreshore or river.

Human Rights Implications

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

Conclusion

The Pedal Boats on the Wimmera River was the second most popular Pick My Project application in the Horsham Region, indicating strong local support for the project. It provides the funding to initiate an exciting and fun activity on the Wimmera River for families to enjoy with minimal risk to Council.

9.13 HORSHAM PERFORMING ARTS FUTURE SERVICES DEMAND ASSESSMENT

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Department:	Community Wellbeing		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** Appendices "15.5A", "15.5B", "15.5C", "15.5D" and "15.5E" are confidential – Section 89(2)(h) any other matter which the Council or special committee considers would prejudice the Council or any person.

Appendices

Horsham Performing Arts Future Services Demand Assessment (James Buick, Artefact Consulting Services) **(Appendix "9.13A")**

Wesley PACC Committee Statement of Intent (letter dated 14 January 2019) **(Appendix "9.13B")**

Wesley PACC Fire Safety Audit Report – Refer to Confidential Matters **(Appendix "15.5A")** Wesley PACC Fire Engineering Report – Refer to Confidential Matters **(Appendix "15.5B")**

Wesley PACC Costings – Refer to Confidential Matters **(Appendix "15.5C")**

Wesley PACC Committee Letter – Refer Confidential Matters **(Appendix "15.5D")**

Wesley PACC Condition Audit – Refer to Confidential Matters **(Appendix "15.5E")**

Purpose

To present findings of the Horsham Performing Arts Future Services Demand Assessment and make recommendations to Council in relation to the future ownership and management of the Wesley Performing Arts and Culture Centre (PACC).

Summary

- The Horsham Performing Arts Future Services Demand Assessment study has been completed. This included a strong response from the community when surveyed with over 280 responses.
- The primary outcome of this assessment has identified that there is a role for Wesley PACC in that it fills a gap in the existing provision of cultural facilities by providing a small intimate space that is very highly regarded by the community.
- It also provides the opportunity for broadening the arts and cultural program.
- There are however, financial implications regarding the preferred option put forward by the consultant James Buick and therefore it is proposed that an *alternative option* to option 3 in relation to Wesley PACC's future development is supported by Council.

Recommendation

That Council:

1. Note the findings and recommendations of the Horsham Performing Arts Service Demand Assessment Report.
2. Note the Wesley PACC committees' commitment to the *Alternative Option* outlined in the report i.e. to undertake required structural and compliance works to enable the facility to be reopened, funded from proceeds of the sale of the Music Academy in McLachlan Street.
3. Provide the necessary project management support/expertise to the Wesley PACC committee to undertake required structural and compliance works to enable the facility to be reopened, noting that the estimated cost for project management support/expertise is \$60,000.00.
4. Note that the Wesley PACC committee's preference is to cease ownership and management of the facility, and transfer these responsibilities to Council.
5. Take on the ownership and management of Wesley PACC once the structural and compliance works are completed and all regulatory requirements are met, including issuing of necessary permits.
6. After transfer of ownership, manage the building for the use of performing arts and community based events and activities.
7. Note that any remaining proceeds from the sale of the Music Academy, after works are completed will be provided to Council and placed into a reserve for future expenditure on the Wesley PACC.
8. Note that the net annual operating cost of the Wesley PACC under Council management and ownership, once these works are completed and the facility is reopened is estimated to be \$35,300.00.
9. Support the above recommendations on the basis that the Wesley PACC has sufficient funds to complete the required works.

REPORT

Background

In December 2017, the Council Building Surveyor undertook a Fire Safety and Essential Safety Measure audit of Wesley PACC and found that the building was not compliant with the *Building Regulations (1994)* and *Building Code of Australia (1996)* and was also not being maintained as required by Part 12 of the *Building (Interim) Regulations 2017* which outlines required Essential Safety Measures (**Appendix "15.5A"**). In agreement with the Wesley PACC committee, the venue was closed for these safety reasons while further inspections and actions to rectify were undertaken (**Appendix "15.5B"**).

In June 2018, the lease to manage the facility held by Council expired and was not renewed.

In July 2018, it was decided that a service demand assessment was required to assist Council in identifying its future role regarding the venue and also to inform any future strategic decisions for Wesley PACC.

The purpose of the Horsham Performing Arts Future Services Demand Assessment study (**Appendix "9.13A"**) was to undertake an assessment of the performing arts demand in the Horsham region to inform the viability of Wesley PACC.

The scope of the project included:

- Review of relevant Council reports and available data
- A targeted key stakeholder's consultation and engagement process
- Relevant arts industry research
- Analysis of key findings from the consultation and research processes
- Development of a Future Service Demand Report with recommendations.

Discussion

The commissioning of the Horsham Performing Arts Future Services Demand Assessment study was in response to the closing of the Wesley PACC due to the identification of significant safety non-compliance. The report includes detailed community feedback through survey, consultation with key stakeholders and also an assessment of the current provision of performing arts facilities in the Horsham region. In addition, a review of current best practice in the provision of performing arts is also included. The primary scope was to provide Council with an assessment in order to identify the best possible options for the future direction of Wesley PACC.

The undertaking of the Horsham Performing Arts Future Services Demand Assessment has provided a significant amount of detailed feedback from the community for consideration of the wider arts and events programs in Horsham. The primary outcome of this assessment has identified that there is a role for Wesley PACC in that it fills a gap in the existing provision of cultural facilities by providing a small intimate space that is very highly regarded by the community. It also provides the opportunity for broadening the arts and cultural program. This has the potential to build upon Horsham's support of the creative industries and growing reputation as a cultural destination.

The offer provided by the Wesley PACC committee to transfer ownership of Wesley PACC and also to pay for the costs for the required works, by passing on the proceeds of the sale of their Music Academy property in McLachlan Street is a unique opportunity for Council (**Appendix "9.13B"**).

If, however, Council agrees to take ownership and management of the facility and develop a full program of activation as per Option 3 in the report, it will require significant capital investment in addition to any proceeds from the Wesley Committee as well as a significantly increased on-going operational subsidy from Council which is significantly more than what Council contributed when it leased the facility.

The return on investment of the Wesley PACC cannot be solely assessed by a financial return. Economic impact assessments undertaken for other regional cultural facilities and activities have found that there is significant return generated for the regional economy. Similar to the investment that was made in the redevelopment of the Horsham Town Hall, the return also contributes to the overall community wellbeing, social cohesion and cultural life of the Horsham region as well as making an economic impact.

Operational Considerations:

If Council were to take over ownership and/or continue to manage and program the facility a number of operational issues would need to be considered/addressed that would require a change process for hirers.

A number of the comments in the survey were reflective of the previous hiring arrangements. There was significant flexibility of access, the staffing required and relatively low costs of hiring the venue.

A review of management principles and hiring would be required if the venue is to operate as a full performance venue. Changes will be required to be more in keeping with best practice (as is the case at Horsham Town Hall) and tighter risk management principles and work place safety arrangements would need to be introduced and this may initially effect the satisfaction levels.

It was identified in the survey results that the seating was identified as the major area needing improvement. The air conditioning was also identified as requiring improvement. The dressing rooms and backstage area were identified by a number of respondents as needing improvement.

There were a range of programming opportunities identified as follows:

- Music/chamber performances
- Comedy/stand up
- Open mic night
- Workshop program
- School holiday program
- Emerging Artist Program
- Creative Development Program
- Artist in residence program
- Short term residency by professional performance company
- Spoken word presentations
- Hiring program by schools and community groups
- Music classes/studio
- Weddings and Funerals
- Social and corporate events
- Training and skills development
- Programs to complement and assist in audience development for the Horsham Town Hall.

There were three options put forward by the consultant James Buick (Artefact Consulting) for Council to consider.

Option 1 – This option would see the Wesley PACC committee retaining full responsibility for the future of Wesley PACC. In the likely event that the committee would not continue to operate the venue, the identified demand for a smaller performance space in Horsham would not be met. Although Council does not own the building, the results from the community survey indicated that there is strong support for Council to take responsibility for the future of Wesley. This option may attract significant community criticism and impact Council's reputation. There are no financial implications in relation to this option.

Option 2 – This would entail works to address the key fire safety and ESM issues to make the venue operational. Current seating would be removed and loose portable seating and tables made available. However, this would not improve the overall accessibility or the expected comfort and services of a performing arts venue.

The venue would become a hall for hire without any support services. Although the community may still hire the venue without supervision, most of the performance equipment would need to be removed. The Wesley PACC committee does not support this option.

Option 3 – This option would provide Council with a smaller performance space to complement the programming of the Town Hall. This is also the option that best responds to the findings of the community consultation. The key success factor of this option is that the venue would need to be activated as well as attracting hirers. This would require a significant increase in operational subsidy for the Town Hall to manage and deliver programs at Wesley PACC. The previous operational principles and hire costs would need to be reviewed as the rates have not increased since 2011 and due to the requirement for a safe working environment, supervising staff would need to be part of the hiring costs.

Financial considerations – address safety issues, rectification of building, new seating, refurbished support spaces, \$1.5m expenditure (estimate only) Proceeds from Wesley's properties \$600,000 income (estimate only) Net funds required \$900,000 (estimate), Operational and programming annual subsidy from Council: \$97,648.

The Service Demand Assessment Study report recommends that Option 3 be adopted subject to the necessary funds being allocated and that formal discussions commence with the Wesley PAC Committee to transfer ownership of the Wesley PACC to Council on the condition that all proceeds from the sale of the Music Academy properties are provided to Council to assist with the refurbishment costs.

Analysis of options:

Although Option 3 is recommended by the consultant, there are significant financial and operating risks for Council. Council would need to contribute significant funds even if this is being offset by Wesley PACC committee, grants and philanthropic donations. This option significantly increases Council's annual operational subsidy for Wesley. This option also proposes to increase hiring charges at Wesley, which may not be affordable particularly for community groups who may go elsewhere.

Alternative Option (preferred):

It is proposed that an alternative option is supported namely that Council works with the Wesley PACC Committee to address the fire safety and Essential Safety Measures and carry out other improvements within the funds that will become available through the sale of the Music Academy in McLachlan Street. It is recommended that Council take on the ownership and management of Wesley PACC once these works are complete and the building is deemed satisfactory for use with the relevant building and occupancy permits issued.

The next step would then be to further consider Option 3 pending a more detailed assessment of this option, including the impact of the increase of fees on user groups and exploring future grant opportunities to minimise any future capital contribution by Council if deemed after further assessment that Option 3 is viable from a business perspective. This alternative option is supported by the Wesley PACC committee (refer to Appendix 2).

Financial Implications

The estimated cost of addressing the key fire safety and Essential Safety Measures (ESM) issues to make the venue operational and carry out other required improvements is approximately \$560,000 (**Appendix "15.5C"**). It is to be noted that this estimated costs are a preliminary estimate and there may be other alternatives which would reduce the overall cost and potentially provide funds to be placed into a reserve for future expenditure on the building as part of ownership transfer negotiations. The Wesley PACC committee will fund these works from the sale of the Horsham Music Academy. They will also seek out further grants/fundraising if required (**Appendix "15.5D"**).

The Wesley PACC building has been assessed as a condition 6 (scale 1-10). \$226,000 is needed to bring the building back to a good condition. There will be improvements made to the building condition as part of the proposed works of approximately \$100,000, this will reduce the asset renewal amount required for the building by Council in the short/medium term (**Appendix "15.5E"**).

The annual operational cost to Council for the alternative option proposed in the report would be approximately \$35,300.00.

Links To Council Plans, Strategies, Policies

2018 – 2022 Council Plan

Four-Year Priority 1.3.02 – Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC

Consultation/Communication

The two primary consultation processes for this project included interviews with key stakeholders and a community survey. The key stakeholders interviewed included Councillor Representatives, Council officers, school representative and current and past members of the Wesley Committee of Management. A community survey was predominately on-line but was also available in hard copy. The survey was open from 4th September and closed 30th September. In total, there were 289 responses received. In addition to the data, there were over 1,700 individual comments across all the questions.

The primary outcome from the consultation interviews was that interviewees identified that they felt that Wesley PACC is a unique venue that offers a point of difference. Wesley has a role to play, however there was concern as to on-going costs and affordability. Since the opening of the redeveloped Town Hall, there is a reported increase in the overall profile of performing arts in Horsham, in particular from the schools, increased drama and performance programs. That there was also identified a need for a smaller space, in particular for primary school usage and providing suitable facilities for smaller music performances.

It was noted by interviewees that many members of the community feel that Wesley PACC was a foundation for the performing arts in Horsham and that the usage and programming of Wesley was a major contributor to the initiative to redevelop the Town Hall.

The Wesley PACC committee have been extensively engaged throughout the various processes that have been undertaken.

Risk Implications

The Wesley PACC proposes to gift the building and the land to Council. Council's risk relates to the operation of the facility (financial) and also maintaining the asset into the future. There needs to be an allowance made in Councils' long term financial plan for maintaining the asset.

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 primary outcome of the Horsham Performing Arts Future Services Demand Assessment has identified that there is a role for Wesley PACC in that it fills a gap in the existing provision of cultural facilities by providing a small intimate space that is very highly regarded by the community. If further developed it also provides the opportunity for broadening the arts and cultural program. This has the potential to build upon Horsham's support of the creative industries and growing reputation as a cultural destination.

9.14 WATER SKIING ON THE WIMMERA RIVER

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Department:	Recreation and Open Space Planning		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** Nil

Appendix

Nil

Purpose

To provide an update on the status of water skiing on the Wimmera River in the Weir Pool area.

Summary

In 2015, Council received an application for the extended and exclusive use of the weir pond section of the Wimmera River for water skiing. In 2016, after community consultation, Council resolved to investigate the matter, including the possibility of extending the duration of water skiing on the weir pond.

Throughout 2016 to 2017, Council officers continued to consult with representatives from the Natimuk Lake Ski Club, Wimmera Catchment Management Authority and the Maritime Safety division of Transport Victoria to investigate requirements and options for a permanent rule change to enable the exclusive use of the river for water skiing.

In 2017, a report to Council confirmed that because of safety concerns and the requirement of exclusive use of the river, a permanent rule change would not be approved by Transport Victoria.

Recommendation

That Council:

1. Note that a permanent change to the waterway rules for the exclusive use of the weir pond section of the Wimmera River for water skiing will not be approved by Transport Victoria.
2. Note the ongoing work of Council staff to develop a calendar of on-water events for the shared and coordinated use of the weir pond section of the Wimmera River.

REPORT

Background

In 2015, the Natimuk Lake Ski Club submitted a proposal requesting extended use of the Wimmera River for water skiing. The proposal requested several months of exclusive use of the river in the area between the Wimmera Bridge and the Rowing Clubrooms.

In November 2015, Council sought community feedback regarding the proposal. Feedback was sought regarding the following:

- Timing of the skiing during the year
- Boat noise
- Wake issues created by skiers and boats
- Professionalism of the ski club involved
- Benefits to the community
- Benefits to business
- Impacts on other users of the river

Fifty-one responses were received. Responses suggested a level of support for the expansion of skiing on the river, but a number of concerns were also identified, including:

- Boat noise
- Impact on the integrity of the river banks (erosion)
- Exclusive use of the river by one club or sporting activity.

Concerns regarding boat noise and erosion had been separately addressed by the Wimmera Catchment Management Authority, with levels being within acceptable thresholds and river bank erosion being managed by the annual raising and lowering of water heights in the weir pool.

It was believed that concerns regarding the exclusive use of the river could be addressed through the development of a series of user agreements and membership arrangements.

In 2016 Council resolved:

That Council endorse in principle, the expansion of water skiing on the Wimmera River subject to:

1. *The development of water sharing arrangements and formal rules for the effective management of this skiing in a manner that is compatible with other uses and users of the river (and)*
2. *Presentation of a further report to Council on these arrangements and rules, including the consultation undertaken in relation to the establishment of these.*

Exclusive use of a section of the river requires a permanent change to the waterway rules. This involves the development of systems and processes to ensure the safety of users, management of non-intended users; and the identification of an organisation or club responsible for overseeing operations and the development of user agreements. During 2016-2017 Council Officers worked with Marine Safety Victoria, a division of Transport Safety Victoria, to explore options for permanent changes to the waterway rules.

Discussion

Water skiing is an exciting addition to activities on the river but represents only a single use of the river. Council is the designated waterway manager for the Wimmera River and several lakes within our municipality and is responsible for the coordination of activities for shared and safe access to the waterways.

Some key elements that must be considered when evaluating possible changes to waterway rules include:

- The right to access the river. Diverse and multiple groups within our community (swimmers, people in both motorised and non-motorised craft: canoeists, paddle boats, fishing boats) are increasingly choosing to use the river as a place for active recreation.
- Water safety and risk management. The river is not wide enough to create corridors of activity and when skiing is occurring, no other vessel or person is permitted in or on the water within the designated exclusion zone.
- The exclusion zone must be continually monitored and access controlled throughout the exclusion period. This is managed through the use of printed and social media, temporary signage installed along both sides of the river within the exclusion zone and at landing points both upstream and downstream of the exclusion area. During events, members of the ski club are required to patrol waterway edges of the exclusion zone and be in constant communication with each other throughout the duration of each day of the event.

Based on the above, water skiing is not compatible with the shared use of the river. During skiing events all other activities are prohibited in the designated exclusion zone. This is acceptable when skiing is programmed as an activity on the river (as a component of a calendar of events) but extended and exclusive use by a Club is not supported and will not be approved by Marine Safety Victoria.

In November 2017 a report to Council summarised the consultation that had occurred and noted:

Marine Safety Victoria has indicated it will not approve the extended exclusion periods as proposed. The river is a community asset and extended exclusive usage is not compatible with principles of access and the effective management of a community resource.

In 2018, further discussions occurred with Marine Safety Victoria and separately with representatives from the Natimuk Lake Ski Club. The Club was advised of concerns regarding exclusive use of the river and it was agreed that the Club would develop an annual calendar of events so water skiing could be programmed in a way that would share the river with other users. However, a skiing calendar has not yet been developed by the Club.

Financial Implications

There are no financial implications associated with this report. Activating the Wimmera River through a variety of projects and community events has the potential to generate tourism and visitation revenue.

Links To Council Plans, Strategies, Policies

2013-2018 Sport and Recreation Strategy

2017-2021 Health and Wellbeing Plan

Consultation/Communication

The following have been consulted: Director Infrastructure, Director Community Wellbeing, Manager Arts, Culture and Recreation, and Co-ordinator, Recreation and Open Space Planning.

The Senior Project Officer, Navigational Safety, Transport Safety Victoria has provided extensive input and advice regarding permanent changes to waterway rules and the Authority's position regarding exclusive versus shared usage of the water.

The Chief Executive Officer, Wimmera Catchment Management Authority, provided advice regarding noise levels and the impact of skiing and wave behaviour on river banks.

The process of consultation has involved a number of stages of the IAP2 model of engagement.

- Consultation occurred during 2015 with the community and key stakeholders.
- Involvement and Collaboration occurred throughout 2016-2017 when the Natimuk Lake Ski Club was involved in discussions regarding challenges and the identification of possible alternatives.
- The community will be informed through the tabling of this report.

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

Water skiing is an exciting activity and the weir pond section of the Wimmera River is convenient for skiers and provides excellent viewing options for spectators.

Because the activity involves a high degree of risk, skiing in the weir pond can only occur during designated periods (days and hours) in designated exclusion areas. This is acceptable and manageable when skiing activities are part of a calendar of events of on-water activity, but is not acceptable for extended periods of time (weeks and months).

Horsham Rural City Council, as the designated waterway manager of the Wimmera River and several lakes within the municipality, has a responsibility to guide and manage activities on water to minimise risk and to ensure the asset is shared with the broader community. In terms of water skiing activity, the extended and exclusive use of the river is not supported and will not be approved by Marine Safety Victoria.

9.15 HORSHAM RURAL CITY COUNCIL RECONCILIATION ACTION PLAN

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Author's Title:	Director Community Wellbeing	File No:	F10/A02/000001
Department:	Community Wellbeing		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** Nil

Appendix

Horsham Rural City Council Reconciliation Action Plan (**Appendix "9.15A"**)

Reconciliation Action Plan Internal Working Group Terms of Reference (**Appendix "9.15B"**)

Purpose

To provide an update on the status of Horsham Rural City Council Innovate Reconciliation Action Plan.

Summary

- Status of the Horsham Rural City Council Innovate Reconciliation Action Plan (RAP).
- Comment on progress in relation to the actions contained within the Innovate RAP.
- Establishment of RAP Internal Working Group.

Recommendation

That Council:

1. Note conditional endorsement of the Horsham Rural City Council Innovate Reconciliation Action Plan by Reconciliation Australia.
2. Note that an Internal Work Group has been established and that actions contained in the Horsham Rural City Council Innovate RAP are being implemented.

REPORT

Background

In July 2016, Council resolved to establish the Horsham Rural City Council Aboriginal Advisory Committee (AAC) and adopted a Terms of Reference for this committee.

One of the objectives of the AAC is as follows:

- Provide input into the development, implementation and review of the first Reconciliation Action Plan (RAP).

The RAP program is a framework for organisations to realise their vision for reconciliation. Through the program, organisations develop a RAP—a business plan that documents what an organisation commits to do to contribute to reconciliation in Australia. A RAP will enable organisations to commit to implementing and measuring practical actions that build respectful relationships and create opportunities for Aboriginal and Torres Strait Islander peoples.

There are four different RAPs within the program:

- Reflect
- Innovate
- Stretch
- Elevate.

Joining the RAP program offers Council:

- Access to a tried and tested program based on evidence
- A framework for action, developed in consultation with Aboriginal and Torres Strait Islander communities and organisations as well as government and corporate Australia
- Membership to a dynamic, supportive and fast growing community of RAP organisations who are paving the way.

Benefits of developing a RAP:

A RAP gives an organisation the best chance of achieving Aboriginal and Torres Strait Islander engagement objectives, and delivering broader outcomes including:

- The opportunity to become an employer of choice for Aboriginal and Torres Strait Islander peoples
- A more dynamic, innovative and diverse workforce
- A more culturally safe and tolerant workplace
- Access to new markets and better penetration of existing markets
- Better service delivery to Aboriginal and Torres Strait Islander peoples and communities
- The opportunity to contribute to new projects, industries, services, products and ways of doing business.

Working with Reconciliation Australia:

Reconciliation Australia is an independent, national not-for-profit organisation promoting reconciliation by building relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples.

Their vision is for a reconciled, just and equitable Australia. Through their programs and initiatives, they work to connect people and organisations; provide frameworks for action, resources; and policy advice and promote success and engagement activities.

They support hundreds of organisations across Australia to participate in the RAP program. They provide advice, templates and resources as well as provide feedback on the draft RAP.

\$50,000 has been committed by Horsham Rural City Council to AAC activities including resources to develop a HRCC RAP and to deliver on actions.

In March 2017, Karen Milward (Consultant) was appointed to develop the HRCC RAP. The project brief was as follows:

Development of RAP –

- Workshop facilitation with the Aboriginal Advisory Committee.
- Plan the write up and committee/Council endorsement (including community engagement).
- Liaison with Reconciliation Australia.

Prepare the Reconciliation Action Plan –

- Collate the information presented at the workshop into a RAP.
- Work with the Horsham Rural City Council staff and Aboriginal Advisory Committee to develop the Reflect RAP that aims to build the foundations for relationships, respect and opportunities and strategic directions and objectives tailored to the organisation to support reconciliation.

Project Outcomes –

- Build greater awareness in staff across the organisation regarding the importance of, and priorities for reconciliation.
- Assist to develop a solid RAP governance model.
- Build the business case for future commitments to cultural learning, and practising cultural protocols considering Aboriginal and Torres Strait Islander employment.
- Raise Aboriginal organisation and community stakeholders' awareness on the importance of, and achievements in reconciliation whilst identifying localised priorities
- Develop a document that can assist Horsham Rural City Council in providing strong leadership, advocacy and expand its work around reconciliation

The Horsham Rural City Council Reflect RAP was submitted to Reconciliation Australia in November 2017. Reconciliation Australia recommended that HRCC develop an Innovate RAP due to the work that has already occurred with the local indigenous community stating that the Reflect RAP requirements were being met. This was a positive reflection on Council's engagement with the local Aboriginal and Torres Strait Islander community, however, it did require further work to develop an Innovate RAP for Reconciliation Australia's consideration. The Innovate RAP has since been developed and in January 2019 received conditional endorsement by Reconciliation Australia.

Discussion

As outlined in the Horsham Rural City Council RAP (**Appendix “9.15A”**) there are key focus areas which have associated actions. The focus areas are as follows:

- **Relationships:** We will develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples and communities, organisations and networks through existing partnerships and by proactively engaging in and promoting of significant cultural events.
- **Respect:** We will show respect to Aboriginal and Torres Strait Islander peoples, cultures, histories and stories and will be responsive to their needs and will encourage the community to value the unique contribution that Aboriginal and Torres Strait Islander peoples make to society.
- **Opportunities:** We will contribute to ‘Closing the Gap’ of disadvantage experienced by Aboriginal and Torres Strait Islander peoples by providing opportunities which support cultural, social and economic development, including employment and retention of Aboriginal and Torres Strait Islander staff and supporting education opportunities.

A RAP Internal Working Group has been established to actively monitor RAP development, including implementation of actions, tracking progress and reporting. The RAP Internal Working Group is accountable to the Director Community Wellbeing. Regular reports will be provided to the Executive Management Team, Council, Aboriginal Advisory Committee and Reconciliation Australia in relation to progress made on the plan.

Once local Aboriginal and Torres Strait islander art work is incorporated into the plan, an update version of the plan will be submitted to Reconciliation Australia for final endorsement. It is expected that the plan will be formally launched in National Reconciliation Week to be held from 27 May – 3 June 2019.

A number of actions in the plan have commenced as follows: Events conducted in National Reconciliation Week, Aboriginal and Torres Star Islander Trainees, participation in and support of NAIDOC Week events, Cultural Awareness Training for staff, support of Wimmera River Challenge, Welcome to Country for major community events and Acknowledgement of Country for significant staff meetings.

Financial Implications

Council has committed \$50,000 in the 2018-19 budget for initiatives coming out of the Aboriginal Advisory Committee, these funds will support actions identified in the RAP.

Links To Council Plans, Strategies, Policies

2018-2022 Council Plan

Four-Year Priority 1.1.07 – Develop and implement an Indigenous Reconciliation Action Plan

Consultation/Communication

The Horsham Rural City Council RAP was developed by the RAP Working Group (Aboriginal Advisory Committee) through a workshop and input from across all Council business areas who have provided ideas for inclusion in our RAP and who are all committed to working towards positive reconciliation outcomes for Aboriginal and Torres Strait Islander peoples, families, young people, organisations and businesses.

In August/September 2017 the draft HRCC Reconciliation Action Plan was provided to the community for comment. Two information sessions were held in September 2017. Thirteen community members attended the sessions held.

Feedback from these two sessions was incorporated into an updated plan.

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

Horsham Rural City Council's Innovate RAP has been conditionally endorsed by Reconciliation Australia. Final endorsement will occur after local aboriginal and Torres Strait Islander art work is incorporated into the plan. Actions in the plan are currently being implemented.

9.16 HORSHAM URBAN TRANSPORT PLAN – BACKGROUND REPORT

Author's Name:	Michael McCarthy	Director:	John Martin
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Department:	Infrastructure		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** Nil

Appendix

Background Report: Horsham Urban Transport Plan (**Appendix "9.16A"**)

Purpose

To note the Background Report of the Horsham Urban Transport Plan.

Summary

- The Background Report aims to consolidate all the issues and recommendations gleaned from the previous studies adopted by and/or prepared for Council, and initial stakeholder feedback.
- This information provides the necessary background detail to prepare the transport plan by providing a holistic picture of the issues, analysis of the issues and recommendations, identify the synergies and inconsistencies and test the assumptions with community consultation.
- The Background Report does not pre-empt the contents of the Horsham Urban Transport Plan.
- The detail provided will inform community discussion and provide a Framework through the identification of issues to be addressed in the development of that Plan.

Recommendation

That Council:

1. Note the Background Report as providing the base of existing information for the development of the Horsham Urban Transport Plan
2. Note the Consultation Plan as included as an Appendix in the Background Report.

REPORT

Background

Consultant's Tonkin and Intermethod have been engaged to prepare the Horsham Urban Transport Plan. This is a key commitment from Council's 2018-22 Council Plan, and follows preliminary work on the Horsham Integrated Transport Strategy in 2016.

Discussion

The Urban Transport Plan aims to:

- Consider people movement needs alongside place-based activities
- Review and revise road hierarchy
- Identify key road network issues
- Establish key priorities and issues to be addressed
- Establish principles for street design.

The objectives for the Plan as adopted by Council are as follows:

- A more active and vibrant CBD and river precinct
- Trucks which don't originate or terminate in the CBD to be removed from the CBD and river precinct
- More active transport
- More river crossings
- Linking highways to economic activities
- Preference for the use of existing road reserves for future development of the local and arterial roads.

The working draft of the Background Report:

- Outlines the project timetable
- Summarises details of the various transport related strategies undertaken and existing data
- Describes the principles of Movement and Place, which will be important concepts in developing transport strategies
- Categorises the status of street networks within the CBD against these movement and place principles
- Identifies key issues that need to be addressed
- Provides the consultation plan for the project
- A community survey has been on line since the Wimmera Field days and will remain open until the end of April. The initial responses from the survey are discussed briefly in this Background Report.

Further background information will be obtained through strategic workshops to be held on 29 April 2019 and full analysis of the survey results.

The document has been reviewed by the Project Control Group with constructive additions and modifications made.

An Origin and Destination Survey data has been undertaken in the first week of April. It will provide up to date information about traffic flow (quantity and vehicle types) through and within Horsham's urban areas to be used in developing the Horsham Urban Transport Plan.

Financial Implications

The consultancy for Tonkin and Intermethod has a cost of \$81,840 and is being funded from the 2018-19 budget.

Links To Council Plans, Strategies, Policies

Preparation of the Horsham Urban Transport Plan directly addresses Stage 2 of the following four-year priority from the 2018-22 Council Plan:

2.2.07 Horsham Integrated Transport Strategy completed, including:

- Stage 1 – Strategic road network, including regional highways, railway and Horsham Bypass
- Stage 2 – Horsham urban area
- Stage 3 – Rural areas of municipality

It also supports the following four-year priorities:

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

2.2.08 Develop a plan for a further vehicle bridge across the Wimmera River (including location) and determine the timing when this should be constructed

2.2.10 Provide input to VicRoads on the redevelopment of the Western Highway/Hamilton Road/Golf Course Road intersection

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

Consultation/Communication

A consultation plan has been developed and is operating. It is included as an Appendix to the draft Background Report. The community strategic workshops and the on line survey are key elements to the engagement strategy followed by the release of a draft document for community input.

Risk Implications

A key risk for this project is effective community/stakeholder engagement. This is being facilitated with the support of a community-based Project Control Group. This PCG is assisting in the identification of relevant stakeholders who should be engaged in the project. The Background Report also includes an intended Consultation Plan.

Environmental Implications

This initial study is likely to have limited environmental implications. Recommendations from the study may have potential impacts on the environment which would need to be investigated as part of subsequent detailed, project specific investigations.

Human Rights Implications

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

Conclusion

The draft Background Report presents the background issues necessary to frame the deliberations for the development of the Horsham Urban Transport Plan and describes the work program and consultation plan.

9.17 CONTRACT 19/026 - DESIGN AND CONSTRUCTION OF TWO SYNTHETIC BOWLING GREENS, SUNNYSIDE HORSHAM BOWLING CLUB

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Author's Title:	Project Manager	File No:	19/026
Department:	Infrastructure		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** Appendix "15.4A" is confidential – Section 89(2)(d) contractual matters.

Appendix

Sunnyside Park Master Plan (**Appendix "9.17A"**)

19/026 Tender Evaluation Report – Design and Construction of Two Synthetic Bowling Greens, Sunnyside Horsham Bowling Club – Refer to Confidential Matters (**Appendix "15.3A"**)

Purpose

To award the tender for the design and construction of two synthetic bowling greens at Sunnyside Horsham Bowling Club.

Summary

- This is a collaborative project between Council and the Sunnyside Horsham Bowling Club to enhance the sustainability of one of Horsham's largest Bowling Clubs, and to increase accessibility and participation in the sport of lawn bowls.
- This project builds on work commenced with the Sunnyside Park Master Plan.
- Sunnyside Horsham Bowling Club is providing a large cash commitment (39% of the total project cost) to support the project, and will benefit from increased participation and programming, as well as enhanced financial sustainability.
- A funding application for an additional 59% of the total project cost through the Community Sports Infrastructure Fund has been successful
- Council's financial contribution is \$10,000 funded through the Community Grants program, along with significant in-kind support in terms of project management, procurement management, technical support and grants reporting.
- Council supports the sustainability of one of Horsham's key lawn bowling assets and also supports the environmental benefits of the project in terms of reduced water consumption and zero ongoing chemical usage.

Recommendation

That Council accept the tender submitted by Berry Bowling Systems Pty Ltd for the lump sum price of \$340,212 ex GST for contract 19/026 Design and Construction of Two Synthetic Bowling Greens, Sunnyside Horsham Bowling Club.

REPORT

Background

The installation of two new synthetic greens is the keystone of the Sunnyside Park Master Plan (**Appendix "9.17A"**) and essential to achieving development of the precinct over the next 10 years. This development will benefit the bowling club as well as other sporting clubs, schools and the general community that use the facility.

The Sunnyside Bowling Club Strategic Plan (2017) has a key objective to "*encourage development of multi-use, shared and co-located facilities*". This objective is part of a larger vision of making the bowls pavilion a shared community facility – a neighbourhood hub. To achieve this the current four lawn greens will be upgraded to two new synthetic greens, to address the following issues:

- Grass greens do not allow continuous year round use. Synthetic greens will increase programming opportunities and encourage the broadest possible participation opportunities all year round. The club currently maintains 3 grass greens used on rotation with only two used at any point in time. A fourth green has been put into permanent recess.
- In winter the grass greens become very 'heavy' and more difficult for older bowlers or bowlers with less strength.
- The average age of club members is over 65. The Club needs to reduce the maintenance burden on volunteers.
- High water usage is required for grass greens, in an area of low rainfall. Current water consumption for three rotated lawn greens is over 6 megalitres per year. By comparison, two synthetic greens will use approximately 10,000 litres per green, per year.
- Grass greens are expensive to maintain. The 2017 cost of greens maintenance for the three rotating greens was almost \$55,000. With synthetic greens this will be reduced to the capital replacement cost over a 10-year period of approximately \$37,000 per year.
- Attracting and retaining suitably qualified greenkeepers is an issue in regional Victoria.
- Synthetic greens will address the slight decline in membership over the past 5 years. Analysis indicates that this decline is due to:
 - Other local clubs offering synthetic greens that can be played on all year round
 - Demand on volunteers to assist in grass green preparation
 - Most Wimmera competition is played on synthetic greens, which means that people prefer to practice on synthetic greens.
- Synthetic greens provide 24/7, year-round use without preparation that supports the growing trend of 'walk-in and play' social bowls.
- Synthetic greens are more suitable for participants in wheelchairs.
- Maintaining greens that provide maximum capacity for 96 players at any time is crucial for competition and tournaments. Synthetic greens have the capacity to host more player hours than grass greens. Two synthetic greens will provide equivalent playing time to at least three grass greens, thereby providing for future participation growth, more diversified use of the facility and the sharing of public land for community benefit.

Discussion

A detailed tender evaluation report is provided in the Confidential Matters section of this agenda. Key aspects of the report include:

- Only one tender was received for this contract works.
- The evaluation of the tender was based on the criteria as presented in the tender documents.
- The submitted tender was conforming according to the specifications.

Financial Implications

Council received a grant of \$250,000 through Sports and Recreation Victoria (SRV) for the design and construction of two synthetic bowling greens. The Sunnyside Horsham Bowling Club have committed a cash contribution of \$162,864. Council budgeted for a \$10,000 cash contribution to the project through its Community Grants program, together with significant in-kind support in terms of project management, procurement management, technical support and grants reporting.

- Grant from SRV: \$250,000
- Club Cash Contribution: \$162,864
- HRCC Cash Contribution: \$ 10,000

The total funding for the project is therefore \$422,864.

The available funding was expected to be allocated in the following manner:

- Synthetic surface x 2 greens 78% \$329,700 (the subject of this tender)
- Concrete banks & landscaping surrounding greens 22% \$93,164

Although the received tender from Berry Bowling Systems is higher than the anticipated price, savings are expected in the landscaping which will offset the higher price for the synthetic surfacing for the two greens.

Links To Council Plans, Strategies, Policies

The project is strategically supported by key Council planning documents, particularly in relation to supporting a healthy and active community:

Council Plan 2018-2022

- Goal 1.2 – Develop a safe, active and healthy community, encouraging participation
- Page 19 – *“Horsham Rural City Council on an ongoing basis will support sporting and community organisations to develop and upgrade community sport and recreation facilities through relevant funding programs in accordance with the Sport and Recreation Plan and other Council Plans”*
- Four-Year Priority 5.1 – Promote sustainability by encouraging sound environmental practice

Health and Wellbeing Plan 2017-2021

Sport and Recreation Strategy 2013-2018

Consultation/Communication

This project has been developed in consultation and collaboration with all the user groups and key stakeholders, including many at regional and State level:

- Sunnyside Horsham Bowling Club
- Bowls Victoria
- Wimmera Bowls Division
- Wimmera Sports Assembly
- Wimmera Development Association
- State Member for Lowan
- Horsham Primary School
- Holy Trinity Lutheran College
- Community Axis
- Sport and Recreation Victoria

All stakeholders were in favour of the proposal to replace two grass bowling greens with a synthetic surface, and documented the opportunities that this would bring to their respective organisations and participants.

Risk Implications

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

Environmental Implications

Standard construction management practices will minimise environmental risks.

The chemicals currently used in the green keeping process for the existing turf greens will no longer be required in maintenance of the synthetic greens, resulting in 100% elimination of this chemical usage.

Water usage required will drop by around 6,000,000 litres per year. As the water for the existing turf greens is pumped from the Wimmera River, this water will then be available for other projects in the municipality.

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 Two Synthetic Greens at Sunnyside Horsham Bowling Club, which is deliverable within the current budget.

9.18 CONTRACT 19/005 – CONSTRUCTION OF FEMALE FRIENDLY CHANGE ROOM FACILITY AT DUDLEY CORNELL PARK, HORSHAM

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Author's Title:	Project Manager	File No:	19/005
Department:	Infrastructure		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No

Reason: Appendix "15.4A" is confidential – Section 89(2)(d) contractual matters.

Appendix

19/005 Tender Evaluation Report – Construction of female friendly change room facility at Dudley Cornell Park – Refer to Confidential Matters (**Appendix "15.4A"**)

Purpose

To recommend to Council award of the tender for the construction of a female friendly change facility to the preferred tenderer, Locks Constructions, and to increase the project budget to cover the cost of the cheapest viable tender.

Summary

- The Dudley Cornell precinct is located in the most disadvantaged area of Horsham.
- The precinct provides the only community recreation facilities in the Horsham North area.
- Co-located with the new Kalkee Road Children's Hub, the new female change rooms will play a role in helping to revitalise the Horsham North community and increase female sport participation.
- At present the precinct facilities are quite old and outdated and do not provide female change rooms. The current clubrooms have no space available to be allocated to female change facilities.
- The new facility will also provide a universal access toilet and shower and four unisex public toilets. At present there is no public universal access toilet within the precinct and the public toilets are past their useful life.

Recommendations

That Council:

1. Accept the tender submitted by Locks Constructions for the lump sum of \$303,201 ex GST for contract 19/005 Dudley Cornell Female Friendly Change Facility.
2. Allocate additional funding of \$43,201 to cover the cost of the project.

REPORT

Background

At present the precinct facilities are quite old and do not provide female change rooms. This is recognised by Council as a significant service gap that is restricting programming of the facility for female sport. The current clubrooms are outdated and do not include any space that can be allocated to female change facilities. The works proposed in the contract address this gap.

The new facility will also provide a universal access toilet and shower and for unisex public toilets, which were budgeted for in the 2016-17 capex budget but held over when it became apparent that a grant for the female change rooms may be available. At present, there is no public universal access toilet within the precinct and the public toilets are past their useful life.

Discussion

A detailed tender evaluation report is provided in the confidential appendix. Key aspects of the report include:

- Two tenders were received for this contract.
- The evaluation of the tenders was based on the criteria as presented in the tender documents.
- One of the tenders submitted was non-conforming and thus excluded from the evaluation process.
- The remaining tender is conforming according to the specifications but its price exceeds the set budget.
- Some cost savings were identified in the submitted tender, however the adjusted tender sum still exceeds the available budget.

Financial Implications

Council received a grant of \$100,000 through Sports and Recreation Victoria for construction of the female friendly change facility. Council budgeted \$160,000 for the remainder of the works, ie, the construction of the public toilets and universal access toilet. In summary the funds available are:

- Council \$160,000
- Grant from SRV: \$100,000

The total funding available for the project is therefore \$260,000.

After the savings, the Locks Constructions tender is \$303,201 ex GST being some \$43,201 over the available budget. A decision to accept the increased contract sum would require a budget increase.

It is proposed that this budget increase could be sourced from unspent Infrastructure Gap funding for a project that will not be proceeding this year. This project, Horsham Town Hall re-stumping, could not proceed as a grant hoped for to replace the Town Hall floor did not eventuate. Further investigation is also now planned to fully scope the Town Hall floor replacement in the 2019-20 draft capex program. Funds of \$69,700 are available from the Town Hall floor project, which is proposed to be partly allocated to the Dudley Cornell project.

Links To Council Plans, Strategies, Policies

2018-2022 Council Plan

Four-Year Outcome 1.1 – Contribute to building a vibrant, diverse and resilient community

Four-Year Priority 1.1.09 – Develop a Master plan for Dudley Cornell following the construction of the new Children’s Hub

A number of other key strategies and actions in the Council Plan, Sport and Recreation Strategy, Gender Equity programs and Health and Wellbeing Plan support this project.

Consultation/Communication

This project has been developed in consultation and collaboration with all the user groups and key stakeholders:

- Horsham Little Athletics Club
- Colts Cricket Club
- Black Ranges Division of Primary Schools – Athletics and Outdoor sports
- Horsham Soccer Club
- AFL Wimmera Mallee (Dudley Cornell is the base for Rebels training and AFL school clinics)

All stakeholders were in favour of the need to improve female facilities to encourage female participation.

The construction will take place on the western side of the main oval and vehicle movement would be restricted to the north of the grounds. The advisory committee has been informed of this restriction and will communicate further with their respective groups.

Risk Implications

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

Environmental Implications

Standard construction management practices will minimise environmental risks. All trees within the construction area will be marked and protected for the duration of the construction.

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*. The works advance gender equity opportunities in the municipality.

Conclusion

The tender process has yielded a suitable tender for the Female Friendly Change Facility, which exceeds the current budget, however it is the best viable option to improve female participation at one of Horsham’s most active sporting precincts.

9.19 RATE CONCESSIONS FOR CULTURAL, AND RECREATIONAL AND CHARITABLE ORGANISATIONS - POLICY REVIEW

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Author's Title:	Co-ordinator Revenue	File No:	F27/A08/000001
Department:	Finance		

Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

Status

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

Yes No **Reason:** Nil

Appendix

Council Policy – Rate Concessions for Cultural, Recreational and Charitable Organisations
(Appendix “9.19A”)

Purpose

To adopt a revised policy for Rate Concessions for Cultural, Recreational and Charitable Organisations.

Summary

The following changes have been made to the Council Policy – Rate Concessions for Cultural, Recreational and Charitable Organisations:

- The previous policy only dealt with Culture and Recreational organisations and has now been amended to include exemptions given to all charitable organisations also.
- The ‘rateability’ flowchart for Cultural and Recreational Organisations has been amended to more clearly show the difference between the exemption of rates under Section 154(2)(c) of the *Local Government Act 1989*, and exemption of rates under Section 4(1) of the *Cultural and Recreational Lands Act 1963*.

Recommendation

That Council adopt the revised Council Policy – Rate Concessions for Cultural, Recreational and Charitable Organisations.

REPORT

Background

This policy previously identified the applicable rules to determine the eligibility of an organisation to a rate concession on the basis of being a cultural and recreational organisation in accordance with Section 4(1) of the *Cultural and Recreational Lands Act 1963* and Section 154(2)(c) of the *Local Government Act 1989*.

Exemptions for other organisations and charities were managed under the definitions contained in Section 154 of the *Local Government Act 1989*.

This policy attempts to help clarify the legislative requirements of the Acts which are somewhat vague and lacking in detail. Decisions around eligibility have become somewhat more complex with the introduction of a competitive funding process for the National Disability Insurance Scheme (NDIS) and the need for Council to be mindful of National Competition Policy.

The changes proposed seek to provide consistency and fairness in the way in which Council approaches these matters.

Discussion

A. Cultural and Recreation Lands

Cultural and Recreational Organisations are assessed under the *Culture and Recreational Lands Act 1963* for outdoor activities and for indoor activities under the *Local Government Act 1989*, Section 154, as being an organisation for other purposes beneficial to the community.

The current policy addresses the area of Cultural and Recreational Lands quite clearly and adequately with the only proposed amendment to improve the process flow diagram for further clarity around the decision making process.

B. Charitable Organisations

Charitable Organisations are assessed solely under Section 154 of the *Local Government Act 1989* as long as they fit in to one of the four heads of charity:

1. The relief of poverty
2. The advancement of education
3. The advancement of religion
4. Other purposes beneficial to the community.

For Section 154 to be applicable, an organisation must meet the following criteria:

- The land must be used “exclusively” for charitable purposes
- It does not apply to houses, flats or residences
- It does not apply to businesses undertaken for profit unless that use is “necessary for” or “incidental to” a charitable purpose
- It does not apply to premises used for retail sale of goods.

There are two main areas of subjectivity on this matter within the legislation are around the issues of:

1. S.154 (2) (c): Exclusive for Charitable purposes – being a not-for-profit does not always imply an organisation is a charity but they can be without necessarily being registered as a charity. Many charities are involved in commercial operations and charitable operations and everything in between.
2. S.154 (4) (d): If not used exclusively for a charitable purpose whether that business for profit is incidental to the charitable purpose. That is, what is the predominant use of the property.

Balanced against the issues of “Exclusive use” and “business for profit that is incidental to” is the issue of National Competition policy. This requires there to be a “level playing field” when it comes to organisations that receive government funding through a competitive process and this is what the NDIS is now implementing for disability services. Council currently provides rate exemptions to some NDIS providers and not others.

Council receives applications for such rate exemptions on a reasonably frequent basis and every exemption granted means more rates are picked up by other sectors of the community.

It would seem inequitable to provide rate exemptions to some NDIS providers and not others. This matter could be simplified if an organisation were able to segregate their NDIS activities from other activities and then Council could rate these separately, however that is often not possible.

Another argument often used is that as an organisation is a “Not-for Profit” then that should mean that they should be seen as a charity and not have to pay rates. There are however many “Not for Profit” companies competing and operating in commercial areas environments.

The revision to the policy has been undertaken with these issues in mind.

C. Review of Exempt Properties

Additional to the review of the policy, Council has also undertaken a review of properties that currently receive an exemption and has not currently identified any changes.

Financial Implications

Exempt properties at the commencement of the year are excluded from the calculation of the rate in the dollar for all sectors and hence do not impact on Council’s budget. Rate exemptions given throughout the year represent impact the budget as lost rate revenue and are amended through the supplementary rates processes.

Links To Council Plans, Strategies, Policies

Section 4.5 Horsham Rural City Council Draft Rating Policy

Consultation/Communication

The revision of the Rate Concessions for Cultural, Recreational and Charitable Organisations Policy is undertaken on a regular annual basis as a part of Council's budget processes. This year an independent Rates Strategy Advisory Committee was appointed to review Council's rates strategy. This policy was considered within that review and no changes were identified by the committee.

Officers have been in contact with other Councils through the Rate Collectors forums and the issue of competitive NDIS funding has been identified state wide as a difficult matter to address in a fair and equitable manner.

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 changes proposed to the policy seek to deliver a fairer policy for all cultural, recreational and charitable groups within the community. The changes seek to more clearly define the rules around exemptions for consistency and equity purposes.

10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Mark Radford, Mayor

- 24 March 2019 - Country Music Festival
- 25 March 2019 - Train Timetable project
- 25 March 2019 - Council Ordinary Meeting
- 26 March 2019 - Country Music Discussion
- 26 March 2019 - Small Business Victoria presentation
- 26 March 2019 - Wimmera River/CAD Vision Project
- 27 March 2019 - Wimmera Mail Times interview
- 27 March 2019 - Country Music Festival
- 27 March 2019 - Boomerang Bag Ladies meeting
- 27 March 2019 - Wimmera River Improvement Committee
- 28 March 2019 - Opening of the Racecourse Lighting Project
- 28 March 2019 - Country Music Festival
- 29 March 2019 - Letter to "By a Thread" (Onefellswoop Productions)
- 29 March 2019 - Letter of congratulations to Brian and Leonie Bird (Horsham Lawnmower Centre)
- 31 March 2019 - Horsham Pacing Cup
- 1 April 2019 - Meeting with Marion Matthews (Art Is)
- 1 April 2019 - Aboriginal Advisory Meeting
- 1 April 2019 - Councillor Briefing
- 3 April 2019 - Herald Sun Interview (Nathan Mawby)
- 5 April 2019 - Seasonal Conditions Meeting
- 5 April 2019 - Letter to Mr and Mrs Tregenza (River Improvements)
- 5 April 2019 - Horsham College Debutant Ball
- 7 April 2019 - Opening of the Apex Adventure Island Pump Track
- 8 April 2019 - Candidate visit: Cecilia Moar
- 8 April 2019 - Naming of a ship "HMAS Horsham" correspondence
- 8 April 2019 - Candidate visit: Jason Modica
- 8 April 2019 - Councillor Briefing
- 9 April 2019 - Tourism Advisory Meeting
- 9 April 2019 - Candidate visit: Ray Kingston
- 10 April 2019 - Meeting with Stuart Grimley State Member Western Victoria
- 11 April 2019 - Regional Cities Victoria Meeting
- 12 April 2019 - Country Music Festival
- 13 April 2019 - Sing Australia Day gathering
- 13 April 2019 - Victorian Volleyball League competition
- 14 April 2019 - Youth Festival Sawyer Park
- 15 April 2019 - Visitors from Horsham England
- 15 April 2019 - Councillor Briefing
- 16 April 2019 - Country Music Festival Meeting
- 16 April 2019 - Aerodrome Consultation

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 Tuesday 26 March 2019 at 5.00pm in the Civic Centre Reception Room, Horsham Rural City Council

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

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

Council Briefing held on Monday 15 April 2019 at 5.00pm in the Civic Centre Reception Room, Horsham Rural City Council

Council Briefing held on Tuesday 16 April 2019 at 5.00pm in the Civic Centre Council Chamber, Horsham Rural City Council

Refer to **Appendix “13.1A”**

13.2 SEALING OF DOCUMENTS

- Lease – 54 McPherson Street, Horsham – Victorian State Emergency Service.

13.3 INWARD CORRESPONDENCE

Nil

13.4 COUNCIL COMMITTEE MINUTES

Nil

Recommendation

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

14. NOTICE OF MOTION

Nil



1. PURPOSE

The purpose of the Rating Policy is to establish the framework for setting the Horsham Rural City Council's (the Council) Rating Strategy. The Rating Policy and Rating Strategy are reviewed and adopted every four years following a general election of Council. The Rating Strategy is reviewed in the intervening years and adjusted where Council is of the opinion that the Strategy does not provide for the equitable imposition of rates and charges.

Council's policy in regard to rates and charges as set out in the *Local Government Act 1989* (the Act) is set out below.

2. INTRODUCTION

Legislation requirements under the Act, Section 3C; the primary objective of a council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions. Further in seeking to achieve its primary objective, a council must ensure the equitable imposition of rates and charges.

Under Section 136 of the Act, a Council must pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden.

3. SCOPE

This policy covers the decision making rules that council will apply when reviewing its Rating Strategy.

4. PRINCIPLES

4.1 Rating Objectives

Legislation: Under Section 3C of the Act, the primary objective of a council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions. Further in seeking to achieve its primary objective, a council must ensure the equitable imposition of rates and charges.

Under Section 136 of the Act, a Council must pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden.

Policy: Council will give consideration to the good practice taxation principles when determining the equitable imposition of rates and charges. Council's policy on the taxation principles is provided in Section 4.14.

4.2 Valuation Method

Legislation: A council may use the site value, net annual value or capital improved value system of valuation. For the purposes of calculating the site value, net annual value or capital improved value of rateable land, a council must use the current valuations made in respect of the land under the *Valuation of Land Act 1960*.

Valuations occurring up to January 2018 were undertaken on a two year basis, with supplementary valuations able to be done where there are sales in subdivisions and consolidations, as well as following the construction and demolition of buildings. Changes were made to the *Valuation of Land Act* during 2017 that from 2019 it will be compulsory for Council's valuations to be undertaken through the Valuer General's Office and that valuations will be undertaken on an annual basis.

Issues: Of the 79 Councils in the state, 75 use CIV as the valuation method. Use of CIV allows the use of differential rates.



Policy: Council will use the capital improved value valuation method as this satisfies the equity principles and allows council to utilise differential rates in its rating structure.

4.3 Supplementary Valuations

Legislation: The *Valuation of Land Act* allows for Councils to have its Valuer make regular inspections following sales in subdivisions and consolidations as well as following the construction and demolition of buildings so that the maximum financial benefit can be gained from development as it occurs in the municipality, while at the same time ensuring that rates are levied equitably and transparently on new and changed properties.

Issues: There is some discretion as to what is an appropriate level of change in value upon which a supplementary valuation should be made.

Policy: Councils policy is to undertake supplementary valuations on a regular basis throughout the year, where there is a significant change to the capital improvements or where there is a new assessment or property consolidation required. The additional revenue generated during the year assists in maintaining the rate in the dollar at the lowest level and is both transparent and satisfies the equity principles within the rating strategy.

4.4 Differential Rates

Legislation: Under Section 158 of the Act, a council when declaring rates and charges must declare whether the general rates will be raised by the application of a uniform rate or differential rates.

Under Section 161 of the Act, if a council declares a differential rate for any land, the council must:

- Specify the objectives of the differential rate including a definition of the types or classes of land which are subject to the rate and a statement of the reasons for the use and level of that rate
- Specify the characteristics of the land which are the criteria for declaring the differential rate.

A council must have regard to any Ministerial guidelines before declaring a differential rate for any land. The Minister issued Guidelines in April 2013. These guidelines attempt to spell out clearly what types and classes of land may be considered for differentials and also those that are not appropriate for differentials or need to be "carefully considered". Geographic Location may also be considered as a basis for the use of a differential.

The highest differential rate must be no more than four times the lowest differential rate.

4.4.1 Differential Residential Land

A differential may be offered for residential land. A differential is considered appropriate for residential land under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for residential land will include the following: Rates are an allowable deduction for tax purposes for residential properties held for investment purposes and homebased businesses in relation to the portion of the home that is used for business purposes, properties within the township of Horsham generally have higher access to council services, residential properties tend to be lower in valuation and therefore are adversely impacted by the regressive nature of the municipal charge and any other factors as may be deemed relevant from time to time.

Policy: Council does not consider appropriate, a separate differential for residential land.



4.4.2 Differential Commercial Land

A differential may be offered for commercial land and is considered appropriate under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for commercial land will include the following: Rates are an allowable deduction for tax purposes for commercial properties, commercial properties are operated for profit, there is a wide diversity of retail operators both in size and type, the farming sector underpins economic activity for much of the local economy and any other factors as may be deemed relevant from time to time.

Policy: Council considers it appropriate to have a separate differential for commercial land.

4.4.3 Differential Industrial Land

A differential may be offered for industrial land and is considered appropriate under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for industrial land will include the following: rates are an allowable deduction for tax purposes for industrial properties, industrial properties are operated for profit, there is a wide diversity of retail operators both in size and type, the farming sector underpins economic activity for much of the local economy and any other factors as may be deemed relevant from time to time.

Policy: Council considers it appropriate to have a separate differential for industrial land.

4.4.4 Differential Farm Land

A differential may be offered for farming land and is considered appropriate under the Ministerial Guidelines for use of differentials. It is a specific requirement of these Guidelines for Council to consider a reduced differential for this category of land use.

Council considerations when looking at a differential for farm land will include the following: Farms can have reduced access to services compared to residential properties, and this reduced access is not reflected in the property values, the extent to which relative property values may have varied between sectors, an excessive rate burden is applied on farmers due to their land holding having a significantly greater value than for other small businesses, agriculture producers are unable to pass on increases in costs, farms are seen as more susceptible or fragile than other commercial or industrial operations, the farming sector underpins economic activity for much of the local economy, rates are an allowable deduction for tax purposes and often include the principle place of residence, farms are operated for profit and any other factors as may be deemed relevant from time to time.

Policy: Council considers that a differential is appropriate for the farm sector.

4.4.5 Differential Retirement Villages

A differential may be offered for Retirement Villages and is considered appropriate under the Ministerial Guidelines for use of differentials. It is a specific requirement of these Guidelines for Council to consider a reduced differential for this category of land use.

Council considerations when looking at a differential for farm land will include the following: A lower differential for this class of properties may be considered appropriate, based on the reduced number of services accessed by residents of retirement villages, savings in capital investment and maintenance



to council for roads, footpaths, drainage, street lighting, car parking and landscaping, council benefits from increased rate revenue because of the density of retirement village housing and any other factors as may be deemed relevant from time to time.

Policy: Council does not consider a differential appropriate for Retirement Villages.

4.4.6 Differential Other Classes of Land Use

A differential may be offered for range of other classes of land use under the current Ministerial Guidelines.

Policy: Council does not consider any other differential as appropriate for any of the other listed categories of land use within the Ministerial Guidelines.

4.4.7 Differential for Geographic Reasons

A differential may be offered for definable Geographic areas and is considered appropriate under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for geographic reasons will include the following: A lower differential for this class of properties may be considered appropriate based upon, the distance from Horsham and therefore the ability to access services, in practice this would be very difficult to measure as to where the line should be and how to administer, in taking in to account the extent of usage of services Council needs to satisfy itself that the situation is consistent across the majority of properties within a property class.

Policy: Whilst Council recognises the issue as being applicable to outer geographic areas of the Municipality the costs and inability to position and administer a suitable line on a map would outweigh the benefits of introducing such a differential.

4.5 Cultural and Recreational Land

Legislation: Under the provisions of the *Cultural and Recreational Lands Act 1963* most Councils levy rates on outdoor cultural and recreational facilities at concessional rates. These lands must be occupied by a body which exists for an outdoor recreational purpose and which applies its profits in promoting the furthering of this purpose. The lands must be owned by the body or owned by the Crown or Council to be eligible. Agricultural showgrounds are specifically included. Indoor bodies may be exempt as charities under Section 154 of the *Local Government Act 1989*, on the basis of providing a general community benefit.

Issues: Council during 2014-15 undertook a detailed review of culture and recreational assessments within the municipality and developed a policy to guide officers in applying the principles. This policy clearly defines eligibility criteria and reduces the previous 20% concessional rate to 0% i.e. no rates to be levied and the upper rate of 60% has been reduced to 50%. Council believes this recognises the role that Cultural and Recreational groups play in the provision of services to the community. These groups do have access to some services in their own right but largely, themselves, are part of the cultural and recreational service provision within the community. This new policy reduces the rate burden on these groups within the community and attempts to clarify the grey areas in the decision process, to help provide consistency and fairness in the way in which Council approaches this matter.

Council sets rates which differentiate between those which have significant fund raising capacity and those which do not. The levels are discretionary and as a consequence have been reviewed so that the lower rate aligns with the full exemption that may be granted to groups under Section 154 of the



Local Government Act. The upper rate has been reduced from 60% to 50% to provide some further concession to these groups in recognition of the general community benefit they provide.

Policy: Rates are set at a higher value (for those with significant revenue raising capacity) and a low value (for those with little revenue raising capacity) of the General rate. No municipal charge is made on these properties.

4.6 Municipal Charge

Legislation: Under Section 159 of the Act, a council may declare a municipal charge to cover some of the administrative costs of the council. A council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the sum total of the council's total revenue from a municipal charge and total revenue from general rates. The Local Government Bill 2018 proposes that this be reduced to 10%.

A person may apply to a council for an exemption from the payment of a municipal charge on rateable land if the rateable land is farm land, the rateable land forms part of a single farm enterprise and an exemption is not claimed in respect of at least one other rateable property which forms part of the single farm enterprise. In the case of a single farm enterprise which is occupied by more than one person, an exemption cannot be claimed in respect of more than one principal place of residence.

A fixed component of the rating structure is provided as recognition of the fact that all rateable properties have an obligation to contribute to the basic operations of Council i.e. its Administrative functions

Issues: Because the municipal charge is a fixed charge, it is regressive, meaning that as the value of properties decrease, the municipal charge increases as a percentage of rates paid, thus the total burden is reduced on higher value properties. The higher the municipal charge the greater is the benefit to farms with multiple assessments that are eligible for the "single farm enterprise" exemption, a municipal charge may be used by a council to collect a portion of revenue not linked to property value but paid equally by all ratepayers. The charge cannot be more than 20% of total rates. A reduction in the level of the municipal charge would benefit lower valued properties, but any reduction would need to be balanced by an increase in the ad-valorem rate accordingly which would increase the rates on all properties across all sectors. Some Council's tie the municipal charge to specific administrative or governance costs and set it accordingly. Council has considered the effect of lowering the level of the charge and consequently raising the ad-valorem rate to compensate.

Policy: Council recognises the regressive nature of this charge but will levy a municipal charge on the grounds that all properties should contribute to its administrative costs.

4.7 Service Rates and Charges

Legislation: Under Section 162 of the Act, a council may declare a service rate or charge for any of the following services:

- Provision of a water supply
- Collection and disposal of refuse
- Provision of sewage services
- Any other prescribed service.

Garbage Services are compulsory for Natimuk and Horsham and are charged on a user pays principle. Recycling Services are included as part of the Garbage Services. Appropriate to have a user charge as the service can be clearly tagged to those that use it. The calculation is done on a cost recovery



basis. Recycling is included to encourage recycling which helps reduce landfill costs. To charge separately may result in some people cancelling the service.

Issues: The calculation of the garbage charge is on a cost recovery basis but does not currently pick up on a contribution towards Council's general administration or overhead. During 2017-18 the acceptable levels of contaminants in recyclable product delivered to China was reduced thereby impacting the recycling market, this resulted in a cost increase to council per recycling service.

Policy: Council will levy a charge for garbage and recycling services combined on a cost recovery basis (with the exclusion of Council overheads). Council will where practical, charge any increases in recycling costs only to those properties that receive a recycling service.

4.8 Special Rates and Charges

Legislation: Under Section 163 of the Act, a council may declare a special rate or charge for the purposes of defraying any expenses or repaying (with interest) any advance made to or debt incurred or loan raised by the Council, in relation to the performance of a function or the exercise of a power of the council, if it will be of special benefit to the persons required to pay the special rate or special charge.

A 1999 VCAT ruling said "if a benefit accrues to the land so as to make it more desirable and therefore more valuable for sale, the owner derives a special benefit even if his or her present use of the land does not provide it there and then".

Special rates and Charges may be utilised. These have been utilised principally for drainage, footpaths and road schemes where the "benefit" to individual ratepayers can be clearly identified.

Issues: Greater use of Special Charges when there are clearly "special benefits" that can be identified will help address some of the Equity issues around the benefit principle.

Policy: Council will use special rates and charges wherever it believes these may be appropriate.

4.9 Rate Exemptions for Charitable and Other Properties

Legislation: Rate exempt status for specified charitable and other properties, both as required by legislation and under Council discretion. The *Local Government Act* provides for limited exemption of certain categories of properties from rating, Section 154 sets out what land is non-rateable. Primarily those regarded as being used for charitable purposes, as well as specified types of property, such as those used for mining. Most Government and Council owned properties, including educational institutions and hospitals, are also included in non-rated categories.

Issues: Some degree of discretion needs to be applied when looking at some charities as they may often be almost commercial in nature, a detailed review of non-rateable assessments is undertaken on a regular basis.

Policy: Council provides exemptions in accordance with Section 154 of the *Local Government Act*.

4.10 Rating of Retail Premises of Charitable Organisations

Legislation: The *Local Government Act* provides in Section 154 (4) that any part of land used for the retail sale of goods cannot be regarded as used exclusively for charitable purposes and is thus rateable. These are commercial operations that are not charitable by nature and hence they should be rated.



Issues: These retail premises operate in order to both raise income for their charitable cause and also to provide a cheap source of recycled clothing which provides a social benefit to the community.

Policy: For the purpose of charging rates, the Council Valuer be asked to separately value that part of land not rated which is occupied by a charitable organisation and used for the retail sale of goods so as to allow that part to be separately rated. Council will then make an annual Community Donation / Grant equivalent to the rates charged to the charitable organisations so rated in accordance with this policy.

4.11 Payment Options and Incentives

Legislation: Under Section 167 of the Act, a council must allow rates and charges to be paid in four instalments. A council may also allow rates and charges to be paid in a lump sum.

Under Section 168 of the Act a council may also provide incentives for prompt payment. Lump sum payment option has remained in February largely due to the preference by the farming community to pay annually at this time. Interest can be charged on overdue payments.

Issues: Farming has changed in recent years and farm incomes are now often spread differently across the year, compulsory quarterly payments would offer opportunities for improved efficiencies in how the rates department operates and better debt management and cash-flow management for Council and potentially ratepayers alike, quarterly payments have been modelled to show there would be minimal extra costs to annual payers and can still be paid in full at the time of the first instalment on 30 Sept, council has a policy for the charging of interest on late payments in accordance with the Local Government Act provisions and in the interests of fairness and transparency, council authorises a credit management company to take prompt action where payment is not made by due dates or where payment arrangements are not followed by ratepayers.

Policy: Council will allow payment of rates and charges by lump sum in February as well as quarterly payments. A discount for early payment of rates will not be offered.

4.12 Early Payment Incentives

Legislation: Early payment incentives may be offered if rates are paid early. Early payment benefits council by improvements to cashflow.

Issues: The question of a discount on early payment of rates has been looked at previously by Council. In a survey in 2003 few ratepayers indicated that they would be attracted by a discount, the discount may be seen to benefit ratepayers in the community with greater cashflow, there is a cost to the discount itself, plus additional administrative and system costs.

Policy: Council does not offer a discount for early payment of rates and charges.

4.13 Rebates and Concessions

Legislation: Under Section 169 of the Act, a council may grant a rebate or concession in relation to any rate or charge:

- To assist the proper development of the municipal district; or
- To preserve buildings or places in the municipal district which are of historical or environmental interest; or
- To restore or maintain buildings or places of historical, environmental, architectural or scientific importance in the municipal district; or



- To assist the proper development of part of the municipal district.

A council resolution granting a rebate or concession must specify the benefit to the community as a whole resulting from the rebate or concession. Rebates and Concessions may be offered for a number of reasons as defined in Section 169 of the Act. Primarily "to assist the proper development of the municipal district" or to assist the preservation and /or restoration of places "of historical or environmental interest."

Issues: Council may offer rebates and concessions as it deems appropriate, and as established through clear policy direction, council provides for the state funded pensioner rebate scheme, other rate concession considered in the past were on land with Conservation Covenants issued by the Trust for Nature for landowners undertaking conservation of their land, which has been suggested by the Trust as being appropriate and desirable. An option for a rebate or concession to be offered for relevant landholders in return for weed management has been discussed. However, the administrative burden for such a scheme would be significant and outweigh the benefits. A specific rebate has been granted under an historical agreement, to provide 50% general rate concession (excluding the Municipal charge) on the low value rental units owned by the Department of Human Services.

Policy: Council administers the state government funded pensioner rebate scheme. Council will not grant a concession or rebate to Health Care Card holders. Council will offer an additional rebate to pensioners over and above the state government value.

In relation to the rating of Granny Flats, where a flat that is constructed on land on which there had previously been one dwelling only and where such flat is occupied by the elderly or disabled pensioner relatives of the occupier of the adjacent house, Council will waive the rates and charges over and above the pensioner concession granted, providing the pensioners make an application for such a waiver each year before rate payment is due.

Council will not grant a concession or rebate to properties on which a conservation covenant has been executed. Such covenants would be incorporated into the attributes considered by the Valuer when determining the Capital Improved Value of the land.

4.14 Deferments, Discounts and Waivers

Legislation: Under Section 170 of the Act, a council may defer in whole or in part the payment by a person of any rate or charge which is due and payable for a specified period and subject to any conditions determined by the council if it considers that an application by that person shows that the payment would cause hardship to the person.

Under Section 171 of the Act, a council may waive the whole or part of any rate or charge or interest in relation to:

- An eligible recipient
- Any other class of persons determined by the Council for the purpose of waiving rates or charges on the grounds of financial hardship.

Deferments, discounts and/or waivers of rates and charges are available in specific hardship cases. Section 169, 170 & 171 of the Act allows for people in designated groups to access this i.e. pensioner rate discount or for individual cases of hardship.

Issues: Council has traditionally not granted waivers or discounts. Deferrals mean little lost revenue to Council and it picks up on the equity issue of capacity to pay, by delaying payment until assets are realised at a later date.

Policy: Council has a separate and specific policy, "Rates and Charges Financial Hardship Policy" for the handling of hardship cases which allows deferment of all or part of rates for varying times



depending on circumstances, interest may also be waived in hardship cases. Applicants are required to specify the hardship grounds, on consideration of which Council may grant a deferment, which would generally continue until circumstances change, the land is sold or the person dies, when the rates and interest deferred would be taken from the sale proceeds. Council has in the past only granted interest waivers for hardship.

4.15 Taxation Principles

The Victorian Government's Local Government Better Practice Guide: Revenue and Rating Strategy 2014 states that when developing a rating strategy, in particular with reference to differential rates, a council should give consideration to the following key good practice taxation principles:

- Wealth Tax
- Equity
- Efficiency
- Simplicity
- Benefit
- Capacity to Pay
- Diversity.

4.15.1 Wealth Tax

Council supports the principle that rates paid are dependent upon the value of the ratepayer's real property. To ensure that people in similar economic circumstances are treated similarly.

Issues: There is a direct relationship between property holdings and disadvantage – less wealthy people tend to own lower valued housing stock. Property owners with higher valued assets generally have a greater capacity to pay.

Policy: Council considers the wealth tax principle a good starting point in developing its rating strategy.

4.15.2 Equity (Horizontal)

Council considers issues of horizontal equity when developing its rating strategy. To ensure that people in similar economic circumstances are treated similarly.

Issues: Levels of Government with more diverse taxing and investigative powers and resources struggle to achieve this and use a broad range of taxing instruments from income and assets tests, consumption versus income taxation etc. It is difficult to expect a property tax system alone to deal practically with this issue.

Policy: Council will consider (where possible) issues of horizontal equity in its rating strategy.

4.15.3 Equity (Vertical)

Council considers issues of vertical equity when developing its rating strategy. The amount of tax to be paid varies in accordance with an individual's economic circumstances.

Issues: Economic circumstances can be very subjective, depending upon how we define and measure this. Similar circumstances may be judged differently based on wealth, income and expenditure. Information around individual economic circumstances is not freely available to Council.

Policy: Council will consider (where possible) issues of vertical equity in its rating strategy.

4.15.4 Efficiency

Council considers issues of economic efficiency when developing its rating strategy. The level of rates burden can affect the extent to which production and consumption decisions are made by people.

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Issues: Efficiency can be defined as the ratio of ends produced (outputs) to means used (inputs). Being more efficient, means that the burden on ratepayers can be reduced or ratepayer's utility can be increased by limited resources being diverted to more productive areas. For services where users are price sensitive, direct charging can influence demand patterns and thus lead to greater allocative efficiency.

Policy: Council will consider (where possible) issues of efficiency in its rating strategy.

4.15.5 Simplicity

Council considers issues of simplicity when developing its rating strategy. The complexity of the rating system affects how easily it can be understood by ratepayers and the practicality and ease of administration.

Issues: All reviews of taxation have argued that simplicity is a critical goal. The simpler the rating system is, the easier it is for ratepayers to understand, but simplicity principle can often conflict with other principles.

Policy: Council will consider (where possible) issues of simplicity in its rating strategy.

4.15.6 Benefit

Council considers the "benefit" or "user pays" principle. The benefit principle points to the fact that some groups may have more access to Council services.

Issues: More use of user charges, special rates and service charges lend themselves better to dealing with the issue of benefit. Another issue to consider here is that of the degree of "public" good in a service. A public good is something where it is difficult or impractical to exclude non-payers from the benefit. A user charge can be used where the benefit of a particular service can be mapped to an individual ratepayer. A comprehensive analysis of access to services is extremely costly, complex and difficult to determine with many subjective judgement calls to be made. In some ways arguing of the benefit principle with respect to Council rates is like trying to do the same for income tax that is used to fund a wide range of universally accessed services. It might be argued that a country ratepayer derives less benefit from library services or street lighting than their town counterparts but the reverse may be argued with respect to the cost of repairing rural roads that are seldom travelled on by the urban ratepayer. Many services are not location specific. Access is not synonymous with consumption. Residents can travel or use technology to access services. Services provided in different locations within the municipality have different costs e.g. waste collection in rural areas may be more costly than in urban areas etc. Rates are a property wealth tax based on valuation of properties and not based upon access to services. Services are available on a "whole of life" basis i.e. different services are accessed at different points during a person's life.

Policy: Council will consider user pays opportunities wherever practicable.

4.15.7 Capacity to Pay

Council considers issues of capacity to pay when developing its rating strategy. Some groups may have a greater or lesser capacity to pay (i.e. asset rich but income poor).

Issues: Council does not have access to income information for all ratepayers. This would be necessary to assess this aspect of rating equity. Individuals may apply on hardship grounds to have their rates deferred or interest waived and in doing so need to provide Council with some of this information.

Policy: Council will consider (where possible) issues of capacity to pay in its rating strategy.



4.15.8 Diversity

Council considers issues of diversity when developing its rating strategy. Some ratepayers within a group may have a greater or lesser capacity to pay (i.e. city versus rural).

Issues: Council does not have access to income information for all ratepayers. This would be necessary to assess this aspect of rating equity. Individuals may apply on hardship grounds to have their rates deferred or interest waived and in doing so need to provide Council with some of this information. Establishing sub-groups may lead to an overly complex rating system.

Policy: Council will consider (where possible) issues of diversity in its rating strategy.

4.16 Changes to Differentials in the Rating Strategy

Council has established the following parameters for the purposes of deciding when a detailed review of differentials in the Rating Strategy is required in any budget year:

- The difference in the valuation change (increase or decrease) between the general differential rate category and another differential rate category exceeds 3.5% 5% following a general revaluation of properties
- Any change in the legislative framework that materially impacts the equitable imposition of rates and charges.
- Any other relevant matter as per the Ministerial Guidelines for Differential Rating

5. COMMUNICATION

Council will seek to communicate individually with properties that have a significant shift in the rate burden in any one year, advising them of the reason for the change and their options for appeal on their valuation. This policy will be publicly available on council's website.

6. RESPONSIBILITY

Policy Owner: Director Corporate Services

7. SUPPORTING DOCUMENTS

Document	Location
Local Government Act 1989	LGV Website
Victorian Government's Local Government Better Practice Guide: Revenue and Rating Strategy 2014	LGV Website

8. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	Date approved	Council	New Policy	Review date to be added by Governance Unit



DRAFT

RATING STRATEGY

2019-23

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1. PURPOSE

The purpose of the Rating Strategy is to set out the system of rates and charges adopted by Council for the purposes of distributing the rates burden across the municipality on a fair and equitable basis. The Strategy is reviewed and adopted every four years following a general election of the Council. This Rating Strategy is for the four year period 2019-23.

In 2005 Council developed a Rating Strategy, which was adopted in conjunction with the adoption of the 2005-06 Budget. Council has annually reviewed this strategy as part of its budget process, but in 2013-14 as a response to budget submissions received, it undertook to do a more detailed review of its entire Rating Strategy in order to investigate the concerns raised by some sectors within the community. Further to this the Victorian Auditor General's Report into the results from the 2012-13 audits highlighted the need for Council's to "apply a robust and strategic approach to the collection and use of revenue through rates and charges" and to improve the quality of the Rates Strategy and to implement a Rating Policy. Council during the 2013-14 review looked in depth at the various elements of its current rating package, the objective being to consider ways in which these could be varied to "more equitably distribute the rates burden across the municipality".

In the 2018-19 year Council formed the Rates Strategy Review Advisory Committee (Committee) to provide community input and opinion on the setting of key rating principles in the review of the Council's 2018-19 Rates Strategy, and to make recommendations to Council on revisions to the Rates Strategy and an overarching Rates Policy. A key outcome of which was to achieve a fair and equitable distribution of the rate burden across all members of the community.

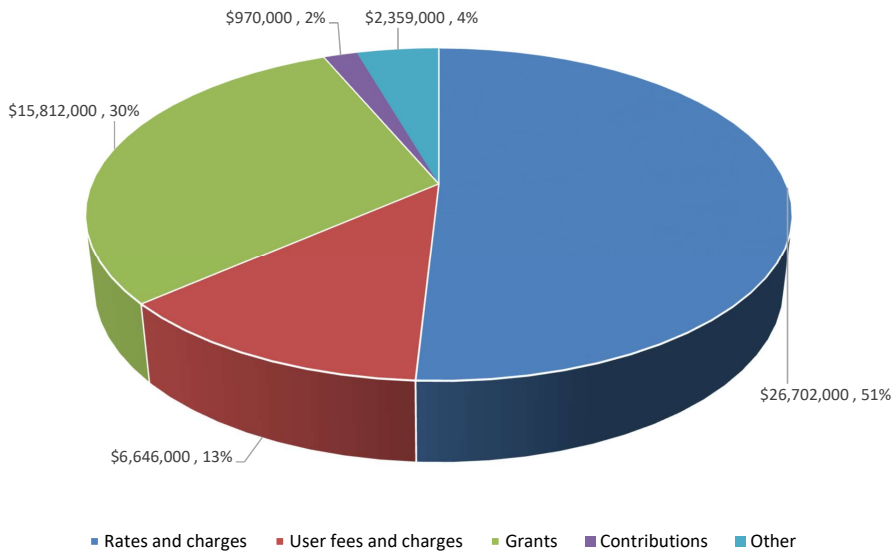
The responsibilities of the Committee were:

- To identify and recommend principles for formulating the HRCC's rating strategy and policy
- Advise on the factors for consideration of any differential rates
- Advise on the equitable sharing of the rate burden and changes to current charges, rebates and exemptions
- Propose improvements to communication and engagement on the budget and rating strategy
- Consider feedback and submissions from members of the public that may be obtained during the review
- Produce a discussion paper with recommendations for Council.

The Council has considered the Committee's recommendations and have incorporated them into the development of this Rating Strategy for the 2019-23 years.

2. REVENUE COMPOSITION

The composition of Council’s revenue for the 2018-19 year is shown in the graph below.



In determining if services should be funded by specific charges or through rates, Council has to consider the aspect of whether services are either entirely or partially “public goods”, these being services providing a broad benefit to the community rather than a particular benefit to individuals or groups. In the case of public goods it is often difficult or impractical to exclude non-payers from the benefits or to attribute costs.

Where possible, Council sets user charges based on the cost of provision of those services where there is clearly a direct benefit to users, such as the garbage collection service, in which the revenue from the charges for household garbage services are set to meet the total cost of all waste services, including collection, treatment and disposal (but excluding Council overheads).

At the same time small scale services or those where it would be difficult to attribute costs or collect fees are funded through rates.

3. CURRENT RATING STRUCTURE

3.1 Rating System

The rating system used at Horsham for the 2018-19 year is as follows:

- General Rates levied using differential rates based on Capital Improved Valuations multiplied by specified rates in the dollar, being General rates including Residential, Commercial and Industrial properties (2018-19: 0.4908 cents/\$CIV) and Farm rates at 80% of the General rate (2018-19: 0.3926 cents/\$CIV)
- Municipal Charge levied on all rateable properties, representing 13.6% of total revenue from the municipal charge and general rates, with exemptions for properties making up single farm enterprises and cultural and recreational lands (2018-19: \$287 per property)
- Cultural and Recreational rates levied on recreational land based on Capital Improved Valuations at concessional rates in the dollar of between 0% and 50% of the General rate (2018-19: 0.0000-0.2454 cents/\$CIV)
- Service Rates and Charges levied for garbage collection based on the type and size of the services provided, with a discretionary service for those outside the residential urban areas of Horsham and Natimuk, including the provision of a free-to-user recycling service for residential garbage service recipients (2018-19: \$224-\$394 per property)
- Deferments and/or waivers of rates and charges in specific hardship cases
- Rebates and Concessions offered in some circumstances as set out in legislation such as for the State funded Pensioner Rebate Scheme and as per Council policy and other agreements.

3.2 Comparison with Other Councils

A comparison of Horsham's rates and charges for the 2018-19 year with other comparable councils is shown in the table below.

Council	Budget	Rates	Residential	Commercial	Industrial	Farm	Cult & Rec	Municipal Charge	SEIFA Index
Moyn	\$45,469	\$22,385	100%	100%	100%	100%	na	\$261	7.00
Glenelg	\$46,789	\$23,857	100%	100%	100%	100%	50%	\$0	2.00
Mildura	\$105,535	\$69,700	100%	120%	120%	90%	10%	\$100	1.00
Buloke	\$32,937	\$13,316	100%	100%	100%	90%	na	\$170	3.00
Corangamite	\$39,363	\$21,532	100%	100%	100%	90%	50%	\$198	5.00
Hindmarsh	\$18,160	\$8,645	100%	90%	90%	90%	50%	\$199	2.00
Swan Hill	\$46,724	\$27,624	100%	125%	100%	82%-86%	96%	\$0	2.00
Horsham	\$51,014	\$26,702	100%	100%	100%	80%	50%	\$287	4.00
Southern Grampians	\$42,581	\$19,607	100%	100%	100%	80%	na	\$195	5.00
Colac Otway	\$47,363	\$30,204	100%	165%	165%	75%	na	\$188	3.00
Yarriambiack	\$24,138	\$12,183	100%	100%	100%	72%	na	\$73	1.00
Ararat	\$29,844	\$16,919	100%	100%	100%	55%	na	\$92	1.00
Northern Grampians	\$33,830	\$17,377	100%	100%	100%	47%	58%	\$156	1.00

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Swan Hill: 82% dry land and 96% irrigation land

Northern Grampians: Reduced its farm rate by 18% in 2018-19 to achieve 2.25% increase

3.3 Valuation Outcomes

Council currently chooses to rate properties based on the Capital Improved Value (CIV) method, on the basis that this more accurately reflects the true value of the property, and also under the Local Government Act 1989 it allows Council to be able to apply differential rates when they believe they are applicable. Council effective from 1 January 2019, undertakes its valuations on a yearly basis in accordance with the Valuation of Land Act 1960 and has appointed the Valuer General as the Valuation Authority who in turn employs an independent contract Valuer. The last revaluation was undertaken effective January 2018.

The following table shows the general revaluation outcomes since 2004 and the impact on the property valuation proportion and general rate burden (excluding municipal charge).

Valuation Changes			Valuation Proportion			General Rate Burden			Farm
Year	General	Farm	Year	General	Farm	Year	General	Farm	Diff
2002-03	0%	0%	2002-03	69%	31%	2002-03	69%	31%	95%
2004-05	37%	38%	2004-05	68%	32%	2004-05	69%	31%	95%
2006-07	15%	20%	2006-07	69%	31%	2006-07	69%	31%	95%
2008-09	9%	7%	2008-09	68%	32%	2008-09	70%	30%	95%
2010-11	6%	14%	2010-11	68%	32%	2010-11	69%	31%	90%
2012-13	8%	4%	2012-13	69%	31%	2012-13	71%	29%	90%
2014-15	11%	22%	2014-15	67%	33%	2014-15	72%	28%	80%
2016-17	12%	14%	2016-17	67%	33%	2016-17	72%	28%	80%
2018-19	5%	17%	2018-19	65%	35%	2018-19	70%	30%	80%

There are also often large variations between revaluation years and these are expected to be reduced due to revaluations occurring on an annual basis rather than every second year.

New property assessments and additional value has been created by way of new sub-divisions and constructions in the General Sector specifically but to a lesser extent in the Farm Sector as well. These new properties have helped contribute to rate revenue in total and have thus reduced the rate burden for all categories of properties.

4. PROPOSED RATING STRUCTURE

4.1 Rating System

The rating system proposed at Horsham for the 2019-23 years is as follows:

- General Rates levied using differential rates based on Capital Improved Valuations multiplied by specified rates in the dollar, being:
 - Residential rates at 100% of the General rate, Commercial rates at 95% of the General rate, Industrial rates at 95% of the General rate and Farm rates at 67% of the General rate.
- Municipal Charge levied on all rateable properties, representing approximately ~~10%~~ ~~13%~~ of total revenue from the municipal charge and general rates, with exemptions for properties making up single farm enterprises and cultural and recreational lands. ~~(This aligns with t~~The proposed Local Government Bill (2018) ~~which~~ has capped the Municipal Charge to a maximum of 10% of the total revenue from the municipal charge plus general rates ~~– it is unclear when this legislation will proceed)~~
- Cultural and Recreational rates levied on recreational land based on Capital Improved Valuations at concessional rates in the dollar of between 0% for those with little other sources of revenue and 50% of the General rate with significant revenue raising capacity
- Service Rates and Charges levied for garbage collection based on the type and size of the services provided, with a discretionary service for those outside the residential urban areas of Horsham and Natimuk, including the provision of a free-to-user recycling service for residential garbage service recipients
- Deferments and/or waivers of rates and charges in specific hardship cases
- Rebates and Concessions offered in some circumstances as set out in legislation such as for the State funded Pensioner Rebate Scheme and as per Council policy and other agreements.
- A rebate of \$30 in addition to the State funded Pensioner Rebate Scheme to eligible pensioners

4.2 General & Differential Rates

Until the year 2000-01, Council levied a uniform rate in the dollar on all properties, whether they were residential, commercial, industrial or farm. It then resolved that the equity of the rating system would be enhanced if the different characteristics of the farming sector were recognised by applying a differential rate at 95% of the general rate applied to all other non-concessional rateable properties.

Taking the above into account the farm rate was determined in the year 2000-01 after noting the relative changes in valuations between the farming and residential sectors in particular following the 2000 revaluation, and the lower accessibility of the farming sector to some of the services provided in the municipality generally. In doing so Council was mindful that a concession granted to one sector has to be paid for by all others but it believes that the equity principle is furthered by the application of this differential.

In 2010-11, Council further reduced its differential rate to benefit the farming sector from 95% to 90% (of the general rate) having considered the outcomes of its biennial revaluation, the impact of low commodity prices on farming incomes and uncertainty about the continuation of the Exceptional Circumstances financial support (which was subsequently withdrawn). In doing so, it considered the issue of geographical distance from standard Council services and the ability of farmers to use and access those services.

In 2014-15, Council reduced its farm differential rate by a further 10% to 80% of the general rate, in recognition of the changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector.

For the 2019-23 years, Council proposes to reduce the farm differential rate by a further 13% to 67% of the general rate to recognise the changes to relative property values (in 2018), the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector. Council also proposes to introduce a commercial differential rate of 95% of the general rate and an industrial differential rate of 95% of the general rate in recognition of the changes to relative property values following the 2018 general revaluation of properties and reliance on the level of economic activity of the farming sector.

Council acknowledges that farms continue to carry an excessive rate burden and recommended that this be addressed at every general revaluation so as to achieve a more fair and equitable distribution of the rate burden, and further that the current rating system is broken.

4.3 Municipal Charge

The municipal charge is intended to cover some of the “administrative costs” of a Council, examples of which are elections, governance, valuations and corporate expenses. The 2018-19 level of \$287 is the result of applying the charge of \$95.00 set at the time of municipal restructure in 1995 until 1997-98, after which changes in the amount of the charge have followed the annual rate percentage increases declared by Council, except for 2014-15 and 2015-16 when there was no increase to the municipal charge. Council determined in 2016-17 to again increase the charge in-line with the overall rate increase and this approach has been maintained.

For ~~the 2019-203 years,~~ Council proposes to reduce the municipal charge by the Ministers Rate Cap percentage of 2.5% to \$200 \$280. ~~This~~ which represents ~~10%-13%~~ of total revenue from the municipal charge and general rates, and will start to reduce the regressive nature of the charge on lower valued properties and eventually bring it in-line with that proposed in the Local Government Bill should that be implemented. ~~(2018).~~ Council has resolved to reduce the charge by the Ministers Rate Cap percentage on an annual basis with the reduction to be balanced by reduced administrative costs. will consider reducing this further in future years to address the regressive nature of this charge.

4.4 Service Rates and Charges

Council provides for the collection and disposal of household garbage, as well as providing for the depositing of industrial and other waste to landfill. A 240 litre bin service has been in existence since before municipal

restructure, with weekly collection using bins supplied by the Council to householders in the urban area, and to commercial and industrial premises on request. The service is mandatory for all residential tenements in the urban areas of Horsham and Natimuk.

From the year 2000 Council has offered a residential 240 litre bin service to rural properties where this is feasible, as well as to residential properties in rural townships. The service is optional and the charge the same as in urban areas, although the provision cost is substantially greater due to the increased travelling involved in collection. However, Council's view is that rural dwellers should not be financially penalised to provide the service and that cross subsidization is justified in this case.

In 2001 Council extended the garbage service by providing an optional 120 litre service at a reduced charge, with the two-fold purpose of leading to a reduction of garbage going to landfill and to encourage recycling. Again some cross subsidization occurs as the collection costs are not substantially less for the small bins, but Council believes the strategy outlined justifies this.

Council resolved in 2002 to add a recycling bin service for residential users using distinctively coloured wheeled bins. Recycling bins are provided only on request. Not all rural users have been offered the service as it is not practical at this stage. The cost of the residential recycling service is included in the overall garbage charge and in 2018-19 this was increased by approximately \$30 due to national issues with recycling and contamination issues for the market of recyclable products in to China. Relevant state bodies are working with industry to look at alternative markets and products to keep these costs down in the future.

At the request of the occupiers of some commercial premises the Council agreed in 2008 to provide a recycling service. This chargeable service is restricted to occupiers not using the Council's commercial garbage service, for which the recycling service is at no additional cost.

For the 2019-23 years, Council proposes no change to its policy on service rates and charges.

4.5 Deferments, Discounts and Waivers

Council has a separate and specific policy for the handling of hardship cases which allows deferment of all or part of rates for varying times depending on circumstances, interest may also be waived in hardship cases. Applicants are required to specify the hardship grounds, on consideration of which Council may grant a deferment, which would generally continue until circumstances change, the land is sold or the person dies, when the rates and interest deferred would be taken from the sale proceeds. Council has in the past only granted interest waivers for hardship. Council has traditionally not granted waivers or discounts.

For the 2019-23 years, Council proposes no change to its policy on deferments, discounts or waivers.

4.6 Concessions and Rebates

The most important rate concession available to ratepayers is the Municipal Rates Pension Concession set at a maximum of half the rates and charges levied on eligible pensioners. This is fully funded by the State Government. Eligible pensioners are also entitled to receive a concession on the Fire Services Property Levy. The total concession amounts for 2018-19 were \$498,729.

There are currently no known Councils that offer a rate rebate for Health Care Cards, and Council has decided not to offer any further rate concessions for holders of these cards.

An additional rebate of \$30 is offered to eligible pensioners from 2019-20 to recognise the impact of rates on this section of the community.

Other concessions are given to the Office of Housing (Department of Human Services) 50% of their total general rates (excluding the Municipal charge) on the low value rental units, for disadvantaged sectors of the community. Council provides rebates for properties which are involved in Sport, Cultural & Recreational activities under the Culture and Recreational Rates Concession policy which was adopted with the 2015-16 Council Budget. Council proposes to undertake a review of this policy prior to 30 June 2019.

For the 2019-23 years, Council proposes no further reviews or changes to its policy on concessions and rebates.

4.7 Payment of Rates

Rates may be paid by quarterly instalment or as a yearly lump sum payment in February. The Council also widely publicises the opportunity it allows for paying rates by arrangement throughout the year as it can be managed and encourages ratepayers who may be having difficulty to discuss payment arrangements with rates staff. Council considered moving to quarterly only payment options for the 2013-14 year and again in 2017-18 but elected to continue to offer a lump sum option in February, in consideration of the benefits specifically to the farm sector.

For the 2019-23 years, Council proposes no change to its policy on payment of rates.

5. FINANCIAL IMPACT OF PROPOSED CHANGES

5.1 Modelling

For the purposes of determining the financial impact of the proposed rating strategy on each category or class of ratepayer, the current and proposed rating structures have been modelled to compare the impacts based on 2018-19 budgeted values over the next five years based on the assumptions below.

5.2 Assumptions

NoThe following assumptions have been made in regard to future rating years for the purposes of modelling the financial impact of the proposed rating structure as many of the key parameters are unknown or uncertain ie valuation increases, Ministerial Rate Cap, growth in assessments, level of the farm differential and other differentials and the level of the municipal charge.:

5.3 Modelling of Financial Impacts

5.3.1 Summary of Total Revenue Changes (Rate + Municipal Charge) by Class of land

Classes of Land	2018/19			2019/20 ⁽¹⁾		
	No.	\$ Rate Increase from Previous Year	% Change from Prior Year	No.	\$ Rate Increase from Previous Year	% Change from Prior Year
Residential	9,186	-\$1,668	-0.01%	9,186	\$663,101	4.66%
Commercial	522	\$107,885	6.51%	522	\$11,901	0.67%
Industrial	418	\$22,020	2.39%	418	\$5,006	0.53%
Farms	2,159	\$657,547	11.41%	2,159	-\$680,972	-10.61%
Cult & Rec	66	-	-	66	\$964	6.28%
Total	12,351	785,785	3.59%	12,351	0	0.00%

Note (1): 2019/20 reflects the 2018/19 Rate Revenue (including Municipal Charge) with the 2019/20 Rating Strategy changes applied. It has not factored in any rate rise or changes to valuation.

This table shows that with the changes of a 67% differential for farms, Municipal Charge at \$280 and a 95% differential for Commercial and Industrial, that the large increase to the farm sector in 2018/19 of \$657,547 will be reversed plus an additional reduction of \$23,425.

This reduction will be met by the residential sector which in 2018/19 had a small reduction overall.

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5.3.2 Summary of Total Revenue Changes by CIV Value Ranges and Classes of Land

The 2019/20 figures are based on the 2018/19 budget but adjusted for the impact of the changes from the 2019/20 Rating Strategy.

Following table shows the changes for properties valued at under \$200,000

	<u>No. of Assess</u>	<u>Budget 2018/19</u>	<u>2019/20 Rate Strategy Changes</u>	<u>Difference</u>	<u>% Change</u>
Residential	3,345	3,070,526	3,070,526	109,101	3.55%
Commercial	117	109,589	109,589	-46	-0.04%
Industrial	174	131,084	131,084	-424	-0.32%
Farm	287	173,112	173,112	-15,998	-9.24%
Grand Total	3,923	3,484,311	3,484,311	92,633	2.66%

Following table shows the changes for properties valued between \$200,000 & \$400,000

	<u>No. of Assess</u>	<u>Budget 2018/19</u>	<u>2019/20 Rate Strategy Changes</u>	<u>Difference</u>	<u>% Change</u>
Residential	4,493	7,461,840	7,461,840	356,117	4.77%
Commercial	171	292,122	292,122	1,191	0.41%
Industrial	121	203,366	203,366	803	0.39%
Farm	479	639,564	639,564	-64,338	-10.06%
Grand Total	5,264	8,596,892	8,596,892	293,773	3.42%

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Following table shows the changes for properties valued between \$400,000 & \$1 million

	<u>No. of Assess</u>	<u>Budget 2018/19</u>	<u>2019/20 Rate Strategy Changes</u>	<u>Difference</u>	<u>% Change</u>
Residential	1,341	3,617,404	3,617,404	193,590	5.35%
Commercial	170	540,497	540,497	3,621	0.67%
Industrial	98	300,589	300,589	1,980	0.66%
Farm	914	2,434,829	2,434,829	-257,822	-10.59%
Grand Total	2,523	6,893,319	6,893,319	-58,631	-0.85%

Following table shows the changes for properties valued over \$1 million

	<u>No. of Assess</u>	<u>Budget 2018/19</u>	<u>2019/20 Rate Strategy Changes</u>	<u>Difference</u>	<u>% Change</u>
Residential	7	59,976	59,976	3,591	5.99%
Commercial	64	816,465	816,465	7,362	0.90%
Industrial	28	305,505	305,505	2,715	0.89%
Farm	478	3,176,497	3,176,497	-343,134	-10.80%
Grand Total	577	4,358,443	4,358,443	-329,466	-7.56%

APPENDIX A: Definition of Land

Residential Land

Definition:	Residential land is identified as any rateable land which, is not Commercial land, Industrial land, Farm land or Cultural and Recreational land.
Objectives:	The objectives of the rate are to: <ul style="list-style-type: none"> • Ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the: <ul style="list-style-type: none"> – Construction and maintenance of infrastructure assets – Development and provision of health and community services – Provision of general support services.
Characteristics:	Is land that is not used for commercial, industrial, farming or cultural and recreational purposes.
Types and classes	The types and classes of rateable land within this rate are those having the relevant characteristics described above.
Use of rate:	The money raised by this rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
Level of rate:	100% of the general rate.
Use of land:	Is any use permitted under the Horsham Planning Scheme.
Geographic location:	The geographic location of the land is wherever it is located within the municipal district.
Planning scheme zoning:	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Horsham Planning Scheme.
Types of buildings	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2018/19 financial year.

Commercial Land

Definition:	Commercial land is identified as any rateable land on which a building designed or adapted for occupation is erected which is used for commercial purposes.
Objectives:	The objectives of the rate are to: <ul style="list-style-type: none"> • Ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the: <ul style="list-style-type: none"> – Construction and maintenance of infrastructure assets – Development and provision of health and community services – Provision of general support services • Recognise the changes to relative property values and reliance on the level of economic activity of the farming sector.
Characteristics:	Is land that is used for commercial purposes including: <ul style="list-style-type: none"> • Retail shops • Offices • Services businesses, car parks, garden centres, car yards, boat yards, entertainment centres (theme parks), hotels and motels

- Land which has improvements and/or buildings used for commercial purposes.

Types and classes The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

Use of rate: The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Level of rate: 95% of the general rate.

Use of land: Is any use permitted under the Horsham Planning Scheme.

Geographic location: The geographic location of the land is wherever it is located within the municipal district.

Planning scheme zoning: The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Horsham Planning Scheme.

Types of buildings The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2018/19 financial year.

Industrial Land

Definition: Industrial land is identified as any rateable land on which a building designed or adapted for occupation is erected which is used for industrial purposes.

Objectives: The objectives of the rate are to:

- Ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
 - Construction and maintenance of infrastructure assets
 - Development and provision of health and community services
 - Provision of general support services.
- Recognise the changes to relative property values and reliance on the level of economic activity of the farming sector.

Characteristics: Is land that is used for industrial purposes including:

- Manufacturing
- Quarrying
- Land which is located in an industrial zone or other area in the Municipality.

Types and classes The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

Use of rate: The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Level of rate: 95% of the general rate.

Use of land: Is any use permitted under the Horsham Planning Scheme.

Geographic location: The geographic location of the land is wherever it is located within the municipal district.

Planning scheme

zoning: The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Horsham Planning Scheme.

Types of buildings

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2018/19 financial year.

Farm Land

Definition: Is farm land as defined under the Valuation of Land Act 1960.

Objectives: The objectives of the rate are to:

- Ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
 - Construction and maintenance of infrastructure assets
 - Development and provision of health and community services
 - Provision of general support services.
- Recognise the changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector.

Characteristics: Is farm land that is:

- Not less than 2 hectares in area
- Used primarily for grazing (including agistment), dairying, pig farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or growing of crops of any kind
- Used by a business that has significant and substantial commercial purpose or character, seeks to make a profit on a continuous or repetitive basis and is either making a profit or has reasonable prospect of making a profit from its activities.

Types and classes: The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

Use of rate: The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Level of rate: 67% of the general rate.

Use of land: The use of the land within this differential rate, in the case of improved land, is any use of land.

Geographic

location: The geographic location of the land within this differential rate is wherever it is located within the municipal district.

Planning scheme

zoning: The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Horsham Planning Scheme.

Types of buildings

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2018/19 financial year.

Cultural and Recreational Land

Definition:	Is land as defined under the Cultural and Recreational Lands Act 1963.
Objectives:	The objectives of the rate are to recognise the large contribution that these community organisations and the volunteers make to the Municipality in the provision of sporting, cultural and recreational activities:
Characteristics:	Is cultural and recreational land that is: <ul style="list-style-type: none"> • Occupied by a body which exists for cultural or recreational purposes and applies its profits in promoting the furthering of this purpose • Owned by the body, by the Crown or by Council • Not agricultural showgrounds.
Types and classes	The types and classes of rateable land within this rate are those having the relevant characteristics described above.
Use of rate:	The money raised by this rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
Level of rate:	0%-50% of the general rate depending on the level revenue raising capacity in recognition of the large contribution that these community organisations and the volunteers make to the Municipality in the provision of sporting, cultural and recreational activities.
Use of land:	The use of the land within this rate, in the case of improved land, is any use of land.
Geographic location:	The geographic location of the land within this rate is wherever it is located within the municipal district.
Planning scheme zoning:	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Horsham Planning Scheme.
Types of buildings	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2018/19 financial year.

**COMMUNITY DISCUSSION PAPER RE FURTHER CHANGES TO COUNCIL'S RATING
POLICY & RATING STRATEGY
FOLLOWING THE COUNCIL MEETING OF 25 MARCH 2019**

Purpose

This report has been prepared to explain the changes that occurred with Council's draft Rating Policy and draft Rating Strategy following the Council meeting on the 25 March 2019.

Council at the meeting resolved to make a number of changes to the strategy and policy, which will impact materially on the way the rates contributions are shared across the classes and type of ratepayers

Council is now seeking further comments/submissions from the community by Friday, 12 April 2019. These can be made:

1. Via an on-line form on Council's "Have Your Say" page on the HRCC Website
2. In writing addressed to the CEO Horsham Rural City Council 18 Roberts Avenue Horsham 3400
3. Via e-mail to Council@hrcc.vic.gov.au
4. In person – forms available at reception at the Civic Centre 18 Roberts Avenue Horsham

Council will consider submissions received and hear from submitters if they so wish on Monday the 15th of April 2019. The final documents will then be presented to Council at its Ordinary Council Meeting on 23 April 2019.

Summary

The following items from the Draft Rating Strategy & Policy were adopted unchanged:

1. The Farm Differential was reduced from 80% to 67%
2. A Commercial Differential was introduced of 95% of the general rate
3. An Industrial Differential was introduced of 95% of the general rate
4. A \$30 additional rebate per property will be paid to eligible pensioners
5. No differential was introduced for retirement villages
6. No new rate category was introduced for rural lifestyle farms

The following additional resolutions were made that may/will impact on the distribution of rates:

1. That Council acknowledge and address the key findings out of the rate review process in its strategy document. The current rating system is broken. Farms carry an excessive rate burden that is recommended to be reduced at every general revaluation to achieve a more fair and equitable distribution of the rate burden.

- That the Municipal Charge is reduced by the State Government Rate Cap set annually rounded to \$280, and that Council reduce its budget and administrative costs to match its reduced rate revenue in the 2020-2021 budget.

(In the Draft Rating Strategy the municipal charge was being reduced from \$287 to \$200. With this resolution the charge for 2019-20 will be \$280)

- Adopt the Rating Policy including a trigger point for the purposes of deciding when a review of a differential will occur, as follows: The difference in the valuation change (increase or decrease) between the general differential rate category and another differential rate category exceeds 3.5% following a general revaluation of properties.

(This was 5% in the Draft policy)

Background

Council previously had the draft Rating Strategy & Rating Policy out for community comment and submissions from 25 January until 8 March 2019. Because these changes materially change the way that rate contributions are shared between ratepayers, Council is now providing the community with another opportunity to comment on these changes.

The Municipal Charge is a fixed charge per assessment and some farm assessments are exempt. The impact of the charge is that the higher the municipal charge, more Rates are paid by lower valued properties and the lower the charge, more Rates are paid by higher valued properties.

Essentially however, a fixed component of the rating structure is provided as recognition of the fact that all rateable properties have an obligation to contribute to the basic operations of Council. The Municipal Charge is explained more fully in council’s Rating Policy Section 4.6.

The Draft Strategy included reducing the Municipal Charge to \$200 as that would be approximately 10% of Council’s total rate revenue and this was a proposal within the draft changes to the Local Government Act. These changes are yet to be implemented and it is unclear when the new Local Government Act would go before Council or if this particular aspect would remain. The current Act allows up to 20% and at \$280, it is approximately 13%.

Summary of the Change across Classes of Land

A summary of the approximate impacts of the change of the Municipal Charge from \$200 to \$280 across the various classes of land are as follows:.

Classes of Land	\$ Change	% Change
Residential	\$185,250	1.26%
Commercial	-\$32,168	-1.78%
Industrial	-\$5,036	-0.53%
Farm	-\$147,343	-2.50%
Cult & Rec (50%)	-\$702	-4.12%
Cult & Rec (0%)	\$0	0.00%
<hr/>		
Total Rates	0	0.00%
<hr/>		

Note: The amounts have been calculated based on the 2018-19 budget figures and do not factor in any forecast changes in valuations. The % Change is from the Draft Strategy not last year’s budget so reflects only this change.

Summary of the Change across Valuation Groups & Classes of Land

The impact is more pronounced between various levels of property valuations. Essentially property values approximately below the following levels for each of the classes will have increased rates, and property values above the following levels will have decreased rates as a result of the change to the municipal charge from \$200 to \$280.

Residential	\$350,000
Commercial	\$370,000
Industrial	\$370,000
Farms	\$530,000

The number of properties and approximate rate shifts in dollar values and percentage terms by class of land, are shown in the following table:

Classes of Land	Property Values up to \$400,000			Property Values \$400,000 to \$1.5m			Property Values over \$1.5m		
	No.	\$	%	No.	\$	%	No.	\$	%
Residential	7,838	243,960	2.3	1,341	-42,219	-1.1	7	-2,121	-3.2
Commercial	288	8,638	2.2	170	-8,024	-1.5	64	-29,977	-3.5
Industrial	295	12,615	3.9	98	-4,142	-1.3	28	-10,841	-3.4
Farms	766	1,739	0.2	914	-58,424	-2.6	478	-101,398	-3.5
Total	9,187	266,952	2.2	2,523	-112,808	-1.6	577	-144,338	-3.5
% Overall Properties	74.8%			20.5%			4.7%		

Note: The amounts have been calculated based on the 2018-19 budget figures and do not factor in any forecast changes in valuations. The % Change is from the Draft Strategy not last year's budget so reflects only this change.

Conclusion

The Draft Rating Strategy and Draft Rating Policy documents as displayed on the website now reflect the council resolutions of 25 March 2019. These documents will be presented to Council at its Ordinary Meeting on 23 April 2019 together with any feedback or submissions from the above information.

Graeme Harrison
Director Corporate Services
28 March 2019

On-line Rates Submissions Received from 29 March 19 to 12 April 19

No. 1. Council proposes that the municipal charge be changed from \$200 to \$280 and then be gradually reduced over time.	2. Council proposes that the trigger for the review of the differentials be reduced from 5% to 3.5%?	Do you have any other comments on the Council's proposed changes to the Draft Rates Policy and Strategy?
1 Fully support this small but necessary reduction in Municipal charge. Any further reductions should be linked to identified savings in the administration budget of council.	Think this reduction in the trigger will be beneficial to all sectors in helping to share the rates burden amongst all ratepayers.	Relieved to see now the unfair burden placed on the rural ratepayers of HRCC has been acknowledged by Council and
2 I accept the \$280 but don't expect it needs to go lower as this charge is to help pay for the administration cost	This Lower figure is a good idea and would help with the high land valuations	The 67% differential is a start but will have to see rural rates next year to see if it has done enough to elevate the rural rating burden that has been increasing for 10 years
3 The current municipal charge is \$287 so reducing to \$280 is a \$7 saving. It is misleading to only quote the \$200 as per the draft policy	Agree. This makes sense	Farmers still contribute the greatest portion of council rates
4 too large increase why believe council will reduce it over time	try 4.25 per cent	better services please
<p>5 I am planning on returning home from hospital to speak on my Draft Rate Strategy reply. To point out the importance of a high municipal charge. This charge has kept rising by past Councils since amalgamation to achieve some sort of administration and service cost recovery from the lower end of the rate scale. This sector has been subsidized by the other ratepayers and will never pay their way. Reducing this charge would further subsidize these ratepayers.</p> <p>Therefore the municipal charge must remain at least at \$280, a reduction of \$88 will add \$1,075,000 to the rate bill of the higher ratepayers. \$300,000 of which will come from the Farmers. Sure the 1,150 municipal charge farmer ratepayers will get \$101,000 off this year. But we still have to pay \$300,000 to get this reduction. Next year there will be no reduction and we will pay the full \$300,000. Mr Harrison quotes an extra \$130,000-140,000 in rates for farmers this year. I do not know where he gets this figure from. Does he forget that somehow the farmers have to pay \$300,000 to cover this rate shortfall. I repeat again farmers must pay \$300,000 in rates before any reduction occurs.</p> <p>For Councillors reference when you divide the number of ratepayers by the shortfall of \$1,075,000 the Residential share of \$780,000 divided by 10,000 ratepayers equals \$78 each. The Farm share of \$300,000 divided by 800 farmers is \$375 each.</p> <p>Council stole \$646,000 from farmers last year to subsidize the residential sector. You cannot expect farmers to further subsidize the other sectors by \$300,000 each year.</p> <p>Mr Harrison is misleading the Council and General public by saying this reduction is before Parliament. This is not on the Parliament agenda in the foreseeable future (Local Government advisors) and with the opposition towards this Draft reform of Local Government discussion paper may never be dealt with.</p>	<p>Comment on the changes to the differential review trigger</p> <p>Why should there be any difference between the valuation rises at all? That is what differentials are for to correct these anomalies. I know previous Councils have never understood that. Reducing the trigger from 5% to 3.5% is an attempt to correct this. Well done it is alot better than the 15% difference last year.</p>	
6 I Agree that this proposal to make the Municipal charge \$280 instead of \$287 from the previous year as passed at the last council meeting is acceptable and a responsible decision by the majority vote of the Councillors.	<p>I believe the review trigger for rating differentials should have been set lower.</p> <p>A 3% change in capital improved property valuation would be more appropriate in light of the current state legislation requiring annual</p>	<p>The information that has been provided by council staff in relation to this feedback form has been selective and biased.</p>

The following comments are submitted for consideration with the formulation of the Horsham Rural City Council Rate Strategy.

1. As a member of the independent Rate Review Committee I was disappointed to see Council made several changes to some of our recommendations while fully acknowledging it's right and authority to set the strategy as considered fair and equitable.
2. I was also disappointed to see media statements attributing these changes to the Independent Committee rather than to Council.
3. In particular I believe the reduction of the Municipal Charge from \$287 to \$280, when the committee recommended the charge be set at \$200, as most irregular given that the Municipal Charge is regressive and impacts unfairly on lower value properties and most likely rate payers with lesser capacity to pay. The fact that the charge is one of the highest in the State was noted by the Committee and we were advised the Government was likely to set a maximum of \$200.
Further I question the policy of aggregation of rural properties used for primary production as only having a single charge even though properties may be owned by different legal entities.
4. Also I question the Council offering a further rate concession for eligible pensioners of \$30 given that the sector would mostly likely benefit from a reduced Municipal Charge. As well I do not believe other ratepayers should be directly subsidising another group. To my understanding the current pensioner concession are paid by the State Government.

Click [here](#) to report this email as spam.

Hello Graeme,

I refer to the information you have provided regarding the council rates strategy and the influence of the Independent Rates Review Committee.

The Independent Rates review Committee put forward the following recommendation regarding rating differentials:

That the following differential rate categories and levels be adopted by HRCC:

- Residential (100%)
- Commercial (100%)
- Industrial (100%)
- Farm (67%)
- Cultural and recreational (50%).
- Retirement villages (80%).

The Independent Rates review Committee put forward the following recommendation regarding the municipal charge:

That the municipal charge be reduced from \$287 to \$200 and given the regressive nature of the municipal charge it should continue to decrease over time.

I don't believe the Review Committee made any recommendation to drop the differential for the Commercial/Industrial sector nor did it recommend that a rebate be offered to pensioners.

The Review Committee did recommend that a reduction in rates be offered to retirement villages.

I also recall that there was unanimous support for the reduction of the Municipal Charge to a figure of \$200 with the aim of reducing the rate burden for those in the community who are less well off.

The modelling that we saw with the farm rate reduced to 68% and the municipal Charge reduced to \$200 was the following:

Average farm rates decreased by \$103 or 3.5%

Average commercial rates increased by \$293 or 8.7%

Average industrial rates increased by \$73 or 3.2%

The overall result was a reduction in the farm burden to 25.8 % from 27.5% in the 2018/19 year and in line with the 25.6% in 2017/18.

My recollection is that the committee thought this was a positive outcome.

Overall it is my feeling that the efforts of the committee were largely ignored and that we were unwittingly involved in a public relations exercise.

I am very disappointed.

Draft Rating Policy and Draft Rating Strategy

Community Feedback Form 29 March to 12 April 2019

Council at its meeting on 25 March 2019 resolved to make two changes to the Strategy and Policy that previously went out for community for comments & feedback.

1. Council proposes that the municipal charge be changed from \$200 to \$280 and then be gradually reduced over time.

I agree with \$280 as any lower and council wouldn't recover the Administrative Costs

2. Council proposes that the trigger for the review of the differentials be reduced from 5% to 3.5%?

I agree
The lower trigger point for a review will be fairer.

3. Do you have any other comments on the Council's proposed changes to the Draft Rates Policy and Strategy?

Even with the 67% differential the rural rate burden is still far to High
Spend higher percentage of Rural Rates in the rural area ie: fix some of our ~~road~~ road systems

Draft Rating Policy and Draft Rating Strategy

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1. Council proposes that the municipal charge be changed from \$200 to \$280 and then be gradually reduced over time.

Gradually reducing the municipal charge over time seems a better option than dropping it to \$200 in one hit, thus avoiding a major change.

2. Council proposes that the trigger for the review of the differentials be reduced from 5% to 3.5%?

This should result in a more even rate income over time

3. Do you have any other comments on the Council's proposed changes to the Draft Rates Policy and Strategy?

I think the rates Draft policy & strategy committee did a good job and pleased the HREC has implemented much of their findings especially the change to 67% which will bring about a fairer rate charge between all ratepayers

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Draft Rating Policy and Draft Rating Strategy

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1. Council proposes that the municipal charge be changed from \$200 to \$280 and then be gradually reduced over time.

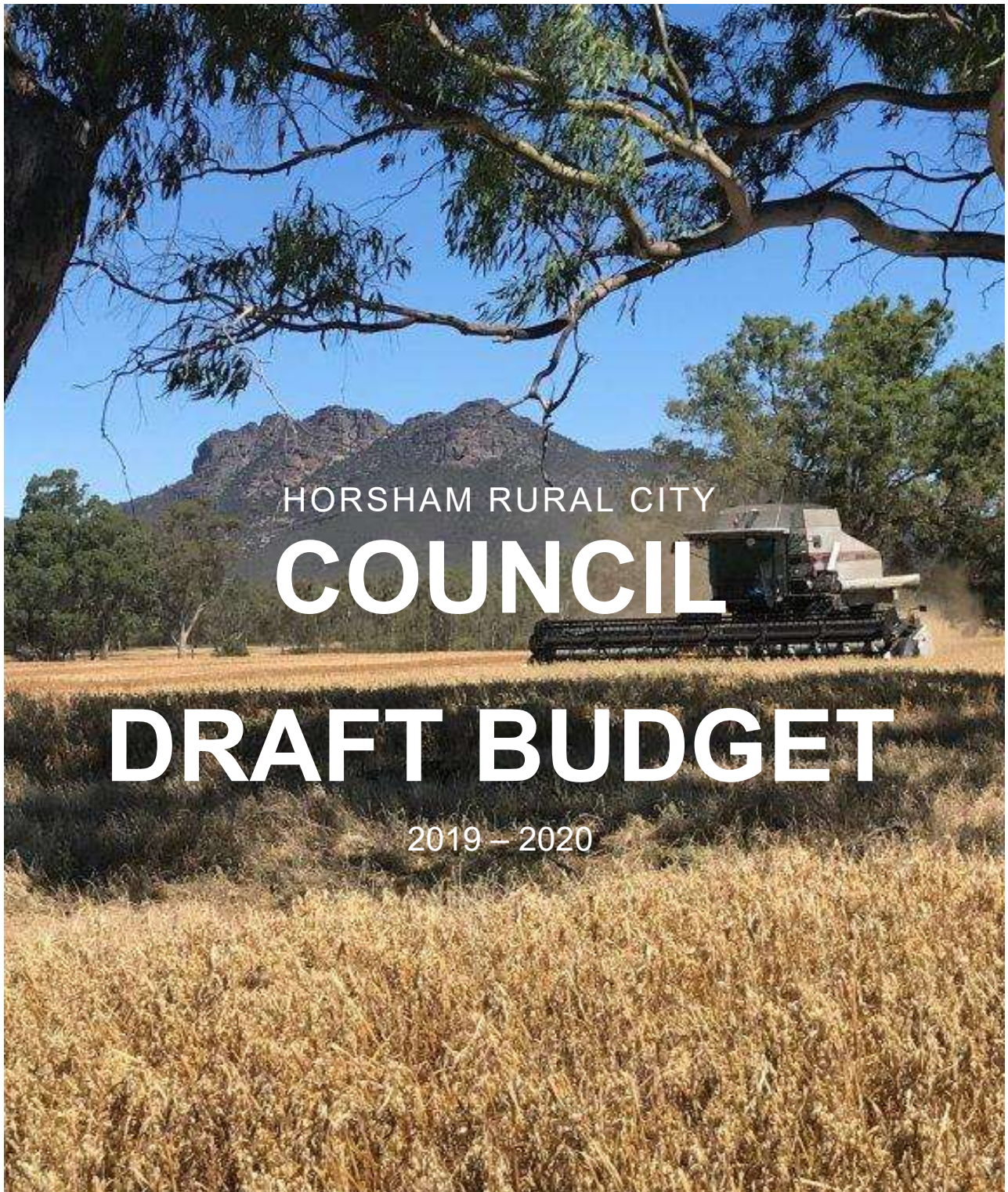
yes I AGREE FROM 287 DOWN TO 280
AND DOWN TO 200 OVER TIME

2. Council proposes that the trigger for the review of the differentials be reduced from 5% to 3.5%?

yes

3. Do you have any other comments on the Council's proposed changes to the Draft Rates Policy and Strategy?

FARM rate could have been a little lower maybe 65+60
Industrial and Commercial lower down. maybe 90
Pensioners rebate could have gone to 50



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Disclaimer

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014. While we have made every effort to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

Mayor's Introduction

I am pleased to introduce the 2019-20 Horsham Rural City Council draft budget to the community.

The budget has been written in the context of our 2019-2023 Council Plan. The Council Plan outlines our key strategic objectives and directions, as we work to build a better municipality by delivering improved services, facilities and opportunities for the community under the five goals of:

1. Community and Cultural Development
2. Sustaining the Economy
3. Asset Management
4. Governance and Business Excellence
5. Natural and Built Environments

This budget document details the resources required, over the next year, to fund the large range of services that we provide to the community. It also includes details of capital expenditure allocations to improve and renew our city's physical infrastructure, buildings and operational assets, as well as funding a range of operating initiatives.

As Councillors, it is our job to listen to the community, and this year Council will once again be undertaking a range of activities to meet and talk with our community via councillor listening posts and attending community meetings as well as using Council's Facebook Page and posting information on the HRCC Website.

This budget includes a rate increase of 2.25%, which is 0.25% below the Ministerial 2.50% Rate Cap announced in December 2018. Within this rate cap, council has continued to maintain its existing service levels and has set aside a further 1% of rates (\$241,000 in 2019-20) for infrastructure renewal. Your Council has been diligent in putting aside these funds since 2008-09.

This initiative now provides \$2.64m of capital funding from Council Rates to renew our buildings and roads. This year, \$2.2m of this is planned to be spent on our roads. This has been possible by continuing to maintain tight budgetary control, achieving some efficiencies and receiving extra income from new developments as Horsham grows.

The budget includes, \$20.36 million towards capital works expenditure - \$9.88 million is for renewal works (up 18.7% on last year), \$1.62 million for asset upgrades (down 14.3%) and \$8.85 million for new assets (almost double last years).

New assets include \$3.03 million for the roofing of the Horsham Regional Livestock Exchange, \$2.49 million for core infrastructure assets for the further development of the Wimmera Intermodal Freight Terminal (held over from 18-19), \$1.61 million for activation of the river precinct and Central Activity District, and \$0.41 million for new single pass waste truck at the Dooen Landfill.

Expenditure on rural roads will increase by \$1.22 million or 39.7% from the 2018-19 budget. \$0.22 million of this additional funding has come from council rates where the allocation has increased by 9.3% with the remaining increase from the Federal Roads to Recovery program and other specific government grants. An extra allocation of \$0.15 million has been allocated to address the backlog of works in the Footpath Program.

Smaller projects include the construction of the Haven Car Park, Kayak access to the Wimmera River, a Rural Road Network Plan and Casuarina Kindergarten maintenance works.

Council has again included an Appendix to the budget that provides more detailed information on many of the capital works being undertaken by council.

The budget was developed through a rigorous process of consultation and review and Council endorses it as financially responsible.

In summary, the 2019-20 Budget is activating the Council Plan to make our Municipality a better place to Live, Work, Play and Invest.

"It's all happening in Horsham"

Cr Mark Radford
Mayor

Executive summary

Council has prepared a Budget for the 2019-20 financial year that sees rate increases 0.25% below the state government imposed rate cap of 2.50%. At the same time service delivery is being maintained at existing levels and funding for operational initiatives has continued whilst still investing in new and renewal of ageing infrastructure.

The State Government introduced the “Fair Go Rates System” in 2016-17 that places a cap on rates for all 79 Council’s across the state. The cap has been set by the Minister at a maximum increase of 2.5% for 2016-17, 2.0% for 2017-18, 2.25% for 2018-19 and now 2.50% for 2019-20. Councils are able to apply to the Essential Services Commission for a rate cap variation. Council applied for a 1% variation in 2016-17 but has not elected to do so in any subsequent years, yet has continued to increase its infrastructure renewal commitments and continue service delivery through its existing rate capped budget.

Council has a range of both internal and external cost pressures to contend with and still recognises the need to play an important role as the regional city for the western area of the state, with the provision of quality services to more than just our own residents.

Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

Council has continued to deliver a budget that is balanced on a cash basis.

1. Key things we are funding:

This year’s operations include \$5.67 million in grants and expenditure to fund the Grampians Peak Trail. This is a project being supported by Council, for which we will receive a federal grant; however, this will be passed on in full to Parks Victoria who have full responsibility for this project.

In terms of ongoing operations and service delivery, Council has not made any cuts to service levels within the community and in fact has funded \$0.57 million of new initiatives to drive further efficiencies and improve our effectiveness.

Council has also increased funding from general revenue for capital works by 4.6% from \$5.714 million to \$5.979 million, nearly double the 2.25% rate rise. Within this, the spend on rural roads has increased by \$0.24 million or 10.1% which is the largest increase in general revenue spending across all the asset classes. Allocations to renewal of our assets has risen overall by \$1.55 million from \$8.33 million to \$9.88 million.

a) Operational initiatives:

This year a number of larger operational initiatives are being proposed rather than a large number of smaller projects. The following are some highlights from the operational initiatives, a full list is provided in Appendix A:

Records Management System - \$150,000

Replacement of the RecFind Records Management System with an improved system that operates as a complete Electronic Document Management System with modern and up to date functionality.

Asset management System - \$100,000

Implementation of the Assetic asset management system and integration with GIS systems, asset maintenance system (Reflect), Finance and Records systems. Includes implementation of the asset valuation module and a viewing platform for GPS.

Future operational project design and development costs - \$104,305

Design and development costs for the project office re future year's operational projects. In future years, these costs will be included in overall project estimates. 2019-20 is essentially a transitional year until the Project Office processes are fully developed and implemented and projects are identified.

Asset Evidence Photography for disaster funding - \$88,000

Video capture of critical road network infrastructure for the assessment of any future potential impact from a disaster event. Linking of this video record to Council's GIS System

Rural Road Network Plan - \$50,000

Consultancy to develop a network plan for Council's rural roads.

Community Visioning and Plan for Horsham Municipality - \$40,000

Undertake a community visioning process (update the Horsham Community Plan) to develop a long-term vision for the future of the community.

Business assistance program - \$10,000

Develop a pool of funds available on application as small business assistance program. Exact policy and guidelines are still to be developed.

b) Capital Works:

The capital works program for the 2019-20 year is expected to be \$20.36 million. There will also be carried forward works uncompleted from 2018-19 but as yet these are not finalised or factored in to the budget, this will be done soon after 30 June. The 2019-20 works are funded from, \$4.37 million external grants, R2R \$1.14 million, \$0.17 million from general contributions and donations, with the balance of \$15.82 million from Council cash (\$5.98 million from operations, \$0.45 million from asset sales, \$1.34 million from internal loans and \$6.90 million from reserves). There are no external borrowings planned for this year.

Renewal works total \$9.88 million or 48% of the overall program (last year was 55%), \$2.65 million of this is from the tagged rate rises since 2008-09. New works total \$8.85 million or 43% and upgrade works \$1.62 million or 9%. Infrastructure makes up the largest segment of works \$15.98 million or 78%.

The capital expenditure program has been set and prioritised based on Council's Capital Evaluation Model, consideration of priorities from Councillors and Management plus issues of available grant funding, completion of design works and general readiness to proceed. More detail on this year's program is provided in Section 4.5 with a full list in Section 4.5.2.

This year again Council has included its capital works program on the Community Map on council's website. The following highlights are expanded on further in Appendix D.

Council Plan Goal 1 – Community and Cultural Development

- \$70,000 - Town Hall - Heritage Floor Replacement & Acoustic Treatment Heritage Hall

Council Plan Goal 3 – Asset Management

- \$4.28 million – for Rural Roads
- \$1.78 million – for Urban Roads
- \$3.03 million – Horsham Regional Livestock Exchange – roofing of the selling area
- \$2.50 million - WIFT Precinct establishment works
- \$1.68 million - Wimmera River/CAD activation
- \$1.81 million - Plant & Equipment replacement program
- \$615,000 – Project Management costs
- \$274,000 – for Rural Bridges
- \$451,000 – Footpath upgrades and replacements, pedestrian crossings and cycle ways (includes \$150,000 for addressing footpath backlog issues)
- \$150,000 – Replacement of the Aquatic Centre indoor pool concourse surface

- \$100,000 – Selected short term works to improve operations at the Council depot
- \$80,000 – Haven Recreation Reserve carpark construction
- \$50,000 – City entrances signage and branding implementation
- \$45,000 – Horsham Community Sports Pavilion renewal
- \$40,000 – May Park toilets screening
- \$30,000 – Upgrade to the emergency generator at the Aerodrome
- \$30,000 – Kayak Access point on Wimmera River

Council Plan Goal 4 – Governance and Business Excellence

- \$170,000 – ICT Host server upgrades
- \$100,000 – Phone System replacement
- \$68,800 – Council ICT hardware & Software upgrades
- \$30,000 – ICT Internal Wi-Fi upgrade
- \$25,000 – Addressing acoustic issues in Council Chambers and reception rooms

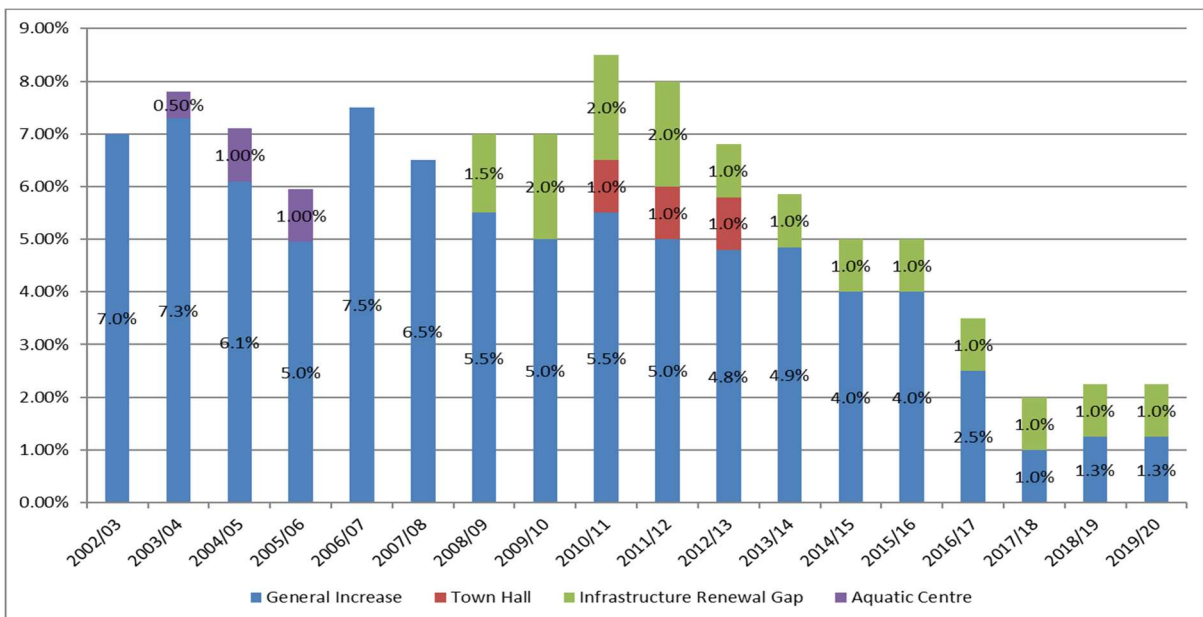
Council Plan Goal 5 – Natural and Built Environments

- \$1.36 million – Johns Cell 3 Putrescible Construction
- \$0.84 million – Ladlows Cell 2 Stage 2B Phase 1
- \$410,000 – Single pass waste truck for the Dooen landfill
- \$100,000 – Solar Panels at the Horsham Town Hall

2. Budget on a Cash Basis

Council has again delivered a budget that is balanced on a cash basis in line with its objectives in the Strategic Resource Plan. This means that rate revenues received plus other general revenue (such as interest and untied grants) are equal to the net cash cost of the provision of services and the delivery of capital works.

3. The Rate Rise



Council’s general rate increases, since 2008-09, have ranged from 4.0% to 5.5% with additional tagged rate increases for infrastructure renewal between 1.0% and 2.0%. For three years, a 1.0% rate rise was also included for the new infrastructure project of the Horsham Town Hall and Performing Arts Centre.

2019-20 sees the general increase remain at 1.25% with the 1.0% Infrastructure Renewal component included within the overall 2.25% rate increase. The Minister set the Rate Cap at 2.50% but council has elected only to increase rates by 2.25%.

Council has continued to see minor growth in its rate base with new supplementary rates estimated to raise \$0.18 million in the 2018-19 year. This is estimated at \$0.15 million for 2019-20. This rate growth, in most years, helps contribute to the delivery of services for a growing population at approximately 0.6% per annum and helps with servicing new public open spaces arising from new sub-divisions. In 2019-20 this growth income has been utilised, in part, to balance the budget and allow Council to fund the 1% infrastructure renewal reserve and yet still deliver on the same quantity, standard and level of service.

Also in addition to the new supplementary rates in 2019-20 is an amount of \$0.056 million for revenue in lieu of rates from the Murra Warra windfarm that is expected to come on line during 2019-20. The time of turbine commissioning will influence the exact amount.

The % increase in rates Section 4.1.1.(c) shows as 3.81% as it is a comparison with last year's original budget as opposed to the forecast figures for 2018-19 which takes in to account actual rates from growth during 2018-19. During 2018-19 new property values were added generating supplementary rates on an annualised basis of \$190,680. See Section 4.1.1 (l) that reconciles these figures back to the Rate Cap.

Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments. (www.abs.gov.au)

4. Garbage Charges

Garbage costs will increase for residential services. The 240-litre bin services will increase by around \$8 per service which is an increase of 2.03%. The 120-litre bin services will increase by around \$5 per service, or 1.98% increase.

5. Valuations

This year sees the first year of an annual revaluation process rather than every second year. As a result, valuations will be as per the General Revaluation dated 1 January 2019, based on the independent assessment of the Valuer General and their agent. A summary of shifts across categories compared to budget figures for 2018-19, are as follows:

Type or class of land	Change %
Residential	1.82%
Commercial	0.44%
Industrial	0.81%
Culture & Rec. Land (0% rate)	10.17%
Culture & Rec. Land (50% rate)	-0.03%
Farms	4.82%
Total value of land	2.77%

The general shift in value gives an indication of relative movements between sectors and includes the value of new developments in that sector. The final impact for an individual property will depend upon individual property movements in value relative to all other properties in the municipality. If a ratepayer believes that the valuation is incorrect they can object to the Valuer General who will then undertake a review.

6. Rate Impacts for Individuals

The following things will affect the actual rate rise experienced by an individual ratepayer:

- a) The change in the individual property value relative to the average across the municipality
- b) The amount of Council's overall increase in rates revenue – this year 2.25%
- c) Any changes in the Rates Strategy implemented by Council – this year council has made the following changes to the rating strategy which impacts on the overall rate distribution:
 - i. Reduced the Municipal Charge from \$287 to \$280
 - ii. Decreased the farm differential from 80% of the General Rate to 67%
 - iii. Introduced a differential for Commercial properties of 95% of the General Rate
 - iv. Introduced a differential for Industrial properties of 95% of the General Rate

The impact of all these changes combined results in the following rate changes by sector:

Type or class of land	Change %
Residential	9.19%
Commercial	2.32%
Industrial	2.69%
Culture & Rec. Land (50% rate)	7.22%
Farms	-5.83%
Total amount to be raised by general rates	3.81%

Refer Section 4.1.1 for further Rates and Charges details.

Other factors that will affect an individual ratepayers overall payment on a rates notice are:

- a) The level of the Fire Services Levy which is set by the State and is not subject to the rate cap
- b) The user charges for waste, which this year are increasing on average by approximately 2%.

7. Key Statistics

- Total Revenue: \$57.7 million (2018-19 = \$52.5 million)
- Rates & Charges % of total Revenue: 47.8% (2018-19 = 50.8%)
- Total Expenditure: \$54.3 million (2018-19 = \$51.0 million)
- Salary Costs % of total excluding depreciation: 44.5% (2018-19 = 44.8%)
- Surplus/(Deficit)for the year: or (Accounting Result) \$3.32 million surplus (2018-19 = \$1.47 million surplus) *(Refer Income Statement in Section 3)*
- Underlying operating result: \$2.10 million deficit (2018-19 = \$2.09 million deficit) *(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)*
- Net Increase/(Decrease)in Cash: or Cash Result \$5.96 million decrease (2018-19 = \$2.64 million decrease) *(Refer Statement of Cash Flows in Section 3)*
- Total Capital Works Program (Excl carry forwards) \$20.36 million (2018-19 = \$15.05 million)
 - \$5.98 million from Council operations (Funded from rates and other general revenue) – and increase of 4.6% well above the rate cap.
 - \$0.00 million from external borrowings
 - \$0.45 million from asset sales
 - \$5.51 million from external grants
 - \$6.91 million from cash reserves
 - \$0.18 million from contributions
- Total Net Asset Values for Property, Infrastructure, Plant & Equipment: \$480 million (2018-19 = \$468 million)
- Staff Numbers
 - Full-time Equivalents: 216 FTE (2018-19 = 202 FTE)
- Total Staff Numbers: 275 (2018-19 = 254)

8. Key Budget Influences

External Influences

The following external influences have been taken in to consideration in the preparation of the 2019-20 Budget as they are likely to impact significantly on the services delivered by council:

- Rate Capping – 2019-20 is the fourth year of Rate Capping within the Victorian Local Government Sector. Council lodged a rate cap variation in 2015-16 but not in any subsequent years. The Minister has set the Rate Cap at 2.50% for 2019-20.
- Seasonal Conditions – 2018 was another low rainfall year with also some significant frosts affecting farm production. This has had a significant impact on the general economy of the region and has put financial pressures not only on farming enterprises but also on businesses.
- Operating Costs - Local Government Cost Index typically increases by approximately 1% more than CPI. This is because the CPI is based on a weighted basket of household goods and services, which are quite different from those of local governments. Consumer Price Index (CPI) for the 12 months to 30 June 2018 was 2.1% and to 31 December 2018 was 1.8%.
- Wage Movement - Australian Average Weekly Earnings (AWE) – growth trend for all sectors full-time adult ordinary time earnings in the 12 months to November 2018 was 2.4%.
- Grants Commission - In 2014-15 the Federal Government ceased indexation of the Grants Commission funds thereby locking in a reduction in real terms. The freeze on indexation was applied for the years from 2014-15 to 2016-17. The cumulative impact over the 3 years is close to \$1.0m with an ongoing impact in the order of \$0.45m. Indexation resumed in 2017-18, however it is anticipated that for 2019-20 increases will be in the order of CPI only.
- Rating – The State Government has flagged its intention to undertake a review of the rating system commencing in 2019. Impacts of any changes are not likely to affect the 2019-20 Financial Year.
- Statutory Superannuation – Statutory Superannuation contributions are locked in at 9.5% until 2021-22.
- Defined Benefits Superannuation - Council contributed \$2.9m from reserves in 2012-13 towards the defined benefits superannuation shortfall, and currently has \$600k held in reserve for any future call. The Vested Benefits Index for the fund was 106.9% of value as at the 30 September 2018 but has been estimated to fall to 101.9% as at 31 December. Should the value fall to 97% then Councils will be asked to make a further contribution.
- Utility Costs - Generally speaking, power and gas costs have continued to rise, but at the same time, council has been installing solar panels, which has helped to reduce ongoing costs of electricity. Savings from ongoing operations will be transferred to the sustainability reserve in order to help fund additional projects in to the future. Water costs are estimated to rise at around 2% in line with Grampians Wimmera Mallee Water cost rises.
- Fuel – Council operates a significant number of vehicles and plant. Fuel costs have been rising significantly in recent months but pricing movements are very difficult to predict and hence have been factored in at CPI only.
- Insurance Costs – At this stage, it is not clear what will happen with insurance premiums. However, the expectation is that they should not rise by more than CPI. WorkCover insurance premiums are anticipated to remain reasonably stable as Council commences under the MAV self-insurance scheme, but will be influenced by any recent claims history.
- Interest Rates on Investments – Interest rates have stabilised at around 1.6% (for 28-day term deposits) and longer term rates now around 2.6%.
- EPA Levies – Expected to increase by CPI at 2.0%.

Internal Influences impacting on the Council Budget:

- 2018 Organisational Changes – operational costs associated with the recent organisational changes will impact fully in the 2019-20 financial year.
- Business Efficiency Role – The appointment of a Business Efficiency role within the Organisational Development Department is expected to generate some improved processes and efficiencies that will in the long term generate savings for council's delivery of all of its services.
- Wage Movement - Council's Enterprise Bargaining (EB) agreement expires 30 June 19 and it is not yet known as to the financial impact of these negotiations. An initial estimate has been set at 2.0% based on other Council EB negotiations in recent times. On top of the EB 2.0% there is a further 0.5% factored in for end of band payments and for staff movements within band.
- Rating Strategy & Policy – The council's rating strategy was extensively reviewed during 2018-19 with an extensive external independent process. This review has led to a number of significant changes that impact on the distribution of rates.
- Revaluations –Commencing in 2019, all properties are now being revalued on an annual basis rather than every 2 years. The exact impact of this change is not yet fully understood but it is anticipated that it should take away some of the significant price movements that can occur in a two year cycle.
- Asset Renewal Funds - Council is responsible for a range of ageing infrastructure. There is however, a shortfall between the required spend to maintain all assets to an appropriate standard and the available funds. This is known as the asset or infrastructure renewal gap and is currently estimated at approximately \$4m per annum.

Council's current Asset Management Policy calls for an annual rate increase of up to 2.0% to specifically contribute to this shortfall. A 2% rate increase was tagged for the years from 2008-09 to 2011-12. For the years from 2012-13 to 2015-16, only a 1% rate increase was tagged to contribute to the renewal gap. In 2016-17 council successfully applied to the Essential Services Commission for a specific 1% rate increase above the Rate Cap to continue with this initiative. In 2017-18 to 2019-20 an additional 1% was added even though Council did not increase its rates by more than the state government rate cap.

Recent staff appointments arising from the 2018 organisational restructure will see an increased focus on asset management and the development of a 10 year long term financial plan that will better inform us of this "gap" for all asset classes in future years.

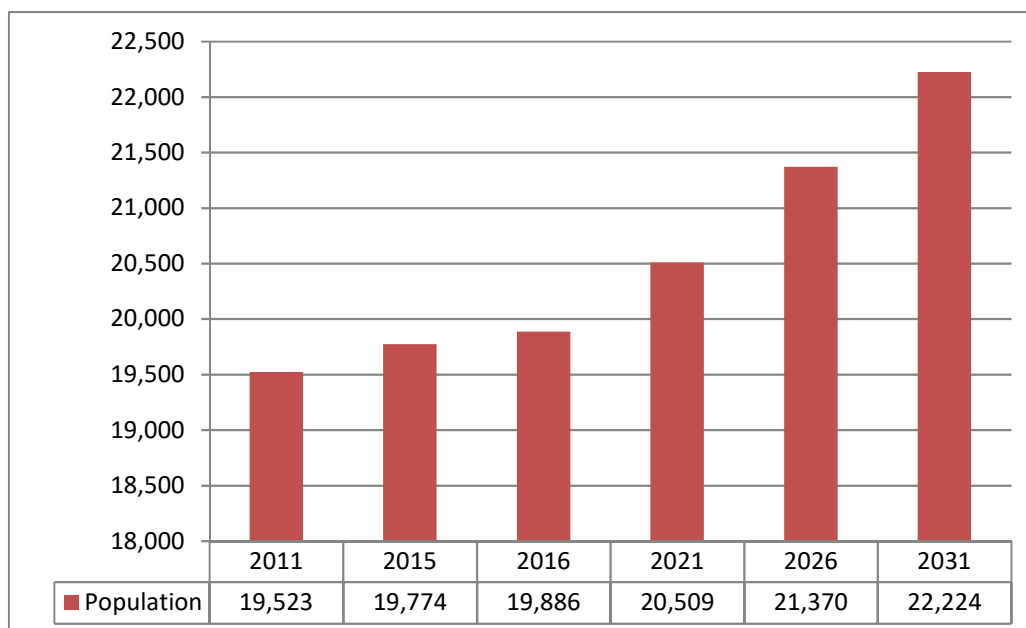
- The Regional Library Service is undergoing change as the Buloke Shire has removed itself for the current shared arrangements. This may lead to Council picking up additional costs. The exact impact is not yet known.

9. Budget External Grants

Each year Council prepares its budget with the inclusion of grants from both the Federal and State Governments where it believes there is a reasonable opportunity of success. The following table details the projects that are dependent upon successfully obtaining grants for them to proceed and the status of the relevant grant funding as at April 2019:

ASSET DESCRIPTION	TOTAL COST \$	GRANT CERTAIN \$	GRANT NOT YET OBTAINED \$
Buildings			
WIMMERA RIVER/CAD PRECINCT BUILDING ACTIVATION STAGE 1	600,000		300,000
Roads			
MCLACHLAN ST & FIREBRACE ST ROUNDABOUT UPGRADE	150,000		75,000
WIFT PRECINCT ESTABLISHMENT RDWRKS/DRAINS	1,814,688	1,250,000	
DRUNG JUNG RD, 2 KMS NRTH OF BRIDGE FIXING COUNTRY ROAD	583,000	550,000	
2020 FIRE ACCESS RD SUBSIDY SCHEME PROGRAM	155,000		120,000
WIMMERA RIVER/CAD PRECINCT INFRASTRUCTURE ACTIVATION STAGE 1	585,000		292,500
Recreational, leisure and community facilities			
KAYAK ACCESS POINT ON WIMMERA RIVER	30,000		20,000
WIMMERA RIVER PRECINCT PLAN IMPLEMENTATION	68,000		20,000
WIMMERA RIVER/CAD PRECINCT RECREATION ACTIVATION STAGE 1	500,000		250,000
Other Infrastructure			
HORSHAM REGIONAL LIVESTOCK EXCHANGE ROOF	3,030,000	1,490,000	
Other non-capital projects			
STREET LIGHTING UPGRADE - LIGHTING THE REGIONS STAGE 2	450,000		200,000
GAS PIPELINE TO WIFT - INVESTIGATION	60,000		50,000
Projects Dependent upon External Grants	8,025,688	3,290,000	1,327,500

10. Population Growth



How are we travelling against population projections?

Horsham's role as a regional City for the Wimmera continues to provide opportunities for growth in population numbers and expansion of the rate base, however, as some of this growth is from those retiring from surrounding farm areas it brings with it the need to maintain our levels of service and in some cases grow services to meet the increasing demands.

Horsham is a service centre for the surrounding agricultural region and is the centre for grains research within the state, which has seen continued growth in agriculture research and development investment in the municipality.

The need to provide an appealing and vibrant centre to attract professionals to live and stay is an important consideration for Council when planning services. The Estimated Resident Population (ERP) data for Horsham Rural City Council was released in June 2016. The new figure for Horsham's ERP is 19,817 which is a net increase of 363 people since June 2011 or an increase of 0.4% per annum for the period.

In the next 5 years (to 2021) Horsham is predicted to have increase in population by a further 614 residents or 0.6% per annum. By 2031 this is set to increase at a similar rate of 0.6% per annum or 1,300 residents to a population of 22,224 by 2031.

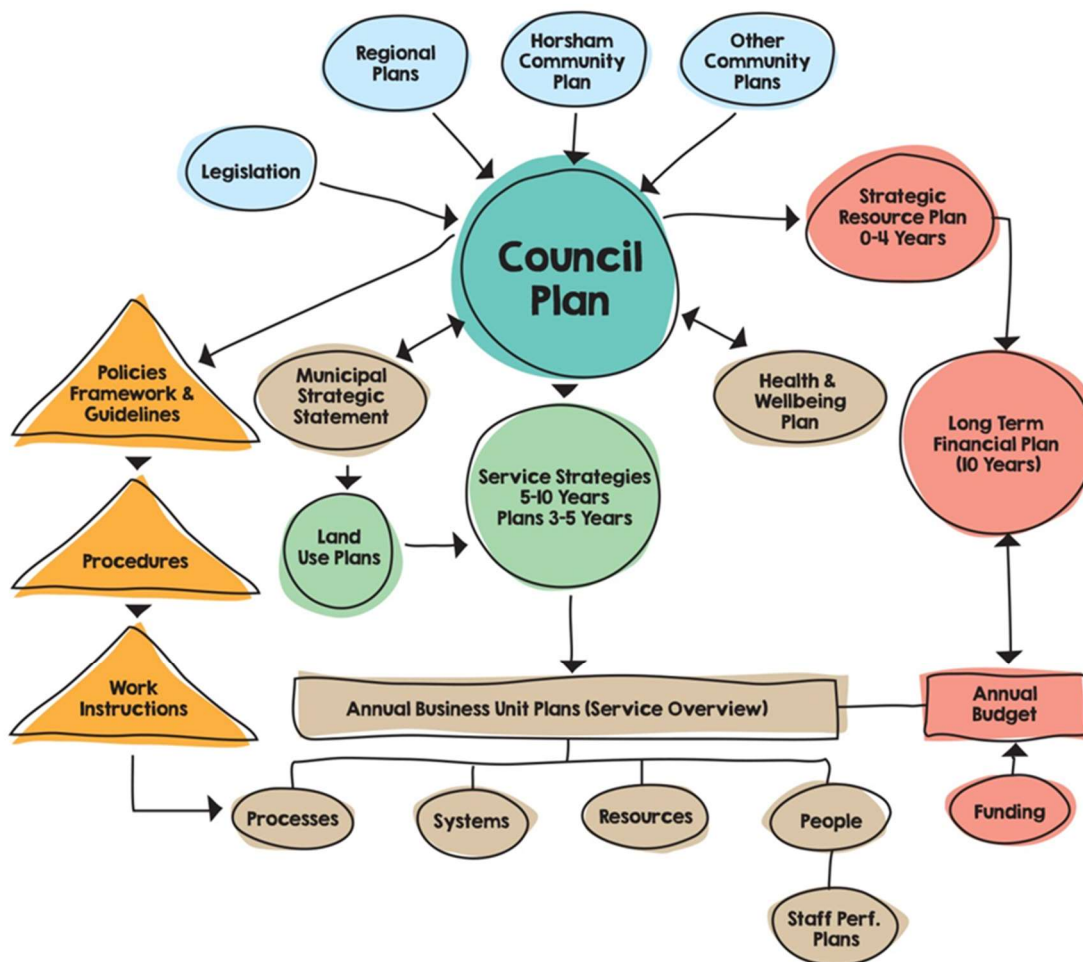
In all, there is a predicted population change for Horsham Rural City of 2,701 residents over the 20 year period of 2011-2031 or an average annual of 0.6% per annum.

1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within councils overall planning and budgeting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and how the timing of the planning & budgeting cycle during the year.

1.1 Planning and accountability framework

The Strategic Resource Plan, included in the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the Goals (Strategic Objectives) described in the Council Plan. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget, which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework for Council.



The Council Plan is prepared with reference to Council's Planning & Budgeting Framework, which was adopted by Council in 2017. An important component of the planning framework is the timing of activities, which are critical to the successful achievement of the planned outcomes. Council's planning cycle is broadly depicted in the following diagram, but will vary each year particularly with respect to the timing of community plans and the impacts of Council elections:



1.2 Our purpose

Our vision

A vibrant, inclusive community to live, work, play & invest

Our mission

Horsham Rural City Council, working with the community, will develop the municipality through strong leadership, vision, good governance, responsive services and quality infrastructure, whilst enhancing our economy, our liveability, and our natural environment

Our values

We will be



1.3 Goals (Strategic objectives)

Council delivers services and initiatives for 92 separate services, which are in turn grouped into 40 separate service categories. Each contributes to the achievement of one of the five Goals as set out in the Council Plan for the years 2019-23. The following table lists the five Goals as described in the Council Plan.

Goals	Description
1. Community and Cultural Development	Develop Horsham and the municipality as a diverse, inclusive and vibrant community. We support our diverse community by developing an environment that aims to cater to the shifting needs of our residents. We support innovation and encourage artistic and cultural expression to develop our municipality as a great place to live.
2. Sustaining the Economy	Lead in sustainable growth and economic development. As our community grows, so our region grows. We welcome new development and we aim to support enterprise, small and large whilst advocating for the community to shop locally. We continue to promote and develop sustainable projects.
3. Asset Management	Meet community and service needs through provision and maintenance of infrastructure. We strive to ensure infrastructure is in place to support our growing community as well as upgrading and maintaining our infrastructure to attract more visitors to our municipality.
4. Governance and Business Excellence	Excel in communication, consultation, governance, leadership and responsible use of resources. Our goal is to excel in what we deliver and how we deliver it, both within Council and to our community. Our staff are our greatest asset so their wellbeing is key to learning and high performance.
5. Natural and Built Environments	Lead in environmental best practise, create a municipality for the future, and plan for the impacts of climate change. Encourage and increase awareness of environmental responsibilities within Council and the community, whilst planning for a growing municipality, and implement practises that minimise our environmental footprint and contribute to a sustainable future.

2. Services and initiatives and service performance outcome indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2019-20 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability.

2.1 Goal 1 - Community and Cultural Development

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

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

Services

Service area	Description of service areas		2018/19	2019/20
			Budget	Budget
			\$'000	\$'000
Animal Management	This service provides animal management through implementation of appropriate rules and regulations in relation to keeping of cats, dogs and other animals and livestock within the municipality to minimise disturbance to residents and the community, and ensure public safety. It also includes the operation of Council's dog and cat rehousing program.	<i>Exp</i>	375	408
		<i>Rev</i>	408	418
		<i>NET</i>	(33)	(10)
Community Development	This service provides maintenance, insurance and other ongoing costs for the municipality's recreation groups and clubs including community halls, the Cenotaph and War Memorials, Brass and Pipe Bands and Sawyer Park Soundshell.	<i>Exp</i>	836	670
		<i>Rev</i>	241	30
		<i>NET</i>	595	640
Community Safety	This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.	<i>Exp</i>	113	143
		<i>Rev</i>	39	43
		<i>NET</i>	74	100
Emergency Management	To prepare for and mitigate if possible the impacts of an emergency on HRCC and the community through good planning and interoperability with all agencies, includes the Wimmera Emergency Management Resource Sharing Partnership.	<i>Exp</i>	255	253
		<i>Rev</i>	240	240
		<i>NET</i>	15	13
Emergency Support	This service supports public health wellbeing during times of an emergency and to support the community to recover from emergency events.	<i>Exp</i>	16	16
		<i>Rev</i>	-	16
		<i>NET</i>	16	-
Environmental Health	This service provides health administration, immunisation, health vending machines and other preventative measures under the health plan including needle exchange, Tobacco Act reforms and mosquito monitoring. A variety of legislative based services and functions around environmental health issues are also provided.	<i>Exp</i>	245	255
		<i>Rev</i>	110	114
		<i>NET</i>	135	141
Home Support	This service provides care to frail aged and disabled persons with home care, personal care, respite care along with property maintenance services and disabled parking permits.	<i>Exp</i>	2,071	1,933
		<i>Rev</i>	1,883	1,647
		<i>NET</i>	188	286
Library	This service provides community development and education to enhance the capacity and strength of communities in the municipality by developing community plans that build on strengths and assets and acting as a resource to communities.	<i>Exp</i>	749	774
		<i>Rev</i>	186	188
		<i>NET</i>	563	586
Management and Administration	This service provides local and regional facilitation and leadership for planning, developing and delivering community services to meet the needs of the community.	<i>Exp</i>	388	407
		<i>Rev</i>	-	-
		<i>NET</i>	388	407
Performing Arts	This service surrounds the running of the Horsham Town Hall and Horsham Performing Arts Centre operations.	<i>Exp</i>	1,724	1,716
		<i>Rev</i>	1,234	1,213
		<i>NET</i>	490	503
Visual Arts	This service provides an important visual art resource for the local community and visitors to Horsham through the Horsham Regional Art Gallery.	<i>Exp</i>	570	587
		<i>Rev</i>	130	136
		<i>NET</i>	440	451
Youth and Early Years	This service provides support to families with parenting, health and development, promotion of health, wellbeing and safety, social supports, referrals and linking with local communities.	<i>Exp</i>	1,149	1,289
		<i>Rev</i>	608	684
		<i>NET</i>	541	605
Net Cost to Council for Goal 1 - Community and Cultural Development			3,412	3,721

Service area breakout

This section provides further information about each service area by breaking down the 2019-20 budget into the individual services provided.

2019/20 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Animal Management			
Animal Control	408	(418)	(10)
Animal Management Total	408	(418)	(10)
Community Development			
Community Arts	79		79
Community Engagement	129	(5)	124
Community Facilities	177	(25)	152
Disability Awareness and Capacity	10		10
Recreation and Open Space Planning	274		274
Community Development Total	670	(30)	640
Community Safety			
Community Safety Management and Admin	95	(43)	52
Fire Hazard Enforcement	47		47
Community Safety Total	143	(43)	100
Emergency Management			
Emergency Management Recovery	253	(240)	13
Emergency Management Total	253	(240)	13
Emergency Support			
SES Support	16	(16)	-
Emergency Support Total	16	(16)	-
Environmental Health			
Environmental Health Regulation	185	(108)	77
Health Promotion and Planning	70	(6)	64
Environmental Health Total	255	(114)	141
Home Support			
Home and Community Care Services	1,664	(1,438)	226
Meals on Wheels	269	(210)	60
Home Support Total	1,933	(1,647)	286
Library			
Library	774	(188)	586
Library Total	774	(188)	586
Management and Admin			
Community Services Management	407		407
Management and Admin Total	407		407
Performing Arts			
Horsham Town Hall Operations	1,716	(1,213)	503
Performing Arts Total	1,716	(1,213)	503
Visual Arts			
Art Gallery	587	(136)	451
Visual Arts Total	587	(136)	451
Youth and Early Years			
Education	243	(245)	(2)
Immunisation	75	(43)	32
Maternal and Child Health	773	(363)	410
Youth Services	197	(33)	164
Youth and Early Years Total	1,289	(684)	605
Grand Total	8,450	(4,729)	3,721

Major Initiatives and Capital Works

2019/20 Budgeted Initiatives and Capital Works		Exp	Rev	NET
		\$	\$	\$
Community Development				
Public Art 18/19 Budget	Capital	25,000		25,000
Community Safety				
Community Safety Unit 6 Laptops Docks GPS Etc	Capital	20,000		20,000
Performing Arts				
Town Hall - Heritage Hall Acoustic Treatment Infra Gap	Capital	50,000		50,000
Town Hall - Heritage Floor Replacement Infra Gap	Capital	20,000		20,000
Visual Arts				
Art Gallery Purchased Artworks	Capital	25,000		25,000
Youth and Early Years				
Casuarina Kindergarten Works Replacement of Fascias Infra Gap	Capital	25,000		25,000
Grand Total		165,000		165,000

Note: Revenue column only shows external sources, transfers from council reserves are not included.

Service Performance Outcome Indicators *

Service	Indicator	Actual 2017/18	Forecast 2018/19	Budget 2019/20
Libraries	Participation	12.38%	8.21%	10.00%
Aquatic Facilities	Utilisation	6.39	8.12	8.20
Animal Management	Health and safety	1	0	0
Food safety	Health and safety	0.00%	87.50%	100.00%
Maternal and Child Health	Participation	83.67%	77.20%	85.00%
		75.00%	79.07%	85.00%

*refer to section 2.6 for information on the calculation of Service Performance Outcome Indicators.

2.2 Goal 2 - Sustaining the Economy

Lead in sustainable growth and economic development.

As our community grows, so our region grows. We welcome new development and we aim to support enterprise, small and large whilst advocating for the community to shop locally.

We continue to promote and develop sustainable projects.

Services

Service area	Description of service areas		2018/19	2019/20
			Budget	Budget
			\$'000	\$'000
Economic Development	This service provides support to the Wimmera Development Association, maintenance and administration for the Wimmera Business Centre and general economic development and promotion for the municipality. Land sales and acquisitions, tree plantation and land management costs for the Burnt Creek and Enterprise Industrial estates and Wimmera Intermodal Freight Terminal, are also provided under this service.	<i>Exp</i>	258	262
		<i>Rev</i>	-	-
		<i>NET</i>	258	262
Management and Administration	This service provides general administration for all areas of planning, building, tourism and economic services areas.	<i>Exp</i>	554	590
		<i>Rev</i>	-	-
		<i>NET</i>	554	590
Parking and Traffic Management	This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs.	<i>Exp</i>	352	371
		<i>Rev</i>	634	503
		<i>NET</i>	(282)	(132)
Business Development and Tourism	This service provides information and support to visitors accessing the Visitor Information Centre. This area also covers tourism marketing and development as well as promotion for major events and festivals.	<i>Exp</i>	787	826
		<i>Rev</i>	181	183
		<i>NET</i>	606	643
Net Cost to Council for Goal 2 - Sustaining the Economy			1,136	1,363

Service area breakout

This section provides further information about each service area by breaking down the 2019-20 budget into the individual services provided.

2019/20 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Economic Development			
Business Development	54		54
Wimmera Development Association	208		208
Economic Development Total	262		262
Management and Admin			
Planning and Economic Development Services	239		239
Planning and Economic Mgt and Admin	352		352
Management and Admin Total	590		590
Parking and Traffic Management			
Parking Control	221	(465)	(244)
School Crossing Supervision	150	(38)	112
Parking and Traffic Management Total	371	(503)	(132)
Business Development and Tourism			
Promotions of Festivals and Events	386	(1)	385
Tourism Promotion	11		11
Visitor Info Centre	280	(36)	244
Wimmera Business Centre	149	(147)	2
Business Development and Tourism Total	826	(183)	642
Grand Total	2,048	(686)	1,362

Major Initiatives and Capital Works

2019/20 Budgeted Initiatives and Capital Works		Exp \$	Rev \$	NET \$
Economic Development				
Small Business Assistance Program	Initiatives	10,000		10,000
Parking and Traffic Management				
Parking Plan	Initiatives	40,000		40,000
Grand Total		50,000		50,000

Note: Revenue column only shows external sources, transfers from council reserves are not included.

2.3 Goal 3 – Asset Management

Meet community and service needs through provision and maintenance of infrastructure.

We strive to ensure infrastructure is in place to support our growing community as well as upgrading and maintaining our infrastructure to attract more visitors to our municipality.

Services

Service area	Description of service areas		2018/19 Budget \$'000	2019/20 Budget \$'000
Aquatic Recreation	Management of the strategic use of the Aquatic Centre, including major refurbishment & upgrades.	<i>Exp</i>	773	792
		<i>Rev</i>	-	-
		<i>NET</i>	773	792
Commercial Activities	This service includes the Horsham Regional Livestock Exchange, which provides weekly sheep sales and fortnightly cattle sales at the Burnt Creek Drive facility servicing primary industry across the Wimmera. Horsham Regional Livestock Exchange is the fourth largest sheep selling centre in Victoria. This service also includes the operations of the Horsham Aerodrome which provides a regional airport for commercial and private aircraft.	<i>Exp</i>	964	977
		<i>Rev</i>	1,108	1,115
		<i>NET</i>	(144)	(138)
Engineering Services	Has overall responsibility for delivery of Council's capital works delivery and annual programming, traffic planning, waste planning, road, street and drain design and monitoring of standards adherence (quality assurance) for the infrastructure.	<i>Exp</i>	958	806
		<i>Rev</i>	41	46
		<i>NET</i>	917	760
Infrastructure - Rural	This service is responsible for maintaining and constructing roads, streets, bridges and related assets in all non-urban areas of Horsham and Natimuk. This includes the VicRoads maintenance contract (which excludes major highways) and quarry operations.	<i>Exp</i>	2,492	2,463
		<i>Rev</i>	646	621
		<i>NET</i>	1,846	1,842
Infrastructure - Urban	This service provides maintenance and construction of roads, streets, bridges and related assets to the required standards within Horsham & Natimuk. Maintenance for bicycle tracks, drainage, footpaths and of street car parks.	<i>Exp</i>	1,293	1,599
		<i>Rev</i>	33	33
		<i>NET</i>	1,260	1,566
Management and Administration	This service provides administration and support services for the Technical Services department.	<i>Exp</i>	718	719
		<i>Rev</i>	38	38
		<i>NET</i>	680	681
Operations Management	This service includes management and administration of the Operations Department to facilitate the delivery of core functions and capital programs.	<i>Exp</i>	111	126
		<i>Rev</i>	-	-
		<i>NET</i>	111	126
Parks and Gardens	Provision of managed areas for sport, recreation and amenity – includes sports grounds, parks, gardens, Botanic gardens and playgrounds throughout the municipality.	<i>Exp</i>	2,466	2,486
		<i>Rev</i>	14	23
		<i>NET</i>	2,452	2,463
Strategic Asset Management	Responsible for the strategic management of Council's Infrastructure.	<i>Exp</i>	599	643
		<i>Rev</i>	-	-
		<i>NET</i>	599	643
Sports and Recreation	Provision and maintenance of outdoor and indoor sport and recreation facilities throughout the municipality including the Horsham Aquatic Centre. Also works with community groups and usage groups to increase participation.	<i>Exp</i>	673	700
		<i>Rev</i>	106	119
		<i>NET</i>	567	581
Streetscape and Public Conveniences	This service provides street tree maintenance, tree planning and removal, along with city centre maintenance on lighting, signage and street furniture, and street cleaning. Climate change initiatives such as environmental footprint reduction program fall within this service. This service also provides operations and maintenance of the six public conveniences in Horsham, one in Natimuk and several rural facilities.	<i>Exp</i>	1,220	1,223
		<i>Rev</i>	3	3
		<i>NET</i>	1,217	1,220
Net Cost to Council for Goal 3 - Asset Management			10,278	10,536

Service area breakout

This section provides further information about each service area by breaking down the 2019-20 budget into the individual services provided.

2019/20 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Aquatic Recreation			
Aquatic Centre	792		792
Aquatic Recreation Total	792		792
Commercial Activities			
Aerodrome Operations	103	(40)	64
Caravan Park	5	(63)	(58)
Commercial Properties	77	(185)	(108)
Industrial Estates	28	(28)	
Livestock Exchange Operations	507	(510)	(3)
Private Works Recharged	175	(184)	(9)
Wimmera Intermodal Freight Terminal	81	(106)	(24)
Commercial Activities Total	977	(1,115)	(139)
Engineering Services			
Design and Engineering	411	(34)	377
Facilities Management	396	(12)	383
Engineering Services Total	806	(46)	760
Infrastructure - Rural			
Quarry Management	49	(55)	(6)
Road Maintenance Rural	2,414	(566)	1,848
Infrastructure - Rural Total	2,463	(621)	1,842
Infrastructure - Urban			
Footpaths, Walking Trails/Paths	373	-	373
Off Street Car Parks	27		27
Road Maintenance Urban	1,133	(3)	1,130
Stormwater Drainage	67	(30)	37
Infrastructure - Urban Total	1,599	(33)	1,566
Mgt and Admin Infrastructure Services			
Technical Services Management and Admin	719	(38)	681
Mgt and Admin Infrastructure Services Total	719	(38)	681
Operations Management			
Operations Management Depot	126	-	126
Operations Management Total	126	-	126
Parks and Gardens			
Community Housing	54		54
Open Spaces	1,376	(18)	1,359
Street Trees and City Centre	888	(4)	884
Waterways, Foreshores and Wetlands	168	(2)	166
Parks and Gardens Total	2,486	(23)	2,462
Sports and Recreation			
Passive Recreation	97	(5)	92
Sports Complexes Indoor	35	(12)	24
Sports Complexes Outdoor-Ovals, Turf and Grass	569	(102)	466
Sports and Recreation Total	700	(119)	582
Strategic Asset Management			
Asset Management	643		643
Strategic Asset Management Total	643		643
Streetscape and Public Conveniences			
Other Street Ops	94		94
Public Conveniences	248	(3)	246
Street Cleaning	208		208
Street Lighting	250		250
Street Signage	422	-	422
Streetscape and Public Conveniences Total	1,223	(3)	1,220
Grand Total	12,534	(1,998)	10,536

Major Initiatives and Capital Works

2019/20 Budgeted Initiatives and Capital Works		Exp	Rev	NET
		\$	\$	\$
Aquatic Recreation				
Aquatic Centre Indoor Pool Concourse Replacement	Capital	150,000		150,000
Aquatic Centre Miscellaneous Provision	Capital	10,000		10,000
Commercial Activities				
Aerodrome Generator Upgrade	Capital	30,000		30,000
Gas Pipeline To WIFT Investigation	Initiatives	60,000	(55,000)	5,000
Horsham Regional Livestock Exchange Roof	Capital	3,030,000	(1,490,000)	1,540,000
WIFT Precinct Industrial Estate Development Land Purchase (Grant	Capital	1,814,688	(1,250,000)	564,688
WIFT Precinct Industrial Estate Power/Water Supply	Capital	450,000		450,000
WIFT Precinct Industrial Estate Retardation Basin	Capital	230,520		230,520
Engineering Services				
Building External Project Design & Scoping	Capital	120,000		120,000
Building Project Management (Internal)	Capital	359,574		359,574
Wimmera River/CAD Precinct Building Activation Stge 1	Capital	600,000	(300,000)	300,000
Infrastructure - Rural *		4,557,490	(735,000)	3,822,490
Infrastructure - Urban *		2,397,000	(125,500)	2,271,500
Operations Management				
Depot Short Term Works	Capital	100,000		100,000
Parks and Gardens				
All Playgrounds Capital Equipment Replacement OHS Upgrade	Capital	30,000		30,000
Kayak Access Point on Wimmera River	Capital	30,000	(20,000)	10,000
May Park Toilets Screening	Capital	40,000		40,000
Wimmera River Precinct Plan Implementation	Capital	68,000	(20,000)	48,000
Wimmera River/CAD Precinct Recreation Activation Stage 1	Capital	500,000	(250,000)	250,000
Plant Control				
Plant Purchase - General	Capital	1,693,000	(447,000)	1,246,000
Plant Purchase - Minor Plant	Capital	120,000		120,000
Plant Purchase - Transfer Stations and Landfill	Capital	410,000		410,000
Sports and Recreation				
Basketball Building Trust Reserve Fund Mtce Works	Capital	35,000		35,000
Dudley Cornell Changerooms Conceal Visibility to Showers From Ou	Capital	5,000		5,000
Horsham Community Sports Pavilion Building and Drainage Works	Capital	17,000		17,000
Horsham Community Sports Pavilion Painting External Infra Gap	Capital	28,000		28,000
Sports Outdoors Project Design and Scoping	Initiatives	40,000		40,000
Sports Outdoors Project Management Internal	Initiatives	64,305		64,305
Sunnyside Pavilion Changerooms Conceal Visibility to Showers From	Capital	5,000		5,000
Strategic Asset Management				
Asset Management System Rollout	Initiatives	100,000		100,000
Disaster Asset Evidence Photography	Initiatives	88,000		88,000
Rural Road Network Plan	Initiatives	50,000		50,000
Streetscape and Public Conveniences				
City Entrance Signage/Branding Implementation	Capital	50,000		50,000
Wimmera River/CAD Precinct Infra Activation Stage 1	Capital	585,000	(292,500)	292,500
Grand Total		17,867,577	(4,985,000)	12,882,577

Note: Revenue column only shows external sources, transfers from council reserves are not included.

*refer to section 4.5 'Detailed list of Capital Works'

Service Performance Outcome Indicators

Service	Indicator	Actual 2017/18	Forecast 2018/19	Budget 2019/20
Roads	Satisfaction	44	44	45

*refer to section 2.6 for information on the calculation of Service Performance Outcome Indicators.

2.4 Goal 4 – Governance and Business Excellence

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

Our goal is to excel in what we deliver and how we deliver it, both within Council and to our community. Our staff are our greatest asset so their wellbeing is key to learning and high performance.

Services

Service area	Description of service areas		2018/19	2019/20
			Budget \$'000	Budget \$'000
Accounting Services	Provides financial services internally to all staff, department managers, project leaders, Council, etc., plus delivers external services in the form of information to government and the community and specific services to Wimmera Development Association and the Wimmera Regional Library Board.	<i>Exp</i>	706	828
		<i>Rev</i>	56	59
		<i>NET</i>	650	769
Community Relations and Advocacy	Responsible for three key areas: Advocacy and grant seeking, Media and Communications and Community Engagement.	<i>Exp</i>	424	433
		<i>Rev</i>	-	-
		<i>NET</i>	424	433
General Revenue	Provides treasury management including additional borrowings and interest repayments	<i>Exp</i>	771	767
		<i>Rev</i>	-	-
		<i>NET</i>	771	767
Governance and Leadership	This service manages and facilitates Council's governance services, the implementation of Council decisions and policies, and compliance with legislative requirements. This service also includes the office of the Mayor and Councillors, the Chief Executive and media.	<i>Exp</i>	1,895	1,932
		<i>Rev</i>	1	1
		<i>NET</i>	1,894	1,931
Information and Technology	Provides IT hardware and software systems, IT support services to staff, customer services at Horsham and Natimuk and the Council's Records Management service. The goal of this service is to provide efficient and effective access to the information needs of staff and the community, and the management of systems that support this whilst at all times keeping secure Council's information assets from accidental or malicious access, modification or destruction.	<i>Exp</i>	818	811
		<i>Rev</i>	-	-
		<i>NET</i>	818	811
Management & Administration	This service provides management across the areas of finance, IT, rates and organisation development	<i>Exp</i>	1,322	1,301
		<i>Rev</i>	15	13
		<i>NET</i>	1,307	1,288
Organisational Development	This service is responsible for human resources, payroll, OHS, risk management and organisational performance functions. The Payroll Co-ordinator is also responsible for processing the payroll for three separate Council related entities, including the Wimmera Regional Library Corporation, Horsham Public Cemetery and Wimmera Development Association.	<i>Exp</i>	769	736
		<i>Rev</i>	70	-
		<i>NET</i>	699	736
Rates and Property Services	Rate collection services encompasses collection of Council rateable income which ensures consistency in debt management, general rate, municipal and garbage charges. Property services encompasses, collection of property valuations, maintaining a strategically focused property management system and management of Council leases and licences.	<i>Exp</i>	397	485
		<i>Rev</i>	82	84
		<i>NET</i>	315	401
Net Cost to Council for Goal 4 - Governance and Business Excellence			6,878	7,136

Service area breakout

This section provides further information about each service area by breaking down the 2019-20 budget into the individual services provided.

2019/20 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Accounting Services			
General Accounting Services	828	(59)	769
Accounting Services Total	828	(59)	769
Community Relations and Advocacy			
Community Relations and Advocacy	433		433
Community Relations and Advocacy Total	433		433
General Revenue			
Rates	53		53
Treasury Management	714		714
General Revenue Total	767		767
Governance			
Council, Mayor and Councillors	361		361
Customer Services	334	(1)	333
Governance Management	689		689
Information and Knowledge	168		168
Governance Total	1,551	(1)	1,551
Information Technology			
IT Support/Software and Hardware	811		811
Information Technology Total	811		811
Management & Admin			
Civic Centre Office Operations	197		197
Corp Services Management	328	(1)	328
Council Wide Operations	759	(7)	753
Natimuk Office Operations	16	(6)	11
Management & Admin Total	1,301	(13)	1,288
CEO Operations			
CEO Operations	381		381
CEO Operations Total	381		381
Organisational Development			
HR and Risk Management	446		446
Occupational Health and Safety	111		111
Organisational Development Other	178		178
Organisational Development Total	736		736
Revenue Services			
Revenue Management	485	(84)	401
Revenue Services Total	485	(84)	401
Grand Total	7,293	(157)	7,136

Major Initiatives and capital Works

2019/20 Budgeted Initiatives and Capital Works		Exp	Rev	NET
		\$	\$	\$
Governance				
Community Engagement Tools	Initiatives	20,000		20,000
Horsham Municipality Community Plan	Initiatives	40,000		40,000
Replacement Electronic Document Management System	Initiatives	150,000		150,000
Information Technology				
Council WAN and LAN Infrastructure Upgrade	Capital	10,000		10,000
Host and Storage Replacement	Capital	170,000		170,000
IT Capital Replacement IT Dept	Capital	20,000		20,000
IT Hardware Upgrades IT Dept	Capital	20,300		20,300
IT Software Licences/Upgrades IT Dept	Capital	12,000		12,000
Mobile Device Management	Initiatives	8,000		8,000
Phone System Upgrade 40%R/40%U/20%N	Capital	100,000		100,000
UPS Upgrades	Capital	5,000		5,000
Management & Admin				
Civic Centre Furniture Equip	Capital	20,000		20,000
Council Chambers Meeting and Reception Acoustics Issues	Capital	25,000		25,000
HRCC Internal Wifi Upgrade 33%R/50%U/IT%N	Capital	30,000		30,000
Towards a paperless HRCC	Initiatives	3,550		3,550
Grand Total		633,850		633,850

Note: Revenue column only shows external sources, transfers from council reserves are not included.

Service Performance Outcome Indicators

Service	Indicator	Actual 2017/18	Forecast 2018/19	Budget 2019/20
Governance	Satisfaction	58	49	55

*refer to section 2.6 for information on the calculation of Service Performance Outcome Indicators.

2.5 Goal 5 – Natural and Built Environments

Lead in environmental best practise, create a municipality for the future, and plan for the impacts of climate change.

Encourage and increase awareness of environmental responsibilities within Council and the community, whilst planning for a growing municipality, and implement practises that minimise our environmental footprint and contribute to a sustainable future.

Services

Service area	Description of service areas		2018/19	2019/20
			Budget \$'000	Budget \$'000
Natural Resource Management	This service provides a mix of environmental services covering fire hazards, fire disaster clean up, grass removal, fire plugs, their replacement and markers, footpath cleaning in the CBD and weir operations.	<i>Exp</i>	148	96
		<i>Rev</i>	68	12
		<i>NET</i>	80	84
Statutory Planning and Regulations	This service provides statutory planning services such as planning permits, notice of applications, information certificates, scheme appeals, subdivision costs, administration of building control services including building approval, inspection fees, easement approval and State Government levies.	<i>Exp</i>	860	798
		<i>Rev</i>	329	276
		<i>NET</i>	531	522
Strategic Planning Services	The function of strategic planning, which aims to strategically plan the municipality's needs is also included.	<i>Exp</i>	164	184
		<i>Rev</i>	-	-
		<i>NET</i>	164	184
Sustainability	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve is being established to facilitate future energy and water deficiency projects.	<i>Exp</i>	228	234
		<i>Rev</i>	-	-
		<i>NET</i>	228	234
Waste Management Services	This service manages the Dooen Landfill sites, Kenny Road Transfer Station and rural transfer stations along with waste collection and recyclables collection across both the urban and rural areas of the municipality.	<i>Exp</i>	4,415	5,395
		<i>Rev</i>	5,573	5,649
		<i>NET</i>	(1,158)	(254)
Net Cost to Council for Goal 5 - Natural and Built Environments			(155)	770

Service area breakout

This section provides further information about each service area by breaking down the 2019-20 budget into the individual services provided.

2019/20 Service by service area	Exp \$'000	Rev \$'000	NET \$'000
Natural Resource Management			
Fire Protection Works	53	(2)	51
Roadside Vegetation	43	(10)	33
Natural Resource Management Total	96	(12)	84
Statutory Planning and Regulations			
Building Regulations	440	(126)	314
Statutory Planning	358	(150)	208
Statutory Planning and Regulations Total	798	(276)	522
Strategic Planning Services			
Strategic Planning	184		184
Strategic Planning Services Total	184		184
Sustainability			
Waste and Sustainability Planning	234		234
Sustainability Total	234		234
Waste Management Services			
Garbage Services	1,378	(3,289)	(1,911)
Recycling	966		966
Transfer Stations and Landfills	3,052	(2,360)	692
Waste Management Services Total	5,395	(5,649)	(254)
Grand Total	6,708	(5,937)	770

Major Initiatives

2019/20 Budgeted Initiatives and Capital Works		Exp \$	Rev \$	NET \$
Sustainability				
Street Lighting - Lighting Regions Stage 2	Initiatives	450,000	(200,000)	250,000
Waste Gasification Plant Investigation	Initiatives	100,000		100,000
Sustainability Projects Solar Panels Horsham Town Hall	Capital	100,000		100,000
Waste Management Services				
Dooen Landfill Litter Fencing	Capital	10,000		10,000
Johns Cell 3 Putrescible Construction	Capital	1,364,500		1,364,500
Ladlows Stage2B Cell 2 Phase 1 Construction Hardwaste	Capital	840,000		840,000
Dooen Landfill Master Plan	Initiatives	50,000		50,000
Grand Total		2,914,500	(200,000)	2,714,500

Note: Revenue column only shows external sources, transfers from council reserves are not included.

Service Performance Outcome Indicators

Service	Indicator	Actual 2017/18	Forecast 2018/19	Budget 2019/20
Statutory planning	Decision making	0.00%	0.00%	0.00%
Waste collection	Waste diversion	24.16%	21.37%	24.00%

*refer to section 2.6 for information on the calculation of Service Performance Outcome Indicators.

2.6 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

2.7 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Exp \$'000	Rev \$'000
Goal 1 Community and Cultural Development	3,721	8,450	(4,729)
Goal 2 Sustaining the Economy	1,362	2,048	(686)
Goal 3 Asset Management	10,536	12,534	(1,998)
Goal 4 Governance and Business Excellence	7,136	7,293	(157)
Goal 5 Natural and Built Environments	770	6,708	(5,937)
Total	23,525	37,033	(13,507)
Expenses added in:			
Depreciation	11,172		
Initiatives	6,238		
Other written down value of assets disposed	1,145		
Loan Redemption	(482)		
Deficit before funding sources	41,598		
Funding sources to be added in:			
Rates revenue	27,571		
- less Garbage Charge included in Service Delivery	(3,281)		
Grants	18,374		
Contributions and other	1,717		
Interest	628		
Total funding sources	45,009		
Operating (surplus)/deficit for the year	(3,411)		

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019-20 has been supplemented with projections to 2022-23 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

Comprehensive Income Statement
 Balance Sheet
 Statement of Changes in Equity
 Statement of Cash Flows
 Statement of Capital Works
 Statement of Human Resources

Pending Accounting Standards

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- *AASB 16 Leases*
- *AASB 15 Revenue from Contracts with Customers*, and
- *AASB 1058 Income of Not for Profit Entities*.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- *AASB 16 Leases* – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not for Profit Entities* – Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.

Comprehensive Income Statement

For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	26,702	27,571	28,420	29,198	29,994
Statutory fees and fines	4.1.2	484	401	421	441	461
User fees	4.1.3	6,162	5,947	6,066	6,187	6,311
Grants - Operating (recurrent)	4.1.4	8,123	8,438	8,606	8,778	8,954
Grants - Operating (non recurrent)	4.1.4	4,205	6,210	248	231	231
Grants - Capital (recurrent)	4.1.4	888	1,143	1,143	1,143	1,143
Grants - Capital (non recurrent)	4.1.4	2,596	4,367	1,022	2,894	-
Contributions - monetary		70	190	239	580	239
Contributions - non-monetary		900	950	950	950	950
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(42)	2	620	320	(463)
Fair value adjustments for investment property		10	10	10	10	10
Share of net profits/(losses) of associates and joint ventures		30	95	30	30	30
Other income	4.1.5	2,361	2,373	2,438	2,503	2,583
Total income		52,489	57,697	50,213	53,265	50,443
Expenses						
Employee costs	4.1.6	17,970	19,180	19,602	20,034	20,474
Materials and services	4.1.7	20,500	22,600	17,357	17,399	17,574
Depreciation and amortisation	4.1.8	10,900	11,172	11,332	11,492	11,652
Bad and doubtful debts		72	82	82	84	86
Borrowing costs		295	232	197	175	265
Other expenses	4.1.9	277	320	369	377	384
Written down value of assets disposed		1,000	700	700	700	700
Total expenses		51,014	54,286	49,639	50,261	51,135
Surplus/(deficit) for the year		1,475	3,411	574	3,004	(692)
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment/(decrement)		5,000	2,700	-	7,700	-
Total comprehensive result		6,475	6,111	574	10,704	(692)

Balance Sheet

For the four years ending 30 June 2023

	NOTES	Forecast		Strategic Resource Plan		
		Actual	Budget	Projections		
		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Assets						
Current assets						
Cash and cash equivalents		10,954	4,990	4,182	3,638	4,481
Trade and other receivables		1,617	2,001	2,101	2,206	2,316
Other financial assets		17,800	17,800	17,800	17,800	17,800
Inventories		700	400	408	412	420
Non-current assets held for sale		350	-	350	350	350
Other assets		955	974	993	1,000	1,020
Total current assets	4.2.1	32,376	26,165	25,834	25,406	26,387
Non-current assets						
Trade and other receivables		200	178	156	134	112
Other financial assets		2,500	2,500	2,510	2,520	2,530
Investments in associates, joint arrangement and subsidiaries		1,308	1,700	1,730	1,760	1,790
Property, infrastructure, plant & equipment		469,558	480,167	480,401	493,518	497,188
Total non-current assets	4.2.1	473,566	484,545	484,797	497,932	501,620
Total assets		505,942	510,710	510,631	523,338	528,007
Liabilities						
Current liabilities						
Trade & other payables		6,551	4,562	5,194	5,353	5,446
Provisions		5,085	5,526	4,919	5,164	4,958
Interest-bearing liabilities	4.2.3	546	477	128	174	587
Total current liabilities	4.2.2	12,182	10,565	10,241	10,691	10,991
Non-current liabilities						
Provisions		2,315	3,895	3,694	3,272	3,927
Interest-bearing liabilities	4.2.3	5,738	4,432	4,305	6,280	10,685
Total non-current liabilities	4.2.2	8,053	8,327	7,999	9,552	14,612
Total liabilities		20,235	18,892	18,240	20,243	25,603
Net assets		485,707	491,818	492,391	503,095	502,404
Equity						
Accumulated surplus		239,672	249,250	250,434	253,787	252,281
Reserves - asset replacement		18,376	12,209	11,598	11,249	12,064
Reserves - asset revaluation		227,659	230,359	230,359	238,059	238,059
Total equity		485,707	491,818	492,391	503,095	502,404

Statement of Changes in Equity

For the four years ending 30 June 2023

	NOTES	Total \$'000	Accumulate d Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019 Forecast Actual					
Balance at beginning of the financial year		479,232	235,295	222,659	21,278
Surplus/(deficit) for the year		1,475	1,475	-	-
Net asset revaluation increment/(decrement)		5,000	-	5,000	-
Transfers to other reserves		-	(4,132)	-	4,132
Transfers from other reserves		-	7,034	-	(7,034)
Balance at end of the financial year		485,707	239,672	227,659	18,376
2020 Budget					
Balance at beginning of the financial year		485,707	239,672	227,659	18,376
Surplus/(deficit) for the year		3,411	3,411	-	-
Net asset revaluation increment/(decrement)		2,700	-	2,700	-
Transfers to other reserves	4.3.1	-	(3,305)	-	3,305
Transfers from other reserves	4.3.1	-	9,472	-	(9,472)
Balance at end of the financial year	4.3.2	491,818	249,250	230,359	12,209
2021					
Balance at beginning of the financial year		491,818	249,250	230,359	12,209
Surplus/(deficit) for the year		573	573	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(3,697)	-	3,697
Transfers from other reserves		-	4,307	-	(4,307)
Balance at end of the financial year		492,391	250,433	230,359	11,599
2022					
Balance at beginning of the financial year		492,391	250,433	230,359	11,599
Surplus/(deficit) for the year		3,004	3,004	-	-
Net asset revaluation increment/(decrement)		7,700	-	7,700	-
Transfers to other reserves		-	(3,654)	-	3,654
Transfers from other reserves		-	4,003	-	(4,003)
Balance at end of the financial year		503,095	253,786	238,059	11,250
2023					
Balance at beginning of the financial year		503,095	253,786	238,059	11,250
Surplus/(deficit) for the year		(691)	(691)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(3,634)	-	3,634
Transfers from other reserves		-	2,819	-	(2,819)
Balance at end of the financial year		502,404	252,280	238,059	12,065

Statement of Cash Flow

For the four years ending 30 June 2023

	Notes	Forecast	Budget	Strategic Resource Plan Projections		
		Actual		2020/21	2021/22	2022/23
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflow s (Outflow s)	Inflows (Outflows)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)
Cash flows from operating activities						
General rates & charges		26,627	27,516	28,330	29,098	29,894
Statutory fees & fines		464	421	401	411	431
User Charges & other fines (incl. of GST)		5,862	6,147	5,866	5,987	6,111
Contributions (inclusive of GST)		30	190	200	540	200
Interest		445	548	588	594	645
Government grants operations (incl. of GST)		11,641	14,448	8,454	8,609	8,785
Government grants capital (inclusive of GST)		3,284	5,110	1,965	3,837	943
Other revenue (inclusive of GST)		3,734	3,979	4,022	4,100	4,148
Employee costs		(17,272)	(18,980)	(19,303)	(19,733)	(20,076)
Materials and services		(19,800)	(23,000)	(17,158)	(17,199)	(17,273)
Other expenses		(1,977)	(1,720)	(2,369)	(2,377)	(2,384)
Net cash provided by/(used in) operating activities	4.4.1	13,038	14,659	10,996	13,867	11,424
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(15,055)	(20,357)	(12,830)	(17,258)	(17,751)
Proceeds from sale of property, infrastructure, plant and equipment		214	447	1,700	1,000	2,617
Net cash provided by/(used in) investing activities	4.4.2	(14,841)	(19,910)	(11,130)	(16,258)	(15,134)
Cash flows from financing activities						
Finance costs		(295)	(232)	(197)	(175)	(265)
Proceeds from borrowings		-	-	-	2,150	4,992
Repayment of borrowings		(542)	(481)	(477)	(128)	(174)
Net cash provided by/(used in) financing activities	4.4.3	(837)	(713)	(674)	1,847	4,553
Net increase/(decrease) in cash & cash equivalents		(2,640)	(5,964)	(808)	(544)	843
Cash and cash equivalents at the beginning of the financial year		13,594	10,954	4,990	4,182	3,638
Cash and cash equivalents at the end of the financial year		10,954	4,990	4,182	3,638	4,481

Statement of Capital Works

For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan Projections		
		Actual		2020/21	2021/22	2022/23
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		-	-	-	1,000	-
Buildings		1,437	1,699	885	3,738	6,310
Total property		1,437	1,699	885	4,738	6,310
Plant and equipment						
Plant, machinery and equipment		1,759	2,273	1,850	1,850	1,850
Fixtures, fittings and furniture		294	407	100	100	100
Total plant and equipment		2,053	2,680	1,950	1,950	1,950
Infrastructure						
Roads		6,940	8,019	8,030	5,600	7,876
Bridges		210	128	130	130	150
Footpaths and cycleways		1,007	1,035	1,100	410	300
Drainage		-	85	-	-	50
Recreational, leisure & community facilities		1,346	598	550	-	50
Waste management		1,090	2,205	-	45	880
Parks, open space & streetscapes		51	30	70	3,470	70
Aerodromes		200	-	-	-	-
Off street car parks		40	87	15	15	15
Other infrastructure		681	3,791	100	900	100
Total infrastructure		11,565	15,978	9,995	10,570	9,491
Total capital works expenditure	4.5.1	15,055	20,357	12,830	17,258	17,751
Represented by:						
New asset expenditure		4,830	8,855	2,150	5,983	2,553
Asset renewal expenditure		8,330	9,880	9,605	8,465	12,087
Asset upgrade expenditure		1,895	1,622	1,075	2,810	3,111
Total capital works expenditure	4.5.1	15,055	20,357	12,830	17,258	17,751
Funding sources represented by:						
Grants		3,484	5,510	2,165	4,037	1,143
Contributions		55	176	200	540	200
Council cash & reserves		11,516	14,671	10,465	10,531	11,915
Borrowings		-	-	-	2,150	4,493
Total capital works expenditure	4.5.1	15,055	20,357	12,830	17,258	17,751

Statement of Human Resources

For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual	2019/20	2020/21	2021/22	2022/23
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	17,970	19,180	19,602	20,034	20,474
Employee costs - capital	898	1,392	1,420	1,448	1,477
Total staff expenditure	18,868	20,572	21,022	21,482	21,951
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	202	216	216	216	216
Total staff numbers	202	216	216	216	216

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget	Permanent	
	2019/20	Full Time	Part time
	\$'000	\$'000	\$'000
Community Wellbeing	4,398	1,711	2,687
Corporate Services	4,315	3,336	979
Development Services	2,644	2,125	519
Infrastructure Services	9,215	9,108	107
Total permanent staff expenditure	20,572	16,280	4,292
Capitalised labour costs	(1,392)		
Total expenditure	19,180		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget	Permanent	
	2019/20	Full Time	Part time
Community Wellbeing	46	15	31
Corporate Services	39	29	10
Development Services	25	19	6
Infrastructure Services	106	105	1
Total permanent staff expenditure	216	168	48
Capitalised labour costs	-		
Total staff	216		

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2019-20 the FGRS cap has been set at 2.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.25%, which is 0.25% below the Ministers Rate Cap. This will raise total rates and charges for 2019-20 to \$24,234,627.

4.1.1(a) Reconciliation of Rates

The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2018-19 Forecast Actual	2019/20 Budget	Change	%
	\$	\$	\$	
General rates*	20,177,762	20,945,966	768,204	3.81%
Municipal charge*	3,185,700	3,138,800	(46,900)	-1.47%
Waste management charge	3,172,314	3,270,518	98,204	3.10%
Waste Charges on supplementaries	16,224	10,000	(6,224)	-38.36%
Supplementary rates and rate adjustments	150,000	149,861	(139)	-0.09%
Revenue in lieu of rates	-	56,000	56,000	
Total rates and charges	26,702,000	27,571,145	869,145	3.25%

*These items are subject to the rate cap established under the FGRS.

4.1.1(b) Rate in the dollar

The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2018/19 cents/\$CIV*	2019/20 cents/\$CIV*	Change cents
General rate for rateable residential properties	0.4908	0.5263	0.0723
General rate for rateable commercial properties	0.4908	0.5000	0.0187
General rate for rateable industrial properties	0.4908	0.5000	0.0187
General rate for rateable Culture & Rec. Land	0.2454	0.2632	0.0725
General rate for rateable farm properties	0.3926	0.3527	-0.1016

4.1.1(c) Total Rate Revenue from General Rates

The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2018/19	2019/20	Change	
	\$	\$	\$	%
Residential	11,591,393	12,656,494	1,065,101	9.19%
Commercial	1,614,484	1,652,008	37,523	2.32%
Industrial	822,583	844,750	22,167	2.69%
Culture & Rec. Land (50% rate)	15,362	16,471	1,109	7.22%
Farms	6,133,939	5,776,244	(357,695)	-5.83%
Total amount to be raised by general rates	20,177,762	20,945,966	768,205	3.81%

4.1.1(d) Assessment numbers

The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Type or class of land	2018/19	2019/20	Change	
	Number	Number	Number	%
Residential	9,186	9,264	78	0.85%
Commercial	524	528	4	0.76%
Industrial	418	427	9	2.15%
Culture & Rec. Land (0% rate)	63	64	1	1.59%
Culture & Rec. Land (50% rate)	3	3	-	0.00%
Farms	2,159	2,168	9	0.42%
Total number of assessments	12,353	12,454	101	0.82%

4.1.1(e) Basis of valuation

The basis of valuation to be used is the Capital Improved Value (CIV).

4.1.1(f) Valuation by Type

The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Residential	2,361,735	2,404,806	43,072	1.82%
Commercial	328,950	330,402	1,452	0.44%
Industrial	167,601	168,950	1,350	0.81%
Culture & Rec. Land (0% rate)	19,048	20,986	1,938	10.17%
Culture & Rec. Land (50% rate)	6,260	6,258	(2)	-0.03%
Farms	1,562,389	1,637,722	75,333	4.82%
Total value of land	4,445,982	4,569,123	123,142	2.77%

4.1.1(g) Municipal Charge per assessment

The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable	Per Rateable	Change	
	Property	Property		
	2018/19	2019/20	\$	%
Municipal	\$ 287	\$ 280	(7)	-2.44%

4.1.1(h) Total revenue from municipal charge

The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2018/19	2019/20	Change	
	\$	\$	\$	%
Municipal	3,185,700	3,138,800	(46,900)	-1.47%

4.1.1(i) Garbage Charges

The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable	Per Rateable	Change	
	Property	Property		
	2018/19	2019/20	\$	%
GAR1 240L Residential Urban	394	402	8	2.03%
GAR2 240L Residential Rural	365	372	7	1.92%
GAR5 240L Commercial	382	390	8	2.09%
GAR6 120L Residential Urban	253	258	5	1.98%
GAR7 120L Residential Rural	224	228	4	1.79%
GAR8 120L Commercial	365	372	7	1.92%
GAR9 240L Commercial Recycling	136	139	3	2.21%

4.1.1(j) Total revenue from garbage charges

The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2018/19	2019/20	Change	
	\$	\$	\$	%
GAR1 240L Residential Urban	1,814,370	1,854,426	40,056	2.21%
GAR2 240L Residential Rural	426,685	445,284	18,599	4.36%
GAR5 240L Commercial	128,352	133,770	5,418	4.22%
GAR6 120L Residential Urban	685,377	713,886	28,509	4.16%
GAR7 120L Residential Rural	78,624	82,080	3,456	4.40%
GAR8 120L Commercial	29,930	31,620	1,690	5.65%
GAR9 240L Commercial Recycling	8,976	9,452	476	5.30%
Total	3,172,314	3,270,518	98,204	3.10%

4.1.1(k) Rates & Charges - Summary

The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2018/19	2019/20	Change	
	\$	\$	\$	%
General rates	20,177,762	20,945,966	768,205	3.81%
Municipal Charge	3,185,700	3,138,800	(46,900)	-1.47%
Garbage Charges	3,172,314	3,270,518	98,204	3.10%
Waste charges on supplementaries	16,224	10,000	(6,224)	-38.36%
Rates from Supplementary Valuations	150,000	149,861	(139)	-0.09%
Total Rates and charges	26,702,000	27,515,145	813,146	3.05%

4.1.1(l) Fair Go Rates System Compliance

Horsham Rural City Council is fully compliant with the State Government's Fair Go Rates System.

	2018/19	2019/20
Total Rates (Excl Cult. & Rec.)	\$23,348,100	\$24,068,295
Number of rateable properties (Excl Cult. & Rec.)	12,287	12,387
Base Average Rate	\$1,862.74	\$1,929.49
Maximum Rate Increase (set by the State Government)	2.25%	2.50%
Capped Average Rate	\$1,900.23	\$1,943.03
Maximum General Rates and Municipal Charges Revenue	\$23,348,100	\$24,127,249
Budgeted General Rates and Municipal Charges Revenue	\$23,348,100	\$24,068,295
Budgeted Supplementary Rates	\$190,680	\$149,861
Budgeted Total Rates and Municipal Charges Revenue	\$23,538,780	\$24,218,156

4.1.1(m) Significant changes

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2019-20: estimated \$149,861. The 2018-19 actual: \$148,474. Full year equivalent for 2018-19 would be \$190,680)
- The finalisation of stage 5 valuation by the Valuer General
- The variation of returned levels of value (e.g. valuation objections and appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.
- Revenues in lieu of rates will be impacted by the exact timing for the commissioning of wind turbines at the Murra Warra windfarm

4.1.1(n) Differential rates

Differential Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.3527% (0.3527 cents in the dollar of CIV) for all rateable farm properties.
- A general rate of 0.5000% (0.5000 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.5000% (0.5000 cents in the dollar of CIV) for all rateable commercial properties.

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above. Council believes each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate are set out below.

Farm land

Farm land is any land, which, under the Valuation of Land Act 1960 is:

- Not less than 2 hectares in area
- That is used primarily for agricultural purposes
- That is used by a business that has significant and substantial commercial purpose or character, seeks to make a profit on a continuous or repetitive basis and is either making a profit or has reasonable prospect of making a profit from its activities

Council during 2015-16 undertook a review of its data associated with the classification of land as farm land, in order to ensure that all properties below the 60 hectare minimum lot size within the farm zone meet the above definition.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.

The differential rate is provided in recognition of the changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district. The use of the land within this differential rate, in the case of improved land, is any use of land. The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2018-19 financial year.

Commercial land

Commercial land is identified as any rateable land on which a building designed or adapted for occupation is erected which is used for commercial purposes.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.

The differential rate is provided in recognition of the changes to relative property values and reliance on the level of economic activity of the farming sector.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district. The use of the land within this differential rate, in the case of improved land, is any use of land. The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2018-19 financial year.

Industrial land

Industrial land is identified as any rateable land on which a building designed or adapted for occupation is erected which is used for industrial purposes.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.

The differential rate is provided in recognition of the changes to relative property values and reliance on the level of economic activity of the farming sector.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district. The use of the land within this differential rate, in the case of improved land, is any use of land. The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2018-19 financial year.

Other Concessional Rates - Culture and Recreational Land

Culture and Recreational land is any outdoor land, which under the provisions of the Cultural and Recreational Lands Act 1963 is:

- Occupied by a body which exists for cultural or recreational purposes and applies its profits in promoting the furthering of this purpose
- The lands must be owned by the body, by the Crown or by Council to be eligible
- Agricultural showgrounds are specifically included

Council has a policy in relation to concessions for Cultural and Recreational Organisations and has established two concessions, a 50% concession for those organisations that have significant revenue raising capacity and a 100% concession for those with limited revenue raising capacity.

The objective of this concessional rate is to recognise the large contribution that these community organisations and the volunteers make to the Municipality in the provision of sporting, cultural and recreational activities.

4.1.2 Statutory fees and fines

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
Infringements and costs	144	60	(84)	-58.33%
Perin court recoveries	53	46	(7)	-13.21%
Issue of certificates	15	15	-	0.00%
Local law s - permits & licences	23	27	4	17.39%
Town planning	145	145	-	0.00%
Health registrations	104	108	4	3.85%
Total statutory fees and fines	484	401	(83)	-17.15%

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include *Public Health and Wellbeing Act 2008* registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

A detailed listing of statutory fees is included in Appendix C.

4.1.3 User fees

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
Animal control	393	403	10	2.54%
Building approvals	179	126	(53)	-29.61%
Community services	12	6	(6)	-50.00%
Administration charges	145	135	(10)	-6.90%
Home and community care services	867	749	(118)	-13.61%
Performing arts charges	1,124	1,105	(19)	-1.69%
Immunisations	6	6	-	0.00%
Livestock operations	486	510	24	4.94%
Parking meter fees	430	390	(40)	-9.30%
Passive recreation	5	5	-	0.00%
Roadside revegetation	10	10	-	0.00%
Sports complexes	93	106	13	13.98%
Transfer station and landfill charges	2,379	2,360	(19)	-0.80%
Visitor information centre income	33	36	3	9.09%
Total user fees	6,162	5,947	(215)	-3.49%

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. User charges are projected to decrease by 3.5% or \$0.215 million over 2018-19. The main reduction of \$118k is in the Home and community care services area due to reduction in delivery of services and subsequent income.

Building approvals are forecast to reduce by \$53k, in line with the new contract in place for this service. A detailed listing of fees and charges is included in Appendix C.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	10,991	14,204	3,213	29%
State funded grants	4,822	5,954	1,132	23%
Total grants received	15,813	20,158	4,345	27%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Grants Commission - General allocation	3,920	4,357	437	11%
Grants Commission - Road Construction & Maintenance	2,141	2,241	100	5%
Environmental Health	33	37	4	12%
Home & Community Care Services	850	750	(100)	-12%
Recurrent - State Government				
Art Gallery	90	90	-	0%
Art Gallery Education Program	33	33	-	0%
Community Facilities	16	16	0	3%
Disability Awareness & Capacity	129	-	(129)	-100%
Home & Community Care Services	166	149	(17)	-10%
Horsham Town Hall Operations	75	80	5	7%
Library	173	174	1	1%
Maternal & Child Services - Universal	401	473	72	18%
Roadside Vegetation Management	54	-	(54)	-100%
School Crossing Supervision	38	38	-	0%
Wesley Operations	5	-	(5)	-100%
Total recurrent grants	8,124	8,438	314	4%
Non-recurrent - Commonwealth Government				
Grampians Peak Trail	3,159	5,676	2,517	80%
Non-recurrent - State Government				
Community Engagement	109	33	(76)	-70%
Environmental Health	6	6	-	0%
Miscellaneous	6	55	49	817%
Road Maintenance	25	-	(25)	-100%
Street Lighting	660	200	(460)	-70%
Community health	240	240	-	0%
Total non-recurrent grants	4,205	6,210	2,005	48%
Total operating grants	12,329	14,648	2,319	19%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	888	1,143	255	29%
Total recurrent grants	888	1,143	255	29%
Non-recurrent - State Government				
Buildings	256	300	44	17%
Footpaths and cycleways	340	292	(48)	-14%
Office furniture and equipment	50	-	(50)	-100%
Other infrastructure	-	1,490	1,490	0%
Recreation, leisure and community facilities	200	290	90	45%
Roads	1,250	1,995	745	60%
Waste management	500	-	(500)	-100%
Total non-recurrent grants	2,596	4,367	1,771	68%
Total capital grants	3,484	5,510	2,026	58%
Total Grants	15,813	20,158	4,345	27%

Grants - operating (\$2.3 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and contributions from other parties towards property development costs. Overall, the level of operating grants has increased by 19% or \$2.3 million compared to 2018-19, this is due to the increased funding for Grampians Peak Trail project.

There is an expected decrease in Home and community services grants of \$100k and known reduction in rural disability access grant of \$129k. The 2018-19 budget street lighting grant related to a grant for CBD revitalisation, whereas the grant listed for 2019-20 relates to lighting the region stage 2 street lighting.

Grants Commission funding has been budgeted in 2019-20 at a 3% increase, which incorporates the actual increase received for 2018-19 funding, plus a 1% expected increase for the 2019-20 allocation.

The Grampians Peak Trail grant will increase by \$2.5 million. This project is auspiced by Council but is not a Council asset and all works are being carried out through Parks Victoria, hence the revenue is not a capital receipt.

Grants - capital (\$2.0 million increase)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by 58% or \$2.026 million compared to 2018-19.

The new Roads to Recovery program will see additional funding being received from 2019-20; the extra funding shows an increase of 29% or \$255k. Significant one-off funding was budgeted in 2018-19 for Horsham Transfer Station for facility improvements of \$.5m.

Roads funding for 2019-20 will potentially increase by \$745k, with grants from Fixing Country Roads for Drung Jung Rd \$550k, \$120k for fire access subsidy scheme and \$75k for McLachlan St & Firebrace St Roundabout upgrade.

Other infrastructure grants in 2019-20 include funding for Horsham Regional Livestock roof \$1.49m.

4.1.5 Other income

	Forecast	Budget	Change	
	Actual	2019/20	\$'000	%
	2018/19	\$'000		
Interest	524	588	64	12%
Interest on rates	40	40	-	0%
Aerodrome	38	40	2	5%
Art gallery	32	38	6	19%
Caravan park	62	63	1	2%
Childrens hub	131	131	-	0%
Commercial property rent	190	197	7	4%
External works	205	184	(21)	-10%
Human resource services	70	-	(70)	-100%
Lease/rental income	87	86	(1)	-1%
Vicroads main roads maintenance	566	566	-	0%
Wimmera business centre	147	147	-	0%
Wimmera intermodal freight terminal	105	105	-	0%
Other	164	188	24	15%
Total other income	2,361	2,373	12	1%

Other income (\$0.012 million increase)

Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

Other income is forecast to increase by 1% or \$0.012 million compared to 2018-19. The major increase is from interest earned from investments \$64k. A significant reduction in this area is loss of income from a recoup of HR services and advertising costs from a neighbouring council of \$70k.

4.1.6 Employee costs

	Forecast	Budget	Change	
	Actual	2019/20	\$'000	%
	2018/19	2019/20	\$'000	%
Wages and salaries	17,038	18,537	1,499	9%
Workcover	260	365	105	40%
Superannuation	1,570	1,670	100	6%
Less amounts capitalised in non-current assets constructed by Council	(898)	(1,392)	(494)	55%
Total employee costs	17,970	19,180	1,210	7%

Employee costs (\$1.21 million increase)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, WorkCover, rostered days off, etc.

Employee costs are forecast to increase by 7% or \$1.21 million compared to 2018-19.

FTE has grown this year by 13.6 FTE due to additional staffing:

- 1 FTE Maternal & Child Health enhanced family co-ordinator (Grant funded),
- 1 FTE Youth Program Co-ordinator (previously contracted out),
- 0.3 FTE Accounts Payable (additional resource)
- 0.3 FTE Youth, Early Years & Immunisation (additional resources)
- 5 FTE from the 2018 Restructure: Co-ordinator Governance, Co-ordinator Open-space, Assets Engineer, Assets & GIS Officer & Co-ordinator Strategic Planning,
- 1 FTE Project Management Officer (previously or a new project officer),
- 3 FTE Outdoor Operational staff (previously funded from external salaries)
- 1 FTE Waste Management (previously funded from external salaries)

4.1.7 Materials and services

	Forecast	Budget	Change	
	Actual	2019/20	\$'000	%
	2018/19	2019/20	\$'000	%
Advertising	210	214	4	1.90%
Building service contractors	333	280	(53)	-15.92%
Contract cleaning	381	352	(29)	-7.61%
Donations	349	360	11	3.15%
External plant hire	259	231	(28)	-10.81%
External salaries	311	422	111	35.69%
Fringe benefit tax	134	146	12	8.96%
General materials	869	917	48	5.52%
Grampians Peak Trail	3,160	5,676	2,516	79.62%
Initiative projects	2,503	1,274	(1,229)	-49.10%
Insurances	450	448	(2)	-0.44%
IT expenditure	489	509	20	4.09%
Library membership	495	518	23	4.65%
Management aquatic centre	259	260	1	0.39%
Management youth centre	144	-	(144)	-100.00%
Performing events expenses	831	843	12	1.44%
Plant operating costs	1,555	1,732	177	11.38%
Power, light & heating	843	873	30	3.56%
Provision of meals on wheels	162	167	5	3.09%
Sustainability projects	200	-	(200)	-100.00%
Telephone	192	210	18	9.38%
Waste management expenses	3,512	4,483	971	27.65%
Water rates	275	286	11	4.00%
Wimmera Development Association membership	204	208	4	1.96%
Contracts less than \$100,000	1,930	1,780	(150)	-7.77%
Materials and services less than \$100,000	450	411	(39)	-8.67%
Total materials and services	20,500	22,600	2,100	10.24%

Materials and services (\$2.1 million increase)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to increase by 10.24% or \$2.1 million compared to 2018-19. This area also includes expenditure on initiatives (decreased by \$1.2 million) see appendix A for detailed listing, decreased external management of youth centre \$144k (service now provided in house by Council). Operating Sustainability projects have decreased by \$200k.

Increased expenditure on Grampians Peak Trail \$1.2m, plant operating costs \$.18m and increased utilities costs \$0.12 million. There has been an increase in waste management expense of \$0.97 million for rehabilitation costs in 2019-20 and introduction of increased recycling services approx. cost \$400k.

4.1.8 Depreciation and amortisation

	Forecast	Budget	Change	
	Actual	2019/20	\$'000	%
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Property	1,518	1,600	82	5.40%
Plant & equipment	985	1,220	235	23.86%
Infrastructure	8,397	8,352	(45)	-0.54%
Total depreciation and amortisation	10,900	11,172	272	2.50%

Depreciation and amortisation (\$0.27 million increase)

Depreciation is an accounting measure, which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. Changes are expected in this area with increases in plant and equipment depreciation due to new plant purchases during 2018-19 and 2019-20.

4.1.9 Other expenses

	Forecast	Budget	Change	
	Actual	2019/20	\$'000	%
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Auditors' remuneration - VAGO - audit of financial statements, performance statements & grant acquittals	49	52	3	6.12%
Fees for other services provided by auditors	25	25	-	0.00%
Councillors' allowance	203	206	3	1.48%
Operating lease rentals	-	37	37	0.00%
Total other expenses	277	320	43	15.52%

Other expenses (\$0.04 million increase)

Other expenses relate to audit fees, mayoral allowances and operating lease rentals. Council will be entering into new operating leases for printing services in 2019-20 for approx. \$37k.

4.2 Balance Sheet

4.2.1 Assets

Current Assets (\$6.2 million decrease) and Non-Current Assets (\$11.0 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank, petty cash and the value of investments in deposits or other highly liquid investments with short-term maturities of three months or less. Financial assets are term deposits with a maturity term of greater than 3 months. These balances are projected to decrease by \$6.0 million during the year mainly to fund the capital works program.

Trade and other receivables are monies owed to Council by ratepayers and others. Short-term debtors are expected to remain at similar levels to 2018-19. Other assets include items such as inventories or stocks held for sale or consumption in Council's services, prepayments and accrued income.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The increase in this balance is attributable to the net result of the capital works program (\$20.36 million of new, upgraded and renewed assets), depreciation of assets (\$11.1 million), the sale of property, plant and equipment (\$0.45 million) and an increase associated with the revaluation of land and buildings at the end of 2019-20.

Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted balance sheet statement shows at 30 June 2020 Council will have cash and investments of \$23.68 million. Council has always taken a strong stance to maintain cash backed reserves with the exception of the Industrial Estates Reserve. The analysis of the unrestricted cash position is depicted in the following table:

	Forecast	Budget	Change	
	Actual 2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Total cash and cash equivalents	10,956	4,990	(5,966)	-54.45%
Other financial assets	17,800	17,800	-	0.00%
Restricted cash and investments				
- Statutory reserves	295	330	35	11.86%
- Cash held to fund carry forward capital works	-	-	-	0.00%
- Trust funds and deposits	550	561	11	2.00%
Unrestricted cash and investments	29,601	23,681	(5,920)	-20.00%
- Discretionary cash reserves	(13,900)	(11,687)	2,213	-15.92%
- Staff provisions	(5,400)	(5,365)	35	-0.65%
- Landfill and quarry provisions	(2,600)	(4,000)	(1,400)	53.85%
Unrestricted cash adjusted for discretionary reserves & provisions	8,251	3,190	(5,061)	-61.34%

Explanation of items in above table:

Statutory reserves (\$0.3 million)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes. The balance within these funds is not expected to change substantially.

Cash held to fund carry forward capital works (\$0.00 million)

Carried forward works have not been included in the budget at this point in time due to their uncertain nature and amount. It is anticipated there could be approx. \$3m of uncompleted projects at 30th June 2020. These projects will be identified early in the new financial year.

Unrestricted cash and investments (\$23.68 million)

The amount shown here is in accordance with the definition of unrestricted cash included in Section 3 of the Regulations. These funds are free of statutory obligations and the cash is available to meet Council's cash commitments including capital works expenditure from the previous financial year.

Discretionary cash reserves (\$11.69 million)

These funds are shown as discretionary cash backed reserves, as they are not restricted by a statutory purpose. Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. During the 2019-20 year \$3.305 million is budgeted to be transferred to and \$9.472 million from Discretionary Reserves. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan. (Section 4.3.1 below describes the purpose and balance of each reserve in detail).

Staff provisions (\$5.4 million)

Council is required to recognise annual leave, long service leave and sick leave gratuity amounts owing to staff, and whilst the provision is not required to be cash backed under regulations, cash funds are available for payout of any of the above items.

Landfill and quarry provisions (\$4.0 million)

Council is obligated to restore the Dooen landfill and other quarry sites to a suitable standard at the end of the assets life. The provisions are calculated on the value of expected cost of works to be undertaken. Again, these provisions are not required to be cash backed under regulations, cash funds are available for reinstatement of these items.

Balance available for unrestricted cash adjusted after discretionary reserves and provisions (\$3.2 million)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, trade payables estimated at 30th June 2020, unexpected short-term needs, future loan principal repayments and any budget commitments, which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

4.2.2 Liabilities**Current Liabilities (\$1.62 million decrease) and Non-Current Liabilities (\$.27 million increase)**

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to decrease by \$1.9 million. Interest bearing loans are budgeted to decrease by \$.481m.

Provisions include accrued long service leave, annual leave, sick leave gratuity, quarry and landfill restorations. These liabilities are budgeted to increase by \$2.021m with increases in landfill rehabilitation.

4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	2018/19	2019/20
	\$	\$
Amount borrowed as at 30 June of the prior year	5,872	5,391
Amount proposed to be borrowed	-	-
Amount projected to be redeemed	(481)	(482)
Amount of borrowings as at 30 June	5,391	4,909

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting to repay loan principal of \$0.48 million over the year. No new external borrowings have been included in the 2019-20 budget.

4.3 Statement of changes in Equity

4.3.1 Reserves

Although not restricted by statutory purpose, Council has made decisions regarding the future use of Reserve funds as described below. Unless there is a Council resolution, these funds should be used for these earmarked purposes:

CBD and Car Park Development Reserve (30 Jun 20 Balance \$1.78 million)

This reserve is funded mostly by the annual transfer of the profit in the operation of Council's parking meters. Contributions from developers in lieu of car parking spaces are also transferred to this reserve. Parking meters fines generally cover the cost of employing parking officers. The account is maintained to develop car parking in the CBD; to purchase new and replacement meters; and has been to generally develop the CBD area with major road works and improvements. The rationale for the reserve is that the shopping public who contribute through the parking meters see their contributions going to improve the CBD area where they have an interest, regardless of whether they are residents of Horsham. Council has applied for a Central Business District grant which if received will require a matching contribution from Council. This reserve will contribute \$.842m during 2019-20 towards this project including building, recreation and infrastructure improvements. This reserve will also partly fund the Street Lighting, Lighting the Regions Stage 2 grant application of \$250k. The parking plan of \$40k will also be funded from this reserve during 2019-20.

Wimmera Business Centre Reserve (30 Jun 20 Balance \$0.14 million)

This reserve was established in 2011 to hold any annual operating surpluses generated by the Wimmera Business Centre. These can be utilised to offset any future deficits or applied to works that benefit the Centre's operations as approved by their Committee of Management.

Information Technology Reserve (30 Jun 20 Balance \$0.22 million)

The Information Technology reserve is held to allow purchasing of computer related hardware items, related software, and IT Initiatives. Any under expenditure in the computer area annually is placed in this reserve and is held to be expended on forecast or unexpected expenditure in the IT area during any particular year. \$0.467m will be drawn from this reserve in 2019-20 to fund capital works.

Plant Replacement Reserve (30 Jun 20 Balance \$3.99 million)

This reserve is maintained in conjunction with the plant operating account to fund Council's purchases of replacement plant and equipment. Plant and equipment are charged out on an hourly rate to Council operations and the income from this activity is transferred to the plant operating account. General maintenance and operating expenditure on plant is debited to that account and the net profit or surplus on an annual basis is transferred to this reserve for expenditure on purchases of plant and equipment.

The rationale for this account is that often the purchases of plant equipment are unevenly spread across a number of years, and by maintaining this reserve, it allows Council to ensure that there is always a sum of money available to purchase plant when required and that the uneven spread of expenditure

has no effect on the annual budget. This account is dependent upon plant operating charge-out rates being matched to the plant operating costs and the annualised cost of replacement of plant. An ongoing five-year plant program is prepared in Council's Fleet Management Program, which clearly shows that this reserve account does not fall in value in the long term. The net value of plant purchases funded from this reserve in 2019-20 budget is \$1.776m.

Waste Management Reserve (30 Jun 20 Balance \$1.14 million)

The waste management reserve is created to provide a sum of money to rehabilitate landfills at the end of their useful life and to provide funds for other major capital expenditure in the waste management area. The account is mainly utilised for the continued expansion and compliance of the regional landfill at Dooen. Given the limited funds available and the increasing costs of waste management, this account from time to time is utilised to fund other waste management capital works. It is important in the long term, not to overdraw this account to the detriment of the establishment or expansion of the landfill and that processes are in place to ensure that there is sufficient monies in the waste management reserve to meet the obligations at that time. During 2019-20 financial year, \$3m will be drawn from this reserve. Major items funded include construction of Johns Putrescible Cell 3 \$1.36m, Ladlows Stage 2b Cell 2 Hard waste Construction \$840k, waste gasification plant investigation \$100k, and \$440k used for rehabilitation at Dooen landfill.

Contingency Reserve (30 Jun 20 Balance \$0.25 million)

With the introduction of Council elections every four years and their significant cost, Council allocates an annual sum into this reserve to spread this cost. Also included are the costs for Road & Bridge asset surveys required under the Road Management Act.

Wimmera Regional Library Corporation Asset Replacement Reserve (30 Jun 20 Balance \$0.03 million)

The Wimmera Regional Library Corporation has moved responsibility for asset replacement requirements to each member Council to provide funds at the point that assets need to be replaced. Council budgets for the replacement of these assets using the reserve system.

Major Capital Projects Reserve (30 Jun 20 Balance \$0.86 million)

This reserve is to provide for future asset replacements for major strategic projects.

Infrastructure Gap Reserve (30 Jun 20 Balance \$0.17 million)

Council's Asset Management Plan, through the MAV's STEP program has identified a significant infrastructure renewal funding gap. One of the strategies to address this gap has been to levy an additional percentage rate rise in its budget, which is then specifically targeted to fund asset renewal on identified priority Council assets. This process began in 2007-08 when a 0.5% rate rise was set. A further 1.5% was set the following year and then an additional 2% annual rate rise to 2011-12, 1% in 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19 and 2019-20. These funds are placed in this reserve and the total funds raised are to be expended within the financial year on asset renewal to improve the overall condition of Council's asset stocks.

Open Spaces Contribution Reserve Account (30 Jun 20 Balance \$0.30 million)

The recreation contribution reserve is comprised mainly of developer contributions in lieu of land, when subdividing residential areas. There is a statutory requirement that any developers contributions to this fund be spent on capital works in relation to purchase of recreation land or development of recreation land.

Road Construction Reserve (30 Jun 20 Balance \$0.03 million)

This reserve is maintained with contributions from developers of rural residential subdivisions. The intention of the reserve is that monies contributed by developers will be expended on roads adjoining the rural residential subdivision.

Sustainability Reserve (30 Jun 20 Balance \$0.18 million)

This reserve was established in 2017-18 and was created to provide some initial funding for projects of a sustainability nature such as alternative energy projects, solar panels and LED Lighting, where there are expected to be pay backs and ongoing savings in operational costs. 2019-20 financial year will see \$30k of savings fed back into this reserve with an additional funding allocation of \$113k as well. \$100k will be utilised in 2019-20 to match a sustainability grant, which becomes available in July 2019.

Commercial Properties (Firebrace Street) Reserve (30 Jun 20 Balance \$0.68 million)

Council owns commercial properties in Firebrace Street, which were the former Shire of Wimmera Offices. In association with our appointed real estate agent, the Council regularly reviews the rental income and has determined that any increase rental income that resulted should be placed in a reserve.

The long-term intention of this reserve is to build up sufficient funds to make significant improvements to Council's commercial properties in Firebrace Street.

Aquatic Centre Reserve (30 Jun 20 Balance \$0.92 million)

This reserve has been established to set aside funds to meet future asset renewal requirements at the Centre in accord with its Business Plan. \$150k will be used to replace the indoor pool concourse in 2019-20.

Industrial Estate Reserve (30 Jun 20 Balance \$5.097 million)

The industrial estate reserve comprises cash, debtors and the value of both undeveloped and developed land. All costs in relation to purchase of undeveloped land and the development of land into industrial lots are paid from this reserve and the proceeds of the sale or lease of this land to developers is returned to the reserve, together with any government grants, which may be attracted for development of industrial estates. Council has received \$1.25m grant funding to develop WIFT Precinct, council will match that funding from this reserve during the year.

Loan Fund Reserves (30 Jun 20 Balance \$2.03 million)

Funds of \$162,162 held in this reserve are to assist offset of repayments for projected borrowings for major projects in the next 1-2 years. Other balances to this reserve are sinking fund instalments for the interest only loans now been sourced through the MAV Funding Vehicle. This reserve balance will increase until 2025-26, in that year Council will repay the \$4.3m loan in full.

Aerodrome Reserve (30 Jun 20 Balance \$0.49 million)

This reserve was created to provide for the large resealing program at the aerodrome. The reserve is also used to accumulate any landing fees and property lease fees and the funds in the reserve are used for development works at the aerodrome.

Regional Livestock Exchange Reserve (30 Jun 20 Balance \$0.018 million)

The regional livestock exchange reserve was created by the former City of Horsham to accumulate funds towards the redevelopment of the saleyards. This reserve has been used in the construction of the new livestock exchange at Burnt Creek and the clean-up of the old City Gardens site. The sums accumulated in the reserve are now retained to provide for capital developments which may occur at the livestock exchange and also to commence a replacement and refurbishment fund to be accumulated over future years. \$200k will be drawn from this reserve to assist funding the Roofing over the selling area. A grant of \$1.49m has been received, and \$1.34m will be sourced from internal reserve borrowings to complete this project in 2019-20.

Drainage Head-works Reserve (30 Jun 20 Balance \$0.59 million)

This reserve is funded by developer contributions in consideration of the amount of drainage run off land that they cause as a result of development, and are a contribution to the existing and future stormwater drainage head-works of the municipality. The funds of this reserve are expended on major drainage head-works.

Wimmera Intermodal Freight Terminal (WIFT) (30 Jun 20 Balance \$0.68 million)

This new reserve has been established to meet programmed asset renewal commitments as approved by the Committee of Management for the WIFT.

Unfunded Superannuation Reserve (30 Jun 20 Balance \$0.60 million)

This reserve has been created to hold funds for possible future contributions towards Councils unfunded superannuation liabilities.

Internal Loan Borrowings from Reserves (30 Jun 20 Balance -\$2.140 million)

Council has determined to utilise cash held in lieu of external loan borrowings for two projects. \$900k was borrowed from reserves to assist in funding the completion of the Horsham North Children's Hub in 2018-19 and \$1.340m will be borrowed in 2019-20 as part funding for the Horsham Regional Livestock Exchange Roofing project. Each year these two projects will repay cash into this reserve to reduce the debt owing. Both internal loans will be repaid over a 10-year period

4.3.2 Equity

Equity (\$6.02 million increase)

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve, which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus is the value of all net assets less Reserves that have accumulated over time.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by / (used in) operating activities

Operating activities (\$1.62 million increase)

The increase in cash inflows from operating activities of \$1.62 million results from increases in receipts of \$4.9 million in grants, \$0.8m from rates and charges and \$4.7 million increase in payments.

4.4.2 Net cash flows provided by / (used in) investing activities

Investing activities (\$5.07 million increase)

There is an increase in payments for investing activities for 2019-20 of \$5.07 million, which reflects the increase in the capital works program for 2019-20 as compared to the 2018-19 forecast. Carry-forward works are not included in these numbers.

4.4.3 Net cash flows provided by / (used in) financing activities

Financing activities (\$.12 million decrease)

For 2019-20 the total of principal repayments is \$0.548 million and finance charges is \$0.23 million without any additional borrowings. Council is in its fourth year of borrowings from the MAV Funding Vehicle in which Council receives an interest only loan under the conditions of that arrangement. There is an approx. 0.5% to 1.0% savings in financing costs under this arrangement, and Council will transfer appropriate cash to a capital reserve to meet the loan redemption at the finalisation of the term. For 2019-20 the amount transferred to reserve is \$0.42 million.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019-20 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary by Class of asset

	Forecast	Budget	Change	%
	Actual			
	2018/19	2019/20		
	\$'000	\$'000	\$'000	
Property	1,437	1,700	263	18.30%
Plant and equipment	2,053	2,680	627	30.54%
Infrastructure	11,565	15,977	4,412	38.15%
Total	15,055	20,357	5,302	35.22%

Property: The 2019-20 budget reflects a small increase of \$.262m in buildings being carried out. The 2019-20 budget includes \$600k for the Wimmera River/Central Activity District Precinct Building Activation, Stage 1 project.

Infrastructure: WIFT industrial precinct project of \$2.5m is included, as well as increased roadworks. Increased capital works in waste management with construction of new cell 3 putrescible works \$1.37m and construction of a new hard-waste cell \$840k have also been included in 2019-20.

Major works on the Outdoor pool and wet-deck area of \$1.3m were included in the 2018-19 budget.

	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowing
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,700	987	418	295	300	35	1,365	-
Plant and equipment	2,680	629	1,944	107	-	25	2,655	-
Infrastructure	15,977	7,239	7,518	1,220	5,210	116	10,651	-
Total	20,357	8,855	9,880	1,622	5,510	176	14,671	-

Property

The property class comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

The most significant projects include \$0.60 million for the Wimmera River/Central Activity District Precinct Building Activation, Stage 1 project, \$0.15 million Aquatic Centre indoor pool concourse replacement, \$0.10 million on depot short term works, \$0.10 million on solar panels for Horsham Town Hall.

Plant and equipment

Plant and equipment includes plant, machinery and equipment, computers and telecommunications. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.7 million), and new plant of \$0.53 million. IT includes \$0.17million for Host and Storage Replacement, \$0.10 million for phone system upgrade, \$0.03 million for internal Wi-Fi upgrade.

Infrastructure

Infrastructure includes roads, bridges, footpaths and cycle-ways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

Road reconstruction is the most significant at \$7.87 million (including \$1.81m on roadworks at WIFT), with other expenditure as follows: Waste \$2.20 million, Bridges \$0.27 million, and footpath and cycle-ways \$1.03 million, livestock exchange \$3.03m, recreation expend of \$0.59 million. (Full details see 4.5.2 below).

Asset renewal (\$9.88 million), new assets (\$8.86 million) and upgrade (\$1.62 million)

A distinction is made between expenditure on new assets, asset renewal and upgrade. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset, that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal. (Full details see 4.5.2 below).

Carried forward works

At the end of each financial year, there are projects that are either incomplete or not commenced due to factors including planning issues, weather delays, timing of expected grant receipts and extended consultation. Because there is great uncertainty in determining carry-forward before the financial year end has occurred the decision has been made not to include any estimates carry-forward items for the initial budget. Once projects are finalised at year end carry-forward amounts will be loaded in to the budget.

4.5.2 Capital Works – 2019-20

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS											FUNDING SOURCE FOR RENEWAL ASSETS ONLY							
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	INTERNAL LOANS	ASSET SALES	CASH RESERVES	GENERAL REVENUE	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	INFRA-STRUCTURE RENEWAL RESERVES	GENERAL REVENUE
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PROPERTY																			
Buildings																			
COUNCIL CHAMBERS, MEETING & RECEPTION ROOM ACOUSTICS ISSUES	25,000		25,000								25,000								
CASUARINA KINDERGARTEN WORKS - REPLACEMENT OF FASCIAS	25,000	25,000									25,000							25,000	
TOWN HALL HERITAGE FLOOR REPLACEMENT	20,000	20,000									20,000							20,000	
ACOUSTIC TREATMENT HERITAGE HALL	50,000		50,000								50,000								
AQUATIC CENTRE MISC PROVISION	10,000			10,000							10,000								
AQUATIC CENTRE INDOOR POOL CONCOURSE REPLACEMENT	150,000	150,000								150,000							150,000		
MAY PARK TOILETS SCREENING	40,000		40,000								40,000								
HORSHAM COMMUNITY SPORTS PAVILION PAINTING - EXTERNAL	28,000	28,000									28,000							28,000	
HORSHAM COMMUNITY SPORTS PAVILION - BUILDING AND DRAINAGE WORKS	17,000			17,000							17,000								
DUDLEY CORNELL CHANGEROOMS - CONCEAL VISIBILITY TO SHOWERS FROM OUTSIDE	5,000		5,000								5,000								
SUNNYSIDE PAVILION CHANGEROOMS - CONCEAL VISIBILITY TO SHOWERS FROM OUTSIDE	5,000		5,000								5,000								
WIMMERA RIVER/CAD PRECINCT BUILDING ACTIVATION STAGE 1	600,000			600,000	300,000					300,000									
BASKETBALL STADIUM CANTEEN WORKS, FLOORING UPGRADE CABINETRY, RANGEHOOD	35,000	35,000					35,000							35,000					
GENERAL DISABILITY ACCESS PROVISION	10,000		10,000								10,000								
DEPOT SHORT TERM WORKS	100,000			100,000							100,000								
SUSTAINABILITY PROJECTS - SOLAR PANELS HORSHAM TOWN HALL	100,000			100,000						100,000									
BUILDINGS PROJECT MANAGEMENT (INTERNAL)	359,574	120,000	119,574	120,000							359,574								120,000
BUILDINGS EXTERNAL PROJECT DESIGN & SCOPING	120,000	40,000	40,000	40,000							120,000								40,000
Sub-Total - Buildings	1,699,574	418,000	294,574	987,000	300,000		35,000			550,000	814,574			35,000			150,000	73,000	160,000
TOTAL PROPERTY	1,699,574	418,000	294,574	987,000	300,000		35,000			550,000	814,574			35,000			150,000	73,000	160,000

ASSET DESCRIPTION	TOTAL COST	FUNDING SOURCE FOR ALL CAPITAL PROJECTS										FUNDING SOURCE FOR RENEWAL ASSETS ONLY							
		RENEWAL	UPGRADE	NEW	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRGE/ CONTRIB	INTERNAL LOANS	ASSET SALES	CASH RESERVES	GENERAL REVENUE	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRGE/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	INFRA-STRUCTURE RENEWAL RESERVES	GENERAL REVENUE
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PLANT AND EQUIPMENT																			
Plant and Machinery																			
PLANT	1,693,000	1,693,000						447,000	1,246,000						447,000	1,246,000			
FLEET GPS	120,000			120,000					120,000										
SINGLEPASS WASTE TRUCK (LANDFILL WASTE AND	410,000			410,000					410,000										
PUBLIC ART PROJECTS	25,000			25,000						25,000									
ART GALLERY ART COLLECTIONS	25,000			25,000				25,000											
Sub-Total - Plant & Machinery	2,273,000	1,693,000		580,000				447,000	1,776,000	25,000					447,000	1,246,000			
Furniture, Computers and Telecommunications																			
IT HARDWARE UPGRADES	20,300			20,300						20,300									
IT SOFTWARE UPGRADES	12,000			12,000						12,000									
HOST AND STORAGE REPLACEMENT	170,000	170,000								170,000						170,000			
UPS UPGRADES	5,000	5,000								5,000						5,000			
COUNCIL WAN AND LAN INFRASTRUCTURE UPGRAD	10,000	6,000		4,000						10,000						6,000			
REPLACEMENTS OF AGED WORKSTATIONS AND LAPTOPS	20,000	20,000								20,000						20,000			
HRCC INTERNAL WIFI UPGRADE	30,000	10,000	15,000	5,000						30,000						10,000			
CIVIC CENTRE FURNITURE, EQUIP	20,000		20,000								20,000								
PHONE SYSTEM UPGRADE	100,000	40,000	40,000	20,000						100,000						40,000			
COMMUNITY SAFETY UNIT 6 LAPTOPS, DOCKS, GPS	20,000			20,000						20,000									
Sub-Total - Furn & Equip	407,300	251,000	107,300	49,000						387,300	20,000					251,000			
TOTAL PLANT AND EQUIPMENT	2,680,300	1,944,000	107,300	629,000				447,000	2,163,300	45,000					447,000	1,497,000			

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS											FUNDING SOURCE FOR RENEWAL ASSETS ONLY								
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	INTERNAL LOANS	ASSET SALES	CASH RESERVES	GENERAL REVENUE	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	INFRA-STRUCTURE RENEWAL RESERVES	GENERAL REVENUE	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
INFRASTRUCTURE																				
Roads																				
URBAN ROAD CONSTRUCTION 2019/20 ROAD COMP																				
MINOR SEAL EXTENSIONS	10,000			10,000							10,000									
CONSULTANCY/DESIGN	20,000			20,000							20,000									
ALBERT ST, HENNESSY TO HUTCHINSON ST	220,000	220,000									220,000							220,000		
DON ST, HAZEL ST TO END	90,000	90,000									90,000							90,000		
FEDERATION AVE, MCDOWELL CRT TO MINTERN CR	190,000	190,000									190,000							190,000		
JACKSON ST, BARNES BLVD TO LANDY ST	175,000	175,000									175,000							175,000		
JOHNSON ST, CATHCART TO CULLIVER ST	160,000	160,000									160,000							160,000		
JOHNSON ST, TUCKER TO CATHCART ST	150,000	150,000									150,000							150,000		
MARGARET ST, BAILLIE TO RENNISON ST	115,000	115,000									115,000							115,000		
DISABLED VEHICLE ACCESS CIVIC CENTRE	30,000			30,000							30,000									
MCLACHLAN ST & FIREBRACE ST ROUNDABOUT																				
UPGRADE	150,000		150,000		75,000						75,000									
BAKER/O'CALLAGHAN/URQUHART ROUNDABOUT																				
DESIGN	20,000		20,000								20,000									
URBAN LOCAL RDS FINAL SEALS	110,000	110,000									110,000									110,000
INTERSECTION TREATMENTS URBAN	20,000		20,000								20,000									
KERB & CHANNEL																				
FEDERATION AVE, MCDOWELL CRT TO MINTERN CR	30,000	30,000									30,000									30,000
JOHNSON ST, CATHCART TO CULLIVER ST	40,000	40,000									40,000									40,000
URBAN RDS INFRA PROJECT MANAGEMENT (INTERN	115,000			115,000							115,000									
URBAN RDS EXTERNAL DESIGN & SCOPING	20,000	20,000									20,000									20,000

ASSET DESCRIPTION	TOTAL COST	FUNDING SOURCE FOR ALL CAPITAL PROJECTS										FUNDING SOURCE FOR RENEWAL ASSETS ONLY							
		RENEWAL	UPGRADE	NEW	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	INTERNAL LOANS	ASSET SALES	CASH RESERVES	GENERAL REVENUE	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	INFRA-STRUCTURE RENEWAL RESERVES	GENERAL REVENUE
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Roads																			
OTHER																			
WIFT PRECINCT ESTABLISHMENT RDWRKS/DRAINS	1,814,688			1,814,688	1,250,000					564,688									
RURAL CONSTRUCTION 2019/20																			
INTERSECTION/TRAFFIC IMPROVEMENT	15,000		15,000								15,000								
CONSULTANTS	5,000			5,000							5,000								
MINOR SEAL EXTENSIONS	10,000			10,000							10,000								
VEGETATION CLEARANCE RD RECONSTRUCTION	50,000	50,000									50,000								50,000
GREEN LAKE RD, SEAL CHANGE TO ARNOTTS RD	130,000	130,000				115,000					15,000	115,000							15,000
GREEN LAKE RD, ARNOTTS TO ROCKLANDS																	238,000		
OUTLET CHANNEL CROSSING	238,000	238,000									238,000								
LONGERENONG RD, FRED'S RD TO SEAL CHANGE																	97,000		
NEAR FIELD DAYS RD	427,000	427,000				330,000					97,000	330,000							97,000
WAIL KALKEE RD, 2.40 - 3.58 SEAL CHANGE TO SEAL CHANGE	282,000	141,000	141,000			282,000						141,000							
ASPLINS RD, JOHNS TO LANES AVE	236,000	118,000	118,000			100,000					136,000	100,000							18,000
FIELD DAYS RD, INTERSECTION REALIGNMENT																			
LONGERENONG RD	77,000	23,100	53,900								77,000								23,100
DRUNG JUNG RD, 2 KMS NRTH OF BRIDGE FIXING																			
COUNTRY ROAD	583,000	349,800	233,200		550,000						33,000	349,800							
EMMERSON RD UPGRADE GRAVEL EXTENSION	126,000		126,000				65,000				61,000								
2020 FIRE ACCESS RD SUBSIDY SCHEME PROGRAM	155,000			155,000	120,000						35,000								
RURAL LOCAL RDS FINAL SEALS	370,000	370,000									370,000								370,000
RURAL RDS INFRA PROJECT MANAGEMENT (INTERN	115,000	69,000	46,000								115,000								69,000
RURAL RDS EXTERNAL DESIGN & SCOPING	20,000	20,000									20,000								20,000
REHABILITATION WORKS																			
URBAN RESEALS	110,000	110,000									110,000								110,000
RURAL RESEALS	430,000	430,000									430,000								430,000
RURAL RD SHOULDER RESHEETING/RECONSTRUC	517,000	517,000									517,000						517,000		
RURAL GRAVEL RESHEETING	497,490	497,490				170,000					327,490	170,000					219,745		107,745
Sub-Total - Roads	7,873,178	4,790,390	923,100	2,159,688	1,995,000	997,000	65,000			564,688	4,251,490	349,800	856,000					2,189,745	1,394,845

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS											FUNDING SOURCE FOR RENEWAL ASSETS ONLY								
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	INTERNAL LOANS	ASSET SALES	CASH RESERVES	GENERAL REVENUE	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	INFRA-STRUCTURE RENEWAL RESERVES	GENERAL REVENUE	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Bridges & Major Culverts																				
LONGERENONG RD 9.9 WIDENING BOTH SIDES	80,000	40,000	40,000			80,000							40,000							
LONGERENONG RD 10.43 WIDENING BOTH SIDES	80,000	40,000	40,000			65,717					14,283		40,000							
STAEHR'S RD 12.48 REPLACE GUARD RAILS	39,000	39,000									39,000								39,000	
EASTGATE DRIVE, WOTANGA BASIN REPLACE ROCK	10,000	10,000									10,000								10,000	
BRIMP-LAHARUM RD 13.9 CLEAN REPAINT STEEL RA	15,000	15,000									15,000								15,000	
HSM LUBECK RD 14.39 DESIGN CONCRETE OVERLA	10,000	10,000									10,000								10,000	
HSM LUBECK RD 14.67 REPLACE DECK JOINTS	25,000	25,000									25,000								25,000	
HSM WAL WAL RD 8.33 REPLACE DECK JOINTS	15,000	15,000									15,000								15,000	
Sub-Total - Bridges	274,000	194,000	80,000			145,717					128,283		80,000						114,000	
Footpaths and Cycleways																				
BIKEPATHS FINAL SEALS	50,000		50,000								50,000									
FOOTPATH REHABIL - DISABILITY STRATEGY UPGRAD	50,000		50,000								50,000									
FOOTPATH BACKLOG PROGRAM	150,000	150,000									150,000								150,000	
WINIFRED ST, EDITH TO HUTCHINSON ST	34,000	34,000									34,000								34,000	
FIREBRACE ST PEDESTRIAN CROSSING @ ROBERTS AVE	30,000		30,000								30,000									
WALKING PATH LIGHTS - AS PART OF SAFETY INITIATIVE ACROSS CITY	90,000			90,000							90,000									
RIVER ROAD FOOTPATH -MCLEAN DRIVE TO CHURCH	21,000			21,000			10,500				10,500									
PEDESTRIAN CROSSING BAILLIE ST HOSPITAL	25,000			25,000							25,000									
WIMMERA RIVER/CAD PRECINCT INFRASTRUCTURE ACTIVATION STAGE 1	585,000			585,000	292,500					292,500										
Sub-Total - Footpaths and Cycleways	1,035,000	184,000	130,000	721,000	292,500		10,500			292,500	439,500								184,000	
Drainage																				
MCPHERSON ST BOX CULVERTS & PIPES	30,000	30,000									30,000									30,000
WAWUNNA RD PIPE	10,000	10,000									10,000									10,000
OAK COURT PIPE	15,000	15,000									15,000									15,000
DIMBOOLA RD PIPE	30,000	30,000									30,000									30,000
Sub-Total - Drainage	85,000	85,000									85,000									85,000

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS											FUNDING SOURCE FOR RENEWAL ASSETS ONLY									
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	INTERNAL LOANS	ASSET SALES	CASH RESERVES	GENERAL REVENUE	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	INFRA-STRUCTURE RENEWAL RESERVES	GENERAL REVENUE		
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
Off Street Car Parks																					
HAVEN CARPARK - CONSTRUCTION	80,000		80,000								40,000										
OLGA AVE CARPARK - INSTALL PARKING BAY MARKIN	7,000		7,000																		
Sub-Total - Off Street Car Parks	87,000		87,000								40,000										
Recreational, leisure and community facilities																					
KAYAK ACCESS POINT ON WIMMERA RIVER	30,000			30,000	20,000																
WIMMERA RIVER PRECINCT PLAN IMPLEMENTATION	68,000			68,000	20,000																
WIMMERA RIVER/CAD PRECINCT RECREATION ACTIVATION STAGE 1	500,000			500,000	250,000					250,000											
Sub-Total - Rec, leisure and community facilities	598,000			598,000	290,000					250,000											
Parks, open space and streetscapes																					
PLAYGROUND EQUIPMENT REPLACEMENT HSM & N	30,000	30,000																		30,000	
Sub-Total - Parks, open space and streetscapes	30,000	30,000																		30,000	
Waste Management																					
LADLOWS STAGE2B CELL 2 PHASE 1 CONSTRUCTION	840,000	840,000								840,000											
CELL 3 PUTRESCIBLE CONSTRUCTION JOHNS	1,364,500	1,364,500								1,364,500											
Sub-Total - Waste Management	2,204,500	2,204,500								2,204,500											
Aerodromes																					
AERODROME GENERATOR UPGRADE	30,000	30,000																		30,000	
Sub-Total - Aerodrome	30,000	30,000																		30,000	
Other Infrastructure																					
HORSHAM REGIONAL LIVESTOCK EXCHANGE ROOF	3,030,000			3,030,000	1,490,000			1,340,000		200,000											
CITY ENTRANCE SIGNAGE/BRANDING IMPLEMENTAT	50,000			50,000							50,000										
WIFT PRECINCT ESTABLISHMENT RETARD BASIN	230,520			230,520						230,520											
WIFT PRECINCT ESTABLISHMENT POWER/WATER SU	450,000			450,000						450,000											
Sub-Total - Other Infrastructure	3,760,520			3,760,520	1,490,000			1,340,000		880,520	50,000										
TOTAL INFRASTRUCTURE	15,977,198	7,517,890	1,220,100	7,239,208	4,067,500	1,142,717	115,500	1,340,000		4,192,208	5,119,273	349,800	936,000						2,204,500	2,572,745	1,454,845
TOTAL NEW CAPITAL WORKS 2018/19	20,357,072	9,879,890	1,621,974	8,855,208	4,367,500	1,142,717	175,500	1,340,000	447,000	6,905,508	5,978,847	349,800	936,000	35,000		447,000	3,851,500	2,645,745	1,614,845		

ASSET DESCRIPTION	FUNDING SOURCE FOR ALL CAPITAL PROJECTS											FUNDING SOURCE FOR RENEWAL ASSETS ONLY								
	TOTAL COST	RENEWAL	UPGRADE	NEW	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	INTERNAL LOANS	ASSET SALES	CASH RESERVES	GENERAL REVENUE	TIED GRANTS	R2R + R2R Special	SPECIAL RATE/ CHRG/ CONTRIB	LOANS	ASSET SALES	CASH RESERVES	INFRA-STRUCTURE RENEWAL RESERVES	GENERAL REVENUE	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
PROPERTY	1,699,574	418,000	294,574	987,000	300,000		35,000			550,000	814,574			35,000				150,000	73,000	160,000
PLANT AND EQUIPMENT	2,680,300	1,944,000	107,300	629,000			25,000		447,000	2,163,300	45,000				447,000	1,497,000				
INFRASTRUCTURE	15,977,198	7,517,890	1,220,100	7,239,208	4,067,500	1,142,717	115,500	1,340,000		4,192,208	5,119,273	349,800	936,000					2,204,500	2,572,745	1,454,845
TOTAL CAPITAL WORKS	20,357,072	9,879,890	1,621,974	8,855,208	4,367,500	1,142,717	175,500	1,340,000	447,000	6,905,508	5,978,847	349,800	936,000	35,000		447,000	3,851,500	2,645,745	1,614,845	

Percentage Spend against each type of works	49%	8%	43%
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5. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-2.78%	-4.27%	-4.02%	-3.41%	-2.91%	-3.82%	o
Liquidity									
Working Capital	Current assets / current liabilities	2	338%	266%	248%	252%	238%	240%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	11%	16%	10%	7%	7%	5%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	23%	24%	18%	16%	22%	38%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.90%	3.13%	2.59%	2.37%	1.04%	1.46%	+
Indebtedness	Non-current liabilities / own source revenue		26%	23%	23%	21%	25%	37%	-
Asset renewal	Asset renewal expenses / Asset depreciation	5	83%	76%	88%	85%	74%	104%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	53%	55%	53%	59%	60%	61%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		62%	64%	62%	63%	64%	64%	o
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$4,177	\$4,251	\$4,524	\$3,818	\$3,866	\$3,933	o
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,845	\$1,692	\$2,242	\$2,291	\$2,342	\$2,393	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		11.53%	9.45%	9.45%	9.45%	9.45%	9.45%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance should be expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services. This indicator shows a fluctuating trend over the 4 year SRP, in part influenced by the introduction of rate capping and the restrictions this places on Council to be able to raise revenue to meet both service delivery needs and asset renewal.

2. Working Capital

The proportion of current liabilities represented by current assets. Working Capital is slightly in decline due to less unrestricted cash being held over the years and increasing current liabilities in the form of payables, loan repayments and provisions.

3. Unrestricted Cash

Unrestricted cash ratio is slightly decreasing over the period of the SRP, as unrestricted cash held is decreasing whilst current liabilities is increasing.

4. Debt compared to rates

The trend in future years of the SRP is that debt levels will continue to rise as a result of Council's reliance on debt to fund some of its new capital works program. This will increase our indebtedness ratio to 38% in 2022-23 (18% in 2019-20) which is still below the upper limit recommended by the Auditor General of 60%. This measure and the indebtedness ratio will be over-stated due to the new MAV Funding Vehicle arrangements that will see Council's borrowings being taken out on an interest only basis with principal repayments being provided for internally by way of a reserve account. This reserve account will not directly be offset against the loan liability.

5. Asset renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

6. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. The trend indicates that Council will become more reliant on rate revenue compared to all other revenue sources.

Appendices

The following appendices include voluntary and statutory disclosures of information, which provide support for the analysis contained in sections 1 to 5 of this report.

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. Council has decided that while the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Non-capital Initiatives	66
B	Community Grants	67
C	Fees and Charges	69
D	Significant Capital Works Details	85

Appendix A Non-capital Initiatives

	Expenditure	Specific Income or Reserves	Funded from General Revenue
Goal 2 Sustaining the Economy	50,000	(40,000)	10,000
Economic Development			
Small Business Assistance Program	10,000		10,000
Parking and Traffic Mgt			
Parking Plan	40,000	(40,000)	
Goal 3 Asset Management	6,078,711	(5,736,406)	342,305
Sports and Recreation			
Grampians Peak Trail Parks Victoria expenditure	5,676,406	(5,676,406)	
Sports Outdoors Project Management Internal	64,305		64,305
Sports Outdoors Project Design and Scoping	40,000		40,000
Commercial Activities			
Gas Pipeline To WIFT Investigation	60,000	(60,000)	
Strategic Asset Management			
Rural Road Network Plan	50,000		50,000
Disaster Asset Evidence Photography	88,000		88,000
Asset Management System Rollout	100,000		100,000
Goal 4 Governance and Business Excellence	221,550	(11,550)	210,000
Management & Admin			
Towards a paperless HRCC	3,550	(3,550)	
Information Technology			
Mobile Device Management	8,000	(8,000)	
Governance			
Horsham Municipality Community Plan	40,000		40,000
Community Engagement Tools	20,000		20,000
Replacement Electronic Document Management System	150,000		150,000
Goal 5 Natural and Built Environments	600,000	(600,000)	
Sustainability			
Street Lighting - Lighting Regions Stage 2	450,000	(450,000)	
Waste Gasification Plant Investigation	100,000	(100,000)	
Waste Management Services			
Dooen Landfill Master Plan	50,000	(50,000)	
Grand Total	6,950,261	(6,387,956)	562,305

Appendix B

COMMUNITY GRANTS AND DONATIONS 2019/2020			COUNCIL DONATIONS \$	COUNCIL GRANTS \$
SPORT AND RECREATION				
AFL Wimmera Mallee	Fitness Equipment for Umpires			425
Central Wimmera Clay Target Club	Kitchen upgrade			3,000
Drung Golf Club	Upgrade 18 sandscrapes			700
Horsham & Dist Equestrian Sports Club	Indoor Equestrian surface			5,000
Horsham Golf Bowls Club	Three additional toilets			7,000
Horsham Lawn Tennis Club	Irrigation system			3,000
Horsham Little Athletics Centre	Upgrade hurdles			4,980
Horsham Motorsports Club	Transponder race timing equip & software			4,830
Horsham Table Tennis Assn	Building repairs and kitchen appliances			3,000
Horsham West Bowling Club	Replace kitchen carpet with vinyl			750
Kalimna Park Croquet club	Learn to play croquet program			750
Laharum Sports Inc.	Resurface two netball/tennis courts			9,500
Moor Park Golf Club	Installation Solar Panels			2,100
Natimuk & District Field and Game	Two replacement traps			4,500
Natimuk Golf Club	Upgrade & irrigation of tees			2,000
Noradjuha Recreation Reserve Com	Improve irrigation of oval for cricket			5,590
Pimpinio Recreation Reserve	Safety fencing and bollards			3,008
Quantong Recreation Reserve Com	Oval upgrade to irrigation and top soil			2,244
Riding for Disabled Assoc	4 mounting ramps			720
Riverside Recreation Reserve	Pressure pump to water arena			2,000
Toolondo Golf Club	Fuel trailer and tanks			2,500
Horsham Flying Club	Oxygen equipment			1,758
Annual Allocation to assist funding applications		15,000		
Sport & Recreation Advisory Committee Contingency				
Specific Donation - Horsham Basketball Stadium (Lea		15,500		
Community maintained Recreation Reserve maintenance allocation				
Clear Lake		510		
Dock Lake		12,100		
Dooen Recreation Reserve		510		
Laharum		12,100		
Kalkee		6,050		
Pimpinio		6,050		
Quantong		12,100		
Riverside (Equestrian Outdoor Surface)		510		
Noradjuha		3,000		
Natimuk Showgrounds		6,050		
Toolondo		510		
Coughlin Park (HRCC allocation of outdoor staff resources)		12,100		
TOTAL COMMUNITY GRANTS FOR SPORT AND RECREATION			102,090	69,355
HALLS INFRASTRUCTURE				
Dooen Public Hall	Replace doors & new enclosed foyer space			5,500
Laharum Hall Committee	Internal blinds			500
Mitre Public Hall	Ingredients for community meals			1,200
Taylors Lake Hall	Speakers and security system			1,900
Telangutuk East Hall	Lighting external toilets			1,078
Insurance levy for Public Halls (Brimpaen, Dadswells Bridge, Dooen, Haven, Jung, Kanagulk, Laharum, Mitre Natimuk, Noradjuha, Riverside, Sailors Home Hall, Taylors Lake, Telangatuk Toolondo, Wonwondah, Clear Lake School, Hamilton Lamb Hall)		15,000		
TOTAL COMMUNITY GRANTS FOR HALLS			15,000	10,178
KINDERGARTENS				
Bennett Rd Kindergarten	5 raised garden beds			2,249
Green Park Casuarina Kindergarten	Veggie patch			2,150
Natimuk Pre-School	Veggie garden			3,140
Maintenance Grants of \$850 for Council's 6 Kindergartens		5,100		
TOTAL COMMUNITY GRANTS FOR KINDERGARTENS			5,100	7,539
GENERAL WELFARE AND COMMUNITY SERVICES				
Christian Emergency Food Centre Inc	Food Hampers			2,290
Horsham College Chaplaincy Committee				5,600
Wimmera River Imp Committee				8,200
Wimmera River Imp Committee-Police paddock				2,400
Wimmera Toy Library	Replacement Toys			990
TOTAL COMMUNITY GRANTS FOR WELFARE & COMMUNITY SERVICES			19,480	0

COMMUNITY GRANTS AND DONATIONS 2019/2020		COUNCIL DONATIONS \$	COUNCIL GRANTS \$
ORGANISATIONS			
3rd Horsham Brownie Guides	Upgrade hall garden		848
Arapiles Historical Society	Restoration/repainting main entrance		2,250
Centre for Participation	Sons & daughters West Program		10,000
Centre for Participation	Defibrillator		1,500
Dadswell Bridge CFA	2 folding tables		150
Haven Bush Playgroup	Play equipment		960
Haven Community Enterprise	Road base to improve parking area		2,000
Horsham Arthritis Support Group	Interactive seminar and workshop		900
Horsham Arts Council	Airconditioner for foyer		2,521
Horsham Dog Obedience Club	Dog agility/dog sport workshop		800
Horsham East Landcare Ag Group	Bird Sign at Taylors Lake		2,000
Horsham Fire Brigade	Shutters ext windows Park Drive		3,411
Horsham Lions Club	Switchboard upgrade		2,500
Horsham Mens Shed	Solar Panels		1,950
Horsham Patchwork Quilters Inc	Accuquilt fabric cutter		500
Horsham Paws	Microchip reader		900
Natimuk Community Energy	Initial phase grid connection study		9,361
Natimuk Mens Shed	Concrete flooring, lighting improvements		1,000
Natimuk Showgrounds Management Committee	Airconditioning for pavilion		2,000
North West Grampians Lions Club of Horsham	Green Lake seating Driver Reviver Stop		2,500
Oasis Wimmera	Support Activities - Jubilee Hall		2,000
The Salvation Army	Shade cover and paths for community garden		2,440
U3A Horsham & District Inc.	Support of Tai Chi program		1,000
Uniting Vic Tas	Tri-State Games Uniform, Council logo		800
Voices of Wimmera	Uniforms and headset system		910
Wimmera Association for Genealogy	Annual support	320	
Wimmera Filipino-Australian Club Inc	Zumba Classes		1,000
Wimmera Mobility Group	Support Group excursion		750
Wimmera Parent Support Network	Guest speaker resilience & mental health		3,000
Wimmera Southern Mallee LLEN	Lets Read program		2,000
Wonwondah Fire Brigade	Road base & gravel McKenzie Creek		2,412
Horsham City Pipe Band	Support of Council events	1,710	
Horsham Rural City Brass Band	Support of Council events	1,710	
Natimuk Brass Band	Support of Council events	1,710	
Dadswells Bridge Hall - newsletter	Newsletter		260
Natimuk & District Progress Association	Monthly newsletter		1,550
North West Grampians Newsletter	Monthly newsletter		1,550
Wonwondah North Hall - Newsletter	Newsletter		260
Charitable Organisations - refund of rates (Red Cross, St Vincent de Paul, Salvation Army, Axis Worx, Jacobs Well)		10,400	
Federation University Horsham Campus - Nursing award		300	
Longerenong Citizenship Prize		300	
Horsham Secondary College Senior Achievement Award		200	
Horsham College - Alternate Pathways Achievement Award		200	
St Brigid's College Senior Achievement Award		200	
Holy Trinity Lutheran College Senior Achievement Award		200	
Rural Toilet allocation		2,500	
TOTAL COMMUNITY GRANTS TO ORGANISATIONS		23,370	64,363
EVENTS			
Arapiles Community Theatre Nati Frinj	Biennial Nati Frinj		6,500
Art Is Festival	Event support		6,900
Horsham Calisthenics College	Annual Calisthenics Competition		1,100
Horsham Christian Ministers Association	Carols by Candlelight	3,600	
Horsham Fishing Competition Inc.	Support of fishing competition		5,000
Horsham Mother's Day Classic	Support Mothers Day Classic event		1,000
Horsham Rockers	Band hire Rockers event		2,400
Horsham Urban Landcare	Event and workshops at the Patch		2,000
Kannamaroo Committee of Management	Friday/Saturday evenings		5,500
Natimuk Agricultural & Pastoral Society	Family entertainment for show		1,000
Northfest Committee	Family Fun Day		4,000
North West Grampians Lions Club of Horsham	Christine Middleton performance		800
Operation 19:14 Action Team	Children's activities		3,465
Rotary Club of Horsham East	Support Wimmera Science & Engineering		6,000
Volleyball Hsm	Annual volley competition		900
Wimmera & Southern Mallee Careers Expo	Hire new marquee health industry focus		2,500
Wimmera Croquet Assoc	Regionals 2020 event		800
Wimmera Music Eisteddfod	Eisteddfod annual event		4,000
TOAL COMMUNITY GRANTS FOR EVENTS		3,600	53,865
SUB - TOTALS		168,640	205,300
GRAND TOTAL COMMUNITY GRANTS AND DONATIONS 2018/2019			373,940

Appendix C Fees and Charges Schedules

This appendix presents the fees and charges of a statutory and non-statutory nature that are charged in respect to various goods and services provided during the 2019-20 year.

Service Description	Charge Frequency	charges listed <i>do not</i> include gst unless otherwise stated.		
		Charge 2018/19	Proposed 2019/20	Year of last increase
REGIONAL LIVESTOCK EXCHANGE				
Associated agents general fee	Annual	62,500.00	64,000.00	2018/19
Truck wash- Purchase Avdata Key		40.00	40.00	2010/11
Occasional users - tray trucks/trailers	per 3 mins min charge 3 mins	7.40	7.60	2018/19
Coin in the slot	2 minutes	2.00	2.00	2002/03
Occasional users - semi-trailers		20.00	20.00	2010/11
General Sale Dues as Follows :-				
Cattle (not bulls)	Per Head/Day	12.30	12.60	2018/19
Bulls	Per Head/Day	12.30	12.60	2018/19
Calves	Per Head/Day	4.60	4.70	2018/19
Sheep	Per Head/Day	0.83	0.88	2018/19
Goats	Per Head/Day	0.83	0.88	2018/19
Note: For Private Sales, General Sales Dues apply.				
Note: Additional Fee for Mob Selling pending if applicable.				
Holding Fees				
Every person who rents or uses pens or other accommodation for cattle for any purpose other than the sale of cattle at any market provided by the Council, for any of the following :-				
Sheep	Per Head/Day	0.30	0.31	2018/19
Goats	Per Head/Day	0.30	0.31	2018/19
Cattle	Per Head/Day	3.50	3.60	2018/19
Weighing Fee				
Cattle (Other than for sale)	Per Head	5.80	6.00	2018/19
Holding Paddock Fee				
sheep and lambs	Per Head/Day	0.30	0.31	2018/19
there is no charge on stock held in yards on the first night				
All stock is to be removed from selling yards by the lunchtime Friday				
after a sale or stock will be placed on agistment where a fee is applicable				
Disposal Fee	Per Head	32.00	33.00	2018/19
Eartagging - Cattle	Per Head	32.00	33.00	2018/19
Eartagging - Sheep & Goats	Per Head	2.00	2.10	NEW 18/19
CITY OVAL				
Ground Rentals				
Horsham Cricket Association (For cricket season)	Annual	5,400.00	5,550.00	2018/19
Horsham Football Club	Annual	10,600.00	10,900.00	2018/19
Horsham District Football League	Ord Final		1,500.00	NEW 19/20
Wimmera Football League	Ord Final if League provides clean-up		1,500.00	NEW 19/20
** \$750 charge applies if League does not provide clean-up				
Horsham District Football League	Grand Final	3,100.00	3,200.00	2018/19
Wimmera Football League	Grand Final	3,100.00	3,200.00	2018/19
** \$1000 charge applies if League does not provide clean-up				
Clubroom Cleaning Charges				
Horsham Football Club (cleaning new showers & toilet facilities - bond \$250)				
Football Season	F/night	190.00	195.00	2018/19
Cricket Season	F/night	85.00	87.50	2018/19

charges listed do not include gst unless otherwise stated.

Service Description	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase
RESIDENCES				
Botanic Gardens (rental set at market value)	Weekly	235.00	240.00	2018/19
AERODROME				
Hangar Site Rental - Non Commercial (as per current lease 3.0% increase)	Annual	836.08	861.16	2018/19
Hangar Site Rental - Commercial (as per current lease 3.0% increase)	Annual	1,393.46	1,435.26	2018/19
Refuelling rights (Air BP) - as per current lease 3.0% increase	Annual	1,998.54	2,058.50	2017/18
BP lease expires at 31/8/2023				
Council is required to give notice of rental increase no later than seven days prior to the commencement of each rental period that increase is to apply to.				
User Charges				
Western Ag Supplies (formally Western Aerial Pty Ltd)	Annual	465.00	480.00	2018/19
Horsham Flying Club	Annual	930.00	960.00	2018/19
Horsham Aviation Services	Annual	1,461.25	1,508.45	2018/19
Stewart Aviation	Annual	4,650.00	4,800.00	2018/19
Horsham Aero Club	Annual	930.00	960.00	2018/19
Regular non-hangar site user fee	Annual	210.00	220.00	2018/19
Occasional Landing Fee	Intermittent	15.00	15.00	2010/11
COMMERCIAL PROPERTIES				
Main Street Shops - total rental revenue (managed by Horsham Real Estate)		170,579.52	170,579.52	
33 Firebrace Street - Undercover Lingerie	Annual	15,146.52	15,146.52	2016/17
35 Firebrace Street - George & Co.	Annual	18,381.72	18,381.72	2016/17
37 Firebrace Street - Chisholm Hi Fi	Annual	17,704.68	17,704.68	2016/17
39 Firebrace Street - Tasty Express	Annual	22,270.20	22,270.20	2017/18
41 Firebrace Street - Mackays Jewellers	Annual	30,999.00	30,999.00	2014/15
47 Firebrace Street - Ccamhia P/L	Annual	16,315.20	16,315.20	2016/17
49 Firebrace Street - Optus World	Annual	18,142.44	18,142.44	2017/18
51-53 Firebrace Street - Specsavers Pty Ltd	Annual	31,619.76	31,619.76	2017/18
Other premises				
73 Pynsent Street - Town Hall Café	Annual	VACANT	VACANT	new 17/18
1/22 Urquhart Street - VACANT	Annual	VACANT	VACANT	2010/11
2/22 Urquhart Street - VACANT	Annual	VACANT	VACANT	2010/11
3/22 Urquhart Street - VACANT	Annual	VACANT	VACANT	2010/11
* Properties managed by Horsham Real Estate. Commercial properties shown as GST inclusive.				
45 Firebrace Street - Horsham PAWS	Monthly	860.00	880.00	2018/19
Notice Board - Horsham & District Funerals	Annual	75.00	80.00	2018/19
Notice Board- Wimmera Funerals	Annual	75.00	80.00	2018/19
OTHER PROPERTIES				
NC2 Multipurpose Room rental				
Group A	Daily	170.00	175.00	2018/19
- Businesses, government agencies and other users	Half Day	95.00	100.00	2018/19
	Nightly	65.00	70.00	2018/19
Group B	Daily	65.00	70.00	2018/19
- Not-for-profit community groups and Natimuk businesses	Half Day	32.50	35.00	2018/19
	Nightly	13.00	14.00	2018/19
Wimmera Business Centre hire & rental				
Meeting Room hire	Half Day		60.00	
	Full Day		100.00	
	Evening		65.00	
Interview Room hire	Hourly		15.00	
	Full Day		100.00	
Office spaces for rent start at \$125.00 plus GST per week plus a monthly fee of \$80.00 plus GST				
Jubilee Hall hire				
Noah's Ark Room	Hourly		5.00	
	4 Hourly		15.00	
	8 Hourly		30.00	
	Weekly		n/a	
Front Studio	Hourly		10.00	
	4 Hourly		30.00	
	8 Hourly		50.00	
	Weekly		250.00	
Rear Studio	Hourly		15.00	
	4 Hourly		45.00	
	8 Hourly		80.00	
	Weekly		400.00	

charges listed do not include gst unless otherwise stated.

Service Description	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase	
BUILDING AND ASSET MANAGEMENT					
Council System Key - Key issue	Each	42.50	45.00	2018/19	
Council Lock System – Change of Locks. Plus 20% Administration Fee.	Each	At cost	At cost	new 16/17	
Building and Asset Management Administration Fee. Plus costs.	Each	75.00	80.00	2018/19	
Contractor Induction (Single Department)	Each	40.00	42.50	2018/19	
Contractor Induction (Multiple Departments)	Each	70.00	75.00	2018/19	
Replacement Induction Card	Each	24.00	26.00	2018/19	
Security Alarm Response (False Alarm / Accidental Activation)	Each	80.00	85.00	2018/19	
Fire Alarm Response (False Alarm / Accidental Activation). Plus 20% administrati	Each	At cost	At cost	new 16/17	
DOG/CAT CONTROL					
Dog/Cat Fees to be set for year commencing 10th April, 2019					
Dogs over three months	- Entire	Annual	132.00	138.00	2018/19
	- Desexed/Microchipped/Over 10 yrs	Annual	44.00	46.00	2018/19
	- Working	Annual	44.00	46.00	2018/19
Pensioner Concession	- Entire	Annual	66.00	69.00	2018/19
	- Desexed/Microchipped/Over 10 yrs	Annual	22.00	23.00	2018/19
	- Working	Annual	22.00	23.00	2018/19
Cats over three months	- Entire	Annual	132.00	138.00	2018/19
	- Desexed/Microchipped/Over 10 yrs	Annual	44.00	46.00	2018/19
Pensioner Concession	- Entire	Annual	66.00	69.00	2018/19
	- Desexed/Microchipped/Over 10 yrs	Annual	22.00	23.00	2018/19
Dog – Dangerous. If first registered in municipality after 1 July 2016.	Annual	220.00	230.00	2018/19	
Dog – Restricted Breed. If first registered in municipality after 1 July 2016.	Annual	220.00	230.00	2018/19	
Replacement registration tag for dogs and cats. First Replacement Only.	Each	0.00	0.00	new 16/17	
Replacement registration tag for dogs and cats. Subsequent Replacement.	Each	15.00	15.00	new 16/17	
Registration tag for dogs and cats not required to be registered in the Municipality	Each	15.00	15.00	new 16/17	
The Domestic (Feral and Nuisance) Animals Act 1994 operative April 1996 requires that Council fix a maximum fee for dogs/cats that applies to all dogs/cats except :-					
Desexed Dogs/Cats.					
Dogs/Cats over 10 years old.					
Dogs kept for working stock.					
Dogs/Cats kept for breeding by the proprietor of a domestic animal business conducted on registered premises.					
Dogs that have undergone obedience training which complies with the regulation.					
Dogs/Cats registered with the Victorian Canine Association/Feline control Council.					
(\$2.50 per dog and \$1.00 per cat of fee paid to Bureau of Animal Welfare)					
The maximum fee must be three times the reduced fee.					
Pound - First release fee - Dog/Cat During Normal Working Hours (One per 2-year period - does not apply if dog is involved in attack)		0.00	0.00	2012/13	
Pound - First release fee - Dog/Cat Outside Normal Working Hours		100.00	105.00	2018/19	
Pound - Second release fee - Dog/Cat		100.00	105.00	2018/19	
Pound - Third and subsequent release fee - Dog/Cat		210.00	220.00	2018/19	
Additional release fee if dog involved in attack		145.00	155.00	2018/19	
Daily feeding and cleaning charges - First 24 hours on weekdays (excl. Public Holidays)		0.00	0.00	2012/13	
Daily feeding and cleaning charges - Per weekday after first 24 hours	per day	26.00	27.00	2018/19	
Daily feeding and cleaning charges - Per weekend/public holiday	per day	52.00	54.00	2018/19	
Additional charge if animal is required to be kept in quarantine at Pound.	per day	29.00	30.00	2018/19	
Additional charge if animal is required to be kept in quarantine with Veterinarian.	per day	At cost	At cost	2016/17	
Plus 30% administration and transport fee.					
Surrendered Animal - If animal surrendered to Pound.	Each	40.00	45.00	2018/19	
Surrendered Animal - If animal found at large and subsequently surrendered.	Each	85.00	90.00	2018/19	
Veterinary costs for Impounded Animal. Plus 30% administration and transport fee.		At cost	At cost	2016/17	
Transport Costs to deliver and retrieve animal from Veterinarian.	Each	30.00	32.50	2018/19	
Hire Charge – Cat Trap (Each). First two weeks.	Two Weeks	0.00	0.00	2016/17	
Hire Charge – Cat Trap (Each). After first two weeks.	Week	15.00	15.00	2016/17	
Transport Charge – Cat Trap. If hirer fails to return trap and requests it be collected by Council officer. Additional fee.	Each	35.00	40.00	2018/19	
Hire Charge – Dog Barking Control Device (Each). First two weeks.	Two Weeks	0.00	0.00	2016/17	
Hire Charge – Dog Barking Control Device (Each). After first two weeks.	Week	20.00	22.50	2018/19	
Transport Charge – Dog Barking Control Device. If hirer fails to return trap and requests it be collected by Council officer. Additional fee.	Each	35.00	40.00	2018/19	
Registration/Renewal of a Domestic Animal Business. ((\$10.00 of fee paid to Bureau of Animal Welfare)		270.00	280.00	2018/19	

charges listed do not include gst unless otherwise stated.

Service Description	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase
PARKING CONTROL				
Parking Fines (Set by Act)				
Expired Meter (Minimum \$28 Maximum \$70)*		65.00	65.00	2017/18
On a footpath, etc. (Set by Act) [#]		97.00	99.00#	2018/19
No Stopping Area (Set by Act) [#]		161.00	163.00#	2018/19
* Council may set a fee of b/n 0.2 & 0.5 Penalty Units [#] estimated amount - to increase with CPI				
Parking Meter Charges				
*includes GST	Per hour	*1.00	*1.00	2011/12
Allocated on Street Car Parking Fee (per Bay)	Monthly	100.00	100.00	2014/15
Low cost all-day parking	Per day	*2.00	*2.00	2017/18
Parking Bay Closed Off / Not Available.	Per day.	25.00	25.00	2016/17
Hire charge – Traffic Cones. Bond may be required.		7.00	7.00	2016/17
Hire charge – Traffic Cones. Bond may be required. Non-Profit Organisation.	Per cone	0.00	0.00	2016/17
HEALTH FEES				
Food Premises				
*Class One - Premises - Base fee	Annual	390.00	400.00	2018/19
*Class Two - Premises - Base fee	Annual	390.00	400.00	2018/19
Full time equivalent employees - greater than 5	Each	34.00	35.00	2018/19
Class Two Accommodation Meals (B&B)	Annual	130.00	135.00	2018/19
Class Two - School Canteens	Annual	37.00	39.00	2018/19
Class Two - Food Vehicle	Annual	290.00	300.00	2018/19
Class Two - Community Group (unlimited events)/Low volume home caterer	Annual	95.00	100.00	2018/19
Class Two - Temporary Event	Each	52.00	55.00	2018/19
Class Three - Premises	Annual	260.00	270.00	2018/19
Class Three - Accommodation Meals (B&B)	Annual	110.00	115.00	2018/19
Class Three - Community Group (unlimited events)/Low volume home caterer	Annual	90.00	95.00	2018/19
Class Three - Food Vehicle	Annual	260.00	270.00	2018/19
Class Three - Temporary Event	Each	42.00	45.00	2018/19
Health Premises				
Registered premises - Annual	Annual	290.00	300.00	2018/19
Registered premises - Ongoing Initial	Ongoing/Each	290.00	300.00	2018/19
Registered premises - Ongoing Renewal	Ongoing/Each	90.00	95.00	2018/19
Registered premises - Ongoing Transfer	Each	120.00	125.00	2018/19
Accommodation	Annual	290.00	300.00	2018/19
	*Maximum fee	3,550.00	3,700.00	2018/19
Transfer of Registration	50% of full fee			
Late Fees	After 31 December each year 10% of the full fee is added.			
Septic Tank Fees				
Permit to Instal	Each	480.00	490.00	2018/19
Permit to Alter	Each	240.00	250.00	2018/19
Permit Extension / Amend Permit	Each	65.00	70.00	2018/19
Service Fee				
Inspection by request	Per hour	125.00	130.00	2018/19
Influenza vaccinations	Per dose	20.00	20.00	2014/15
AGED & COMMUNITY CARE				
Meals on Wheels - Horsham	Per Meal	10.50	10.50	2018/19
Meals on Wheels - Natimuk	Per Meal	10.50	10.50	2018/19
Home Help - Base Charge	Per Hour	10.00	10.00	2015/16
Disabled Parking Permit - Issue fee	Per Permit	6.00	6.00	2010/11
Home Maintenance Handyman - Home Safety	Per Hour	17.00	17.00	2015/16

charges listed do not include gst unless otherwise stated.

Service Description	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase	
SUNDRY CHARGES					
Weddings at Gardens - Hire Charge	GST inclusive	Each Time	80.00	85.00	2018/19
Booking fee for wedding photographs	GST inclusive		80.00	85.00	2018/19
Emergency Bore Water Charge					
- all water in excess of 20,000 KL per year - \$1.00 per additional KL			1.00	1.00	2009/10
Community Local Law No. 3					
Permit to Burn		each permit	45.00	50.00	2018/19
Permit to collect firewood from Council road/place		each permit	22.50	25.00	2018/19
Permit to display vehicle or goods for sale		each permit	145.00	150.00	2018/19
Footpath Advertising Permit			145.00	150.00	2018/19
Footpath Display Table Permit			145.00	150.00	2018/19
Footpath Table & Chairs Permit - per chairs - unlicensed premise			24.00	26.00	2018/19
Footpath Table & Chairs Permit - per chairs - licenced premise			46.00	49.00	2018/19
Hazard and Unslightly Property Clean Up by Contractor - Council Administration Fee. Plus costs associated with clean up and removal. Failure to adhere to Clean Up or Unsightly Property Notice.		Each	270.00	280.00	2018/19
Clean Up by Contractor - Council Administration Fee. Plus all costs associated with clean up and removal. Clean up of illegally dumped and otherwise not properly disposed of items and refuse.		Each	270.00	280.00	2018/19
Permit Administration Fee		Each	10.00	10.00	New 17/18
Road Opening Fees & Re-Instatement Charges					
Permit Fee			70.00	75.00	2018/19
Opening Gravelled Surface		Permit Fee	70.00	75.00	2018/19
Opening Bitumen or Concrete Footpath		Permit Fee	70.00	75.00	2018/19
Opening Removal of Kerb & Channel		Permit Fee	70.00	75.00	2018/19
Opening Sealed Roadways		per sq m	70.00	75.00	2018/19
Opening Tap into Stormwater drain		Permit Fee	70.00	75.00	2018/19
Boring Boring Under Road (No disturbance to pavement)		Permit Fee	70.00	75.00	2018/19
Vehicle Construction of Kerb Crossing - permit fee		Permit Fee	70.00	75.00	2018/19
Crossings					
Public	Ruling charges as varied from		to be advised		
Authorities	time to time by MAV				
Special Work	Minimum Charge		45.00	50.00	
	Road closure, etc.				
Builders Footpath Repair & Crossing Deposit (Fixed as per Local Law No. 3)			700.00	700.00	2011/12
Building Services					
As per Building Dept Fees & Charges Schedule - refer Appendix 'B'					
Roadworks Contribution - Due by Subdivider/Developer - contribution towards upgrading existing roads servicing development - based on estimated cost - project specific					
Drainage Headworks Levy					
- per hectare - Urban areas			18,800.00	19,250.00	2018/19
- per hectare - Rural Residential Areas*			18,800.00	19,250.00	2018/19
*sliding scale applicable					
Design checking fee 0.75% of approved actuals					
Supervision only - 2.5% of approved actuals					
Design / Supervision / Administration - 7.5% of approved actuals					

Service Description	Charge Frequency	<i>charges listed <u>do not</u> include gst unless otherwise stated.</i>		
		Charge 2018/19	Proposed 2019/20	Year of last increase
SUNDRY CHARGES continued				
Offences Under Local Law No. 3				
2.18 & 6.6 (b) Toy Vehicles				
Impounding Release Fee				
-1st Offence	each time	50.00	52.50	2018/19
-2nd Offence	each time	120.00	125.00	2018/19
-3rd & Subsequent Offences	each time	230.00	240.00	2018/19
2.17 & 6.6 (b) Shopping Trolleys				
Impounding Release fee plus removal costs	each trolley	115.00	120.00	2018/19
Impounded abandoned vehicles release fee plus costs	each vehicle	230.00	240.00	2018/19
Impounded release fee - other	each item	120.00	125.00	2018/19
Items where permit and fee applies but neither permit obtained nor fee paid and item displayed illegally. Plus costs associated with removal				
Fire Hazard Removal by Contractor - Council Admin. Fee (Failure to adhere to Fire Prevention Notice)		270.00	280.00	2018/19
Fire Hazard Removal by Contractor - Council Admin Fee. Plus Costs (Failure to adhere to Fire Prevention Notice)				
VicRoads Search Fee. If required to identify the owner of a motor vehicle.	Each	9.00	10.00	2018/19
Australian Security and Investment Commission Search Fee. If required to identify the proper address or other details of a registered company.	Each	19.00	21.00	2018/19
Regulatory Services Administration Fee. Plus costs.	Each	75.00	80.00	2018/19
Photocopying Charge - per copy				
A4	BW/Colour	*0.65/*0.70	*0.70/*0.75	2018/19
A3	BW/Colour	*0.75/*0.80	*0.80/*0.85	2018/19
A2	BW/Colour	*8.50/*9.00	*9.00/*9.50	2018/19
A1	BW/Colour	*14.00/*15.00	*15.00/*16.00	2018/19
A0	BW/Colour	*20.00/*22.00	*22.00/*24.00	2018/19
		*includes GST		
Provision of sales data to Valuers and Real Estate Agents:-				
Urban & Rural	per property	0.85	0.90	2018/19
Rural Only	per property	1.00	1.05	2018/19

charges listed do not include gst unless otherwise stated.

Service Description	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase
WASTE MANAGEMENT FEES				
TRANSFER STATIONS AND RURAL LANDFILLS				
* All waste management fees listed include GST				
WASTE ITEM	CHARGE			
	UNIT			
General Waste				
Car Boot/240 litre bin	Min. charge	14.00	14.50	2017/18
6 x 4 Trailer, Utility	(approx 1m3)	21.00	21.50	2017/18
6 x 4 Trailer with sides	(approx 1.5m3)	31.50	32.00	2017/18
Tandem Trailer	2m3	42.00	43.00	2017/18
Light Trucks	3m3	63.00	64.50	2017/18
Dead Animals - per carcass		20.00	21.00	2017/18
Green Waste (Sorted-Clean)				
Up to 2 cm (loose)	per load	8.00	8.00	2011/12
Trucks/Large Loads/Tandem Trailer	per load	20.00	20.00	2011/12
6 X 4 Trailer (clean, green)	per load	6.00	6.00	2011/12
Recyclables				
Paper / Cardboard / Polystyrene	} free if sorted			
Bottles / Glass / Cans				
Steel/W. Goods / Fencing / Tanks				
Car Batteries		no charge	no charge	
Car Bodies		no charge	no charge	
Empty Gas Cylinders		no charge	no charge	
Mattresses (Single)		16.00	17.00	2015/16
Mattresses (Double or larger)		32.00	34.00	2015/16
Light Tyres		24.00	24.00	2015/16
Heavy Tyres		42.00	42.00	2015/16
Heavy Tyres (Truck)		77.50	77.50	2015/16
Heavy Tyres (Tractor, etc)		165.00	165.00	2015/16
Waste Oil (non-commercial only)		no charge	no charge	
T.V. (monitor) screens, etc.		no charge	no charge	
Chemical Drums (must be triple rinsed)		no charge	no charge	
Sale of chipped greenwaste (if available)				
Trailer 6 X 4	Load	15.00	15.00	2008/09
Tandem Trailer	Load	23.00	23.00	2008/09
Truckload	Load	29.50	29.50	2008/09
Loading (To max. \$5.00*)	per m3	2.00	2.00	2007/08
Commercial Waste	Large loads not accepted			
Asbestos Waste	Not Accepted			
Builders Waste / Concrete / Spoil	In excess of 3xm3 take to Dooen by arrangement at Dooen			
Builders Waste / Concrete / Spoil	If dumped at Transfer Station 156.75* per m3 plus \$11.00* per m3 cartage = 167.75/m3 (ie. For 3 x m3 = \$503.25)			
All accounts must be authorised by General Manager Technical Services and a bank cheque/guarantee may be requested as security.				

Service Description	<i>charges listed do not include gst unless otherwise stated.</i>			
	Charge Frequency	Charge 2018/19	Proposed 2019/20	Year of last increase
WASTE MANAGEMENT FEES (rates amended for increased EPA charges 2019/20)				
DOOEN LANDFILL	* All waste management fees listed include GST			
<i>(Based on EPA Landfill levies of \$33.03 per tonne for Municipal and \$57.77 per tonne for Industrial/Commercial waste, \$70.00 per tonne for Low Level Contaminated Waste and \$33.03 for Asbestos)</i>				
<u>WASTE ITEM</u>	<u>CHARGE</u>			
	<u>UNIT</u>			
General Waste				
Not accepted unless by arrangement - use Transfer Station				
All Loads (Min. 3 tonne)	Min 3.0 tonne	375.60	382.80	2017/18
Excess above 3.0 tonne	tonne	125.20	127.60	2017/18
Green Waste (Sorted) & Recyclables				
Not accepted - use Transfer Station				
Putrescible Waste				
Municipal - other Councils within waste group area	tonne	125.20	127.60	2017/18
Municipal - other Councils outside waste group area	tonne	153.75	156.75	2017/18
HRCC		113.85	116.05	2017/18
Hard Waste				
(Builders Rubble, etc.)	tonne	153.75	156.75	2017/18
Commercial Waste				
(From approved Commercial Waste Operators)	tonne	153.75	156.75	2017/18
Topsoil				
(Suitable for Landfill cover)	tonne	7.70	7.70	2010/11
Fill				
(Suitable for Landfill cover)	tonne	46.00	46.00	new 17/18
Sheepskins	tonne	148.50	148.50	2015/16
Dead Sheep	each carcass	9.70	10.00	2017/18
Animal Carcass				
(Larger than sheep)	each carcass	20.00	21.00	2017/18
Clean Concrete				
(Suitable for crushing)	tonne	5.00	5.00	2008/09
Asbestos	tonne	287.00	291.50	2017/18
(Only accepted with EPA approval)				
Grain Waste				
(GMO waste DNRE approval needed)	tonne	153.75	156.75	2017/18
Low Level Contaminated Soil (Cat. C)	tonne	287.00	291.50	2017/18
Sale of Crushed Concrete (subject to availability)				
Non Council	tonne			2010/11
Council	tonne	12.00	12.00	2010/11
Approved Contributing Recyclers	tonne			2010/11

		(excludes GST unless otherwise stated)			
Clause	Service Description	Unit of Measure	Charge 2018/19	Proposed 2019/20	Area
LOCAL LAWS GENERAL FEES & CHARGES					
Street Activities Permits					
2.26(g)	Permit to Busk	Each	0.00	0.00	PE
2.26(f)	Permit to Conduct a Fundraising Activity (Non-Profit Organisation)	Each	0.00	0.00	PE
2.26(f)	Permit to Conduct a Fundraising Activity (Other Organisations)	Each	50.00	55.00	PE
2.7	Permit to Work on a Vehicle on a Road or Public Place	Each	50.00	55.00	PE
2.2(f)	Permit to Place a Bulk Rubbish Container (<i>Skip Bin</i>)	Each	75.00	80.00	PE
3.10	Permit to Camp in a Public Place (<i>includes camping in a tent, caravan, car, or any other temporary structure</i>)	Each	0.00	0.00	PE
2.29	Permit to Play Amplified Music or Sound on a Road or in a Public Place	Each	75.00	80.00	CS
2.27	Permit to Leave a Trailer or Caravan for more than Seven Days	Each	50.00	55.00	PE
2.26(i)	Permit to Conduct a Circus, Carnival, or other Similar Event	Each	75.00	80.00	TS
2.26(h)	Permit to Conduct a Street Party or Festival	Each	50.00	55.00	TS
2.26(a)	Permit to Place or Display a Vehicle or Goods for Sale	Each	145.00	150.00	PE
2.26(b)	Permit to Display Goods (<i>Footpath Advertising</i>)	Each	145.00	150.00	PE
2.26(d)	Permit to Place a Structure to Sell Goods or Services	Each	145.00	150.00	PE
2.26(e)	Permit Sell Goods Carried on the Person or a Moveable Thing (<i>includes ice cream trucks and coffee carts, etc.</i>)	Each	145.00	150.00	PE
2.8	Permit to Collect Wood From a Council-Managed Road or Public Place	Each	22.50	25.00	TS
2.25	Permit to Ride or Lead a Horse in a Built Up Area or in a Municipal Place	Each	0.00	0.00	TS
Burning and Fire Permits					
3.8	Permit to Burn	Each	45.00	50.00	PE
3.9	Permit to Light an Incinerator in a Built Up Area or Residential Area	Each	50.00	55.00	CS
7.4	Permit to conduct fireworks	Each	50.00	55.00	PE
Road and Infrastructure Permits					
2.2(a)	Permit to Occupy or Fence Off Part of a Pubic Place	Each	75.00	80.00	TS
2.2(b)	Permit to Erect Scaffolding, Hoarding or Overhead Protective Awning	Each	75.00	80.00	TS
2.2(c)	Permit to Use a Mobile Crane or Travel Tower	Each	75.00	80.00	TS
2.2(d)	Permit to Remove or Prune a Street Tree	Each	0.00	0.00	TS
2.2(e)	Permit to Plant a Tree or Shrub or Landscape an Area	Each	0.00	0.00	TS
2.6	Permit to Use a Prohibited Vehicle	Each	75.00	80.00	TS
2.11	Permit to Hold a Rally, Procession, or Demonstration	Each	0.00	0.00	TS
7.9	Permit to leave vehicle standing on aerodrome movement area	Each	0.00	0.00	TS
Animal Permits					
4.1	Permit to Keep More than the Number of Permitted Types of Animals	Each	75.00	80.00	PE
4.2	Permit to Keep More than the Permitted Number of Animals	Each	75.00	80.00	PE
4.5	Permit to Keep More than the Permitted Number of Birds	Each	75.00	80.00	PE
5.1	Permit to Drove	Each	50.00	55.00	TS
5.5	Permit to Graze	Each	50.00	55.00	TS

Department Area

PE = Planning and Economic

TS = Technical Services

CS = Community Services

Class	Service Description	(excludes GST unless otherwise stated)	
		Charge 2018/19	Proposed 2019/20
PLANNING SCHEME AMENDMENTS			
Stage	Subdivision fees		
1	For:	2,929.30	2,929.30
	a) considering a request to amend a planning scheme; and		
	b) taking action required by Division 1 of Part 3 of the Act; and		
	c) considering any submissions which do not seek a change to the amendment; and		
	d) if applicable, abandoning the amendment		
2	For:		
	a) considering		
	i) <i>up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or</i>	14,518.60	14,518.60
	ii) <i>11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or</i>	29,008.80	29,008.80
	iii) <i>Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and</i>	38,778.00	38,778.00
	b) providing assistance to a panel in accordance with section 158 of the Act; and		
	c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and		
	d) considering the panel's report in accordance with section 27 of the Act; and		
	e) after considering submissions and the panel's report, abandoning the amendment.		
3	For:		
	a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and		
	b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and		
	c) giving the notice of the approval of the amendment required by section 36(2) of the Act.		
4	For:		
	a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and	426.20	426.20
	b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.	426.20	426.20

		(excludes GST unless otherwise stated)	
Class	Service Description	Charge 2018/19	Proposed 2019/20
PLANNING APPROVALS			
Class	Planning Permit / Planning Permit Amendment Fees		
	Type of planning application		
1	Use only	1,265.60	1,286.10
2-6	Single Dwellings: To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:		
	Up to \$10,000	192.00	195.10
	>\$10,000 to \$100,000	604.40	614.10
	>\$100,000-\$500,000	1,237.10	1,257.20
	\$500,000-\$1,000,000	1,336.70	1,358.30
	\$1,000,000-\$2,000,000	1,436.20	1,459.50
	<i>(Other than VicSmart, subdivisions or consolidated land)</i>		
7	VicSmart application Up to \$10,000	192.00	195.10
8	VicSmart application >\$10,000	412.40	419.10
9	VicSmart application to subdivide or consolidate land	192.00	195.10
	To Develop land (other than single dwelling per lot) where the estimated cost is:		
10	<\$100,000	1,102.10	1,119.90
11	>\$100,000 - \$1,000,000	1,486.70	1,510.00
12	>\$1,000,000 - \$5,000,000	3,277.70	3,330.70
13	>\$5,000,000 - \$15,000,000	8,354.80	8,489.40
14	>\$15,000,000 - \$50,000,000	24,636.20	25,034.60
15	>\$50,000,000	55,372.70	56,268.30
16	To subdivide an existing building (other than a class 9 permit)	1,265.60	1,286.10
17	To subdivide land into 2 lots (other than a class 9 or class 16 permit)	1,265.60	1,286.10
18	To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	1,265.60	1,286.10
19	Subdivide land <i>(other than a class 9, class 16, class 17 or class 18 permit) (per 100 lots created)</i>	1,265.60	1,286.10
20	To:	1,265.60	1,286.10
a)	create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or		
b)	create or remove a right of way; or		
c)	create, vary or remove an easement other than a right of way; or		
d)	vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.		
21	A permit not otherwise provided for in the regulation	1,265.60	1,286.10
Class	Amendment to Planning Permits		
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	1,265.60	1,286.10
2	Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	1,265.60	1,286.10
3	Amendment to a class 2 permit	192.00	195.10
4	Amendment to a class 3 permit	604.40	614.10
5	Amendment to a class 4 permit	1,237.10	1,257.20
6	Amendment to a class 5 or class 6 permit	1,336.70	1,358.30
7	Amendment to a class 7 permit	192.00	195.10
8	Amendment to a class 8 permit	412.40	419.10
9	Amendment to a class 9 permit	192.00	195.10
10	Amendment to a class 10 permit	1,102.10	1,119.90
11	Amendment to a class 11 permit	1,486.70	1,510.00
12	Amendment to a class 12, 13, 14 or 15 permit	3,277.70	3,330.70
13	Amendment to a class 16 permit	1,265.60	1,286.10
14	Amendment to a class 17 permit	1,265.60	1,286.10
15	Amendment to a class 18 permit	1,265.60	1,286.10
16	Amendment to a class 19 permit <i>(per 100 lots created)</i>	1,265.60	1,286.10
17	Amendment to a class 20 permit	1,265.60	1,286.10
18	Amendment to a class 21 permit	1,265.60	1,286.10

Class	Service Description	(excludes GST unless otherwise stated)	
		Charge 2018/19	Proposed 2019/20
Reg.	Other fees		
7	For requesting the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act.	3,839.40	3,901.50
8	For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act.	924.30	939.30
10	For combined permit applications Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made		
12	Amend an application for a permit or an application to amend a permit (Amendments to application after notice of application is given)		
a)	Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9		
b)	Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below		
c)	If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit		
13	For a combined application to amend permit The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made		
14	For a combined permit and planning scheme amendment Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made		
15	For a certificate of compliance	312.80	317.90
16	For an agreement to a proposal to amend or end an agreement under section 173 of the Act	632.80	643.00
18	Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council	312.80	317.90
	Extension of time to Planning Permit (First)	120.00	120.00
	Extension of time to Planning Permit (Second)	210.00	210.00
	Extension of time to Planning Permit (Third and subsequent)	280.00	280.00
	Secondary Consent for Planning Permits – Minor	120.00	120.00
	– Major	280.00	280.00
	Amendment to Planning Permit not otherwise listed	160.00	160.00
	Planning Permit History (GST incl)	135.00	135.00
	Notice of Planning Permit – Application in Newspaper (GST incl)	200.00	200.00
	Placing of Planning Permit Application Notice on Site	110.00	110.00
	Notice of Planning Permit – by mail if more than 10 letters (per letter)	6.50	6.50
	Copy of Title and Title Plan	44.00	44.00
	Copy of Covenant/Section 173	32.00	32.00
	Request for Council consent (i.e. Liquor Licence) where no P/P required	137.00	137.00
	Application for Council signing and scaling Section 173 Agreement	290.00	290.00
	Inspection Fee	150.00	150.00
	Request for Planning Information in writing	72.50	72.50
Reg.	Subdivision fees		
6	For certification of a plan of subdivision	167.80	170.50
7	Alteration of plan under section 10(2) of the Act	104.60	108.40
8	Amendment of certified plan under section 11(1) of the Act	135.10	137.30
9	Checking of engineering plans 0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)		
10	Engineering plan prepared by council 3.5% of the cost of works proposed in the engineering plan (maximum fee)		
11	Supervision of works 2.5% of the estimated cost of construction of the works (maximum fee)		

Service Description	(excludes GST unless otherwise stated)		
	Unit of Measure	Charge 2018/19	Proposed 2019/20
BUILDING CONTROL FEES AND CHARGES			
Domestic Building Work (Class 1 and 10)			
Works value less than \$5,000	Each	435.00	455.00
New Dwelling, Extension, Alterations			
Value of Works \$5001 to \$10,000	Each	620.00	650.00
Value of Works \$10,001 to \$20,000	Each	790.00	830.00
Value of Works \$20,001 to \$50,000	Each	970.00	1,020.00
Value of Works \$50,001 to \$100,000	Each	1,305.00	1,370.00
Value of Works \$100,001 to \$150,000	Each	1,630.00	1,710.00
Value of Works \$150,001 to \$200,000	Each	1,960.00	2,060.00
Value of Works \$200,001 to \$250,000 *	Each	2,330.00	2,445.00
Value of Works \$250,001 to \$300,000 *	Each	2,660.00	2,790.00
Value of Works \$300,001 to \$350,000 *	Each	2,982.00	3,130.00
Value of Works above \$350,000 *	Each	3,210.00	3,370.00
<i>(to a maximum of)</i>			
* excludes work performed by a Registered Building Practitioner			
Owner/Applicants Engaging a Registered Building Practitioner (New Dwellings / Extensions Only)			
Value of Works \$200,001 to \$340,000	Each	1,960.00	2,060.00
Value of Works \$340,001 to \$550,000	Each	2,180.00	2,289.00
Value of Works above \$550,000	Each	2,690.00	2,825.00
<i>(to a maximum of)</i>			
Miscellaneous Approvals			
Garage, Car Port, Shed, Patio, Veranda, Pergola	Each	660.00	690.00
Swimming Pool (Fence Only)	Each	270.00	500.00
Swimming Pool and All Fences	Each	490.00	620.00
Restumping (Work must be performed by a Registered Builder)	Each	680.00	715.00
Re-erection of Dwelling (Resiting)	Each	1,300.00	1,470.00
Demolish / Remove Building	Each	540.00	620.00
Commercial Building Work (Class 2-9)			
New Building, Extension, Alterations			
Value of Works up to \$10,000	Each	760.00	800.00
Value of Works \$10,001 to \$50,000	Each	970.00	1,020.00
Value of Works \$50,001 to \$100,000	Each	1,410.00	1,480.00
Value of Works \$100,001 to \$150,000	Each	1,895.00	1,990.00
Value of Works \$150,001 to \$200,000	Each	2,330.00	2,450.00
Value of Works \$200,001 to \$250,000	Each	2,765.00	2,900.00
Value of Works \$250,001 to \$300,000	Each	3,210.00	3,370.00
Value of Works \$300,001 to \$500,000	Each	3,695.00	3,880.00
Value of Works above \$500,000 or (negotiated with Council)	Each	(Value of works ÷ 150)	
Community Group (Not-for Profit) Building Works	Discount	(Permit fee x 50%)	
<i>(Discount on Permit fees only. State Government Levy still applies)</i>			
Minor Works	Each	735.00	750.00
<i>(Refurbishment, Fit Out, Change of Use, Essential Safety Measure, Minor Alterations)</i>			
Demolish / Remove Building	Each	660.00	695.00
Levies / Bonds			
Building Administration Fund Levy (State Levy)	Each	(value of work x 0.00128)	
<i>(Applies to all building work over \$10,000)</i>			
Bond / Guarantee for Re-erection of buildings	Each	The lesser of the cost of the building work or \$5,000	
Council Infrastructure (Asset) Protection Deposit	Each	700.00	700.00
<i>(Fee amount set by Local Law)</i>			
Inspections			
Additional / Other / Miscellaneous Inspection (Minimum one-hour charge)	Hour	155.00	155.00
Inspections for Private Building Surveyors (Minimum one-hour charge)	Hour	270.00	270.00

Service Description	(excludes GST unless otherwise stated)		
	Unit of Measure	Charge 2018/19	Proposed 2019/20
Illegal / Unapproved Building Work			
Consideration of Approval of Illegal or Unapproved Building Work	Each	(Cost of Building Permit + 50%)	
Report and Consent			
Application for report and consent (To build over an easement vested in Council) <i>(Regulation 310, Part 4 – Siting, 513, 515, 604, 802 and 806)</i>			Prescribed fee
Application for report and consent <i>(Regulation 610 - Location of Point of Stormwater Discharge)</i>			Prescribed fee
Application for report and consent <i>(Section 29a – Demolition of Building)</i>			Prescribed fee
Request for Information			
Requests for information (Property Information Requests) <i>(Regulation 326(1), 326(2) and 326(3))</i>			Prescribed fee
Request for Professional Advice / Consultation <i>(Minimum one-hour charge. Charged by the hour)</i>	Hour	165.00	165.00
File Retrieval / Search			
File Retrieval – Minor Document <i>(for example, Copy of Building / Occupancy Permit/ Plans)</i>	Each	20.00	25.00
File Retrieval / Search <i>(for example, Permit History)</i>	Each	80.00	85.00
Amended Building Permit			
Amended Building Permit – Minor Alterations	Each	130.00	135.00
Amended Building Permit – Major Alterations <i>(+ additional inspections)</i>	Each	200.00	210.00
Time Extension – Building Permit <i>(amended permit required - first request)</i>	Each	200.00	210.00
Time Extension – Building Permit <i>(amended permit required - second request)</i>	Each	N/A	N/A
Amended Plans <i>(Minimum one-hour charge. Charged by the hour)</i>	Hour	165.00	170.00
Refunds			
Withdrawn Application – Permit Lodged Not Yet Assessed	Retained	280.00	280.00
Withdrawn Application – Permit Assessed Not Yet Issued	Retained	30% of fees (Minimum \$370.00)	
Permit Cancellation – After Permit Issued <i>(Refund only for inspections not carried out, based on inspection fee at time of cancellation)</i>	Retained	Permit fees retained	
Permit Cancellation – After Permit Expired	Retained	No refund	No refund
Lodgement Fee			
Lodgement fee for Private Building Surveyors <i>(Submission of Section 80, 30, and 73) (lodged via hard copy / email / facsimile)</i>			Prescribed fee
Lodgement fee for Private Building Surveyors <i>(Submission of Section 80, 30, and 73) (lodged wholly online via Greenlight only)</i>	Each	Free	Free
Events			
Event Fees & Charges are GST inclusive			
Place of Public Entertainment (POPE) Occupancy Permit	Each	390.00	395.00
Temporary Siting Approval or Temporary Structure Inspection	Each	250.00	255.00
Entertainment / Event Consideration, Notification, and Approval - No Permit Required	Each	15.00	20.00

Note: Fees may be negotiated based on volume and economies of scale and scope.

Service Description	Unit of Measure	(excludes GST unless otherwise stated)					
		2018/19 charge			2019/20 proposed charge		
TOWN HALL							
Horsham Town Hall Fees	Usage Method	Full Charge	Dance School Rate	Community Rate	Full Charge	Dance School Rate	Community Rate
Auditorium Theatre (500)	8 hrs	1,875.00	1,428.00	750.00	1,970.00	956.25	765.00
Auditorium Theatre (500)	4 hrs	1,040.00	780.00	416.00	1,092.00	530.50	425.00
Auditorium Rehearse/Bump In/Out	8 hrs	1,248.00	936.00	500.00	1,310.00	655.00	510.00
Auditorium Rehearse/Bump In/Out	4 hrs	730.00	545.00	290.00	767.00	383.50	296.00
Auditorium Conference/forum	8 hrs	1,662.00			1,745.00		
Auditorium Conference/forum	4 hrs	936.00			983.00		
Auditorium Season Blackout Charge	Per Day				200.00	200.00	200.00
Foyer	8 hrs	484.00	363.00	195.00	509.00	254.50	199.00
Foyer	4 hrs	242.00	181.00	97.00	254.00	127.00	99.00
Town Hall Seated (350)	8 hrs	880.00	630.00	525.00	924.00	462.00	535.50
Town Hall Seated (350)	4 hrs	440.00	315.00	315.00	462.00	231.00	321.50
Town Hall Theatre/Expo (700)	8 hrs	1,100.00	787.50	525.00	1,155.00	577.50	535.50
Town Hall Theatre/Expo (700)	4 hrs	660.00	472.50	315.00	693.00	346.50	322.00
Town Hall Rehearsals	8 hrs	340.00	260.00	260.00	357.00	265.00	265.00
Town Hall Rehearsals	4 hrs	175.00	157.50	157.50	184.00	160.00	160.00
Town Hall event set up (build day prior)	8 hrs	350.00	262.50	262.50	368.00	268.00	268.00
Town Hall event set up (build day prior)	4 hrs	175.00	157.00	157.00	184.00	161.00	161.00
Town Hall Balcony Room	4 hrs	300.00	225.00	120.00	315.00		123.00
Education Room Seated (40)	8 hrs	440.00	330.00	176.00	462.00	231.00	179.50
Education Room Seated (40)	4 hrs	220.00	165.00	88.00	231.00	115.50	90.00
Education Room Seated (40)	2 hrs	110.00	82.50	44.00	116.00	58.00	45.00
Green Room or Meeting Room Seated (25)	8 hrs	352.00	264.00	140.00	370.00	269.00	143.00
Green Room or Meeting Room Seated (25)	4 hrs	176.00	132.00	70.00	185.00	135.00	71.50
Green Room or Meeting Room Seated (25)	2 hrs	88.00	66.00	35.00	93.00	67.50	36.00
Meeting Room (8)	4 hrs	100.00	75.00	40.00	105.00	76.00	41.00
Meeting Room (8)	2 hrs	50.00	37.50	20.00	52.50	38.00	21.00
Art Gallery	4 hrs	386.00		161.00	406.00		169.00
Art Gallery	2 hrs	200.00		80.00	210.00		84.00
Town Hall Kitchen	8 hrs	350.00	252.00	135.00	367.50		138.00
Town Hall Kitchen	4 hrs	175.00	126.00	67.00	184.00		69.00
Piano Hire	per hire	150.00	150.00	150.00	157.50		
Piano Tuning	per hire	200.00	200.00	200.00	210.00		
APRA Licence	per event	100.00	100.00	100.00	105.00		
Additional Cleaning	per hour	100.00	100.00	100.00	105.00		

Service Description	Unit of Measure	(excludes GST unless otherwise stated)	
		2018/19 charge	2019/20 proposed charge
OTHER HORSHAM TOWN HALL FEES			
Additional Staff Rates			
Duty Manager/Front of House	per hour	43.00	43.95
Casual Box Office staff	per hour	40.00	41.00
Casual Ushers, Bar Staff & Merch sellers	per hour	40.00	41.00
Supervising Technician	per hour	57.00	57.00
Casual technical staff	per hour	40.00	41.00
Ticketing & Associated Fees			
Commercial Ticket fees		\$4.40/ticket	\$4.40/ticket
Community Ticket fees		\$1.50/ticket	\$1.50/ticket
Complimentary Tickets Issuing fee		\$1.50/ticket	\$1.50/ticket
Additional Performances/Days (per ticketed schedule)		40.00	40.00
Specialised & Complex Seating Plans		\$40/plan	\$40/plan
Credit card fee		1.00%	0.01
Change to price structure after sales commence		40.00	50.00
Cancellation of booking after on-sale		\$40 + \$2/ticket	\$40 + \$2/ticket
Postage fees (registered/express/regular)		\$10.00/\$7.50/\$3.50	8.50
Seat Exchange fee		\$1.50/ticket	\$1.50/ticket
Ticket Reprint fee		\$1.50/ticket	\$1.50/ticket
Comission on Merchandise		10.00%	10.00%
Radio Mics		\$55 per day	\$55 per day
Haze Machine		\$120 per day + Fluid	\$120 per day + Fluid
Projector 6000 Lumen		\$300 per day	\$300 per day
Projector 3300 Lumen		\$100 per day	\$100 per day
2400 x 1200 Riser (Beartrap 400mm)		\$30 Per Day	\$30 Per Day
2400 x 1200 Riser (Beartrap 600mm)		\$30 Per Day	\$30 Per Day
Tablecloth Hire		\$10/cloth	\$12/cloth
Chair Cover Hire		\$2/cover	\$2/cover

	(excludes GST unless otherwise stated)			
	Charged 2018/19		Proposed 2019/20	
	Full	Community	Full	Community
Kalkee Road Children's & Community Hub				
Hourly				
Multipurpose Room	55.00	25.00	55.00	25.00
Meeting Room	20.00	10.00	20.00	10.00
Specialist/Consulting Room	20.00	10.00	20.00	10.00
Gauwirr Room (New 2019)			20.00	10.00
Interview Room	15.00	8.00	<i>to be removed</i>	
Half Day Rate				
Multipurpose Room	125.00	55.00	125.00	55.00
Meeting Room	44.00	20.00	44.00	20.00
Specialist/Consulting Room	44.00	20.00	44.00	20.00
Gauwirr Room (New 2019)			44.00	20.00
Interview Room	30.00	16.00	<i>to be removed</i>	
Full Day Rate				
Multipurpose Room	230.00	110.00	230.00	110.00
Meeting Room	88.00	40.00	88.00	40.00
Specialist/Consulting Room	88.00	40.00	88.00	40.00
Gauwirr Room (New 2019)			88.00	40.00
Interview Room	50.00	25.00	<i>to be removed</i>	
Office Rental (all inclusive)				
* Single Desk (exclusive use) - weekly	110.00		110.00	
* Single Desk (exclusive use) - per annum	5,270.00		5,270.00	
Hot Desk	60.00		60.00	

**Additional charges may be incurred for multiple uses of a single desk rental to cover costs of associated additional administration*



Capital Works Program

Highlights from the 2019-20 Draft Budget

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Title:	Horsham Town Hall - Heritage Hall
Council Plan Goal:	Council Plan Goal 1 – Community and Cultural Development
Service:	Performing Arts
Asset category:	Property, Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$20,000	\$50,000		\$70,000
External Grants				
Contributions				
Reserves				
Total	\$20,000	\$50,000		\$70,000

Project background

Patrons attending the Heritage Hall have experienced some difficulty in hearing what is happening on stage, due to the acoustic properties of the venue.

Also sections of the Heritage Hall floor have been found to be suffering from old age and wear and tear. This together with problematic foundations means that replacement of stumps and floor boards may now be the preferred means of management.

What are the proposed works?

A report from audio and acoustic experts Marshall Day has been obtained, recommending a range of measures to improve audibility in the space. However, the intended works will be subject to an assessment of other potential infrastructure works to be conducted in the Hall before the acoustic improvements are carried out.

Investigations will be carried out into the potential replacement of sections of the Town Hall Heritage Floor, as required. Prior to the works proceeding, an assessment will be made regarding the underpinning of adjacent south and east walls, should that be necessary.

Why are we doing it?

To improve audio intelligibility and increase the viability of the venue for hirers by reducing reverberation in the Heritage Hall.

The replacement of the floor is required after investigations early in 2018 identified multiple issues with the floor.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.



Title:	Kayak Access Point on Wimmera River
Council Plan Goal:	Council Plan Goal 1 – Community and Cultural Development
Service:	Sport and Recreation
Asset category:	Infrastructure - Rec, leisure and community facilities

Fund Source	Renewal	Upgrade	New	Total
General Revenue			\$10,000	\$10,000
External Grants			\$20,000	\$20,000
Contributions				
Reserves				
Total			\$30,000	\$30,000

Project background

The community has requested additional locations from which to launch kayaks and other watercraft.

What are the proposed works?

Installation of kayak access point - location to be determined; suggested to be in conjunction with existing pontoons or ramps.

Why are we doing it?

Safe access and close parking to a kayak access point in the Wimmera River will contribute to increased participation and user safety. Wimmera Catchment Management Authority is providing funding for Council to modify an existing fishing ramp to also enable the launching of kayaks and other such watercraft.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.



Source – Wimmera Catchment Management Authority website

Title:	WIFT Precinct Establishment
Council Plan Goal:	Council Plan Goal 2 – Sustaining the Economy
Service:	Industrial Estates
Asset category:	Infrastructure – Other Infrastructure

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants			\$1,250,000	\$1,250,000
Contributions				
Reserves			\$1,245,208	\$1,245,208
Total			\$2,495,208	\$2,495,208

Project background

The WIFT (Wimmera Intermodal Freight Terminal) is the key export freight hub for the Wimmera, based within the 470 hectare WIFT Precinct and is located 12 km of north of Horsham at Dooen.

The \$16.75 million WIFT project was completed in August 2012 on a 23.5 hectare site. This important strategic investment for the Wimmera region will provide vital freight infrastructure for the region for the next 50+ years. The relocation of the terminal from central Horsham removed heavy vehicle traffic from urban areas and addressed the lack of growth potential at the central Horsham site.

The WIFT is located on the national rail freight network, providing a central location in the Wimmera for specialist grain handling facilities and providing improved access to ports and processing plants to build on the regions significant grain industry.

The vision of the developed WIFT Precinct Industrial Estate is to facilitate the relocation of current large agribusiness operations, packing plants, and transport operators from within Horsham to purpose built facilities outside of town.

A closer alignment with the Freight Terminal will help drive down production and transport costs for those businesses that relocate to the WIFT. Industrial land within the urban boundaries could then be utilised by more appropriate businesses, thus helping to achieve Horsham's long term land use plans. What are the proposed works?

- Power / Water Supply \$450,000
- Roadworks / Drains \$1,814,688
- Retardation Basin \$230,520

Why are we doing it?

The key outcome of this project will be the development of the first stage of the WIFT Precinct to support future growth and exports from the region's broad acre agricultural sector and developing mining industry.

This project will enable the development of a quality industrial precinct that will attract industry investment and create jobs. In the short term, this project will help Horsham Rural City Council to secure investment by grain and hay processing companies.

When is it likely to happen?

Infrastructure works are proposed to commence in the second half of 2019 with completion of the project to occur in mid-2020.

Title:	Aerodrome Generator Upgrade
Council Plan Goal:	Council Plan Goal 2 – Sustaining the Economy
Service:	Aerodrome operations
Asset category:	Infrastructure - Aerodromes

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$30,000			\$30,000
External Grants				
Contributions				
Reserves				
Total	\$30,000			\$30,000

Project background

Development of the Air Ambulance Transfer building at Horsham Aerodrome has increased the functionality of the site for emergency situations. However the current generator no longer has the capacity to power all necessary items in the event of a power outage. Additionally the current generator has insufficient output to power lights on both runways if mains power is unavailable. This limits operational use and introduces a higher level of risk for Air Ambulance and other aviation operations.

What are the proposed works?

Replace the current backup generator with a new unit of greater capacity.

Why are we doing it?

To reduce risk for aerodrome operations and increase functionality for the Air Ambulance facility.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.



Title:	Horsham Community Sports Pavilion
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Sport and Recreation
Asset category:	Property – Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$28,000		\$17,000	\$45,000
External Grants				
Contributions				
Reserves				
Total	\$28,000		\$17,000	\$45,000

Project background

The building was relocated on to the College Oval site in 2016-17 and provides a valuable community facility for sporting clubs and after school care programs run by the YMCA.

What are the proposed works?

Building and Drainage Works \$17,000

- Improvement works to the community pavilion building and drainage works to Horsham College oval; includes external painting of the pavilion.

Painting External \$28,000

- External painting of the Horsham community sports pavilion.

Why are we doing it?

Small improvement works to the community pavilion building (addition of balustrade to outdoor deck, construction of memorabilia cabinet) plus remedial drainage works to Horsham College oval to stop ground soakage/constant building substructure adjustments.

The painting will complete the final works associated with the relocation of the building and is in line with the ongoing facility maintenance program.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.

Title:	Footpaths, Pedestrian Crossings and cycle ways
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Footpaths and cycle ways
Asset category:	Infrastructure – Footpaths and cycle ways

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$185,000	\$130,000	\$125,500	\$440,500
External Grants				
Contributions				
Reserves			\$10,500	\$10,500
Total	\$185,000	\$130,000	\$136,000	\$451,000

Project background

Each year Council funds works on cycle ways and footpaths. The extent of the works is influenced by individual grants that may be received. This year an extra \$150,000 has been included from General Revenue to address many of the outstanding backlog of maintenance and renewal works.

What are the proposed works?

- Footpath Backlog Program \$150,000
- Footpath Rehabilitation – Disability Strategy Upgrade Projects \$50,000
- River Road Footpath – McLean Drive to Church \$21,000
- Footpath Winifred Street, Edith to Hutchinson Street \$35,000
- Pedestrian crossing - Firebrace Street at Roberts Avenue \$30,000
- Pedestrian crossing - Baillie Street Hospital \$25,000
- Bike Path final seals \$50,000
- Walking path lights – safety initiative across the city \$90,000



Why are we doing it?

Bike paths: Unsealed bike paths tend to deteriorate faster, creating a renewal and maintenance burden on Council. Use of \$50,000 to progressively seal some of the unsealed bike paths will result in significant benefit by extending the life of the asset and reducing the maintenance demand.

Footpath: Footpath renewal works are undertaken to bring the deteriorated assets to the current engineering standards. Doing this also reduces the risk of pedestrians tripping.

New footpath works are programmed in accordance with the Footpath Construction Policy which aims to include at least one each of the following footpath segments in the construction program.

- Where footpaths have disappeared.
- On main collector or link roads, to provide a footpath on both sides of the road.
- On other streets, where there is no footpath on either side.

Currently proposed new footpath works fits into both second and third dot points.

When is it likely to happen?

Majority of these works will be undertaken by Council's in-house construction crew, but at times contractors are used to help complete the program. Most of these projects will be completed between October 2018 and April 2019 (construction season).

Title:	Plant and Equipment
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Operations Management
Asset category:	Plant and Equipment – Plant and Machinery

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$1,246,000		\$120,000	\$1,366,000
Asset Sales	\$447,000			\$447,000
Total	\$1,693,000		\$120,000	\$1,813,000

Project background

Purchases of plant equipment are unevenly spread across a number of years as a result a Plant and Equipment reserve is maintained so Council can ensure that there are always funds available to purchase plant when required, and that the uneven spread of expenditure does not impact on the annual budget.

This reserve is dependent upon plant operating charge-out rates being matched to the plant operating costs and the annualised cost of replacement of plant. An ongoing seven-year plant program is prepared in Council's Fleet Management Program which clearly shows that this reserve account does not fall in value in the long term.

What are the proposed works?

Replacement and ongoing renewal for fleet cars, major and minor plant to the value of \$1,713,000 including \$120,000 for a fleet GPS system.

Why are we doing it?

Operating with the most efficient and appropriate equipment for the task is essential for efficient operations and the provision of a high standard of service.

Fleet GPS - Install GPS for all major and minor plant. This will help us to record and monitor plant usage so that we can manage it better. This will help us to improve safety for our staff as well which is a priority.

When is it likely to happen?

Plant purchases take place during the year between 1 July 2019 and 30 June 2020 based on a detailed plant replacement schedule.



Title:	Project Management
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Building and Asset Management
Asset category:	Property - Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$180,000	\$159,574	\$275,000	\$614,574
External Grants				
Contributions				
Reserves				
Total	\$180,000	\$159,574	\$275,000	\$614,574

Project background

Project management costs have not previously been accounted for separately. During the 2018 Organisational Restructure a Project Office was established with the role to plan and manage Council's capital projects moving forward. A part of that process is the development, design and scoping of new and proposed works in future years and the management of existing year's projects.

Commencing from 2020-21 all of these costs will be recorded against specific identified projects but for 2019-20 it is not yet possible to identify the individual project management costs associated with them. As a result the overall costs of the new Project Office have been recorded as a capital cost against both the buildings area \$479,574 and the infrastructure area \$135,000.

What are the proposed works?

The proposed works will be detailed design and development of future projects and project management of existing projects at this point in time the costs have been identified as:

- Buildings External Project Design and Scoping \$120,000
- Buildings Project Management (internal) \$359,574
- Urban Roads External Design and Scoping \$20,000
- Urban Roads Infrastructure Project Management (internal) \$115,000



Why are we doing it?

In 2017-18 Council had a capital works program of \$18.28 million and at the end of the financial year \$6.5 million of works were not completed and had to be carried forward in to 2018-19 for delivery. The reasons for non-delivery are varied and involve a mix of uncertain funding, contractor availability and capacity of existing staff resources to deliver.

Establishing a Project Office that is adequately resourced will ensure that over time projects are planned more appropriately and are then delivered on time and on budget. 2019-20 is a transitional year which sees the Project Office costs shown as single line budget items in the capital works program, beyond this year all costs will be fully recovered against planning for future projects or delivery of existing projects.

When is it likely to happen?

1 July 2019 and 30 June 2020

Title:	Roads Rural
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Roads – Rural
Asset category:	Infrastructure – Rural Road Construction

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$2,344,590	\$422,100	\$50,000	\$2,816,690
External Grants (R2R)	\$1,035,800	\$311,000	\$120,000	\$1,466,800
Contributions				
Reserves				
Total	\$3,380,390	\$733,100	\$170,000	\$4,283,490

Project background

Each year Council allocates funding towards rural road construction, funded from a mix of general revenues, from the infrastructure renewal reserve and receives funds mostly through the Federal Government Roads to Recovery program. This year \$2,551,490 has been funded from Council funds which is a 10.1% increase on the 2018-19 funding. Additional to the increase in funding from Council General Revenues there has this year also been a significant increase of \$670,000 from one-off specific purpose grants and \$251,000 from the Roads to Recovery Program.

What are the proposed works?

- 2020 Fire Access Road Subsidy Program Scheme \$155,000
- Asplins Road, Jahn Ave to Lanes Avenue \$236,000
- Drung Jung Road, 2 km north of bridge Fixing Country Road \$583,000
- Emmersons Road Upgrade Gravel Extension \$126,000
- Field Days Road, Intersection Realignment Longerenong Road \$77,000
- Green Lake Road, Arnotts to Rocklands Outlet Channel Crossing \$238,000
- Green Lake Road, Seal Change to Arnotts Road \$130,000
- Longerenong Road, Freds Road to Seal Change near Field Days Road \$427,000
- Rural Gravel Re-sheeting \$497,490
- Rural Local Roads Final Seals \$370,000
- Rural Road Shoulder Re-sheeting / Reconstruction \$517,000
- Rural Roads Infrastructure Project Management (Internal) \$115,000
- Rural Reseals \$430,000
- Vegetation Clearance Road Reconstruction \$50,000
- Wail Kalkee Road, 2.40 – 3.58 Seal Change to Seal Change \$282,000



Why are we doing it?

Council's rural roads comprise 93.6% of our total road network. Capital expenditure on rural roads is 26.8% of our total infrastructure capital budget in 2019-20 and is 49.8% of our infrastructure capital expenditure from general revenues. Due to the nature of our subsoils, roads tend to deteriorate quicker than in other places across the state. They are integral to the economic output of the region from our farming operations and related businesses. Council has increased the funding for the renewal of our road assets by tagging a set percentage of rates for this purpose each year, this is an initiative that has been in place for the last 11 years and now allocates \$2.6 million for renewal in 2019-20.

When is it likely to happen?

The road program is complex and weather and seasonal dependent. As such works will be carried out over the year.



Title:	Roads Urban
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Roads – Urban
Asset category:	Infrastructure – Urban Road Construction

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$1,410,000	\$115,000	\$175,000	\$1,700,000
External Grants		\$75,000		\$75,000
Contributions				
Reserves				
Total	\$1,410,000	\$190,000	\$175,000	\$1,775,000

Project background

Each year Council allocates funding towards urban road construction which includes final seals, minor seal extensions and general works. This is funded from a mix of general revenues, the infrastructure renewal reserve and the Federal Government Roads to Recovery Program. This year \$1,775,000 has been funded which is 21.4% up on the 2018-19 funding of \$1,462,359.

What are the proposed works?

- Albert Street, Hennessy to Hutchinson Street \$220,000
- Baker / O’Callaghan / Urquhart Roundabout Design \$20,000
- Disabled Vehicle Access Civic Centre \$30,000
- Don Street, Hazel Street to End \$90,000
- Federation Avenue, McDowell Court to Mintern Crescent \$190,000
- Jackson Street, Barnes Boulevard to Landy Street \$175,000
- Johnson Street, Cathcart to Culliver Street \$160,000
- Johnson Street, Tucker to Cathcart Street \$150,000
- Kerb and Channel – Johnson Street, Cathcart to Culliver Street \$40,000
- Kerb and Channel – Federation Avenue, McDowell Court to Mintern Crescent \$30,000
- Margaret Street, Baillie to Rennison Street \$115,000
- McLachlan Street and Firebrace Street Roundabout Upgrade \$150,000
- Urban Local Roads Final Seals \$110,000
- Urban Roads External Design and Scoping \$20,000
- Urban Roads Infrastructure Project Management (Internal) \$115,000
- Urban Reseals \$110,000

Why are we doing it?

There are 188 km of urban roads in the municipality, which is only 6.3% of our road network. Capital expenditure on urban roads is 11.1% of our total infrastructure capital budget in 2019-20 and is 33.2% of our infrastructure capital expenditure from general revenues.

Council has increased the funding of our road assets by tagging a set percentage of rates for this purpose for the past 11 years and now allocates \$2.6 million for renewal in 2019-20.

When is it likely to happen?

The road program is complex and weather and seasonal dependent. As such works will be carried out over the year.

Title:	Rural Bridges
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Rural – Bridges and Major Culverts
Asset category:	Infrastructure – Bridges and Major Culverts

Fund Source	Renewal	Upgrade	New	Total
General Revenue	\$88,283	\$40,000		\$128,283
External Grants R2R	\$105,717	\$40,000		\$145,717
Contributions				
Reserves				
Total	\$194,000	\$80,000		\$274,000

Project background

Funding for bridge works until 2016-17 was provided largely through the state government funded program of Country Roads and Bridges which had funded Council \$1 million. When this programme ceased bridge works had to be completed within our General Revenue and Roads to Recovery funding and therefore compete with other priorities across the road network. [We now get some funding through the Feds, which has introduced the Bridges Renewal Program. But this is project specific and usually larger projects. None of the below were eligible for this year's funding round.]

What are the proposed works?

Brimpaen – Laharum Road 13.9 Clean Repaint Steel Rails \$15,000
 Eastgate Drive, Wotonga Basin Replace Rock Beaching \$10,000
 Horsham Lubeck Road 14.39 Design Concrete Overlay \$10,000
 Horsham Lubeck Road 14.67 Replace Deck Joints \$25,000
 Horsham Wal Wal Road 8.33 Replace Deck Joints \$15,000
 Longerenong Road 10.43 Widening Both Sides \$80,000
 Longerenong Road 9.9 Widening Both Sides \$80,000
 Staehrs Road 12.48 Replace Guard Rails \$40,000

Why are we doing it?

Council has over 75 bridges and major culverts across the municipality (excluding footbridges) and these must be maintained to a standard that allows agricultural business to be carried out and for transport needs to be met with limited restrictions on load limits.

When is it likely to happen?

The road program is complex and weather and seasonal dependent. As such works will be carried out over the year.

Title:	Horsham Regional Livestock Exchange Roof
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Economic Development
Asset category:	Infrastructure – Other Infrastructure

Fund Source	Renewal	Upgrade	New	Total
General Revenue			\$10,000	\$10,000
External Grants			\$1,490,000	\$1,490,000
Contributions				
Reserves			\$200,000	\$200,000
Internal Loan			\$1,330,000	\$1,330,000
Total			\$3,030,000	\$3,030,000

Project background

Horsham Regional Livestock Exchange (HRLE) is Victoria's fourth largest sheep/lamb market, with sales in excess of 500,000 animals per year.

The \$3.03 million roofing project will ensure that the HRLE remains a modern and competitive facility, generating \$70 million of stock sales annually.

What are the proposed works?

Modular designed roofing covering the entire sale yard area of 23,400m² with;

- Skylights
- LED lighting
- Solar Panels
- Water capture and storage



Why are we doing it?

Secures the long term future of the livestock exchange and an annual economic output of \$70 million per year for the regional economy;

- Increase in sales output due to the improved presentation of sheep in a roofed facility in accordance with industry best practice
- Roofing to protect equipment and infrastructure
- Improved safety for all users
- Improved welfare of livestock
- Cost/Benefit ratio of 9.74 (IRR 5%) indicating strong economic outcomes over the 50 year life of the asset
- Water savings –the new 500 kL storage system will capture water from the roof to supply all on-site water consumption
- Reduction in annual operating costs through installation of LED lighting, reduction in cleaning costs and use of on-site solar power
- Solar power feed-in-tariff income stream

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.

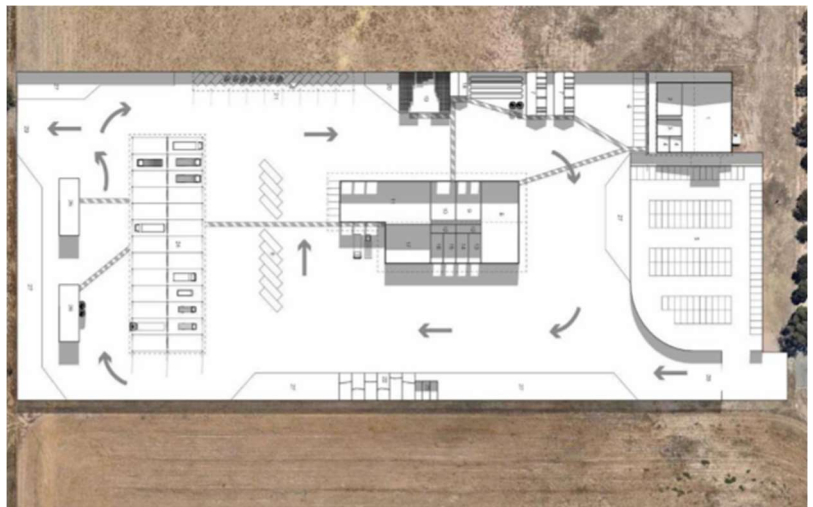
Title:	Depot Short Term Works
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Operations Management
Asset category:	Property Buildings
Project Leader:	

Fund Source	Renewal	Upgrade	New	Total
General Revenue			\$100,000	\$100,000
External Grants				
Contributions				
Reserves				
Total			\$100,000	\$100,000

Project background

The current depot is located in a prime residential area within (adjacent to?) the CBD and also close to waterways. It is not an appropriate location for these operations. Work has already started to undertake an environmental assessment of the current site and to determine initial costs estimates for a new depot.

Council has explored several potential locations but a decision on a new site has not been reached. Likewise, there have been some initial early design concepts developed. In the short term the current depot still needs to function and operate efficiently.



What are the proposed works?

A number of modifications are to be undertaken to current sheds and facilities.

Why are we doing it?

The depot will ultimately be moved to a new site but as the exact site is yet to be determined and planned for, the existing site is likely to still be in use for a number of years. These works will assist operations at the site to function in an efficient and effective manner in the short term.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.

Title:	Wimmera River/CAD Precinct Activation
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Parks and Gardens/Sport and Recreation/Open space
Asset category:	Property, Buildings, Other Infrastructure

Fund Source	Renewal	Upgrade	New	Total
General Revenue			\$48,000	\$48,000
External Grants			\$862,500	\$862,500
Contributions				
Reserves			\$842,500	\$842,500
Total			\$1,685,000	\$1,685,000

Project background

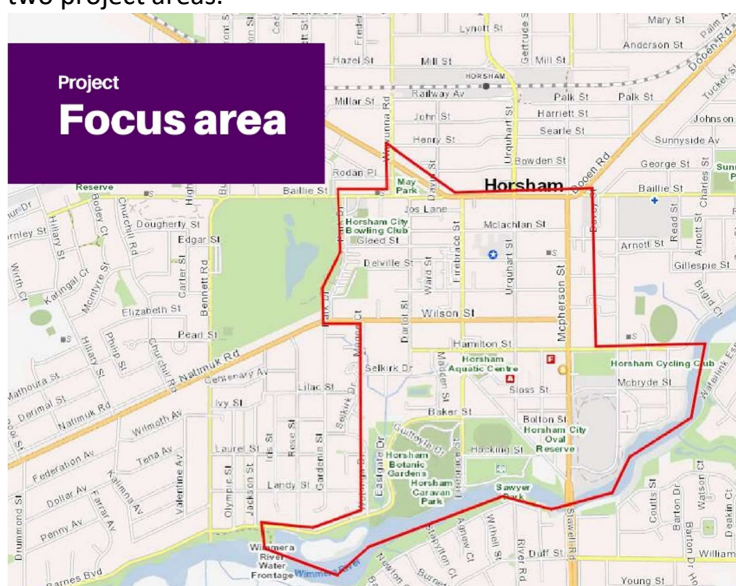
The Horsham Central Activity District (CAD) and adjoining Wimmera River Precinct are located north of the Wimmera River. Horsham's CAD is a hub of retail, commercial, entertainment, hospitality, recreation, sporting, cultural and community activity and services with a catchment far greater than the Council area. The Wimmera River Precinct is situated between the Horsham CAD and the Wimmera River and contains a range of retail and recreational uses including the Horsham Botanic Gardens, Horsham Riverside Caravan Park, Sawyer Park, Horsham City Oval, Horsham Aquatic Centre, Horsham Showgrounds and Greyhound Racing Fields, Horsham Velodrome and Horsham Basketball Stadium.

Transforming the CAD, sporting and leisure and Wimmera River precinct is what drives this project. Investing in the heart of Horsham is critical to enhancing liveability and economic resilience through attracting and retaining residents and visitors, catalysing private sector investment and capitalising on Horsham as one of Victoria's 10 regional cities. The project is about enhancing Horsham as a destination, attracting investment and best providing for sporting facilities demand.

Works will be delivered in two key areas being the:

1. CAD to River connection, and
2. Central Riverfront.

Key actions outlined in the strategic planning framework and vision for the revitalisation of the Wimmera River Precinct and Horsham Central Activities District (CAD) have been identified in these two project areas.



What are the proposed works?

Works will be delivered in two key areas and will include:

CAD to River connection works include:

- Re-prioritise junction at Firebrace and O’Callaghans Parade to enhance bike and pedestrian links to the River from the CAD.
- Enhance streetscape: re-organise parking and drop off, create strong visual link to river and city, including signage.

Central Riverfront works include:

- Enhancing the Riverfront as a “Destination” with over-water dining, event and market space
- Waterfront themed attraction e.g. quality water play
- Enhance riverfront walkways
- Indigenous culture interpretation, sculpture trail and art walk



Why are we doing it?

The project will deliver infrastructure required to support the Vision set out in the Wimmera River and CAD Framework Plan.

This is needed in order to:

- Attract investment and create jobs in Horsham and support economic revitalisation
- Enhance Horsham as a destination for tourists
- Enhance liveability to retain and attract new residence
- Capitalise on Horsham as one of Victoria’s 10 regional cities

When is it likely to happen?

Stage 1: Development of detailed concept plans and site investigations. Including but not limited to; feature surveys, geotechnical investigations, (August 2019)

Stage 2: Detailed design of all components including urban design and landscape architecture plans, stakeholder engagement, and preparation of formal construction contract (late 2019)

Stage 3: Public Tender (Early 2020)

Stage 4: Construction of public realm improvements, river edge works, paths and trails and streetscape works (Mid. 2020)

Title:	Aquatic Centre Indoor Pool Concourse Replacement
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Sport and Recreation
Asset category:	Property - Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$150,000			\$150,000
Total	\$150,000			\$150,000

Project background

The work is part of an ongoing program to replace and upgrade floor coverings at the venue.

What are the proposed works?

Replacement of the indoor concourse floor covering at the Aquatic Centre.

Why are we doing it?

The concourse has worn significantly since its installation when the indoor pool first opened over a decade ago. Replacing the concourse will update the floor in the indoor area and bring it in line with the new works happening outside.

When is it likely to happen?

Between 1 January 2020 and 31 March 2020.



Title:	City Entrance Signage / Branding Implementation
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Streetscape and Public Conveniences
Asset category:	Infrastructure – Other Infrastructure

Fund Source	Renewal	Upgrade	New	Total
General Revenue			\$50,000	\$50,000
External Grants				
Contributions				
Reserves				
Total			\$50,000	\$50,000

Project background

The entrances to the city have been an issue to be addressed in Council’s plan for several years now. This funding will add to funding allocations from previous years which have been set aside and now total \$62,000.

What are the proposed works?

To implement city entrances based on proposals and consultation resulting from branding, Wimmera River and Central Activity District (CAD) Visioning Project.

Why are we doing it?

To market and promote Horsham as a destination for visitors and new residents.

When is it likely to happen?

Between 14 December 2019 and 14 June 2020.

Title:	May Park Toilets Screening
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Streetscape and Public Conveniences
Asset category:	Property – Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue		\$40,000		\$40,000
External Grants				
Contributions				
Reserves				
Total		\$40,000		\$40,000

Project background

The May Park toilets were constructed in 2017-18 to replace the old and ageing facilities that were in place and to create a “changing places facility” in close proximity to the Western Highway. However the design meant that the wash basins to the toilets which were constructed to the side of the facility and are not always obvious to users and the doors to the toilets are not screened, creating possible privacy issues for users.

What are the proposed works?

Installation of a veranda over the external wash basins and perforated privacy screens in the front of the doors to the toilets. The new screen may also provide an opportunity for public art to be incorporated into the works.

Why are we doing it?

To make the facility more user friendly and safe for all users. The works will also provide more privacy for users and improve the aesthetics of the park.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.



Title:	Haven Car Park - Construction
Council Plan Goal:	Council Plan Goal 3 – Asset Management
Service:	Urban – Off-street Car Parks
Asset category:	Infrastructure – Off-street Car Parks

Fund Source	Renewal	Upgrade	New	Total
General Revenue		\$40,000		\$40,000
External Grants				
Contributions		\$40,000		\$40,000
Reserves				
Total		\$80,000		\$80,000

Project background

This is a highly used facility, including for the monthly Haven market, and sealing it would improve its function and provide some safety benefits to better demarcate cars from pedestrians.

What are the proposed works?

Design and install car park with directional flow and signage between Haven School and Tennis Courts

Why are we doing it?

To make the facility more user friendly and safe for all users and to better delineate the areas for car parking used by the school and various sports. Generally improving the aesthetics of the Recreation Reserve.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020.



Title:	ICT – Hardware and Software Upgrades
Council Plan Goal:	Council Plan Goal 4 – Governance & Business Excellence
Service:	Community Safety
Asset category:	Plant and Equipment – Furniture and ICT

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$31,000	\$13,800	\$24,000	\$68,800
Total	\$31,000	\$13,800	\$24,000	\$68,800

Project background

Council ICT services are delivered in house on Council-owned and managed hardware and network infrastructure. There is a detailed program laying out the replacement of this infrastructure over a ten year period. Funds are set aside each year into a reserve and then drawn down as required to renew and replace ICT infrastructure.

What are the proposed works?

- Community Safety Unit 6 Laptops, Docks and GPS devices \$20,000
- Upgrades to our WAN Infrastructure to offer greater reliability and service to our remote offices. \$10,000
- Miscellaneous IT Hardware and Software Upgrades \$13,800
- Replacement of Aged Workstations and Laptops \$20,000
- Upgrades to Uninterruptible Power Supplies (UPS) \$5,000

Why are we doing it?

To improve efficiency both labour saving and expedient services to the customer in the Community Safety Unit.

Upgrades to WAN and LAN Infrastructure at remaining remote offices (Horsham Regional Livestock Exchange, Animal Pound, Cemetery, Kalkee Road Children's Hub, Natimuk Offices, Dooen Landfill, Horsham Waste Transfer Station, Wimmera Business Centre, Botanic Gardens works office. This will:

- Create common wireless network with full access to Council resources across all 11 sites.
- Decommission old Telstra ADSL service prior to the cut-off date and remove large costs associated with these services.
- Improve speed for remote sites.

Upgrades to UPS's need to be taken periodically to prevent failure and to reduce risk to hardware and loss of time and to improve business continuity.

When is it likely to happen?

Between 1 July 2019 and 1 August 2019 (Community Safety Unit)

Between 1 July 2019 and 30 June 2020 (WAN and LAN)

Between 1 March 2020 and 30 April 2020 (UPS upgrades)



Title:	ICT - Host and Storage Replacement
Council Plan Goal:	Council Plan Goal 4 – Governance and Business Excellence
Service:	Information and Technology
Asset category:	Plant and Equipment – Furniture and ICT

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$170,000			\$170,000
Total	\$170,000			\$170,000

Project background

Council ICT services are delivered in house on Council-owned and managed hardware and network infrastructure. There is a detailed program laying out the replacement of this infrastructure over a ten year period. Funds are set aside each year into a reserve and then drawn down as required to renew and replace ICT infrastructure.

What are the proposed works?

Replacement of council's ICT Network - Production Host Servers and Storage Hardware.

Why are we doing it?

The purpose of the project is to update our storage hardware that interconnects with our server hosts as part of an ongoing replacement cycle. Historically Server Hosts and Storage were replaced on a separate cycle. This has caused hardware to be using old technology at implementation. Replacing both items together will ensure that all items work efficiently and effectively together.

Aim and benefits will be:

- Faster storage technology (Include more solid state storage).
- Improved risk mitigation
- Bring replacement schedules in line for both server hosts and data storage to avoid mismatched hardware and technologies.
- Retire old out of support server hosts
- Increased storage capacity to accommodate future projects and expansion.

When is it likely to happen?

Between 1 May 2020 and 1 July 2020.

Title:	ICT - Internal Wi-Fi Upgrade
Council Plan Goal:	Council Plan Goal 4 – Governance and Business Excellence
Service:	Information and Technology
Asset category:	Plant and Equipment – Furniture and ICT

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$10,000	\$15,000	\$5,000	\$30,000
Total	\$10,000	\$15,000	\$5,000	\$30,000

Project background

Council ICT services are delivered in house on Council-owned and managed hardware and network infrastructure. There is a detailed program laying out the replacement of this infrastructure over a ten year period. Funds are set aside each year into a reserve and then drawn down as required to renew and replace ICT infrastructure.

What are the proposed works?

Upgrade existing wireless access points at the Civic Centre and Horsham Town Hall (HTH) and to fill in any black spots within those facilities.

Why are we doing it?

Upgrade existing wireless access points will:

- Resolve high security risks with current setup identified in penetration testing
- Reduce risk of having a central controller/single point of failure
- Common wireless network for council buildings (HTH, Kalkee Road Children's and Community Hub [KRCC], Civic Centre, Council Depot, Animal Pound, Horsham Regional Livestock Exchange [HRLE], Horsham Waste Transfer Station, Dooen Landfill, Wimmera Business Centre [WBC], Horsham Cemetery, Natimuk office, Information Centre and Botanic Gardens office. This will allow HRCC employees to work seamlessly at all sites.
- Improved speed and reliability.
- Provide service to Wi-Fi black spots across council operations
- Easier management of wireless networks for IT Staff.
- Integration with new wired network hardware.



When is it likely to happen?

Between 1 July 2019 and 30 August 2019.

Title:	Phone System Upgrade
Council Plan Goal:	Council Plan Goal 4 – Governance and Business Excellence
Service:	Information and Technology
Asset category:	Plant and Equipment – Furniture and ICT

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves	\$40,000	\$40,000	\$20,000	\$100,000
Total	\$40,000	\$40,000	\$20,000	\$100,000

Project background

Council ICT services are delivered in house on Council-owned and managed hardware and network infrastructure. There is a detailed program laying out the replacement of this infrastructure over a ten year period. Funds are set aside each year into a reserve and then drawn down as required to renew and replace ICT infrastructure.

What are the proposed works?

Project is to replace councils ageing internal Voice Over IP phone system and handsets. Will increase capacity of the system to meet growing demand and solve a number of impending issues with our phone system such as:

- ISDN removal/migration to SIP.
- Assessment/Plan for physical controllers.
- Softphone implementation to reduce costs on physical handsets.
- Simplification and streamlined licensing.
- More teleworker phones in remote offices.
- Replacement of old 100Mbps handsets.

Why are we doing it?

New equipment will solve a number of impending issues with our Voice over IP phone system:

- Prevent loss of phone service once copper lines are decommissioned by Telstra.
- Softphone implementation to reduce costs on physical handsets - mobile phones to have Mitel functionality with no need for a desk phone for some users.
- Simplification and streamlined licensing
- More teleworker phones in remote offices and deal with the retirement of PSTN/Copper lines at remote sites e.g. Doon Landfill, Horsham Waste Transfer Station, Horsham Regional Livestock Exchange, Botanic Gardens office.
- Replacement of old obsolete handsets and reduce the bottleneck that they cause on our internal networks. (Will increase the speed of the internal network from 100Mbps to 1Gbps).

When is it likely to happen?

Between 1 July 2019 and 31 December 2019.

Title:	Council Chambers, Meeting and Reception Room Acoustics Issues
Council Plan Goal:	Council Plan Goal 4 – Governance and Business Excellence
Service:	Governance and Leadership
Asset category:	Property - Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue		\$25,000		\$25,000
External Grants				
Contributions				
Reserves				
Total		\$25,000		\$25,000

Project background

The acoustics in the Council Chambers have been an issue of concern largely when the air-conditioning service is running which is obviously needed most of the time. Changes were made to better utilize the chambers and reception rooms in 2015-16 but this did not address the noise issues.

What are the proposed works?

To undertake modifications to the air conditioning system and any other remediation techniques to address the acoustics issues in the Council chambers, meeting and reception rooms.

Why are we doing it?

Recent upgrades to audio and visual technology whilst helping for larger council meetings does not address the issue for smaller regular meetings in the 3 meeting spaces individually. This project will help to address the issues and provide quieter meeting rooms for staff, councillors and the community.

When is it likely to happen?

Between 1 November 2019 and 29 February 2020.

Title:	Single pass Waste Truck (Landfill Waste and Recycling)
Council Plan Goal:	Council Plan Goal 5 – Natural and Built Environments
Service:	Waste Management
Asset category:	Plant and Equipment – Plant and Machinery

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves			\$410,000	\$410,000
Total			\$410,000	\$410,000

Project background

Kerbside collection of waste and recycling is a significant cost in the overall waste management function of council. Currently no one truck can take both recycling and waste at the same time which means that for recycling services to be provided requires the use of two trucks over two separate waste runs.

What are the proposed works?

Purchase of new waste and recycling collections vehicle that is capable of undertaking the kerbside municipal solid waste collection, whilst simultaneously collecting the comingled recycling. It is proposed that this collections vehicle will replace one of the existing waste collection vehicles in the fleet.

Why are we doing it?

The intention of this project is to improve the collection efficiency of Council's rural kerbside collection runs. This efficiency gain will be achieved by completing collections of both current kerbside material streams simultaneously, rather than with separate trucks. For rural areas receiving both garbage and recycling services, this vehicle will effectively halve the amount of travel required for collections. This may also potentially lead to the expansion of the recycling service to other areas of the municipality and thereby reduce product to landfill.

When is it likely to happen?

Between 1 July 2019 and 30 June 2020

Title:	Solar Panels Horsham Town Hall
Council Plan Goal:	Council Plan Goal 5 – Natural and Built Environments
Service:	Sustainability
Asset category:	Property – Buildings

Fund Source	Renewal	Upgrade	New	Total
General Revenue				
External Grants				
Contributions				
Reserves			\$100,000	\$100,000
Total			\$100,000	\$100,000

Project background

Council introduced Goal 5 in to the Council Plan in 2016-17 to improve the focus on environmental and planning matters, rather than just including these items with in our Economic Development goal. Council had not until recently implemented alternative energy options or energy efficiency options in the municipality. In 2016-17 Council installed 99 kW of solar panels on the roof of the Civic Centre. Sustainability Victoria has advised Council that it will receive \$100,000 in funding for energy efficiency and renewable energy upgrades on high-consuming assets, providing Council also invests \$100,000 for this purpose.

What are the proposed works?

To place the maximum allowable number of solar panels on the Horsham Town Hall roof.

Why are we doing it?

Council recognises the need to reduce the consumption of non-renewables both from an environmental perspective and a financial perspective. Rising energy costs are putting pressures on Council's operations and can easily be offset by the installation of renewable energy options where possible. Solar panels particularly are becoming more affordable and the payback period is decreasing.



When is it likely to happen?

Between 1 July 2019 and 20 December 2019.

COMMUNITY GRANTS AND DONATIONS 2019/2020		
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	COUNCIL DONATIONS \$	COUNCIL GRANTS \$
SPORT AND RECREATION		
AFL Wimmera Mallee	Fitness Equipment for Umpires	425
Central Wimmera Clay Target Club	Kitchen upgrade	3,000
Drung Golf Club	Upgrade 18 sandscrapes	700
Horsham & Dist Equestrian Sports Club	Indoor Equestrian surface	5,000
Horsham Golf Bowls Club	Three additional toilets	7,000
Horsham Lawn Tennis Club	Irrigation system	3,000
Horsham Little Athletics Centre	Upgrade hurdles	4,980
Horsham Motorsports Club	Transponder race timing equip & software	4,830
Horsham Table Tennis Assn	Building repairs and kitchen appliances	3,000
Horsham West Bowling Club	Replace kitchen carpet with vinyl	750
Kalimna Park Croquet club	Learn to play croquet program	750
Laharum Sports Inc.	Resurface two netball/tennis courts	9,500
Moor Park Golf Club	Installation Solar Panels	2,100
Natimuk & District Field and Game	Two replacement traps	4,500
Natimuk Golf Club	Upgrade & irrigation of tees	2,000
Noradjuha Recreation Reserve Com	Improve irrigation of oval for cricket	5,590
Pimpinio Recreation Reserve	Safety fencing and bollards	3,008
Quantong Recreation Reserve Com	Oval upgrade to irrigation and top soil	2,244
Riding for Disabled Assoc	4 mounting ramps	720
Riverside Recreation Reserve	Pressure pump to water arena	2,000
Toolondo Golf Club	Fuel trailer and tanks	2,500
Horsham Flying Club	Oxygen equipment	1,758
Annual Allocation to assist funding applications		15,000
Sport & Recreation Advisory Committee Contingency		
Specific Donation - Horsham Basketball Stadium (Lease)		15,500
Community maintained Recreation Reserve maintenance allocation		
Clear Lake		510
Dock Lake		12,100
Dooen Recreation Reserve		510
Laharum		12,100
Kalkee		6,050
Pimpinio		6,050
Quantong		12,100
Riverside (Equestrian Outdoor Surface)		510
Noradjuha		3,000
Natimuk Showgrounds		6,050
Toolondo		510
Coughlin Park (HRCC allocation of outdoor staff resources)		12,100
TOTAL COMMUNITY GRANTS FOR SPORT AND RECREATION	102,090	69,355
HALLS INFRASTRUCTURE		
Dooen Public Hall	Replace doors & new enclosed foyer space	5,500
Laharum Hall Committee	Internal blinds	500
Mitre Public Hall	Ingredients for community meals	1,200
Taylors Lake Hall	Speakers and security system	1,900
Telangatuk East Hall	Lighting external toilets	1,078
Insurance levy for Public Halls (Brimpaen, Dadswells Bridge, Dooen, Haven, Jung, Kanagulk, Laharum, Mitre Natimuk, Noradjuha, Riverside, Sailors Home Hall, Taylors Lake, Telangatuk Toolondo, Wonwondah, Clear Lake School, Hamilton Lamb Hall)		15,000
TOTAL COMMUNITY GRANTS FOR HALLS	15,000	10,178
KINDERGARTENS		
Bennett Rd Kindergarten	5 raised garden beds	2,249
Green Park Casuarina Kindergarten	Veggie patch	2,150
Natimuk Pre-School	Veggie garden	3,140
Maintenance Grants of \$850 for Council's 6 Kindergartens		5,100
TOTAL COMMUNITY GRANTS FOR KINDERGARTENS	5,100	7,539
GENERAL WELFARE AND COMMUNITY SERVICES		
Christian Emergency Food Centre Inc	Food Hampers	2,290
Horsham College Chaplaincy Committee		5,600
Wimmera River Imp Committee		8,200
Wimmera River Imp Committee-Police paddock		2,400
Wimmera Toy Library	Replacement Toys	990
TOTAL COMMUNITY GRANTS FOR WELFARE & COMMUNITY SERVICES	19,480	0

COMMUNITY GRANTS AND DONATIONS 2019/2020		COUNCIL DONATIONS \$	COUNCIL GRANTS \$
ORGANISATIONS			
3rd Horsham Brownie Guides	Upgrade hall garden		848
Arapiles Historical Society	Restoration/repainting main entrance		2,250
Centre for Participation	Sons & daughters West Program		10,000
Centre for Participation	Defibrillator		1,500
Dadswell Bridge CFA	2 folding tables		150
Haven Bush Playgroup	Play equipment		960
Haven Community Enterprise	Road base to improve parking area		2,000
Horsham Arthritis Support Group	Interactive seminar and workshop		900
Horsham Arts Council	Airconditioner for foyer		2,521
Horsham Dog Obedience Club	Dog agility/dog sport workshop		800
Horsham East Landcare Ag Group	Bird Sign at Taylors Lake		2,000
Horsham Fire Brigade	Shutters ext windows Park Drive		3,411
Horsham Lions Club	Switchboard upgrade		2,500
Horsham Mens Shed	Solar Panels		1,950
Horsham Patchwork Quilters Inc	Accuquilt fabric cutter		500
Horsham Paws	Microchip reader		900
Natimuk Community Energy	Initial phase grid connection study		9,361
Natimuk Mens Shed	Concrete flooring, lighting improvements		1,000
Natimuk Showgrounds Management Committee	Airconditioning for pavilion		2,000
North West Grampians Lions Club of Horsham	Green Lake seating Driver Reviver Stop		2,500
Oasis Wimmera	Support Activities - Jubilee Hall		2,000
The Salvation Army	Shade cover and paths for community garden		2,440
U3A Horsham & District Inc.	Support of Tai Chi program		1,000
Uniting Vic Tas	Tri-State Games Uniform, Council logo		800
Voices of Wimmera	Uniforms and headset system		910
Wimmera Association for Genealogy	Annual support	320	
Wimmera Filipino-Australian Club Inc	Zumba Classes		1,000
Wimmera Mobility Group	Support Group excursion		750
Wimmera Parent Support Network	Guest speaker resilience & mental health		3,000
Wimmera Southern Mallee LLEN	Lets Read program		2,000
Wonwondah Fire Brigade	Road base & gravel McKenzie Creek		2,412
Horsham City Pipe Band	Support of Council events	1,710	
Horsham Rural City Brass Band	Support of Council events	1,710	
Natimuk Brass Band	Support of Council events	1,710	
Dadswells Bridge Hall - newsletter	Newsletter		260
Natimuk & District Progress Association	Monthly newsletter		1,550
North West Grampians Newsletter	Monthly newsletter		1,550
Wonwondah North Hall - Newsletter	Newsletter		260
Charitable Organisations - refund of rates (Red Cross, St Vincent de Paul, Salvation Army, Axis Worx, Jacobs Well)		10,400	
Federation University Horsham Campus - Nursing award			300
Longerenong Citizenship Prize			300
Horsham Secondary College Senior Achievement Award			200
Horsham College - Alternate Pathways Achievement Award			200
St Brigid's College Senior Achievement Award			200
Holy Trinity Lutheran College Senior Achievement Award			200
Rural Toilet allocation			2,500
TOTAL COMMUNITY GRANTS TO ORGANISATIONS		23,370	64,363
EVENTS			
Arapiles Community Theatre Nati Frinj	Biennial Nati Frinj		6,500
Art Is Festival	Event support		6,900
Horsham Calisthenics College	Annual Calisthenics Competition		1,100
Horsham Christian Ministers Association	Carols by Candlelight	3,600	
Horsham Fishing Competition Inc.	Support of fishing competition		5,000
Horsham Mother's Day Classic	Support Mothers Day Classic event		1,000
Horsham Rockers	Band hire Rockers event		2,400
Horsham Urban Landcare	Event and workshops at the Patch		2,000
Kannamaroo Committee of Management	Friday/Saturday evenings		5,500
Natimuk Agricultural & Pastoral Society	Family entertainment for show		1,000
Northfest Committee	Family Fun Day		4,000
North West Grampians Lions Club of Horsham	Christine Middleton performance		800
Operation 19:14 Action Team	Children's activities		3,465
Rotary Club of Horsham East	Support Wimmera Science & Engineering		6,000
Volleyball Hsm	Annual volley competition		900
Wimmera & Southern Mallee Careers Expo	Hire new marquee health industry focus		2,500
Wimmera Croquet Assoc	Regionals 2020 event		800
Wimmera Music Eisteddfod	Eisteddfod annual event		4,000
TOAL COMMUNITY GRANTS FOR EVENTS		3,600	53,865
SUB - TOTALS		168,640	205,300
GRAND TOTAL COMMUNITY GRANTS AND DONATIONS 2018/2019			373,940

HRCC COMMUNITY GRANTS 2019/2020 – CONFLICT OF INTEREST DECLARATIONS

CONFLICT OF INTEREST DECLARATIONS FOR COMMUNITY GRANT PROJECT TEAM – 15/3/2019

Team Member	Conflict of Interest Declared
Stephen Pykett	NIL
Susan Surridge	NIL
Sue Newall	NIL
Mandy Kirsopp	Member of Haven Enterprise Inc
Heather Proctor	Wonwondah Hall

CONFLICT OF INTEREST DECLARATIONS FOR SPORT & RECREATION ADVISORY COMMITTEE –
18/3/2019

Team Member	Conflict of Interest Declared
Stefanie Jones	NIL
Mandy Kirsopp	Member of Haven Enterprise Inc
Susan Surridge	NIL
Bruce Petering	Apology
Neil King	Not present
Christopher Walter	Apology
David Berry	Not present
Sue Exell	NIL
Genevieve Smith	NIL
Loxley Hoffman	NIL
Cr Mark Radford	Apology
Cr Alethea Gulvin	Apology
Kevin O'Brien	Apology

HRCC COMMUNITY GRANTS 2019/2020 – CONFLICT OF INTEREST DECLARATIONS

CONFLICT OF INTEREST DECLARATIONS FOR EXECUTIVE – 19/3/2019

Team Member	Conflict of Interest Declared
Sunil Bhalla	NIL
Graeme Harrison	NIL
John Martin	NIL
Angela Murphy	NIL
Kevin O'Brien	Horsham College Chaplaincy Committee

CONFLICT OF INTEREST DECLARATIONS FOR BUDGET MEETING OF COUNCIL – 15/4/2019

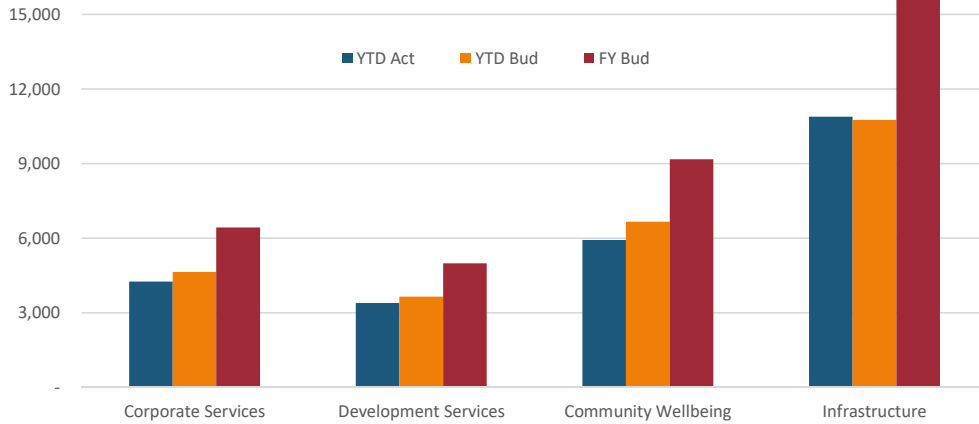
Team Member	Conflict of Interest Declared
Mark Radford	
David Grimble	
Alethea Gulvin	
Pam Clarke	
Josh Koenig	
John Robinson	
Les Power	
Sunil Bhalla	NIL
John Martin	NIL
Graeme Harrison	NIL
Angela Murphy	NIL
Kevin O'Brien	Horsham College Chaplaincy Committee
Heather Proctor	Wonwondah Hall

Finance & Performance Report - 31 March 2019

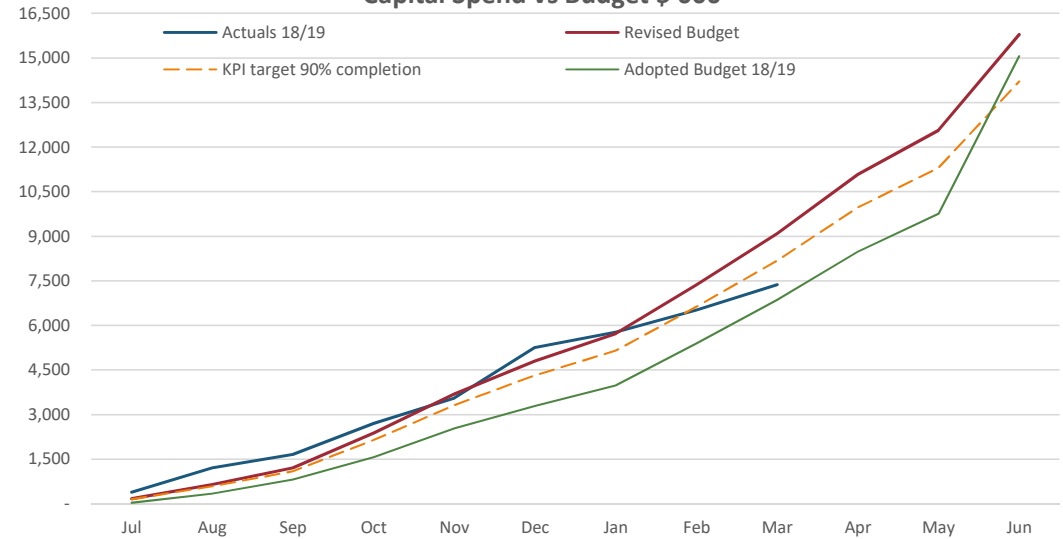
Financial Snapshot

APPENDIX 9.5A

Service Delivery \$'000



Capital Spend vs Budget \$'000



FINANCE & PERFORMANCE OBSERVATIONS:

Service Delivery

As previously reported, most departments are tracking a little under YTD budgets, more noticeably in Community Wellbeing where several staff vacancies have had delays being filled, a change in demand for HACC services & a reduction to Rural Disability program after deciding not to apply for further grants.

Capital Spend

Actual expenditure to date has fallen below the revised budget.
 \$1.6m for contract delays of the urban road capital renewal program.
 \$350k for timing of the upgrade to the Council Offices foyer & reception.

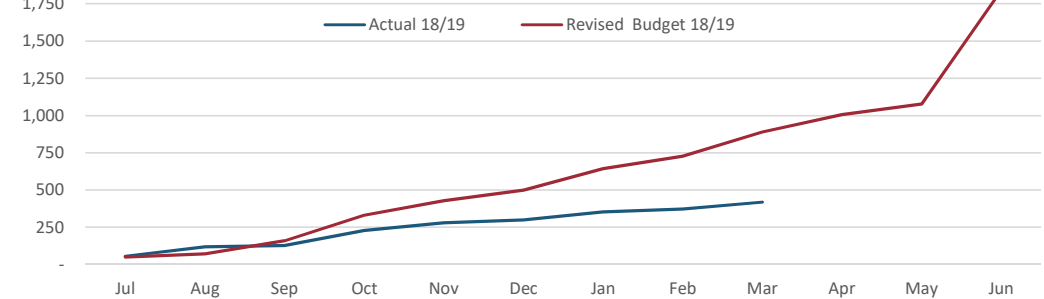
Initiatives Spend

Actual expenditure is \$470k behind the revised budget, main reason for the variances to date are due to design delays.

Total Income

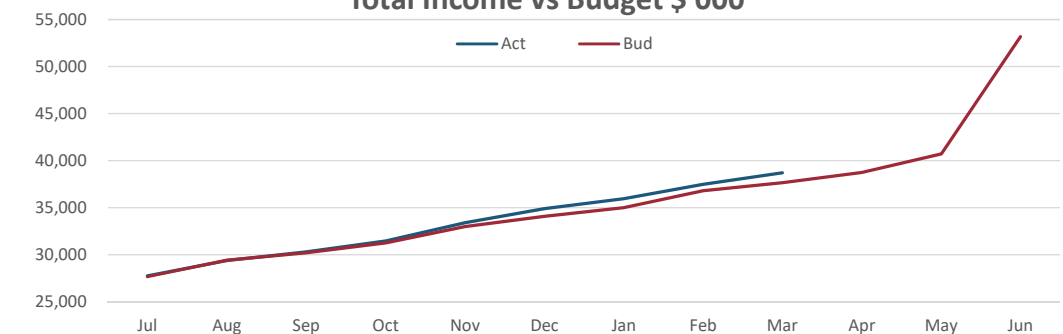
Income is on track with the revised budget.

Initiatives Spend vs Budget \$'000



Revised Budget has been reduced by \$3.5m - WIFT Precinct Development (grant timing)

Total Income vs Budget \$'000



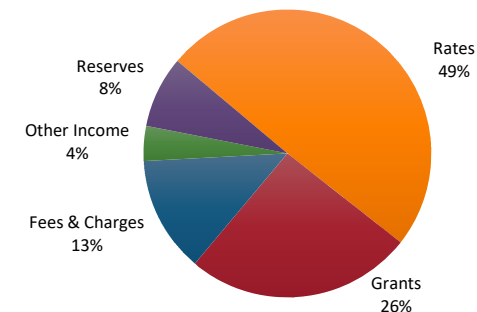
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Overview

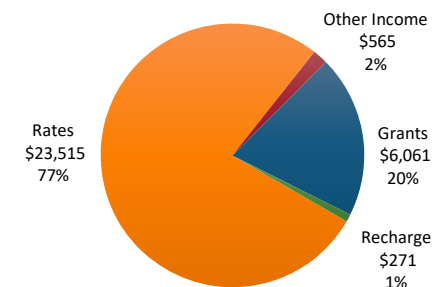
Overall Cash Budget Summary - \$'000

Business Activity	Actuals	Adopted	Revised	Budgets	Actuals	YTD	Variance	Variance	Note
	17/18	Budget 18/19	Budget 18/19	YTD 18/19	YTD 18/19	18/19			
Income									
Service Delivery	-15,831	-14,100	-14,100	-10,241	-10,455	214	2.1%		
General Revenue	-29,650	-30,412	-30,412	-26,406	-26,349	-57	-0.2%		
Capital	-13,388	-8,090	-9,692	-997	-1,878	881	88.4%		
Initiatives	-213	-1,744	-760	-	-26	26	0.0%		
Reserves	-134	-249	-280	-	-	-	0.0%		
Income Total	-59,216	-54,596	-55,244	-37,645	-38,709	1,064	2.8%		
Expenditure									
Service Delivery	35,256	35,956	37,654	26,382	25,031	1,351	5.1%	1	
Capital	24,273	13,737	17,965	9,085	7,367	1,718	18.9%	2	
Initiatives	712	1,890	1,839	889	418	471	53.0%		
Financing	439	423	423	-	0	-0	0.0%		
Reserves	272	68	68	-	-	-	0.0%		
Expenditure Total	60,952	52,073	57,948	36,356	32,816	3,540	9.7%		
Grand Total	1,736	-2,522	2,704	-1,289	-5,893	4,604	357.1%		

Operating Income Budget 18/19



General Revenue Budget 18/19 \$'000



General Revenue - Details - \$'000

Sub Description	Actuals	Adopted	Revised	Budgets	Actuals	YTD	Variance	Variance	Note
	17/18	Budget 18/19	Budget 18/19	YTD 18/19	YTD 18/19	18/19			
Rates									
Rates & Charges	-22,784	-23,515	-23,515	-23,515	-23,495	-20	-0.1%		
Grants									
Grants & Subsidies Recurrent	-6,222	-6,061	-6,061	-2,273	-2,445	172	7.6%		
Other Income									
Interest & Investment Income	-594	-565	-565	-415	-378	-37	-8.9%		
Recharge									
Overhead Recovery	-48	-271	-271	-203	-30	-173	-85.2%		
Grand Total	-29,650	-30,412	-30,412	-26,406	-26,349	-57	-0.2%		

Comments:

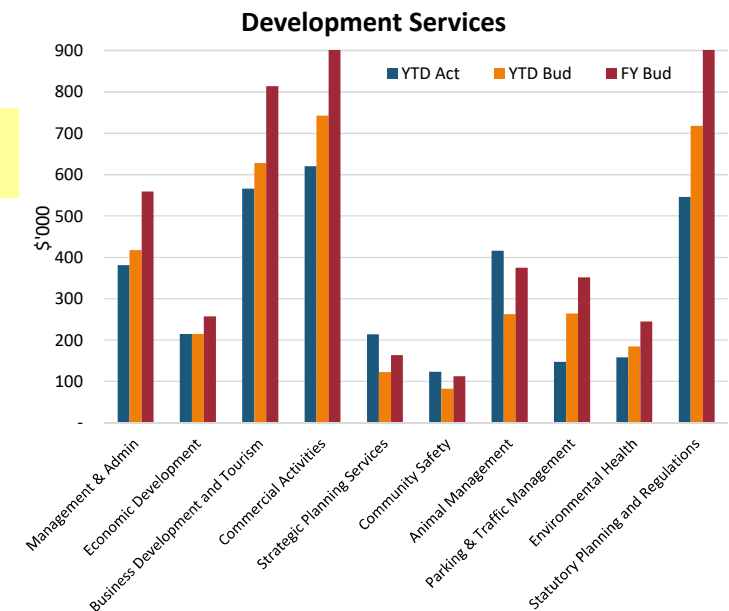
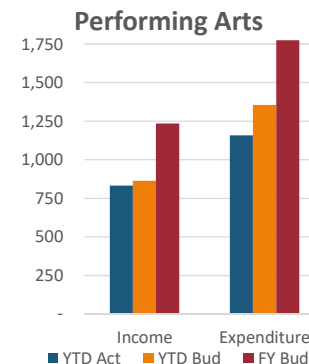
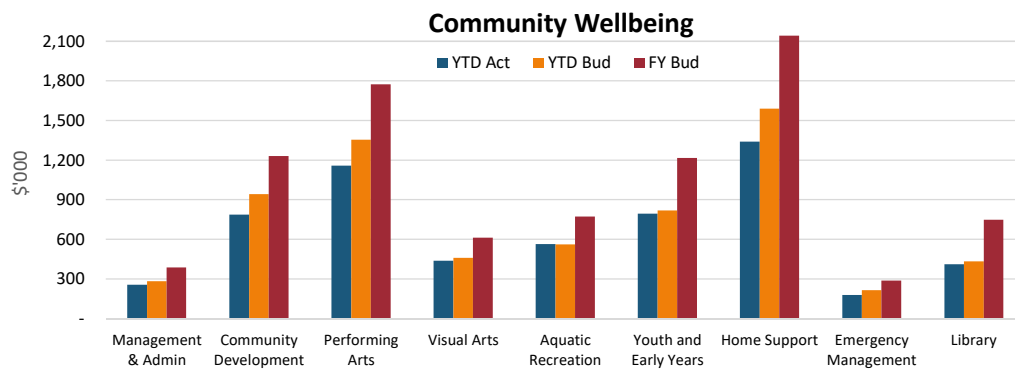
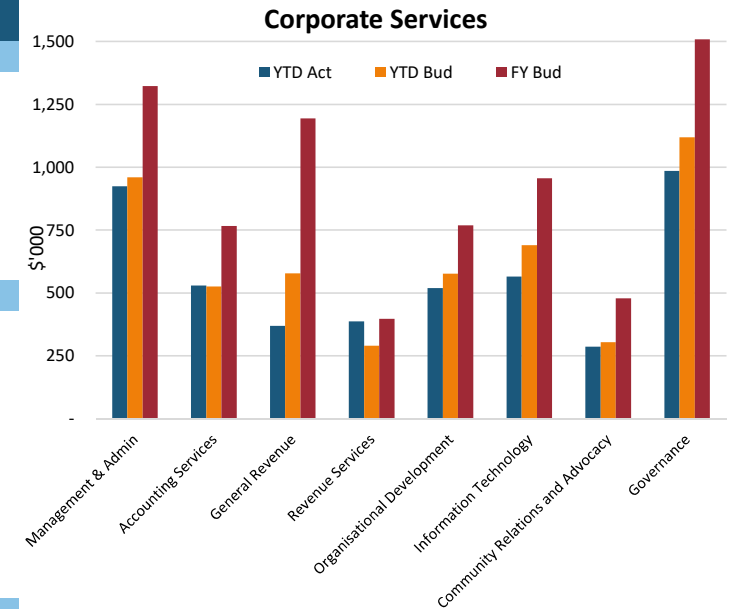
- Service Delivery is behind budget by \$1,351k, partly due to recruitment lag following the restructure & inability to recruit suitable staff.
The directorates are below budget by the following; Corporate services by \$488k, Community Wellbeing by \$732k, Development services \$250k and Infrastructure by \$-119k.
Further details, see pages 3 & 4 for service delivery expenditure.
- Capital Expenditure is behind budget by \$1,718k, majority of the variance is timing related.
\$1.6m for timing of the capital urban road renewal program, \$350k for timing of the upgrade to the Council Offices foyer & reception.

Finance & Performance Report - 31 March 2019

Service Delivery Expenditure

APPENDIX 9.5A

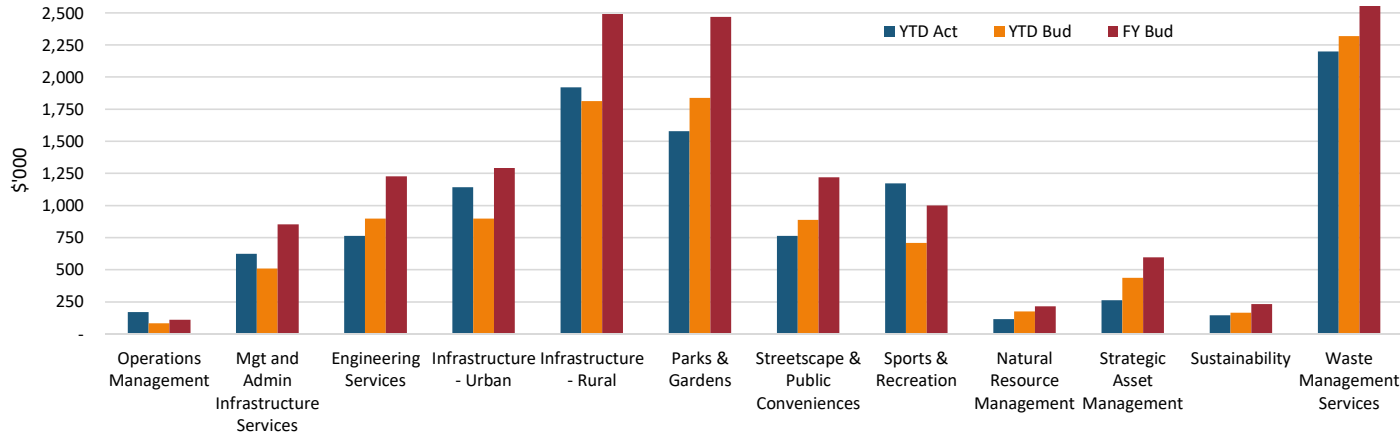
Key variances: \$'000	Revised Budget	YTD Budget	YTD Actual	YTD Variance	Variance %	Comments
Corporate Services	7,354	5,325	4,837	488	9.2%	
Management & Admin	1,709	1,245	1,196	49	3.9%	
Accounting Services	767	525	530	-4	-0.8%	
Revenue Services	397	289	386	-97	-33.5%	\$70k Rates strategy review costs
Organisational Development	769	577	519	57	9.9%	
Information Technology	956	689	565	124	18.0%	Delayed expenditure on materials & software
Community Relations and Advocacy	478	304	286	18	5.9%	
Governance	1,508	1,119	985	134	12.0%	Recruitment lag following the restructure & other staffing
Community Wellbeing	9,173	6,659	5,927	732	11.0%	
Management & Admin	388	284	256	28	9.8%	
Community Development	1,232	941	786	155	16.4%	Minor variances across 4 services & \$112k for Rural Disability will not occur as grant income was not received
Performing Arts	1,774	1,355	1,158	197	14.5%	See the Performing Arts Chart (lag of performance invoices)
Visual Arts	612	460	437	23	4.9%	
Aquatic Recreation	773	562	563	-1	-0.2%	
Youth and Early Years	1,217	818	796	23	2.8%	
Home Support	2,141	1,589	1,339	250	15.7%	Minor variances across 3 services (reduction in service delivery)
Emergency Management	288	216	179	37	17.1%	
Library	749	434	412	22	5.1%	
Development Services	4,978	3,639	3,389	250	6.9%	
Management & Admin	559	418	381	37	8.8%	
Economic Development	258	215	215	0	0.1%	
Business Development and Tourism	813	628	566	62	9.9%	
Commercial Activities	964	743	620	122	16.4%	Minor variances across 7 services
Strategic Planning Services	164	123	214	-92	-74.8%	\$97k Wimmera River Precinct and CAD Study
Community Safety	113	82	124	-41	-50.3%	
Animal Management	375	263	416	-153	-58.2%	Net increase of \$80k across these 3 services
Parking & Traffic Management	352	264	148	116	44.0%	
Environmental Health	245	185	159	26	14.3%	
Statutory Planning and Regulations	1,135	718	546	172	24.0%	Recruitment lag following the restructure & brought forward plans



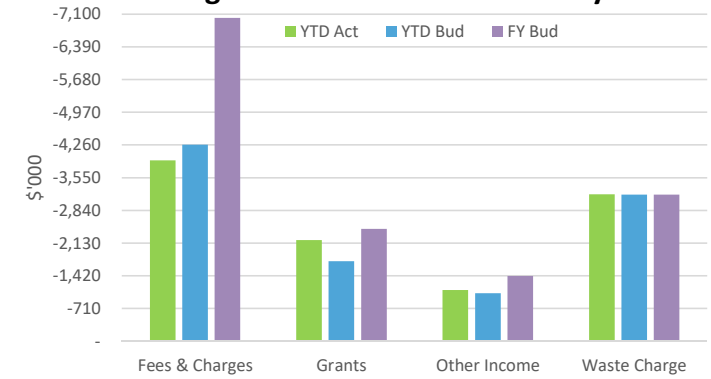
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Service Delivery Expenditure

Infrastructure Services



Funding Sources for Service Delivery

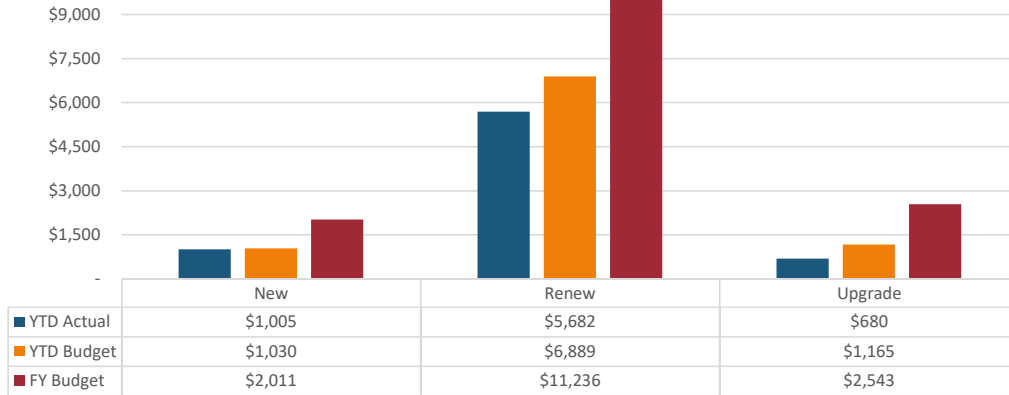


Key variances: \$'000	Revised Budget	YTD Budget	YTD Actual	YTD Variance	Variance %	Comments
Infrastructure	16,149	10,759	10,878	-119	-1.1%	
Operations Management	111	84	172	-88	-104.1%	● Changes to staffing arrangements
Mgt and Admin Infrastructure Services	854	510	626	-116	-22.7%	● Changes to staffing arrangements
Engineering Services	1,228	901	764	137	15.2%	● Changes to staffing arrangements
Infrastructure - Urban	1,293	901	1,143	-242	-26.9%	● Timing of the sealed & collector roads program
Infrastructure - Rural	2,492	1,814	1,921	-107	-5.9%	● Timing of the roads & bridges maintenance program
Parks & Gardens	2,469	1,838	1,580	258	14.0%	● Budget variances across the botanic gardens, street beautification & minor reserves
Streetscape & Public Conveniences	1,220	889	765	124	13.9%	● Minor variances across 3 services
Sports & Recreation	1,001	711	1,174	-463	-65.1%	● Additional grant expenditure not originally budgeted (\$318k) & \$85k for rural Tennis Court repairs
Natural Resource Management	217	176	117	60	33.9%	●
Strategic Asset Management	599	438	264	174	39.7%	● Recruitment lag following the restructure
Sustainability	234	166	147	19	11.6%	●
Waste Management Services	4,415	2,320	2,201	120	5.2%	● Combination of landfill operations & kerb side collection

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Capital - Revised Budget

Capital Spend - New/Renew/Upgrade \$'000

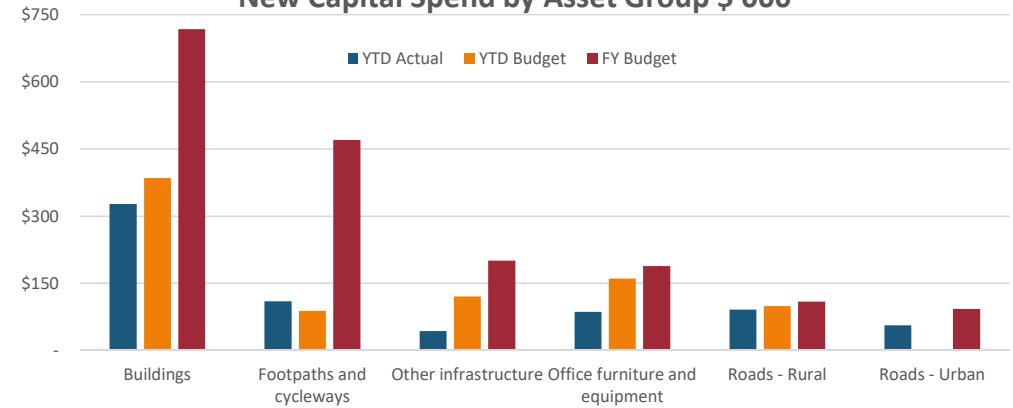


Comments:

The adopted full year capital budget is \$15.055 million.

The revised full year capital budget is \$15.789 million. The revised budget has been reduced to reflect the delay of the WIFT Precinct Development (\$3.5 million) into the 2019/20 financial year.

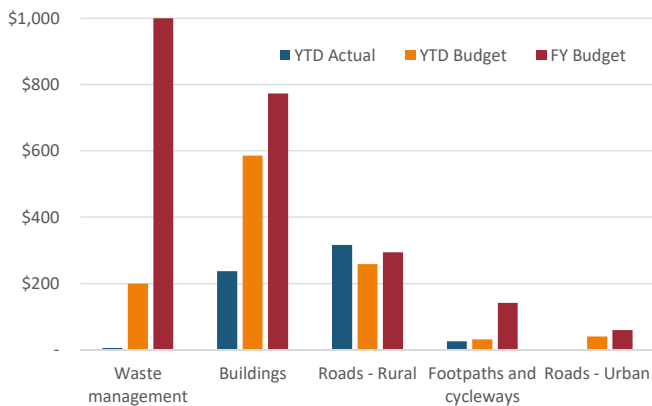
New Capital Spend by Asset Group \$'000



New Works

New capital spend mostly inline with the revised budget.

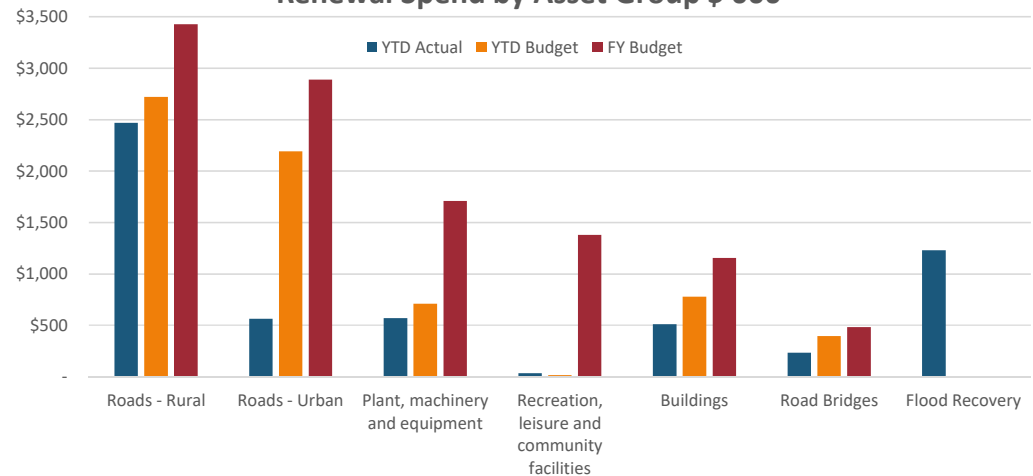
Upgrade Spend by Asset Group \$'000



Upgrade works

Building spend variance is due to the timing of the reception alteration works.

Renewal Spend by Asset Group \$'000



Renewal works

Urban road capital expenditure is \$1.6m behind due to the lack of contractor availability during the spring / summer months.

Finance & Performance Report - 31 March 2019 Initiatives

APPENDIX 9.5A

Initiatives with Revised FY Budget greater than \$40,000 - \$'000

	WO Description	Adopted		Budgets YTD	Actuals YTD	YTD Variance
		Budget 18/19	Revised Budget			
Corporate Services	Civic Centre Refurbishment Detailed Design	-	40	40	48	-8
Community Wellbeing	Social Infrastructure Framework	60	60	40	-	40
Development Services	Horsham South Structure Plan	-	240	120	9	111
	Livestock Exchange Detailed Design Roofing Selling Area	-	50	50	16	34
	Certif 4 Statutory Compliance Training and Backfill	40	40	20	-	20
Infrastructure	Rehabilitate Dooen Landfill Ladlows Hardwaste 2B West cov	440	440	10	10	0
	Road Clearances Tree Clearing/Pruning	90	90	90	36	54
	Asset condition & revaluation assessments	85	85	85	89	-4
	Town Entrances Streetscape Refurbishment	-	62	-	-	-
	E-Waste Management	50	50	-	4	-4
	Sustainability Strategy Review	40	40	-	-	-
	Asbestos Auditing Additional 17/18	-	40	26	-	26
	Sport and Recreation Strategy Review	40	40	40	-	40
Other Initiatives	Initiatives less then \$40,000 budget	1,045	561	368	205	163
Grand Total		1,890	1,839	889	418	471

Comments:

The budget has been revised to exclude the grant funded CBD projects that won't be funded this financial year.

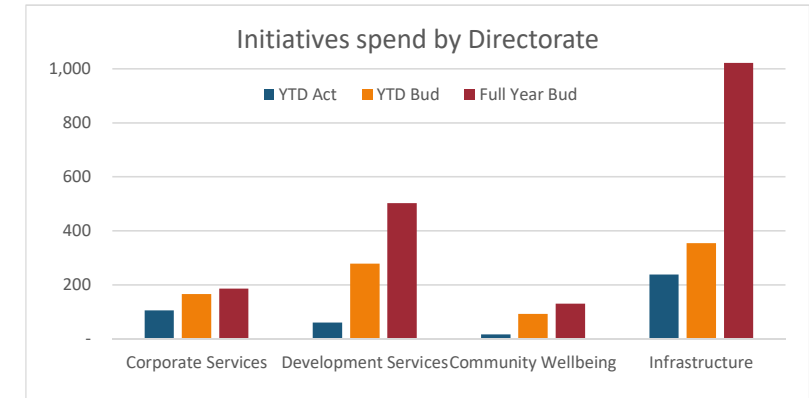
YTD revised budget variance by Directorate

- Community Wellbeing \$ 75k
- Corporate Services \$ 61k
- Development Services \$218k
- Infrastructure Services \$116k

34 budgeted projects less then \$40k

Non-operational Initiatives - Special

	WO Description	Revised Budget	Budgets	Actuals	YTD
		\$'000	YTD \$'000	YTD \$'000	Variance \$'000
Income	Grampians Peak Trail Parks Victoria expenditure	-3,159	-	-	-
Expenditure	Grampians Peak Trail Parks Victoria expenditure	3,159	-	0	-0
Grand Total		-	-	0	-0



Finance & Performance Report - 31 March 2019
Contract Variations, New Contracts & Exemptions from Procurement

APPENDIX 9.5A

Contract Variations [Accepted Under Instrument Of Delegation] - (GST exclusive)

Item No	Contract No	Date Approved	Delegated Officer	Contract Description	Contractor	Description of Variation	Addition	Deduction
1	16/025A	19/02/2019	A Murphy	Provision of Cleaning Services - Council Buildings	Woodys	HUB Carpets, Botanic Gardens House, Meeting !	\$1,512	
	16/025A	18/03/2019	A Murphy	Provision of Cleaning Services - Council Buildings	Woodys	Civic Centre Windows	\$206	
2	16/021	7/02/2019	J Martin	New Bridge Over McKenzie River	Civil Bridge and Wharf	Reduction for beaching demolition of existing piers		\$22,282
3	16/025B	12/02/2019	L Coman	Cleaning Services HTH PAC V 17, 18, 19	Woodys	Additional Cleans	\$5,105	

New Contracts Signed off by the Chief Executive or a Director or Council - (GST exclusive)

Item No	Contract No	Date Approved	Required Signatories	Contract Description	Contractor	Expense	Revenue
1	19/014A	15/02/2019	S Bhalla	Fechler Avenue, from Kalimna Avenue to Valentine Avenue.	Midbrook	\$314,687	
	19/014B	15/02/2019	S Bhalla	Federation Avenue, from Drummond Street to Kalimna Avenue.	Midbrook	\$513,313	
	19/014C	15/02/2019	S Bhalla	Frederick Street, from Wavell Street to north 140 metres.	Midbrook	\$165,800	
	19/014D	11/02/2019	J Martin	Gardenia Street, from Laurel Street to Wotonga Drive.	Mintern	\$100,752	
	19/014E	11/02/2019	S Bhalla	Wavell Street, from Queen Street to Kalkee Road.	Mintern	\$132,247	
						\$1,226,799	
2	19/016	8/02/2019	S Bhalla	Horsham South Structure Plan	Mesh Urban Planning and Design	\$120,000	
3	19/029	18/03/2019	G Harrison	Urban Transport Plan	Tonkin Consulting	\$68,140	
4	19/006A	28/02/2019	J Martin	Provision of Weed and Pest Control Services	Willspray	\$96,000	
	19/006B	28/02/2019	J Martin	Provision of Weed and Pest Control Services	Guest	\$96,000	
5	18/017	24/08/2018	S Bhalla	Natimuk Show Ground Lighting Upgrade	Harris HMC Interiors	\$181,809	
6	19/003	22/08/2018	S Bhalla	Racecourse Reserve Lighting Upgrade	Laser Electrical	\$116,050	

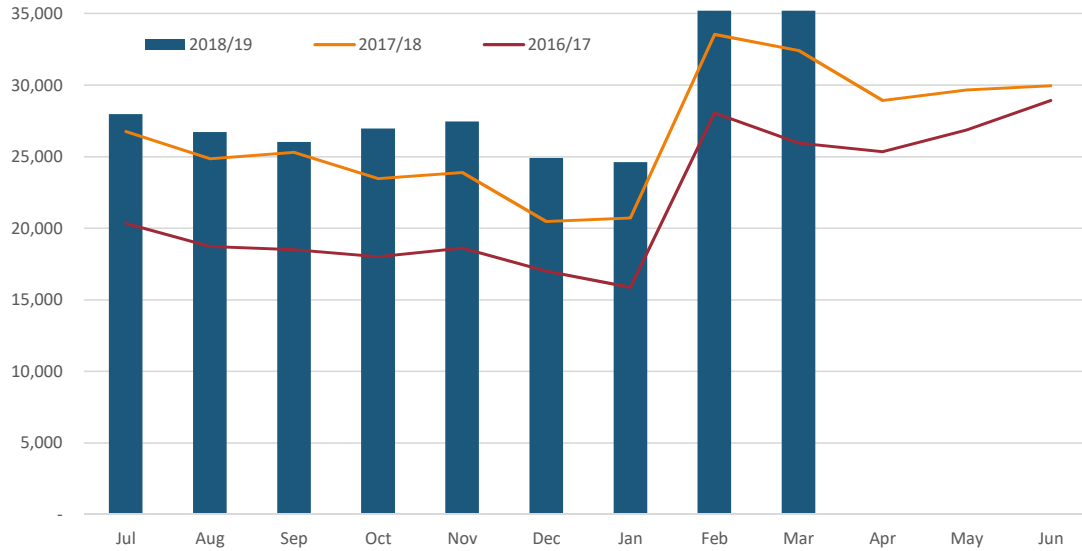
Exemptions from Procurement - (GST exclusive)

Item No	Purchase Order No	Date Approved	Requisitioning Officer	Reason	Exemption Description	Supplier	Expense
1	208064	21/03/2019	M Carter	Supply of 308 x 240L and 196 x 120L rubbish bins i	Sole source of supply *	Mastec Australia Pty Ltd	\$22,800
2	208260	19/03/2019	A Munyard	Claim # 5 - Environmental works/audit at HRCC depo	Used quote for similar project	GreenCap Pty Ltd	\$38,902
3	207927	14/03/2019	K Bell	Pozi Custom Development Advanced info Panel Quote	Sole source of supply	Groundtruth	\$16,500
4	207632	4/03/2019	A Munyard	Natimuk Depot Delineation Works	Used quote for similar project	GreenCap Pty Ltd	\$12,591
5	207633	4/03/2019	A Munyard	Line Marking - 04.12.2018 to 30.01.2019	Urgent & insufficient time	Smith & Wil Asphaltting Pty Ltd	\$22,012
6	207620	1/03/2019	K O'Brien	Wimmera South West Drought Support Program	Sole source of supply	Edenhope & District Memorial Hospital	\$75,000

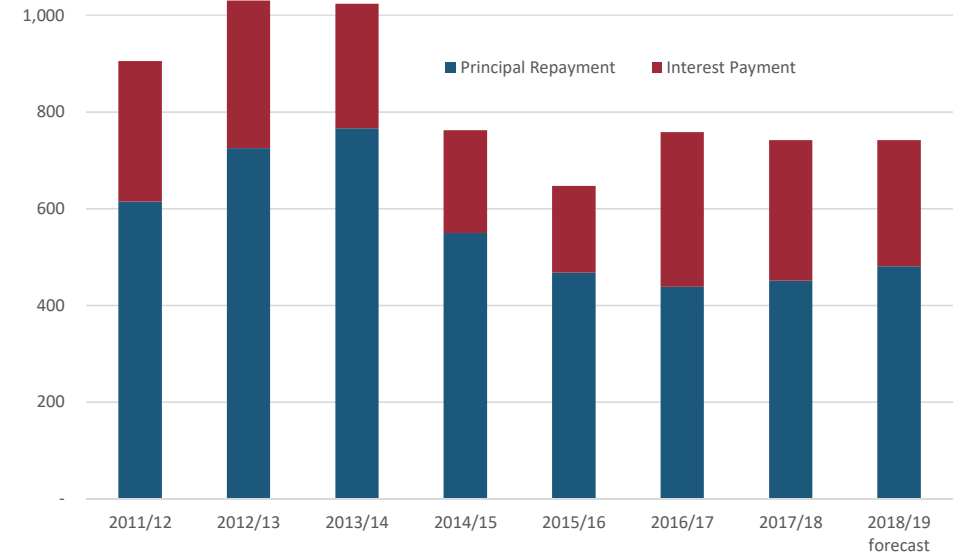
Finance & Performance Report - 31 March 2019

Investments & Loans

Investment Levels \$'000



Principal Repayments & Interest Payments by Year \$'000



Interest

Rate

11 a.m. Investment	1.25%	
10 Term Deposits	1.60% - 2.68%	Ranging 27 Days to 216 Days
Last investment	1.60%	27 Days 12/03/2019 to 08/04/2019

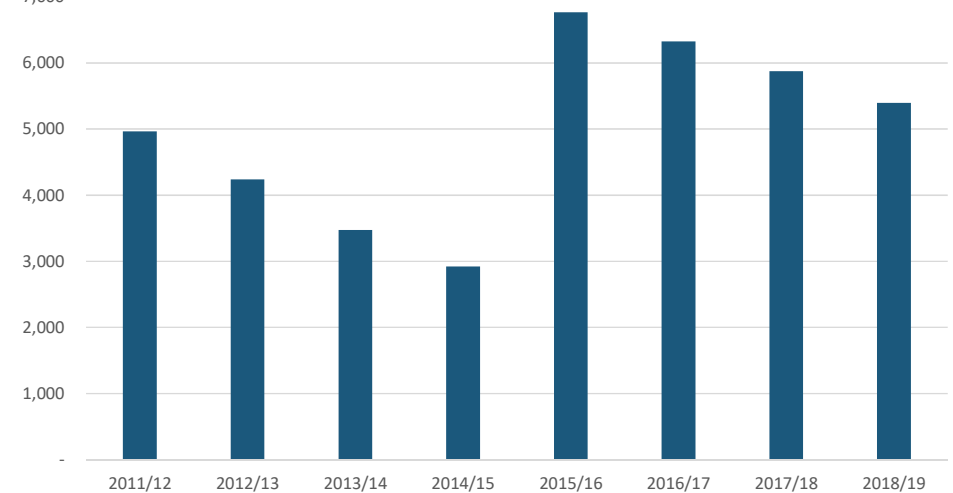
Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 19	Start Date	Year End Date	No. of Years	
Horsham Regional Livestock Exchange Aquatic Centre	3.59%	400,000	-	01 Jun 99	01 Jun 19	20	P & I
City Oval Lighting	6.44%	2,195,000	427,140	16 Jun 06	01 Jun 22	15	P & I
Unfunded Defined Superannuation	7.88%	250,000	34,541	29 Jun 10	01 Jun 20	10	P & I
Drainage Works	7.57%	500,000	131,467	20 Jun 11	01 Jun 21	10	P & I
Aerodrome Runway	7.57%	200,000	52,587	20 Jun 11	01 Jun 21	10	P & I
Drainage Works	7.57%	300,000	78,880	20 Jun 11	01 Jun 21	10	P & I
Wimmera Intermodal Freight Hub	5.73%	500,000	180,816	20 Jun 12	01 Jun 22	10	P & I
Anzac Pedestrian Bridge	5.73%	500,000	180,816	20 Jun 12	01 Jun 22	10	P & I
Horsham North Children's Hub	3.97%	500,000	500,000	23 Jun 16	01 Jun 26	10	I
Horsham North Children's Hub	3.97%	100,000	100,000	23 Jun 16	01 Jun 26	10	I
City Oval Clubroom Purchase	3.97%	100,000	100,000	23 Jun 16	01 Jun 26	10	I
City Oval Clubroom Purchase	3.97%	230,000	230,000	23 Jun 16	01 Jun 26	10	I
Horsham Town Hall Refurbishment	3.97%	3,475,000	3,475,000	23 Jun 16	01 Jun 26	10	I
Horsham Town Hall Refurbishment	3.97%	3,475,000	3,475,000	23 Jun 16	01 Jun 26	10	I
*Horsham North Community & Childrens Hub	3.97%	900,000	900,000	23 Jun 18	01 Jun 28	10	I

* Not drawn down from external sources. Will be funded from internal cash reserves held with an internal 10 year repayment plan back to the reserve

No new loan borrowings have been included in the 18/19 budget.

Value of External Loans Outstanding at Year End \$'000



Finance & Performance Report - 31 March 2019

Application Status of Non-Recurrent Grant Applications

APPENDIX 9.5A

Project	Project Year	Sponsor	Total Project	Grant Request	Council Contribution	Other Sources	Possible funding source	Status	Comments
ACTIVE PROJECTS									
Aquatic Centre - Solar panels	2017/18	Newall, S	155,000	154,614		386	Sustainability Victoria	Design & scoping required	● Potential project under Local Government Energy Saver Program - Stream 3
CBD Revitalisation Stage 1	2018/19	Martin, J	3,370,000	1,685,000	1,685,000		Building Better Regions Fed	Application ready	● Building Better Regions Fund application was unsuccessful. On hold until completion of the River/CBD visioning project. To be lodged with other suitable funding programs.
Racecourse fitness station shade sails	2017/18	Newall, S	32,000	16,000	16,000		RDV	Application ready	● Requires project scoping and suitable funding program.
Aquatic Centre - Outdoor pool shade	2017/18	Newall, S	40,000	36,000	4,000		Not identified	Application ready	● Master Plan complete and project ready for future application when suitable funding program is available
Pimpinio Netball Court and Lighting Upgrade	2018/2019	Newall, S	216,985	136,665	35,320	45,000	Australian Sports Commission	Application unsuccessful	● Application unsuccessful
Horsham Aquatic Centre Redevelopment Stage 2	2019/2020	O'Brien, K	646,313	323,000	323,313		Australian Sports Commission	Application unsuccessful	● Application unsuccessful
Quantong netball facility upgrade project	2018/2019	Newall, S	269,000	186,000	83,000		Australian Sports Commission	Application unsuccessful	● Application unsuccessful
Laharum Community Facility	2019/2020	Newall, S	700,000	500,000		200,000	Australian Sports Commission	Application unsuccessful	● Application unsuccessful
Grampians New Resident and Workforce Attraction Strategy and Action Plan	2019/2021	Pykett, S	56,250	50,000	6,250		Regional Development	Application lodged	● Application lodged by RDV 14/9/2018. Part of a regional application to be auspiced by Grampians Tourism
Pimpinio Netball Court and Lighting Upgrade	2018/2019	Newall, S	230,560	100,000	35,320	50,000	SRV - CFN	Application unsuccessful	● CFN and CSIF application unsuccessful.
Horsham Town Hall - reconstruction of original auditorium floor	2018/2019	Bloyce, M	247,250	200,000	47,250		Heritage Victoria	Application unsuccessful	● Application unsuccessful
Horsham Aquatic Centre Stage 2 Redevelopment	2019/2020	O'Brien, K	646,313	250,000	396,313		SRV	Application unsuccessful	● Application unsuccessful
Telangatuk and Sunnyside Tennis Court Upgrade	2019/2020	Newall, S	138,460	92,000	46,460		SRV	Application unsuccessful	● Application unsuccessful
Quantong netball courts - upgrade courts and facilities	2018/2019	Newall, S	248,000	165,000	83,000		Sport & Recreation	Application unsuccessful	● Application unsuccessful
Horsham Transfer Station Upgrade - Stage 1	2018/2019	Hammond, J	438,947	219,473	219,474		Sustainability Victoria	Application unsuccessful	● Application unsuccessful
Rural Council's Transformation Program	2018/2019	Bhalla, S	4,980,000	4,980,000			DELWP	Application lodged	● Application lodged 15/11/2018. Business Case due 31/3/2019
Drung Jung Road Widening Project	2019/2020	R Upadhyaya	600,853	300,421	300,432		RRV Fixing Country Roads	Application lodged	● Application lodged 20/3/2019
Longerenong and Field Days Road Widening Project	2019/2020	R Upadhyaya	416,832	208,416	208,416		RRV Fixing Country Roads	Application lodged	● Application lodged 20/3/2019
Green Lake Road	2019/2020	R Upadhyaya	416,832	208,416	208,416		RRV Fixing Country Roads	Application lodged	● Application lodged 20/3/2019
Wail Kalkee Road Section 1	2019/2020	R Upadhyaya	329,988	164,994	164,994		RRV Fixing Country Roads	Application lodged	● Application lodged 20/3/2019
Wail Kalkee Road Section 2	2019/2020	R Upadhyaya	304,524	152,262	152,262		RRV Fixing Country Roads	Application lodged	● Application lodged 20/3/2019
Emmersons Road	2019/2020	R Upadhyaya	154,680	77,340	42,340	35,000	RRV Fixing Country Roads	Application lodged	● Application lodged 20/3/2019
INACTIVE PROJECTS									
Relocation of Depot - feasibility and design	2017/18	Martin, J	100,000	30,000	70,000		Not identified	Design & scoping required	● No suitable grant program available
Wimmera Events Centre - Strategic Master Plan	2017/18	Field Days	45,000	30,000		15,000	Not identified	Design & scoping required	● Scope requires more detail - No state government funding currently available for Master Plans
Horsham North Outdoor Community Multi Sports Court	2017/18	Bloyce, M	149,000	70,000	79,000		RDV	Design & scoping required	● Project on hold due to land use / ownership issues along the rail corridor

Finance & Performance Report - 31 March 2019
Application Status of Non-Recurrent Grant Applications

APPENDIX 9.5A

Project	Project Year	Sponsor	Total Project	Grant Request	Council Contribution	Other Sources	Possible funding source	Status	Comments
SUCCESSFUL APPLICATIONS									
Culvert widening at Lower Norton Nurrabiel Road	2018/19	Newall, S	100,000	50,000	50,000		Bridges Renewal Rd 3	Application successful	● Application successful. Grant allocation of \$50,000
Dudley Cornell Park New Female Change Rooms	2018/19	Bloyce, M	260,000	100,000	160,000		SRV CSIF - Female	Application successful	● Application successful. Grant allocation of \$100,000
Horsham Olympic Pool Renewal	2018/19	Bloyce, M	1,316,160	200,000	1,116,160		SRV CSIF Small Aquatics	Application successful	● Application successful. Grant allocation of \$200,000
Natimuk United Football Netball Club Oval Lighting upgrade	2018/19	Bloyce, M	98,644	93,644	5,000	35,823	SRV CFN	Application successful	● Application successful. Grant allocation of \$98,644
Curtis Road Wonwondah Road Henty Highway intersection upgrade	2018/19	Newall, S	100,000	50,000	50,000		VicRoads	Application successful	● Application successful. Grant allocation of \$50,000
Improving cyclist safety through the Hamilton/Firebrace Street roundabout	2018/19	Newall, S	80,586	40,293	40,293		TAC	Application successful	● Application successful. Grant allocation of \$40,293
Horsham Racecourse Reserve Public Safety Improvements	2018/19	Bloyce, M	221,650	192,035	29,615		Public Safety Infrastructure	Application successful	● Application successful. Grant allocation of \$192,035
Central Park Tennis Court - 4th Bay	2018/19	Bloyce, M	180,000	15,000	25,000	140,000	Tennis Australia	Application successful	● Application successful. Grant allocation of \$15,000. CFN Grant of \$100,000
Horsham City Bowling Club Synthetic Green	2018/19	Bloyce, M	177,120	100,000	5,000	72,120	SRV	Application successful	● Application successful. Approved 15/2/2018
Doon Hall - restoration of 2 Honour Boards	Not Budgeted	Surridge, S	2,910	2,910			DVA	Application successful	● Application successful. Approved 30/11/2017. Project complete
Brimpaen War Memorial Gates Restoration	Not Budgeted	Surridge, S	4,955	4,955			DVA	Application successful	● Application successful. Approved 30/11/2017. Project complete
Engage 2018-2020 - Young Generation	Not Budgeted	Bloyce, M	100,000	100,000			Youth Affairs	Application successful	● Application successful. Approved 5/1/2018
Wonwondah Dadswells Bridge Road Final Stage	2018/19	Newall, S	257,000	128,500	128,500		DEDJTR Local Roads to Mark	Application successful	● Application successful. Approved 16/5/2018
Community Stories - Local Emergencies	2018/20	Shrestha, P	7,800	7,800			Public Records Office	Application successful	● Application successful. Approved 23/5/2018
Jubilee Hall Creating a home for Oasis	2018/19	O'Brien, K	99,905	66,600	33,305		Multicultural Commission	Application successful	● Advice of SUCCESS 30/3/2018. Grant allocation \$33,300
Walk to School Partnership 2018 & 2019	2018/2019	Newall, S	10,000	10,000			VicHealth	Application successful	● Application lodged 12/4/2018. Approved 28/5/2018
Electronic NLIS Transition Package - Saleyards Phase 2	Not Budgeted	Martin, J	379,883	379,883			DEDJTR	Application successful	● Application successful. Approved 12/12/2017
Local Government Energy Saver Stream 2 Application	2018/2019	Newall, S	13,468	13,468			Sustainability Victoria	Application successful	● Application successful. Project completed
Gender Equity in Community Engagement	2019/2020	O'Brien, K	115,000	111,937	3,063		MAV/DELWP	Application successful	● Application successful. Approved 20/9/2018
Commemorating Armistice Day - 100 years on	2019/20	Martin, J	13,785	12,785	1,000		Armistice Centenary	Application successful	● Application successful. Approved 27/9/2018
Sunnyside Bowling Club - 2 synthetic greens	2019/2020	Newall, S	422,864	250,000	10,000	162,864	SRV	Application successful	● Application successful. Approved 20/9/2018
Horsham Transfer Station E-Waste Facility	2018/2019	Hammond, Ja	100,000	100,000			Sustainability Victoria	Application successful	● Application successful. Approved 24/9/2018
2009 Victorian Bushfires Commemoration & Community Development Grants Scheme	2018/2019	O'Brien, K	10,000	10,000			DELWP	Application successful	● Application successful
Peppertree Lane Upgrade	2018/2019	Upadhyaya, R	670,358	585,000	10,358	75,000	VicRoads - Regional Roads	Application successful	● Application successful
Children's Week 2018	2018/2019	Kelly, C	700	700			DHHS	Application successful	● Application successful
Horsham Youth Festival	2018/2019	Kelly, C	2,000	20,000			Victorian Youth Week 2019	Application successful	● Application successful. Approved 29/10/2018
10th Anniversary Black Saturday Bushfire Community Arts Program	2018/2019	Pearce, J	20,000	8,000	2,000	10,000	Regional Arts Victoria	Application successful	● Application successful. Approved 11/12/2018
Her Words Exhibition - NETS Victoria	2018/2019	Mountain, M	20,000	10,000	8,272	1,728	NETS Victoria	Application successful	● Funding Agreement signed off 3/9/2018
Horsham Regional Livestock Exchange Infrastructure Upgrade Project	2018/2019	Pykett, S	3,030,000	1,490,000	1,540,000		BBRF Round 3	Application lodged	● Funding announced 7/3/2019
Designing Safe Intersection Treatment - Firebrace and McLachlan Street intersections	2019/2022	Upadhyaya, R	30,000	25,000	5,000		TAC	Application successful	● Application successful. Approved 10/1/2019

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments	
1 - Community and Cultural Development							
0.1 Goal 1 - Strategic Indicators							
	0.1.01	100% completion of construction of the Kalkee Road Children's and Community Hub and commencement of operations by April 2018	Kevin O'Brien		Completed	100%	KOB Apr 18 - Construction completed.
	0.1.02	Completion of a detailed feasibility study for a multipurpose/indoor sports and community facility by December 2017	John Martin		Completed	100%	JM Jun 18 - Draft feasibility study has been completed.
	0.1.03	Work with the Horsham Historical Society to plan for and scope a new Heritage Centre by December 2017	Graeme Harrison		Completed	100%	SS Aug 18 - Feasibility study has been completed and the Consultant will present this to a Councillor Briefing in November/December.
	0.1.04	Securing funding for CBD Revitalisation Project Stage 1 - improved urban design by 31 December 2017.	Sunil Bhalla		In Progress	20%	SB Mar 19 - Now being considered as part of Wimmera River/CAD Vision project.
	0.1.05	Develop plans for a Town Square by 31 December 2017.	Justine Kingan		In Progress	50%	JM Aug 17 - Preliminary engagement process undertaken.
1.1 Contribute to building a vibrant, diverse and resilient community							
	1.1.01	Pursue ongoing funding for a neighbourhood renewal program in Horsham North	Michael Bloyce		In Progress	80%	MB Dec 19 - Discussions centred around railway corridor renewal. Approach to Vic Track to be made regarding vacant land in railway corridor.
	1.1.02	Pursue funding for implementation of the Horsham North Urban Design Framework and Railway Corridor Master Plan	Michael Bloyce		In Progress	50%	MB Dec 19 - Discussions now centred around railway corridor renewal. Approach to Vic Track to be made regarding vacant land in railway corridor.
	1.1.03	Facilitate ongoing development of community facilities at Cameron Oval, Laharum	Sue Newall		Completed	100%	MM Dec 16 - The Laharum and Haven Precinct plans have been finalised Council has submitted an application to RDV for works at the Laharum Hall but this was unsuccessful. Council is working with the Laharum Sports Inc regarding funding for Stage 1 works at the Cameron Oval.
	1.1.04	Facilitate ongoing development of community facilities at Haven Recreational Reserve	Michael Bloyce		In Progress	2%	MB Aug 17 - Plan developed not supported by whole of community, project in hiatus.
	1.1.05	Complete construction of the Kalkee Road Children's and Community Hub and commence operations	Kevin O'Brien		Completed	100%	KOB Apr 18 - Construction completed.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	1.1.06 Implement Volunteer Management Framework	Tony Schneider		In Progress	75%	TSch Mar 19 - The progress of full implementation has been delayed for a range of reasons, including difficulties associated with volunteer engagement and availability. A volunteer information night was conducted in early March 2019, was well-attended, and will now allow some of the delayed actions to commence. A report outlining the current status of the project has been prepared for Executive staff and proposes a continuation of the program throughout 2019/2020, to ensure that the processes being put in place are properly implemented and are sustainable beyond the engagement of a project officer.
	1.1.07 Develop and implement an Indigenous Reconciliation Action Plan	Kevin O'Brien		In Progress	55%	KOB Feb 19 - Innovate Reconciliation Action Plan has received conditional endorsement, actions commenced, internal working group being established.
	1.1.08 Review future use of all kindergartens and Maternal & Child Health, post the Horsham North Children's Hub	Mandi Stewart		In Progress	50%	MS Aug 17 - Maternal and Child Health and kindergarten review to commence post the move to the Hub once the opportunities and constraints of the new venue are understood.
	1.1.09 Develop a master plan for Dudley Cornell Reserve following the construction of the Children's Hub	Stefanie Jones		In Progress	95%	SJ Mar 19 - Concept Landscape Plan has been completed by lamiga Landscape consultants. Implementation of plan on hold until Open Space Strategy is complete (June 2019). Open Space Strategy may supersede concept plan.
	1.1.10 Support our local communities in developing community plans and strategies	Michael Bloyce		In Progress	60%	MB Dec 18 - Community Plan actions being implemented but further work to do.
	1.2 Develop a safe, active and healthy community, encouraging participation					
	1.2.01 Develop and progressively implement a plan for the redevelopment of the Horsham City Oval precinct	Michael Bloyce		In Progress	25%	MB Dec 18 - City Oval redevelopment/relocation options to be canvassed in Transforming Horsham project.
	1.2.02 Encourage redevelopment of community facilities at the Horsham Showgrounds	Michael Bloyce		In Progress	85%	SN Mar 19 - Works are nearing completion. Just deciding on what landscaping to do in that area.
	1.2.03 Complete a detailed feasibility study for a multipurpose/indoor sports and community facility	Sue Newall		Completed	100%	JM Jun 18 - Draft feasibility study has been completed.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments	
	1.2.04	Implement outcomes from the multipurpose/indoor sports and community facility feasibility study	Kevin O'Brien		Not Started	0%	KOB Mar 19 - Referred to Wimmera River and CAD Precinct Planning project.
	1.2.05	Development of the Health and Wellbeing Plan 2017	Michael Bloyce		In Progress	85%	MB Dec 18 - Implementation underway.
	1.2.06	Support family violence prevention programs & initiatives	Kevin O'Brien		In Progress	80%	KOB Mar 19 - Act@Work program near completion.
	1.2.07	Development of Positive Ageing initiatives	Mandi Stewart		In Progress	80%	KOB Feb 18 - Age Friendly Communities project has commenced with action plan completed.
	1.2.08	Review of Youth services in consultation with other agencies and develop a strategy	Mandi Stewart		Completed	100%	MS Mar 19 - Youth Strategy has been completed October 2018. We have now written implementation plan and begun with the employment of a Youth Planning and Engagement Officer.
	1.2.09	Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)	Stephen Pykett		In Progress	70%	SP Mar 19 - Cafe trial undertaken over Summer months using a caravan / pop up model. Difficulties encountered in operations associated with higher temperatures, rain and wind. Despite inconsistent operations, data has been captured showing usage. Further trials of differing models are being considered. Activation of the River precinct is a significant part of the brief for the CAD & Wimmera River strategic development project underway (due for completion mid 2019). Consultants have been engaged and consultation is underway.
	1.2.10	Plan and progressively construct shared cycling and walking track paths along the Wimmera River — from Riverside Bridge to Horsham Weir - both sides, including improvements to lighting and other facilities	Stefanie Jones		In Progress	75%	SJ Mar 19 - Wimmera River and CAD Visioning Project in progress, managed by Justine Kingan. Due to be completed mid July 2019.
	1.2.11	Improve presentation, lighting and walking track condition around the racecourse	John Martin		In Progress	30%	JM Aug 17 - Funding provided in 2017-18 budget.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	1.2.12 Encourage the development of a riverside café	Stephen Pykett		In Progress	70%	SP Mar 19 - Cafe trial undertaken over summer months using a caravan / pop up model. Difficulties encountered in operations associated with higher temperatures, rain and wind. Despite inconsistent operations, data has been captured showing usage. Further trials of differing models are being considered. Consideration of a Cafe development is being undertaken as part of the CAD and Wimmera River strategic planning. Additionally the operators of the Horsham Caravan Park are considering the inclusion of a cafe in their strategic planning.
	1.2.13 Support planning for review of use of the Riverside Recreation Hub precinct as part of the Wimmera River strategy	Stefanie Jones		In Progress	30%	SJ Mar 19 - Being undertaken through Sporting Facilities Demand Study and Open Space Strategy - due to be complete June 2019.
	1.2.14 Determine Councils future role in Aged Care as a consequence of Commonwealth Government Aged Care reforms currently being undertaken	Kevin O'Brien		In Progress	35%	KOB Mar 19 - Still waiting for future funding model to be determined by Commonwealth Government.
	1.2.15 Support behaviours that reinforce respect and equality for women and address rising levels of family violence	Kevin O'Brien		In Progress	90%	KOB Feb 19 - Gender Equity Officer appointed to complete outstanding Act@Work actions.
	1.2.16 Support behaviours that reinforce respect and equality for all members of the community and address rising levels of violence generally	Kevin O'Brien		In Progress	75%	KOB Feb 19 - Communities of Respect and Equality Membership, Community of Practice.
1.3 Contribute to cultural activities that enhance our community						
	1.3.01 Complete Business Plan to determine the viability and funding options for an artist in residence facility on the Wimmera River.	Michael Bloyce		In Progress	50%	MB Dec 18 - Difficulties in gifting land have arisen. Other alternative options/sites may need to be investigated.
	1.3.02 Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC	Kevin O'Brien		In Progress	70%	AS Aug 18 - Consultant engaged to undertake strategic needs assessment. Wesley Committee key stakeholder in this work.
	1.3.03 Develop a public art action plan	Michael Bloyce		In Progress	75%	MB Dec 18 - Implementation continues. Public Art Advisory Committee is overseeing progress.
	1.3.04 Continue to develop the Horsham Cinema in the main cinema with improved seating, screen and sound in conjunction with the cinema operator	Kevin O'Brien		In Progress	80%	KOB Feb 19 - Solar panel project completed.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments	
	1.3.05	Work with the Horsham Historical Society to plan for and scope a new Heritage Centre.	Susan Surridge		Completed	100%	SS Mar 18 - The Feasibility Study is progressing well and the consultant expects to deliver a draft report to the committee by the end of March 2018. Once the Committee have endorsed the Final Report, the Committee and the consultant would like to present this to Council. The proposal at this draft stage is recommending a Regional Museum/Discovery Centre.
	1.3.06	Support the Arapiles Historical Society with the Natimuk Museum development	Michael Bloyce		In Progress	60%	AD Aug 18 - Assisting the AHS to develop administrative documents and procedures to support the opening of a museum.
	1.3.07	Form a stronger relation with Wimmera Machinery Field Days committee and their major and significant event in the municipality.	Stephen Pykett		In Progress	5%	SP Mar 19 - Council operated a stand at the Wimmera Machinery Field Days.
	1.3.08	Review service levels for rural hall operational costs, safety and amenity upgrades	Michael Bloyce		In Progress	10%	MB Dec 18 - Work has commenced in relation to small hall power costs.
1.4 Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities							
	1.4.01	Work with other Councils and relevant agencies to prepare rollout of the National Disability Insurance Scheme	Kevin O'Brien		Completed	100%	KOB Feb 19 - Transition commenced in October 2017. Completed in December 2018.
	1.4.02	CBD Revitalisation Project – 2016-2025 Stage 1 - improved urban design	Angela Murphy		In Progress	10%	AM Mar 19 - Considered as part of the Wimmera River/CAD Visioning Project.
	1.4.03	CBD Revitalisation Project – 2016-2025 Stage 2 - Town Square	Angela Murphy		In Progress	50%	AM Mar 19 - Considered as part of the Wimmera River/CAD Visioning Project.
	1.4.04	Work with Victrack to improve underpasses between Horsham North and wider Horsham	John Martin		Completed	100%	JM Dec 16 - Works on initial project largely complete. Further scoping required for future works.
	1.4.05	Review the Domestic Animal Management Plan	Lauren Coman		In Progress	40%	LC Mar 2019 - Budget bid for 2019/2020 to resource writing of plan. Direction given to commence in this financial year.
2 - Sustaining the Economy							
0.2 Goal 2 - Strategic Indicators							
	0.2.01	Complete Stage 1 infrastructure development at the Wimmera Intermodal Freight Terminal Precinct by December 2018	Angela Murphy		In Progress	15%	AM Mar 19 - Development Plan in final draft, design work underway, finalising agreement with landowner.
	0.2.02	Implement the outcomes from the Visitor Information Centre review by 30 June 19	Angela Murphy		In Progress	15%	AM Mar 19 - Grampians Tourism appointed consultants to over the review for Visitor Information Centres in the Grampians region - expect completion in May 2019.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments	
	2.1 Cultivate opportunities for the municipality to prosper and pursue possibilities for new development						
	2.1.01	Progress implementation of the Wimmera Intermodal Freight Terminal Precinct Plan and encourage opportunities for the establishment of associated industries including the mining sector	Stephen Pykett		In Progress	30%	SP Mar 19 - WIFT future infrastructure requirements have been assessed and draft designs for increased infrastructure have been provided to ensure sufficient space is provided to maximise throughput potential. Designs for the WIFT precinct infrastructure are underway including stormwater and road provisions. Inclusion of the WIFT in the Enhanced broadband project will ensure provision of high capacity data connectivity is provided to the precinct.
	2.1.02	Work with the economic and community sectors to maximise opportunities arising from the national broadband rollout, including training and awareness of on-line retail business opportunities	Stephen Pykett		In Progress	75%	SP Mar 2019 - Ongoing liaison with NBN, Telstra and Spirit Telecom. Coworking forum in Sept 2019 attracted local businesses to learn about digital initiatives. Follow up forum Oct 2019 showcased career opportunities to year 10 and 11 students in digital media. A local business to business platform is under development, through WDA as a Wimmera wide solution. Due to go live mid 2019.
	2.1.03	Develop an Economic Development strategy	Stephen Pykett		Completed	100%	SP Aug 18 - Economic Development Strategy adopted by Council on 19 February 2018.
	2.1.04	Support development opportunities facilitated by the Wartook Valley strategy	Justine Kingan		In Progress	20%	JK Mar 19 - Key matters required for planning scheme amendment underway.
	2.1.05	Facilitate further development of the Aerodrome Industrial Estate	Angela Murphy		Not Started	0%	AM Mar 19 - Review of Aerodrome Business Plan commence in April 2019.
	2.1.06	Develop partnerships with industry groups and government	Stephen Pykett		In Progress	50%	SP Mar 2019 - Ongoing, working with RDV, DELWP, Parks Victoria, Grampians Tourism, Visit Victoria, Victorian Tourism Industry Council, Business Horsham, WDA, DEDJTR (now Dept Jobs, Precincts and Regions)
	2.2 Support initiatives for improved transport services in and around the municipality						
	2.2.01	Work with the business sector to maximise opportunities of the proposed Horsham bypass and work with the community to minimise social and environmental impacts including the Aerodrome and other community assets	Stephen Pykett		In Progress	15%	SP Mar 18 - On hold.
	2.2.02	Support a Western Highway by-pass of Horsham	John Martin		Completed	100%	SB Mar 19 - Council working on Urban Transport plan for Horsham to address truck traffic issues on all highways including Western Highway.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	2.2.03 Explore, with reference to current planning activities being undertaken, opportunities for improved timetabling and passenger rail and bus services to Horsham from outside and within the region (including Horsham to Halls Gap, Melbourne and Adelaide)	Sunil Bhalla		In Progress	80%	SB Mar 19 - Continuing advocacy as part of the Western Rail Alliance and delegation of Mayors recently met with Minister for Public Transport to progress the project.
	2.2.04 Investigate the impacts of the relocation of the rail line out of the town area	John Martin		Not Started	0%	
	2.2.05 Review Municipal Parking strategy	Angela Murphy		Completed	100%	AM Feb 18 - Municipal Parking Strategy endorsed by Council in December 2017.
	2.2.06 Conduct a review of the roads service to encompass levels of service, construction and maintenance methods (including cost efficiency)	Govind Narayan		In Progress	1%	GN Mar 19 - This is progressing as part of the Transportation Strategy.
	2.2.07 Horsham Integrated Transport Strategy completed, including: <ul style="list-style-type: none"> • Stage 1 – Strategic road network, including regional highways, railway and Horsham Bypass • Stage 2 – Horsham urban area • Stage 3 – Rural areas of municipality 	John Martin		In Progress	33%	SB Mar 19 - Has been replaced by Horsham Urban Transport plan for Horsham to address truck traffic issues on all highways including Western Highway.
	2.2.08 Develop a plan for a further vehicle bridge across the Wimmera River and determine the timing when this should be constructed.	John Martin		In Progress	5%	SB Mar 19 - Been considered as part of Horsham Urban Transport Plan.
	2.2.09 Support the development of the Grampians Way (ring road) - 'Stage 1 Mt Zero Access Road, Stage 2 Establish Picnic sites/viewing areas and signage, Stage 3 Seal remaining North West alignment (Winfield Rd north of Plantation Rd)	Angela Murphy		In Progress	60%	AM Mar 19 - No further activity, looking for funding opportunities to advance.
2.3 Increase visitors to the municipality						
	2.3.01 Investigate opportunities for the development of the Green Lake/Dock Lake recreational precinct	Stefanie Jones		In Progress	50%	SJ Apr 19 - Suitability and priority to be determined from outcome of Open Space Strategy.
	2.3.02 Pursue opportunities for improvements at the Police Paddock Reserve/Horsham North including walking and bike tracks in the vicinity	Stefanie Jones		In Progress	30%	SJ Mar 19 - Being reviewed through Open Space Strategy.
	2.3.03 Support the development of the Grampians Peak Trail	Stephen Pykett		In Progress	60%	SP Mar 19 - Continued liaison with Parks Victoria and Grampians Tourism.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	2.3.04 Explore opportunities from the 2017-18 Australian and International Motor Cross Events	Christopher McClure		completed	100%	SP Mar 19 - Event held. Visitor Information Centre support with accommodation information for teams and attendees. Horsham Town Hall and Business Development advised local businesses of potential increased patronage. Event debriefs were undertaken with council and emergency services.
	2.3.05 Investigate marketing and funding through the RMIT for the Zero to Nhill Trail	Christopher McClure		Not Started	0%	CM Aug 18 - No progress..
	2.3.06 Investigate opportunities and plan for possible bike trails, Green Lake to Horsham, Horsham to Natimuk, Wartook to Zumsteins	Stephen Pykett		In Progress	50%	SP Mar 19 - Input into Grampians Cycling Trails Master Plan included priority projects. Report being finalised.
	2.4 Promote Horsham as a regional city					
	2.4.01 Support the WDA initiative to promote a Grains Centre of Excellence	Stephen Pykett		In Progress	30%	SP Mar 19 - Supporting WDA actions.
	3 - Asset Management					
	0.3 Goal 3 - Strategic Indicators					
	0.3.01 Develop a consultative process for community input into road construction and maintenance priorities for input to the 2018-19 budget, by December 2017	John Martin		Completed	100%	JM Aug 18 - Implemented in 2018-19 budget consultation process. Improved approach to community input to be developed latter part of 2018.
	0.3.02 Finalise preparation of asset management plans for all main asset groups by June 2018	Govind Narayan		In Progress	30%	JM Feb 18 - Buildings assets current main focus.
	0.3.03 Implement improved asset management and maintenance management systems by December 2017	Govind Narayan		In Progress	35%	JM Aug 17 - Maintenance management system in place. Decision pending on AM system.
	0.3.04 Complete, or commit via contracts, 90% of infrastructure works (by value) within the planned financial year	John Martin		In Progress	98%	HP Aug 18 - Finance Manager has calculated this at 88%.
	3.1 Determine infrastructure needs and expectations through consultation with developers and the community					
	3.1.01 Develop improved pedestrian access (bridges) across the Wimmera River in Horsham, in partnership with land developers	John Martin		In Progress	50%	JM Feb 18 - Bridge 1 complete. Planning now underway for Bridge 2.
	3.1.02 Undertake a review of Council infrastructure asset holdings to ensure they meet future community needs and longer term implications of ownership	Govind Narayan		In Progress	30%	GN Mar 19 - Infrastructure Services will be working closely with Community Wellbeing to understand the outcome of the Sports and Rec Strategy and Open Space Strategy as to what the community requirements and expectations are and as to how well our assets meet their expectations.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	3.1.03 Purchase additional land for hangar space at Aerodrome including access-way development	Angela Murphy		Not Started	0%	AM Mar 19 - Aerodrome Business Plan to be reviewed during April 2019.
	3.1.04 Development of an Aerodrome Master Plan and implementation of planning overlays to protect the future development space of the Aerodrome	Angela Murphy		In Progress	25%	AM Mar 19 - Aerodrome Review of the Business plan to commence in April 2019. Overlays already there.
	3.1.05 Develop a prioritised plan for upgrade of community recreation facilities	Stefanie Jones		In Progress	30%	SJ Mar 19 - Pipeline List on intranet has been updated indicating priorities for future recreation and open space upgrades. Open Space Strategy will provide guidance following June 2019.
	3.1.06 Implement a cyclic renewal program for all public convenience facilities in the Horsham central business district and across the municipality	Govind Narayan		In Progress	10%	GN Mar 19 - Council has invested in upgrade and maintenance of public convenience facilities over the last two years to make them more accessible.
	3.1.07 Undertake master planning and major refurbishment of the Aquatic Centre	Kevin O'Brien		In Progress	60%	KOB Feb 19 - Filtration works completed, wet deck an associated works to commence in April 2019, \$1.5 million tender awarded.
	3.1.08 Develop improved park and street tree policy as an 'urban forest plan'	Stefanie Jones		In Progress	30%	JM Feb 18 - Funding in 2018-19 to undertake engagement process.
	3.1.09 Identify and develop new off street parking areas on CBD fringe	Angela Murphy		In Progress	10%	AM Mar 19 - To be considered as part the Parking Plan to review restrictions and infrastructure.
	3.1.10 Develop a master plan of streetscape themes and service levels for existing streets and new developments	Govind Narayan		In Progress	5%	GN Mar 19 - Tree data for CBD has been completed to understand the canopy structure which will then feed into the Urban Forest Plan.
	3.1.11 Investigate better footpaths for Natimuk	Govind Narayan		Not Started	0%	
3.2 Ensure projected financial and physical programs that reflect infrastructure needs						
	3.2.01 Implementation of the Civic Centre Redevelopment Plan	Graeme Harrison		In Progress	7%	GH Mar 19 - Funding for works identified in the Civic Centre Master plan have been limited to the improvement of the customer service area during 2018-19 \$400k. These work align with a very small part of the master plan which identifies around \$6.0m of works (in 2012-13 \$'s).
	3.2.02 Confirm and undertake design and planning for the relocation of the municipal depot including potential co-location of Tech Services planning and delivery staff	John Martin		In Progress	60%	JM Feb 18 - Awaiting final valuation and contamination reports. Engagement with service clubs also required.
	3.2.03 Review and update Road Management plan	Ram Upadhyaya		Completed	100%	JM Aug 17 - Completed June 2017.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments	
	3.3 Maintain asset management systems that will assist planning asset maintenance and capital renewal						
	3.3.01	Develop a maintenance and replacement schedule for all groups of assets managed by Council, including heritage listed buildings	Govind Narayan		In Progress	60%	JM Feb 18 - Roads completed, buildings current focus.
	3.3.02	Develop and implement asset management plans for all nominated asset groups to assist with long term financial and asset management planning and legislative requirements - involve the community in the process	Ram Upadhyaya		In Progress	75%	RU Jan 2018 - Consultant currently developing Buildings asset management plan.
	3.3.03	Develop and implement a fair and transparent pricing policy for all of Council's community facilities	Stefanie Jones		In Progress	25%	JM Aug 17 - Initial calculator developed, and in use.
	3.4 Deliver works to develop and maintain Council's physical assets for long term sustainability, amenity and safety						
	3.4.01	Develop infrastructure that encourages greater participation and use of alternate transport options to the city (eg, walking, cycling and public transport)	John Martin		In Progress	20%	MD Feb 18 - Annual program prioritised though Bicycle advisory group. Limited funding.
	3.4.02	Master plan preparation for the Livestock Exchange including potential items such as: roofing to cover yards, electronic ramps to replace manual ramps, compost turner and Radio Frequency Identification (RFID), solar panels and water capture.	John Martin		Completed	100%	JM Aug 18 - Plan adopted. Now implementing actions - Roofing #1 priority.
	3.4.03	Develop and review the Sports and Recreation Strategy	Stefanie Jones		In Progress	95%	SJ Mar 19 - Review of S&R Strategy completed with Sport & Recreation Advisory Committee in February 2019. Taken to Council Mar 2019. Will be superseded by Open Space Strategy. Actions still to be implemented from S&R Strategy.
	3.4.04	Develop additional off leash areas for dogs	Stefanie Jones		Completed	100%	AM Aug 17 - Langlands Park off leash dog area has been developed.
	3.4.05	Develop improved entrances to all towns (street signage and landscapes)	Angela Murphy		In Progress	25%	AM Mar 19 - Branding to be identified as part of the Wimmera River/CAD strategy.
	3.4.06	Investigate and plan Wesley PAC refurbishment and Jubilee Hall upgrade	Kevin O'Brien		In Progress	60%	KOB Feb 19 - Jubilee Hall works commenced, Wesley review being completed.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments	
4 - Governance and Business Excellence							
0.4 Goal 4 - Strategic Indicators							
	0.4.01	Complete an engagement process by 30 Jun 18, with community, for the 2018/19 Council Plan and Budget cycle that is more deliberative and explains the "why" of council services	Graeme Harrison		In Progress	50%	GH Aug 18 - Service Overview document has been completed for internal use and for councillors. A draft document has been created to explain the "why" of all of council's services but as yet this has not been included on the website. The 2018-19 Budget and Council Plan engagement with the community has occurred but did not adequately cover off on a deliberative approach. With the creation of a Governance Team and a Advocacy and Community Relations Team plus some additional resourcing, should see considerable improvements in this regard for 2019-20.
	0.4.02	Maintain staff turnover rates at under 10%	Graeme Harrison		In Progress	50%	GH Aug 18 - Staff Turnover figures for the 12 months to 30 June 2018 were 10.32%.
	0.4.03	Increase overall score in the Community Satisfaction Survey	Graeme Harrison		In Progress	50%	GH Aug 18 -The Overall Performance score decreased a further 6 point in 2017/18 from 60 to 54 reflecting a decrease of 9 points since the commencement of this council term. A report has been provided to council with some specific actions identified to help improve the score in future years. The score is now also below that of the Regional Centres on 58 and the Statewide average of 59.
	0.4.04	Implement a new HRCC External website	Graeme Harrison		Completed	100%	GH Aug 18 - New website has been launched and is now fully operational. There of course will be a process to ensure that there is continuous improvement of the content and functionality on an ongoing basis.
4.1 Continuously improve communication and engagement with the community through effective consultation							
	4.1.01	Review the rates strategy and implement	Graeme Harrison		In Progress	90%	GH Mar 19 - As at December, Council had completed the Independent Rates Strategy Advisory Committee process. December to March Council has adopted Draft Rates Strategy and Policy and is awaiting final adoption by Council.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	4.1.02 Feedback to Community on engagement clearly explaining "why" Council delivers the services that it does	Graeme Harrison		In Progress	50%	GH Mar 19 - An updated flyer has been produced re the cost of council services and will be updated with 19-20 budget figures when available. The issue of "Why" has still not be adequately addressed.
	4.1.03 Prepare for a more deliberative approach to community engagement following the adoption of the major revisions to the Local Government Act including seeking community ideas for prosperity.	Graeme Harrison		In Progress	20%	GH Mar 19 - Still on hold pending new LG Act. But at the same time the establishment of the Community Relations Team within the Governance Department has meant that our approach to community engagement is improving.
	4.1.04 Review our communications methods with a view to increasing electronic engagement with our customers and the community	Graeme Harrison		In Progress	70%	GH Mar 19 - Community Relations team has an action list that was created following the 2017-18 Community Satisfaction survey results. This includes looking at better means of electronic engagement. Electronic means are currently available and this will gradually improve over time.
	4.2 Manage risk to the organisation					
	4.2.01 Review programs for savings/cancellation of services	Graeme Harrison		In Progress	30%	GH Mar 19 - A new Manager of People and Culture is expected to be appointed in 2018-19 and the a Business Efficiency Officer will also be appointed. These roles will lead overall business efficiency discussions and included in that is the examination of service levels across programs.
	4.2.02 Implement a robust financial and performance management system	Heather Proctor		Completed	100%	GH Mar 19 - Financial and Performance Reporting system is in place now but will always be the subject of review to ensure continual improvement.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	4.3 Be an employer of choice					
	4.3.01 Investigate opportunities for participating in employee exchange programs	Tony Schneider		Completed	100%	TSc Nov 18 - The recent staff restructure and the many changes associated with it has meant that to some extent exchanges and sharing are occurring as a matter of course, with various people moving into new departments and working with different people and managers/supervisors. This, coupled with the office accommodation changes, has meant that an additional layer of organised change is no longer appropriate and will not be for the foreseeable future . As with previous updates, and in addition to the exchanges and sharing occurring naturally, there has been some other opportunities that have arisen - such as the recent internal transfer of a member of the customer service team to the visitor information centre, and the secondment of a customer service officer to the community safety unit. Exchanges and sharing are beginning to happen more naturally and more frequently as a consequence of the implementation of this priority and an associated change of culture.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
4.3.02	Pursue implementation of Council's Workforce Strategy and identify opportunities for indigenous/migrant employment	Tony Schneider		Completed	100%	TSc Nov18 - The trainee position at the Town Hall/Art Gallery previously referred to is still being considered, owing to the need to prioritise other staff changes that have been occurring at that facility. In the meanwhile the traineeship in the Records Unit that had ended, has been re-activated and an indigenous appointment made and commenced. The position at the Visitor Information Centre is shortly due to end but given the review of VIC operations is still pending, re-filling of this position is not proposed. It is anticipated that the current budget for indigenous employment opportunities (including incentive payments and any other support/assistance that is available) will be fully expended, therefore the scope to do more in this area is not foreseeable and the objective has been met (as we are best able to).
4.4 Achieve high standards of organisational performance						
4.4.01	Widen the implementation of the Merit Customer Service request tracking system across the organisation	Graeme Harrison		Completed	100%	GH Mar 19 - This now has essentially been completed, like all such systems an ongoing continual improvement process and review will be in place.
4.4.02	Develop an ICT Strategy for Council including GIS capabilities	Cameron Gerlach		In Progress	25%	CG Apr 19 - Currently on hold pending the outcome of the RCTP application for regional shared services.
4.4.03	Develop a Management Strategy for Council's record and data management systems	Rosemary Lehmann		In Progress	25%	KB Mar 19 - Work has continued on developing the storing of information on a new drive that aligns with the new structure. Investigation and identification of the current and future requirements of the information and data management department has progressed and a request for resources to replace our current software is being considered in the budget process.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	4.4.04 Embrace new technology in order to achieve greater efficiencies and outcomes across the organisation	Cameron Gerlach		In Progress	50%	CG Apr 19 - New and updated technologies continue to be implemented throughout council. Recently implemented technology has allowed for: Improved network connectivity and reliability, remote access for mobility and flexible work hours/environment, easier use of meeting spaces visual and audio.
	4.4.05 Maintain sister city relationships as a means of facilitating business, educational and cultural networks and exchanges	Sunil Bhalla		In Progress	60%	SB Mar 19 - No further update at this point in time.
	4.4.06 Review the Name and Address Register (NAR) database to create single name and address database	Teagan Barents		In Progress	80%	KB Mar 19 - NAR Audit completed by Pacesetter in Jan 2019. Data remediation and training to be completed March 2019.
	4.4.07 Renew HRCC external website	Graeme Harrison		Completed	100%	RS May 18 - Website launched 16 April 2018. Public feedback system currently running. Steering group meeting monthly.
	4.4.08 Manage the implementation of the major revision to the Local Government Act	Graeme Harrison		In Progress	20%	GH Aug 18 - Council officers have been actively engaged in the new Bill development process. It is unknown when the new Act will come in to being but Council is endeavouring to prepare for its implementation and to be aware of the implications during this transitional period. When the Act comes in to power Council, through its new Governance Team will be well placed to ensure that the organisation transitions effectively to the new statutory environment and that all obligations are met.
	4.4.09 Review need for more HR resources	Sunil Bhalla		Completed	100%	GH Feb 18 - A staff member has now been appointed to this role and systems and processes are now being reviewed.
	4.4.10 Work with surrounding Shires to identify opportunities for shared services	Sunil Bhalla		In Progress	75%	SB Mar 19 - Council currently participating in the Rural Council Transformation Program in a group of nine Councils to develop a common IT platform and shared services model.
	4.4.11 Support training and programs relating to family violence and gender equality	Kevin O'Brien		In Progress	85%	KOB Feb 19 - Act@Work Program completed with action plan being implemented. New staff being provided training opportunities through Women's Health Grampians and also information provided through induction.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
4.4.12	Support cultural awareness training and programs	Kevin O'Brien		In Progress	90%	KOB Feb 19 - Majority of staff have completed cultural awareness training, there was a training session in February for new staff.
5 - Natural and Built Environments						
0.5 Goal 5 - Strategic Indicators						
0.5.01	Update and promote our Sustainability Strategy by June 2018	John Martin		Not Started	0%	GN Mar 19 - Consultant to be engaged to review Council's Sustainability Strategy to incorporate current initiatives and where we want to be in 3 to 5 years time.
0.5.02	Install solar panels on at least two Council buildings by June 2018	John Martin		Completed	100%	JM Aug 18 - 5 buildings being investigated, with potential for grant to maximise value of Council contribution. Report due September 2018, budget available for these works.
0.5.03	90% of planning permits issued within the 60 day statutory period	Angela Murphy		In Progress	80%	AM Mar 19 - Commenced better approvals program to further assist with streamlining the processes for customers.
0.5.04	Complete at least one major strategic planning review prior to 30 Jun 18	Angela Murphy		Completed	100%	AM Feb 18 - WIFT Planning Scheme Amendment gazetted in December 2017.
5.1 Promote sustainability by encouraging sound environmental practice						
5.1.01	Investigate opportunities for the use of Renewable energy for Council facilities including implementing a Biomass Boiler system at the Aquatic Centre and Solar Panels where feasible on Council buildings and facilities	John Martin		In Progress	30%	GN Mar 19 - We are in the process of installation of solar panels in two more Council buildings this year.
5.1.02	Review Council's Environment Sustainability Strategy and lead the community in environmentally sustainable practices to improve management of our natural environment	Jared Hammond		In Progress	70%	GN Mar 19 - Consultant to be engaged to review Council's Sustainability Strategy to incorporate current initiatives and where we want to be in 3 to 5 years time.
5.1.03	Develop a Climate Change Response Strategy for Council operations	John Martin		Not Started	0%	GN Mar 19 - To be undertaken as part of the Sustainability Strategy review.
5.1.04	Support the Natimuk Community Energy Project	Angela Murphy		In Progress	10%	AM Mar 19 - Supported through Council loan to lodge application in 2018.
5.1.05	Establish a sustainability reserve for the ongoing funding of sustainability related projects.	Govind Narayan		In Progress	5%	GH Mar 19 - Reserve has been established and funds included from prior years energy savings projects.
5.1.06	Develop a Waste Management Strategy	John Martin		In Progress	75%	GN Mar 19 - Exploring organic waste options.
5.1.07	Explore GWM recycled water use within the community	John Martin		In Progress	10%	GH Apr 19 - Correspondence received from Racecourse Reserve Committee.
5.1.08	Optimise use of water basins - capturing storm water	John Martin		Not Started	0%	

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	5.1.09 Investigate and support renewable energy opportunities throughout the municipalities	Stephen Pykett		In Progress	40%	SP Mar 2019 - Continued support provided for renewable energy generation projects. interest supported for electric vehicle charging stations in Horsham. Environmental Upgrade Agreements operational and a number of interested businesses are working through applications.
	5.1.10 Investigate options for shade at sporting facilities, recreational facilities and public spaces across the municipality.	Stefanie Jones		In Progress	90%	SN Mar 19 - A new shade sail now at skate park (funded by HSCC) and a BBQ with a shade area at Dudley Cornell complete. Nothing for Sunnyside or City Oval planned.
5.2 Plan for rural and urban land use to create a sustainable municipality for the future						
	5.2.01 Complete the Horsham South Structure Plan	Justine Kingan		In Progress	25%	JK Mar 19 - Procurement process complete, Mesh Planning engaged. Investigation and analysis stage in progress.
	5.2.02 Complete the Rural Land Use Strategy	Justine Kingan		In Progress	25%	JK Mar 19 - Project brief draft in progress in preparation for delivery in 2019-20.
	5.2.03 Complete the Public Open Space Strategy	Stefanie Jones		In Progress	25%	
	5.2.04 Complete the Wimmera River Corridor Strategy	Justine Kingan		In Progress	70%	JK Mar 19 - Targeted stakeholder engagement undertaken, findings compiled and incorporated as background material to the Horsham Open Space Strategy and Wimmera/CAD Visioning Project.
	5.2.05 Review and further develop planning controls for heritage items through the completion of heritage studies	Justine Kingan		In Progress	66%	JK Mar 19 - Review of existing controls and key matters required for planning scheme amendment identified.
	5.2.06 Encourage the upgrade of heritage facades on shop fronts along key retail strips and investigate possible contributions from Councils commercial property reserve	Stephen Pykett		In Progress	25%	SP Mar 2019 - Design of CAD is a consideration included in the CAD and Wimmera River strategic planning project. Currently under development with report expected by mid 2019.
	5.2.07 Amend the Planning Scheme to implement the recommendations from flood investigations	Justine Kingan		In Progress	10%	AM Mar 19 - Waiting on final data from CMA before commencing amendment process.



MINUTES OF AUDIT & RISK COMMITTEE

Thursday 21 March, 2019

Council Chambers, Horsham Rural City Council, 12.06pm

File Ref: F18/A13/000001

1. PRESENT

Committee Members:

Mr Geoff Price (Chair)
 Mr Vito Giudice
 Mr Richard Trigg
 Cr Mark Radford
 Cr David Grimble

Also in Attendance:

(Exofficio)

Mr Sunil Bhalla, Chief Executive Officer
 Mr Graeme Harrison, Director Corporate Services
 Mrs Heather Proctor, Manager Finance
 Ms Diana McDonald, Co-ordinator Governance
 Mr John Gavens, Crowe Horwath Internal Auditor
 Ms Narelle McLean, McLaren Hunt Financial Group (Auditor appointed by VAGO)

Additional Council Officer Attendees:

Ms Lindy Haigh, Governance Officer (Minutes)
 Mr John Martin, Director Infrastructure (Item 6.4) (12.30-12.57pm)
 Mr Robert Letts, Learning & Support Officer (Item 10.3) (12.40-1.14pm)

2. WELCOME

The Chair welcomed new Member Richard Trigg, Narelle McLean Auditor with McLaren Hunt and Lindy Haigh, Minute taker.

3. APOLOGIES

Nil

4. CONFLICT OF INTEREST

Nil

5. CONFIRMATION OF MINUTES – 22 November, 2018

Noted that the previous Minutes had an error on item 9.1 where the Mover was listed as Mark Grimble as opposed to Mark Radford.

Moved Vito Giudice seconded Mark Radford that the minutes of the meeting held on 22 November, 2018 be confirmed as an accurate record.

CARRIED

6. BUSINESS ARISING FROM PREVIOUS MINUTES

6.1 Council endorsement of new Independent Member Richard Trigg

6.2 Council endorsement of 2019 Chair Geoff Price

6.3 Revised Audit & Risk Committee Charter – Final Copy

Diana McDonald discussed an overview of changes to the Charter, and a final copy will be forwarded with the minutes.

6.4 Depot Operations Internal Audit Update – (Director of Infrastructure John Martin)

John Martin discussed Depot Operations internal audit actions, and informed the Committee of the status of the overdue actions, and how they are tracking and completion timelines for those actions still outstanding.

REPORTS SECTION 6. NOTED

Narelle McLean left the meeting at 12.41pm

7. CEO UPDATE

7.1 Emerging Issues

Sunil discussed:

- Transforming Horsham, including: Bypass, Open Space Strategy, Horsham South
- Advocacy – Government, Livestock Exchange
- Rural Councils Transformation Program (RCTP) - shared services with 10 other councils. Business case being drafted and will be submitted 31 March 2019.
- Small Business Victoria project
- Council's Rate Strategy
- Asset Management
- Organisational Restructure inc. training for Management and review of Vision and Values
- EPA notice regarding Dooen Landfill

Moved Vito Giudice seconded Richard Trigg that the CEO's report be accepted.

CARRIED

8. CORRESPONDENCE

N/A

9. AUDIT REPORTS**9.1 Internal Audit Progress Report Projects – Crowe Horwath**

The quarterly progress report submitted by Crowe Horwath was tabled and discussed, with John Gavens noting that the Procurement Processes Audit is scheduled for May 2019.

Moved Cr Mark Radford seconded Vito Giudice that the Committee receives the Internal Audit Progress Report.

CARRIED

9.2 Human Resources Management Practices – Final Report

The final internal audit report for Human Resources Management was tabled, with 18 recommendations noted in the report, one high, seven moderate and 11 low level rating.

Moved Cr Mark Radford seconded Richard Trigg that the Committee receives the Human Resources Management Practices Final Report.

CARRIED

9.3 Corporate Governance – Final Report

The Corporate Governance final report was also tabled with three broad audit recommendations made. Graeme Harrison commented that to compliment and identify gaps in achievement of governance reporting and requirements of the Governance Framework a detailed Governance Checklist is being developed and will be tabled at the next Audit and Risk Committee meeting.

ACTION: The Governance Checklist to be tabled at the next Audit and Risk Committee meeting.

Moved Cr Mark Radford seconded Richard Trigg that the Committee receives the Corporate Governance Final Report.

CARRIED

9.4 Internal Audit Actions Report – Council

The quarterly report on the completion and/or number of outstanding audit actions has shown a significant increase in the number of actions completed for the quarter compared to the previous quarters. In total 30 actions were completed of which 11 were High Risk items.

There are now 28 actions overall that are outstanding. 26 are long standing overdue items however none of them are high risk actions.

Cr Mark Radford acknowledged the hard work staff had done to complete the audit actions.

Moved Cr Mark Radford seconded Richard Trigg that the Committee receives the Internal Audit Actions report.

CARRIED

10. SCHEDULED ITEMS

10.1 Compliance & Legislation

10.1.1 Budget Update

Graeme discussed the budget, engagement end of April/May, adoption of final budget by 30 June 2019.

REPORT NOTED

10.1.2 Delegations Update

Updates provided to the Committee.

REPORT NOTED

10.1.3 Audit Strategy Year Ending 30 June 2019

Narelle discussed the Audit Strategy and noted that the AASB 9 Financial Instruments section is new, and key changes impacting our audit is a new and additional note expected to be included in Local Government Victoria's 2018-2019 Local government Model Financial Report, requiring Councils to disclose disaggregated details of assets, income and expenses, according to broad functions or activities.

Moved Cr David Grimble seconded Richard Trigg that the Committee receives the Audit Strategy Year Ending 30 June 2019.

CARRIED

David Grimble left the meeting at 12.58pm

10.2 Reporting

10.2.1 Quarterly Financial Report – 31 December 2018

The quarterly financial report was tabled and the Committee noted that HRCC continues to be in a good financial position.

Moved Richard Trigg seconded Vito Giudice that the Committee receives the Quarterly Financial Report

CARRIED

10.2.2 Local Government Performance Reporting Framework (LGPRF) Update

Updates provided to the Committee.

REPORT NOTED

10.2.3 Meeting with External Auditors Excluding Officers

Nil

10.3 Risk Management

10.3.1 Risk Management & Insurance Report

Robert Letts tabled the Risk Management and Insurance Report and informed the Committee of the following:

- Annual insurance renewals are underway and due to be placed with the Insurers in March 2019
- Professional Indemnity training had been recently provided to key staff
- The annual Business Continuity Plan (BCP) review will be conducted in March 2019, the Committee have requested that the updated Plan be tabled at the next meeting
- Insurance recharges have been completed for the 2018/19 year with invoices forwarded to appropriate organisations for payment
- Annual Strategic Risk Workshop to be conducted later in 2019
- MAV WorkCare Self Insurer Scheme has informed Council that we have achieved the compliance target of 50% for the first year
- Strategic Risk Register tabled

ACTION: Robert Letts to provide the reviewed Business Continuity Plan for the next meeting.

10.3.2 Strategic Risk Register Report by Risk Owner

Tabled for the information of the Committee as noted above.

10.3.3 MAV WorkCare Self Insurer Scheme Update

Tabled for the information of the Committee as noted above.

Moved Vito Giudice seconded Mark Radford that the Committee receives the above Risk Management reports.

CARRIED

10.4 Governance

10.4.1 Policies reviewed and adopted (16 November 2018 – 14 March 2019)

There were six policies and procedures reviewed and/or updated for the quarter. The Committee also discussed that relevant Policies should be tabled with the Audit and Risk Committee prior to being forwarded for Council endorsement.

Graeme to forward the revised Financial and Performance Reporting Framework for feedback from the Committee.

10.4.2 Revision of Policy Framework

The Policy Framework policy has been reviewed and the revised policy was adopted by Council on 25 February 2019. The main change relates to principle 4.12 which has been replaced with the following:

Council will comply with mandated legislative and judicial requirements such as those relating to:

- (a) The Australian Constitution
- (b) Relevant Commonwealth & State Acts of Parliament including the Local Government Act 1989 (Victoria)
- (c) Human Rights legislation
- (d) Equal Opportunity, Access and Inclusion and Gender Equity Legislation.

Moved Richard Trigg seconded Vito Giudice that the Committee notes the above policies and procedures.

CARRIED

11. GENERAL BUSINESS

11.1 Audit Committee Self-Assessment Summary & Analysis

Report tabled and discussed. The findings for this annual assessment were quite similar to the previous years’ analysis, with ratings only marginally different across the report. Noting that one of the suggested improvements was “overhead projection of meeting agenda and attachments” which has been implemented. Next time it is proposed to conduct an online review and survey of Audit and Risk Committee Annual Performance Assessment to better capture responses, and noting that this layout has been in place for six years so it’s timely to look at a new format.

REPORT NOTED

11.2 IBAC Corruption, Prevention & Integrity Insights Forum

HRCC will host the upcoming IBAC forum, to be held on 9 May 2019. Forum topics including: Exposing & Preventing Corruption, Introduction to IBAC, Integrity controls and perspectives, Corruption risks and flags to be discussed together with Q&A with Integrity Expert Panel.

REPORT NOTED

12. INTERNAL AUDITOR CONFIDENTIAL DISCUSSION

12.1 Meeting with Internal Auditors excluding Officers

Nil

13. NEXT MEETING

The next meeting of the Audit and Risk Committee will be held on Thursday 13 June, 2019 commencing at 12 noon in the Council Chambers, Civic Centre

14. CLOSURE

Meeting closed at 2.24pm

GRAEME HARRISON
Director Corporate Services

Minutes signed as correct: (Chair) Mr Geoff Price
Date:

Horsham Rural City Council Delegations and Authorisations

Horsham Rural City Council

Instrument of Appointment and Authorisation

Joel Hastings

Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*)

In this instrument "**officer**" means -

Joel Hastings

By this instrument of appointment and authorisation Horsham Rural City Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under s 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

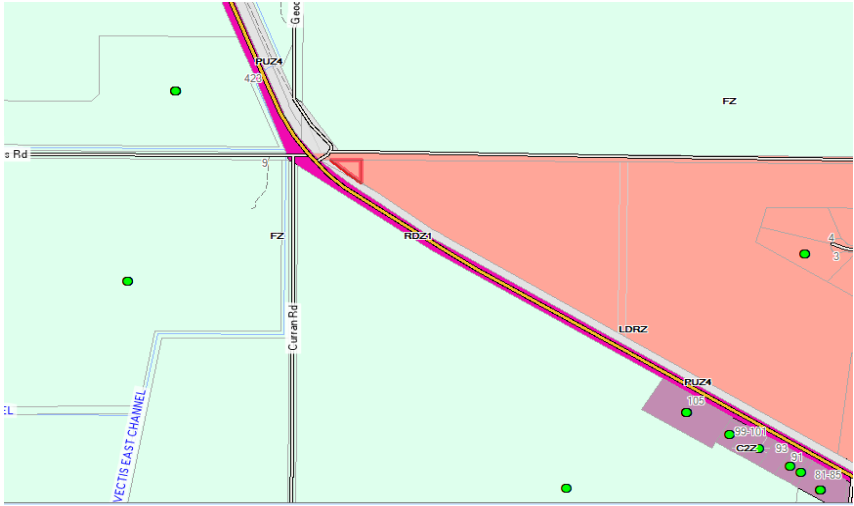
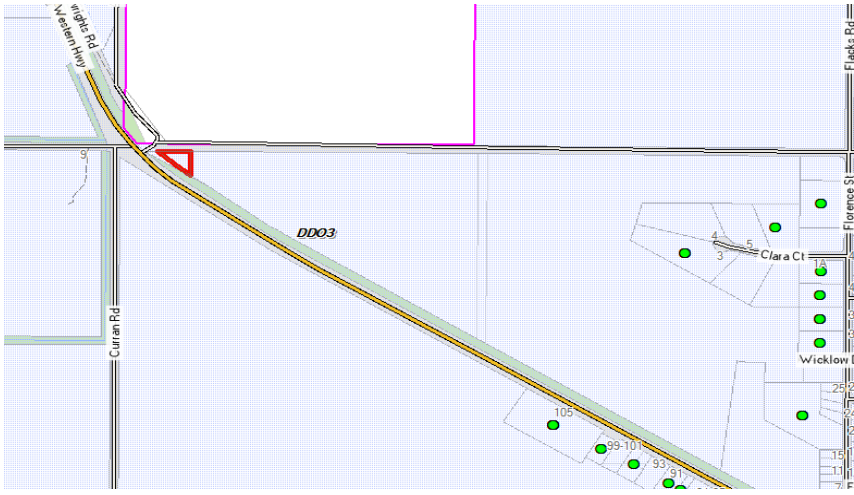
- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

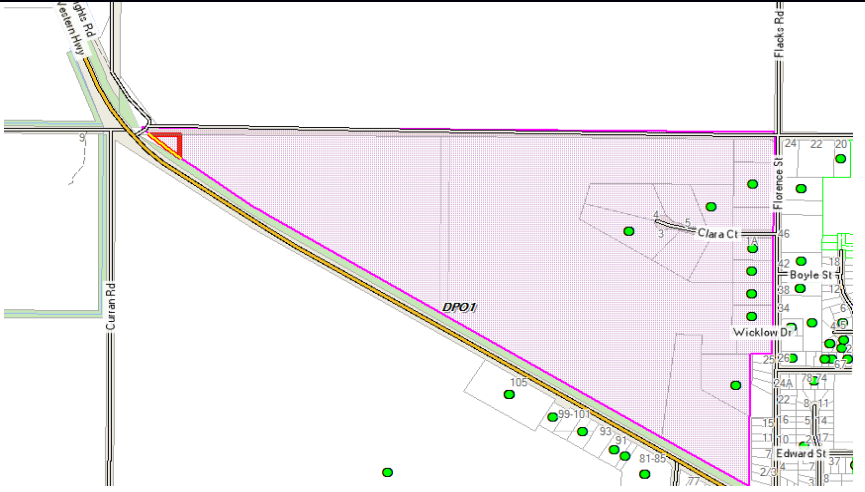

This instrument is authorised by a resolution of the Horsham Rural City Council on 23 April 2019

Date: 23 April 2019

Delegate Report

Application Details:

Application Description:	Use and development of a telecommunications facility
Applicant Name:	Spirit Telecom (Australia) Pty Ltd
Owner's Name	J C & T N & S E Jenkinson & Others
Date Received:	07/02/2019
Statutory Days:	60 days as at 09/04/2019
Application Number:	PA1900012
Planner:	Nick Carey
Land/Address:	Dimboola Road, Horsham (Lot 1 on Title Plan 382138W)
Zoning:	<p>Low Density Residential Zone</p> 
Overlays:	<p>Design and Development Overlay – Schedule 3 (DDO3)</p> 
	Development Plan Overlay – Schedule 1

	
<p>Under what clause(s) is a permit required?</p>	<ul style="list-style-type: none"> • Clause 32.03-1 – Use of the land for a Telecommunications Facility • Clause 32.03-4 – Buildings and works <p>A building or works associated with a use in Section 2 of Clause 32.03-1.</p> <p>No permit is required to construct a building or carry out works under DDO3 as the proposal does not exceed 30 metres in height.</p>
<p>Restrictive covenants on the title?</p>	<p>No</p>
<p>Current use and development:</p>	<p>Vacant agricultural and.</p> 

The Proposal

The application as proposed by the applicant:

‘CommSite is constructing a six (6) site greenfield communication radio network for Spirit Telecom in the Horsham district providing Ultra-Fast Internet under the “Connecting Regional Communities Program” (CRCP). The establishment of this communications network will provide a commercial grade service and a fully redundant network in the Wimmera area.

The proposal as originally submitted was to construct a 20-metre high monopole at Lot 1 on Title Plan 382138W – Dimboola Road, Horsham. Following notification an amended plan reducing the height of the tower to 15 metre was submitted. Further notification of the proposal was considered to not be necessary however the amended plan was forwarded to the Horsham Aerodrome Users Group for comment.

The response from the Horsham Aerodrome Users Group maintains that the proponent should consider an alternative site. If the option is to lower the height they suggest that should this be adopted then in the event that it constitutes an intrusion into an otherwise unhindered airspace above the OLS for an existing or proposed 2000 metre runway length, the facility will be re-located to an alternative site that does not constitute an infringement of the OLS.

The overall height of the proposed telecommunication facility including tower and antenna will be approximately 16 metres.

The proposal will be sited within a cleared area on the eastern boundary of the property. The site will be accessed via a new entrance to the property from Riley Road.

The proposed installation will involve the following components;

- Installation of twelve (12) panel antennas to be mounted to the monopole on a hexagonal headframe;
- Installation of two (2) parabolic antenna;
- Installation of one (1) equipment cabinet;
- Installation of ancillary equipment associated with the operation of the facility such as cable tray and cables; and
- Underground power route from equipment cabinet to a Power Authority pit on the external edge of the compound (exact position to be confirmed by the power authority).

The new facility will be wholly contained within a compound (6m x 6m) enclosed by a 2.4m tall chain link fence.

As stated by the applicant *“the primary objective is to provide ultra-high-speed internet business grade solutions as part of the Enhanced Broadband Pilot in Regional Victoria and monitor these solutions to evaluate investment to the region, jobs and to provide equivalent services in Regional Victoria as the Major Cities removing the technology divide.”*

The structure is to be located on the westernmost portion of the subject land.

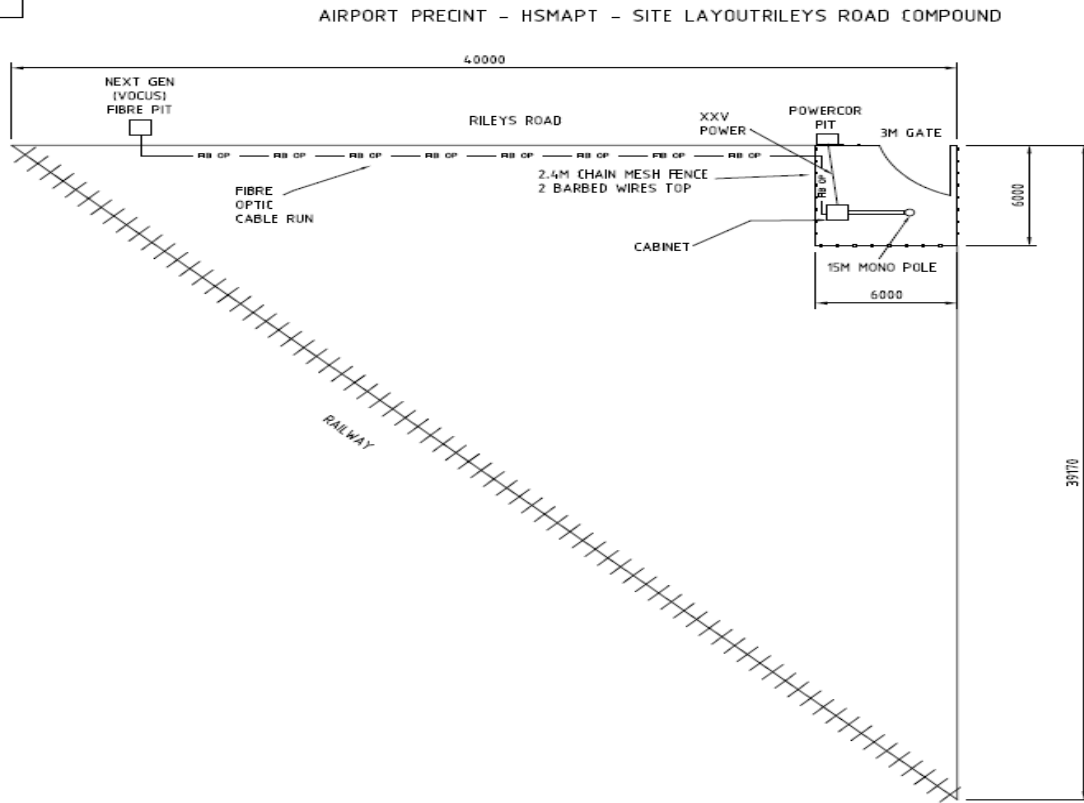


Figure 1: Proposed development site layout

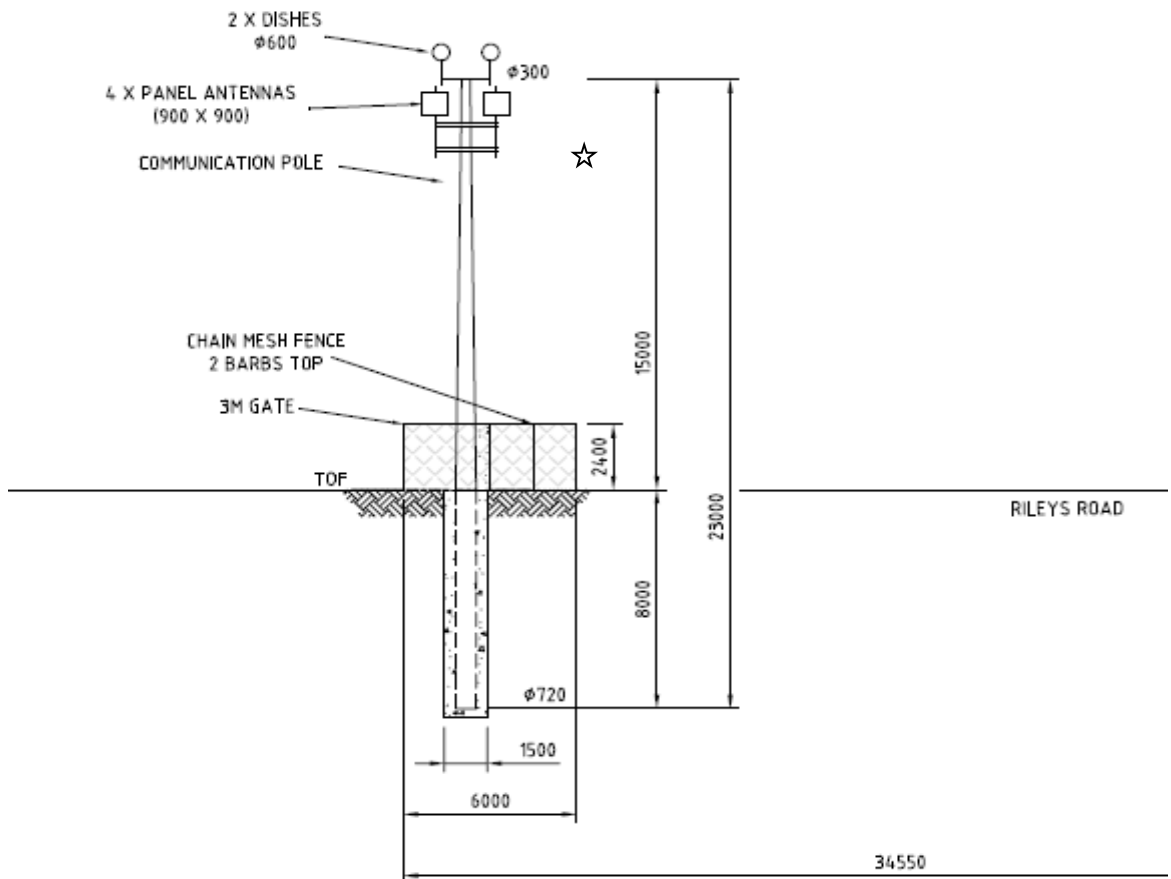


Figure 2: Elevation of proposed development

Subject Site

The subject site is located at Dimboola Road, Horsham and is more particularly described as Lot 1 TP382138. The land is triangular in shape with an area of 2226.1 square metres.

The Adelaide to Melbourne railway line abuts the south western boundary of the site with the northern boundary having frontage to Riley Road.

No restrictive covenant is registered on the Title and there are no easements.

Surrounds

Surrounding land uses comprise primarily agricultural uses. To the north west of the site on the western side of the Western Highway is an agricultural machinery dealership. Approximately two kilometres to the north is the Horsham Aerodrome. There are no sensitive land uses on or surrounding the subject land.

Further Information

No further information was required. The application as submitted was considered satisfactory to enable a determination to be made by Council subject to internal referral responses.

Notice

Notice was given pursuant to Section 52 of the Planning and Environment Act 1987 on 8/03/2019 and ended on 22/03/2019.

★

One objection has been received at the time of writing this report.

Referral Authorities

Section 55(1) of the *Planning and Environment Act 1987* states that Council must give a copy of an application to every person or body that the Planning Scheme specifies as a referral authority.

There are no referral requirements for this application under Section 55 of the Act although the application was referred to GWMWater for comment under Section 52 of the Act. Internal referrals were also required for this application.

External referral	Date Sent	Date Rec'd
GWMWater	18/02/2019	No response was received.
Internal Business Unit (Comment)	Date Sent	Date Rec'd
Technical Services Department	18/02/2019	21/02/2019 Consent with conditions regarding new vehicle crossover and construction activities standard condition. 2 permit notes are to be included in the permit.
Building Department	18/02/2019	19/02/2019 No building permit required.
Environmental Health Department	18/02/2019	No response.

Planning Scheme Provisions and Assessment

Zone	Comment
Clause 32.03-1 Low Density Residential Zone	Clause 32.03-1 – Use of the land for a Telecommunications Facility Clause 32.03-4 – Buildings and works A permit is required to construct a building or construct or carry out works unless the schedule to this Zone specifies otherwise. Schedule 9 to the Zone does not specify otherwise.
Overlays	
Design and Development Overlay – Schedule 3	Clause 43.02-2 – Buildings and works A permit is required to: Construct a building or construct or carry out works. This does not apply: <ul style="list-style-type: none"> • If a schedule to this overlay specifically states that a permit is not required. Schedule 3 of the Overlay specifically states a permit is not required to construct a building or construct or carry out works which have a total height of less than 30 metres above natural ground level. No permit is therefore required.
Development Plan Overlay – Schedule 1	Clause 43.04-2 Buildings and works A permit must not be granted to use or subdivide land, construct a building or construct or carry out works until a development plan has been prepared to the satisfaction of the responsible authority. This does not apply if a schedule to this overlay specifically states that a permit may be granted before a development plan has been prepared to the satisfaction of the responsible authority. Clause 1.0 of Schedule 1 state: A Permit may be granted for development or use on an existing lot prior to the preparation of a Development Plan. A permit can therefore be granted prior to the preparation of a Development plan
Particular Provisions	
Clause 52.19	A permit is required to construct a building or construct or carry out works for a Telecommunications facility.

Objectors concerns

A copy of the objector's letter is attached.

One objection was received from the Horsham Aerodrome Users Group who have raised concerns regarding the impact of the proposed development on the flight path of aircraft using runway 17/35. The information provided by the Users Group indicates that based on a 2% glideslope for the existing runway, a tower 20.5 metres in height allows for a 20.2-metre clearance. Information provided by the Airport Manager indicates that the proposed tower will not infringe the obstacle limitation surface (OLS) of the existing runway.

Concern has been raised by the Horsham Aerodrome Users Group regarding the impact the proposed tower will have on the 2% glideslope should the runway be extended to 2000 metres in length. The extension of the 17/35 runway to 2000 metres is based on the Horsham Aerodrome Business Plan (adopted by Council 3 May 2010) which under "Proposed Actions and Priorities" aims to *build into its next Horsham Planning Scheme and Municipal Strategic Statement review the need to ultimately establish 2000m long runways at the Horsham Aerodrome.*

The adopted Business Plan is neither incorporated into the Horsham Planning Scheme or forms a reference document. Notwithstanding this, Sec 60 (1A) (g) of the *Planning and Environment Act 1987* states:

Before deciding on an application, the responsible authority, if the circumstances appear to so require, may consider—

(g) any other strategic plan, policy statement, code or guideline which has been adopted by a Minister, government department, public authority or municipal council.

The adopted Business Plan therefore is a document that can be considered. The weight afforded to such a document and in particular, the runway extension will in part be dependent upon such matters such as the commitment to such an action.

The amended plan reduces the height of the proposed tower by approximately 5 metres. Based on the information provided by the Horsham Aerodrome Users Group and the Airport Manager in relation to a 20 metre tower, the amended proposal will not infringe the OLS or 2% glideslope.

Planning Policy Framework ("PPF") and Local Planning Policy Framework ("LPPF")

The purpose of the PPF and LPPF in planning schemes is to inform planning authorities and responsible authorities of those aspects of planning policy which they are to take into account and give effect to in planning and administering their respective areas.

Planning Policy Summary

Clause 11.01-1R – Settlement – Wimmera Southern Mallee

Strategies applicable to the application are:

- *Support the regional city role of Horsham as the key population and employment centre for the region.*
- *Support the regional role of Horsham Central Activities District in providing higher order commercial and retail services.*

- *Support investment in higher order services and facilities at Horsham that cater for a regional catchment.*

Clause 19.03-5S

Objective

'To facilitate the orderly development, extension and maintenance of telecommunication'.

Strategies (as applicable)

'Ensure that modern telecommunications facilities are widely accessible to business, industry and the community'.

Response:

The proposed facility is supported by a grant awarded by the Department of Economic Development, Jobs, Transport and Resources (DEDJTR) for a pilot of new and upgraded infrastructure that enables affordable commercial business-grade broadband offerings. Spirit Telecom will provide ultra-fast internet under the 'Connecting Regional Communities Program' (CRCP).

'Ensure the communications technology needs of business, domestic, entertainment and community services are met'.

Response:

The facility will provide much needed improved telecommunications to the Horsham and surrounding communities.

'Ensure that the use of land for a telecommunications facility is not prohibited in any zone'.

Response:

The proposed use of the land is not prohibited in the Zone.

'Ensure a balance between the provision of important telecommunications services and the need to protect the environment from adverse impacts arising from telecommunications infrastructure'.

Response:

The facility has been positioned in an appropriate location to minimise the impact on the environment.

'Planning should have regard to national implications of a telecommunications network and the need for consistency in infrastructure design and placement'.

Response:

The proposal is a pilot program under funding from the 'Connecting Regional Communities Program' to provide ultra-fast internet to the local area. The commercial grade service if successful will provide an improved internet service to Horsham. This facility is one of 6 proposed facilities in the municipality.

The application is supported by the policies and strategies in the Planning Policy Framework by appropriately balancing landscape amenity and environmental protection with the need to provide telecommunications infrastructure that meets local needs.

Local Planning Policy Framework

Clause 21.01-2 – Key issues and influences

This Clause states under 'Our economy is changing' that:

- *'Horsham is a service centre for the region.*
- *Rollout of the national broadband network will provide opportunities for the business and community sectors.*
- *Changing technology will provide us with more innovative business opportunities especially around online retailing, e-commerce and social media'.*

The proposal will assist in growth of the Horsham municipality by providing an ultra-fast internet service.

Clause 21.09-3 Horsham Airport

Objectives and Strategies

Objective 1 To protect the air safety of Horsham Aerodrome.

Strategy 1.1 Avoid the intrusion of buildings and other structures into the air space of the Horsham Aerodrome.

Based on the advice received in relation to the impact on the OLS from the Airport Manager and the reduction in height of the proposed tower no intrusion will occur.

Objective 2 To facilitate further development of the Horsham Aerodrome for airport uses.

Strategy 2.3 Upgrade the east/west and north/south runways to a standard that facilitates their use by emergency services aircraft.

The Horsham Planning Scheme identifies further strategic work to prepare a Master Plan for the Horsham Aerodrome and to prepare planning scheme controls that are commensurate with the changes to the configuration of the Horsham Aerodrome. Although the adopted Business Plan identifies an extension of the 17/35 runway as a development strategy, this is identified as a long term strategy.

It is considered that that the proposed telecommunication facility will not prejudice future further development of the Horsham Aerodrome.

Clause 21.10-2 – Telecommunications

Telecommunications

'Access to telecommunications is important to better connect services and attract business within the region. The National Broadband Network project provides an opportunity to improve the connectivity of the region for business and service provision.'

Objectives and Strategies

Objective 1

'To ensure land use and infrastructure planning for the region takes advantage of enhanced telecommunications, particularly in larger centres which have the best connections.'

Strategy 1.1

'Support the improved supply of telecommunications infrastructure to service the municipality.'

The applicant provided the following information that is considered an appropriate response to the above Clause:

'As stated earlier in this report there is a clear demand for reliable telecommunications in Horsham now and into the future. In this respect, it is considered that the provision of the facility will maintain the environmental qualities of the Shire and meets the needs of the community.'

The proposed facility accords with all of Council's strategies in that it responds to the communities needs for improved infrastructure relating to reliable telecommunications. It will support the region's economic activities and lifestyle choice. It will improve lifestyle choice and is sited on cleared rural land so there will be no impact on native vegetation.'

Communications are increasingly seen as an essential service, and the provision of reliable telecommunications to Horsham supports Council's strategic statements in relation to efficient provision of infrastructure, growth, community benefit and safety.'

Clause 32.03 Low Density Residential Zone

Purpose

- To implement the Municipal Planning Strategy and the Planning Policy Framework.
- To provide for low-density residential development on lots which, in the absence of reticulated sewerage, can treat and retain all wastewater.

In accordance with Clause 32.03-1 a permit is required to use the land for a Telecommunications Facility

In accordance with Clause 32.03-4 – Buildings and works a permit is required to construct or carry out any of the following:

- A building or works associated with a use in Section 2 of Clause 32.03-1.

Clause 32.03-6 Decision guidelines

Before deciding on an application, in addition to the decision guidelines in Clause 65, the responsible authority must consider, as appropriate:

- The Municipal Planning Strategy and the Planning Policy Framework.

See separate assessment in this report.

Particular Provisions**Clause 52.19 – Telecommunications Facility**

The purpose of this Clause is:

- *To ensure that telecommunications infrastructure and services are provided in an efficient and cost effective manner to meet community needs.*
- *To facilitate an effective statewide telecommunications network in a manner consistent with orderly and proper planning.*
- *To encourage the provision of telecommunications facilities with minimal impact on the amenity of the area.*

In accordance with Clause 52.19-1, a permit is required to construct a building or construct or carry out works for a Telecommunications facility.

In accordance with Clause 52.19-4 (application requirements), the application was accompanied by the appropriate information to allow a determination to be made on the application.

Clause 52.19-5**Decision guidelines**

The decision guidelines at Clause 52.19-5 require Council to consider, among other things, the effect of the proposal on adjacent land and the principles for design, siting, construction and operation of telecommunications facilities set out in 'A Code of Practice for Telecommunications Facilities in Victoria, July 2004'.

Before deciding on an application, in addition to the decision guidelines of Clause 65, the Responsible Authority must consider, as appropriate:

- *The principles for the design, siting, construction and operation of a Telecommunications facility set out in A Code of Practice for Telecommunications Facilities in Victoria, July 2004.*

The application has addressed the principles set out in A Code of Practice for Telecommunications Facilities in Victoria, July 2004 and is deemed satisfactory.

- The effect of the proposal on adjacent land

As previously described in this report, the proposal will not cause detriment in any way to the adjacent land as there are no sensitive land uses in close proximity.

- *If the Telecommunications facility is located in an Environmental Significance Overlay, a Vegetation Protection Overlay, a Significant Landscape Overlay, a Heritage Overlay, a Design and Development Overlay or an Erosion Management Overlay, the decision guidelines in those overlays and the schedules to those overlays.*

No permit is required under the Design and Development Overlay – Schedule 3

The Code of Practice also requires that equipment associated with the telecommunications facility should be screened and that facilities should be located to minimise impacts on significant landscape views.

There are no significant landscape views applicable to the location.

Decision guidelines

Clause 65.01 – Approval of an application or plan

Before deciding on an application or approval of a plan, the responsible authority must consider, as appropriate:

- *The matters set out in section 60 of the Act.*

Considered in the processing of the application

- *The Municipal Planning Strategy and the Planning Policy Framework.*

Considered in the assessment of the application as per this report

- *The purpose of the zone, overlay or other provision.*

Considered in the assessment of the application as per this report.

- *Any matter required to be considered in the zone, overlay or other provision.*

Considered in the assessment of the application as per this report.

- *The orderly planning of the area.*

The proposal is considered to be orderly planning and will not prejudice any future use of land in the vicinity.

- *The proximity of the land to any public land.*

There is no public land in close proximity to the subject land.

- *Factors likely to cause or contribute to land degradation, salinity or reduce water quality.*

The proposal is not considered to contribute to land degradation, salinity or reduce water quality.

- *Whether the proposed development is designed to maintain or improve the quality of stormwater within and exiting the site.*

There is no specific design to maintain or improve the quality of stormwater within the existing site except for the stormwater will be required to remain within the boundaries of the site.

- *The extent and character of native vegetation and the likelihood of its destruction. Whether native vegetation is to be or can be protected, planted or allowed to regenerate.*
- No native vegetation will be affected by the proposal. The location is cleared of any vegetation.
- *The degree of flood, erosion or fire hazard associated with the location of the land and the use, development or management of the land so as to minimise any such hazard.*

There are no known hazards.

Conclusion

The proposal as submitted is considered consistent with the planning scheme, built form and the adverse amenity impacts have been assessed to be satisfactory in this instance.

The proposed development has been assessed and on balance should be supported as the use and development is to provide an ultra-fast broadband service under the “*Connecting Regional Communities Program*” (CRCP). It will result in a net community benefit

Decision

That Council, being the Responsible Authority under the Horsham Planning Scheme and the Planning and Environment Act 1987 and having considered the application, and referral responses, and the relevant provisions of the Horsham Planning Scheme, issue a Notice of Decision to grant a Planning Permit for the use and development of a telecommunications facility at Lot 1 on Title Plan 382138W, Dimboola Road, Horsham subject to the following conditions:

Conditions

Plans

1. The development as shown on the endorsed plans must not be altered unless with the prior written consent of the Responsible Authority.
2. The use and development as shown on the endorsed plans must not be altered without the prior written consent of the responsible authority.

Amenity

3. The development must be managed so that the amenity of the area is not detrimentally affected to the satisfaction of the Responsible Authority.
4. The telecommunications facility must comply with the relevant ARPANSA 'Radiation Protection Standard for Maximum Exposure Levels to Radiofrequency Fields - 3kHz to 300kHz' to the satisfaction of the Responsible Authority.
5. A red obstacle light is to be installed on top of the tower in accordance with the requirements of the CASA Manual of Standards CASA MOS 139 section 9.4.

Landscaping

6. Before the use of the telecommunications facility commences or by such later date as is approved by the Responsible Authority in writing, the landscaping works shown on the endorsed plans must be carried out and completed to the satisfaction of the Responsible Authority.

Decommissioning

7. In the event an obstacle limitation surface for runway 17/35 determines the telecommunications facility will constitute into otherwise unhindered airspace above the obstacle limitation surface for an existing or proposed 2000 metres runway length, the facility will be decommissioned and relocated to an alternative site that does not constitute an infringement of the obstacle limitation surface, at the owner's cost.
8. In the event the authorised development is to be decommissioned, the operator must within six months of decommissioning:
 - a) Remove all infrastructure associated with the telecommunications facility including site fencing.
 - b) Submit a site remediation and landscape plan to the Responsible Authority's satisfaction.
 - c) Complete any site remediation works and landscaping shown in plans required at condition 6(b) of this permit), to the satisfaction of the Responsible Authority.

All to the satisfaction of the Responsible Authority.

Easements

9. All buildings and works must be located clear of any easements or water and sewer mains unless written approval is provided by the relevant authority.

Maintenance

10. All buildings and works must be maintained in good order and appearance to the satisfaction of the Responsible Authority.

Council's Technical Services Department

Access

11. A new vehicle crossing must be provided to the land to the satisfaction of the Responsible Authority in accordance with Councils Standard Drawing Number STD 39 (Industrial).

Construction Waste

12. All construction activities, including the storage of materials and the parking of construction vehicles, are to be undertaken from within the site. The storage of building goods and associated items shall be wholly upon the subject site and not on adjacent Council owned land or road reserves unless approved in writing by the Responsible Authority.

Stormwater

13. Stormwater must be drained through a legal point of discharge. Discharge is to be to Council's underground drain system, concrete gutter/channel (using a standard adapter) or open earth spoon drain as applicable. Contact Josh Hammond on 03 5382 9742 for discharge point details, before commencement of works.

Permit Expiry

14. The approval granted by this permit for the development will expire if one of the following circumstances applies:
 - a) The development is not started within two years of the date of this permit.
 - b) The development is not completed within four years of the date of this permit.

In accordance with section 69 of the Planning and Environment Act 1987, an application may be submitted to the Responsible Authority for an extension of the periods referred to in this condition.

Permit Notes:

Horsham Rural City Council notes:

- a) Prior to work on Council assets including work within road reserves or easements, the relevant road opening permit must be obtained by contacting Council's (Josh Hammond on 03 5382 9742). A relevant fee will be charged for the permit at the time of application.
- b) Prior to any excavation works, it is recommended the applicant and/or their contractors undertake "Dial before you Dig" information for existing utility services locations. The contact phone number for this service is 1100 or via the website www.1100.com.au.

Angela Murphy
Planning Department
Horsham Rural City Council
PO Box 511
Horsham Vic 3402

Date: 11 April 2019

Emailed to: nick.carey@hrcc.gov.vic.au

Response to email of 8 April 2019 Re: 5G Pole Application Riley Road

Dear Nick,

In reply to your email of 8th April 2019 advising us the applicant has elected to lower the height of the mono-pole from 20 m plus the 600mm dishes, down to 15 m plus dishes (facility), at the selected site 4 metres south of Riley road.

Further to our submission of 22nd March 2019 and in reply to your email, I make the following comments to assist council in understanding our position with some relevant context.

The 2009 Discussion Paper by the Federal Government on Safeguarding Airports highlighted the necessity to provide a balanced approach to safeguards that incorporates actions designed to protect aircraft safety and support the effective use (capacity) of airport sites into the future.

Ultimately it comes down to the difficult question: are sacrifices of flight safety and capacity acceptable when weighed against the interests served by the new development? Loss of safety and capacity through incursions cannot be regained. Where there are alternative locations for a development proposal that would either potentially or actually compromise flight safety or capacity, those alternative sites should always be considered by planners in the first instance.

There is currently no obstacle limitation surface (OLS) in place for the aerodrome. The OLS is used to determine when an intrusion into airspace is an obstacle to an aircraft operating either to or from the airport.

New developments above (i.e. penetrating) the OLS are usually discouraged as safety and capacity generally decreases with every new penetration. A report analysing and making recommendations to mitigate these negative consequences will be expensive and result in new operational measures that reduce safety and capacity even more. Therefore, prevention of potential and actual incursions is essential.

If an OLS had already been promulgated for Horsham aerodrome the CASA Manual of Standards (MOS) Part 139 requires the following of council:

"Part 7.1.4 Procedures for Aerodrome operators to deal with Obstacles. The aerodrome operator must monitor the OLS applicable to the aerodrome and report to CASA any infringement or potential infringement of the OLS."

"Note: Aerodrome operators need to liaise with appropriate planning authorities and companies that (plan to) erect tall structures, to determine potential infringements. Every effort must be made to implement the OLS standards and limit the introduction of new obstacles."

Had an OLS been in place, it would have required notification to CASA had a potential incursion been identified with the proposed facility. Council would then have had to conduct an (expensive

and time consuming) evaluation of the OLS in relation to the proposed facility, and have that assessed by CASA.

In essence, what we have endeavoured to achieve to assist council and the applicant is identify whether the proposed facility is either a potential or actual incursion into existing and proposed airspace that would have direct implications for planned development of the airport, with an OLS in place.

Our investigation and calculations have focussed on the MOS and GPS instrument approach that is replacing ground based Instrument Landing Systems (ILS) with satellite based technology described as follows.

Air Services Australia (ASA) is working towards establishing Satellite Based Augmentation System (SBAS) technology to be progressively implemented across Australia. SBAS will enable safer and more accurate approach guidance, in particular to regional and rural aerodromes, in instrument meteorological conditions (i.e. a pilot monitored instrument approach). The necessary equipment is installed in the instrument panel of an aircraft to provide real time information to the pilot about the actual position of the aeroplane in vertical and horizontal planes. It does not require an ILS system at the airport.

For regional airports, such as Horsham, safety and operational capability under variable weather conditions is important for the economics of aircraft operations. A crucial capability that SBAS will facilitate is medical emergency evacuations from regional airports where procedures are promulgated for weather conditions of low visibility that would otherwise prevent an aircraft from landing.

SBAS will bring the threshold for a visual approach down to 250 feet and reduce the workload for the pilot. With low cloud and rain, this will allow for a greater chance of access to the aerodrome to enable time-critical emergency medical transfer of patients to Melbourne. Implementation of SBAS will use a glide slope to 1.6 degrees on approach.

To enable the jet aircraft (PC-24) that Ambulance Victoria will transition to will require a minimum 1600 m, ideally 1800 m runway length for access in all weather conditions.

Determinations of a glide slope for several runway lengths up to and including the 2000 m extension proposed in the 2010 Aerodrome Business Plan have been calculated.

A mono-pole height of 15 meters plus dishes has a theoretical clearance (i.e. a safety margin) above the facility of 16.5 m (54 feet) for an 1800 metre runway and 10.9 m (36 feet) for a 2000 metre runway. While this is a theoretical (calculated) safety margin, the actual clearance limits can be much less in turbulence, thereby potentially reducing the safety margin significantly.

The lateral distance of the proposed facility is 165 m west of the centreline of runway 35 approach. Calculation of a hypothetical OLS using criteria in Table 7.1.1 of the MOS Part 239, 2017, indicates the facility falls within the approach envelope by 29 m for an 1800 m runway and by <1 m for a 2000 m runway length. Lesser runway distances all capture the facility site.

The approach OLS envelope from the current end of runway 35 falls at the eastern edge of Geodetic Road. Therefore, an OLS for runway 35 approach, at its current length, would capture the proposed facility site, but not a site west of Geodetic road.

To summarise, using criteria in MOS Part 139 and a 1.6 degree glide slope for calculations, the proposed facility falls within the posited OLS envelope for the approach to runway 35, from the

existing runway length of 999 m up to 2000 m, but an alternative site west of Geodetic Road does not.

In terms of a potential infringement into the posited OLS, the proposed facility at 16.5 m above ground height will fall under the OLS with a safety margin of 16.5 (54 feet) and 10.9 m (36 feet) for an 1800 and 2000 m runway respectively. This does not take account of turbulence that can reduce the safety margin and criteria that may be applied by CASA for development of an OLS.

When eventually determined, the OLS may be at a lower height than the theoretical OLS calculated above in order to provide a specified margin of safety at close proximity to a runway. This would be determined by CASA and ASA, illustrating the role of the national government in regional airports.

Advances in technology facilitate enhanced aircraft capability. When an OLS is ultimately determined at Horsham, the proposed facility may have potential to be considered as an intrusion into an otherwise unhindered OLS. Should the proposed facility be considered by CASA to be an intrusion, this will require one of two options: remove the facility, or reduce aviation capacity by altering the OLS to accommodate the facility.

If the latter, the resultant loss of safety and capacity to the functional operation of the airport will be a direct result of the choice of location for the 5G Pole. Should this occur when suitable alternatives are available that do not risk any potential imposition on the future development of the airport, any negative publicity arising will be borne by council and the facility owner. Ultimately the potential risk of liability for collision of an aircraft with the proposed facility should such an unfortunate incident occur, will be borne by council and the owner of the facility.

If the margin of error is considered inadequate for reasons of safety and potential liability, the alternative is to consider a different site free of any inherent risk. It is the applicant's prerogative to either seek to proceed and council's to approve the proposed site, or to consider an alternative site.

Following a conference call, four options have been proposed by the applicant:

1. Proceed with existing proposal as is
2. Lower the pole height.
3. Lower the height with conditions established.
4. Consider an alternative site.

As we cannot predict what a future OLS will constitute, our preferred option is #4 followed by option 3.

If option 3 is adopted, we suggest the condition(s): In the event an OLS for runway 35 determines the facility constitutes an intrusion into otherwise unhindered airspace above the OLS, for an existing or proposed 2000 meter runway length, the facility will be re-located at the owner's cost to an alternative site that does not constitute an infringement of the OLS.

I trust this is of assistance.

Yours faithfully,



Tony Brand
Chairman Horsham Aerodrome Users Group

		Units	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Assumptions									
Operating days	Number of days operational per month (operating 3 hours per day)	3							
Occupancy	Estimation of average usage of pedal boats	50%	0	0	0	0	0	0	0
Income									
Grant	Pick my project		\$ 60,000.00						
Estimated Hire fees	Fees received for use of pedal boats <u>per 30 minutes</u>	\$ 15.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other funding									
Sub Total			\$ 60,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure									
Pedal boat purchase	Purchase of pedal boats	8	\$ 18,000.00						
Pedal boat trailer	estimate from Ian Antonoff		\$ 20,000.00						
Life jackets			\$ 3,250.00						
Communications purchase	including mobile phone		\$ 3,000.00						
Communications fees	mobile phone	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00
Licence fees			\$ 200.00						
Ground works	On-ground works budget /signage/ tethering		\$ 3,000.00						
Rescue dingy purchase	Rescue dingy, trailer and motor		\$ 6,000.00						
Rescue dingy registration	Annual registration fee		\$ 100.00						
Rescue dingy fuel	estimated average cost per operating day	\$ 5.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rescue dingy service									
Storage	Gold star self storage per month	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00
Eftpos machine	set up and 1 year operations		\$ 1,000.00						
Volunteer payment	Payment to operating organisation for 2 volunteers/ph	\$ 60.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Training	Volunteer training								
Depreciation	Assuming full replacement after 10 years								
Maintenance									
Administration			\$ 1,000.00						
Sub total			\$ 55,615.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00
Month Balance			\$ 4,385.00	-\$ 65.00	-\$ 65.00	-\$ 65.00	-\$ 65.00	-\$ 65.00	-\$ 65.00
Running total			4,385.00	4,320.00	4,255.00	4,190.00	4,125.00	4,060.00	3,995.00

Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
	8	9	9	8	9	9	8					
0	12	14	14	12	14	14	12	0	0	0	0	0
\$ -	\$ 2,880.00	\$ 3,240.00	\$ 3,240.00	\$ 2,880.00	\$ 3,240.00	\$ 3,240.00	\$ 2,880.00	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ 2,880.00	\$ 3,240.00	\$ 3,240.00	\$ 2,880.00	\$ 3,240.00	\$ 3,240.00	\$ 2,880.00	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00
\$ -	\$ 40.00	\$ 45.00	\$ 45.00	\$ 40.00	\$ 45.00	\$ 45.00	\$ 40.00	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00
					\$ 1,000.00							
\$ -	\$ 1,440.00	\$ 1,620.00	\$ 1,620.00	\$ 1,440.00	\$ 1,620.00	\$ 1,620.00	\$ 1,440.00	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 5,400.00								\$ 1,800.00				
					\$ 1,000.00							
\$ 5,465.00	\$ 1,545.00	\$ 1,730.00	\$ 1,730.00	\$ 1,545.00	\$ 3,730.00	\$ 2,730.00	\$ 1,545.00	\$ 1,865.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00
-\$ 5,465.00	\$ 1,335.00	\$ 1,510.00	\$ 1,510.00	\$ 1,335.00	-\$ 490.00	\$ 510.00	\$ 1,335.00	-\$ 1,865.00	-\$ 65.00	-\$ 65.00	-\$ 65.00	-\$ 65.00
-1,470.00	-135.00	1,375.00	2,885.00	4,220.00	3,730.00	4,240.00	5,575.00	3,710.00	3,645.00	3,580.00	3,515.00	3,450.00

Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
9	9	8	10	8	8	8					
14	14	12	15	12	12	12	0	0	0	0	0
\$ 3,240.00	\$ 3,240.00	\$ 2,880.00	\$ 3,600.00	\$ 2,880.00	\$ 2,880.00	\$ 2,880.00	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 3,240.00	\$ 3,240.00	\$ 2,880.00	\$ 3,600.00	\$ 2,880.00	\$ 2,880.00	\$ 2,880.00	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ 3,250.00								
\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00
\$ 45.00	\$ 45.00	\$ 40.00	\$ 50.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00
			\$ 1,000.00								
\$ 1,620.00	\$ 1,620.00	\$ 1,440.00	\$ 1,800.00	\$ 1,440.00	\$ 1,440.00	\$ 1,440.00	\$ -	\$ -	\$ -	\$ -	\$ -
				\$ 1,800.00							
\$ 1,730.00	\$ 1,730.00	\$ 1,545.00	\$ 1,915.00	\$ 6,795.00	\$ 1,545.00	\$ 3,345.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00
\$ 1,510.00	\$ 1,510.00	\$ 1,335.00	\$ 1,685.00	-\$ 3,915.00	\$ 1,335.00	-\$ 465.00	-\$ 65.00	-\$ 65.00	-\$ 65.00	-\$ 65.00	-\$ 65.00
4,960.00	6,470.00	7,805.00	9,490.00	5,575.00	6,910.00	6,445.00	6,380.00	6,315.00	6,250.00	6,185.00	6,120.00

	not Christmas & boxing		Not NY day					
Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22		
10	8	6	9	8	8	9		
15	12	9	14	12	12	14		
\$ 3,600.00	\$ 2,880.00	\$ 2,160.00	\$ 3,240.00	\$ 2,880.00	\$ 2,880.00	\$ 3,240.00		
<u>\$ 3,600.00</u>	<u>\$ 2,880.00</u>	<u>\$ 2,160.00</u>	<u>\$ 3,240.00</u>	<u>\$ 2,880.00</u>	<u>\$ 2,880.00</u>	<u>\$ 3,240.00</u>		
\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00		
\$ 50.00	\$ 40.00	\$ 30.00	\$ 45.00	\$ 40.00	\$ 40.00	\$ 45.00		
\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00		
\$ 1,800.00	\$ 1,440.00	\$ 1,080.00	\$ 1,620.00	\$ 1,440.00	\$ 1,440.00	\$ 1,620.00		
			\$ 1,000.00		\$ 1,800.00			
<u>\$ 1,915.00</u>	<u>\$ 1,545.00</u>	<u>\$ 1,175.00</u>	<u>\$ 1,730.00</u>	<u>\$ 3,545.00</u>	<u>\$ 1,545.00</u>	<u>\$ 3,530.00</u>		
<u>\$ 1,685.00</u>	<u>\$ 1,335.00</u>	<u>\$ 985.00</u>	<u>\$ 1,510.00</u>	<u>-\$ 665.00</u>	<u>\$ 1,335.00</u>	<u>-\$ 290.00</u>		
7,805.00	9,140.00	10,125.00	11,635.00	10,970.00	12,305.00	12,015.00		



Pedal Boats Program

DRAFT OPERATING PROCEDURES 18/2/19

Introduction

The purpose of the **Pedal Boats Program** is to provide opportunities for families and friends to enjoy a safe, inexpensive recreational activity on the Wimmera River in Horsham.

Summary Points

- 8 (Eight) SUNDOLPHIN Pedal Boats will be made available for groups or individuals to hire in a specific location on the Wimmera River in Horsham.
- The SUNDOLPHIN **Sunslider** Pedal Boats can seat up to 2 Adults and 3 small children
- The Pedal Boats will be able to be hired for 15 Minutes, 30 Minutes, 45 Minutes or 1 Hour.
- Smoking or consumption of alcohol is not permitted.
- A Hiring Fee will be charged/paid/collected.
The initial Rate is \$15 per Boat for each 30 Minutes on the water or part there-of. A clock, on the bank, will show the time expired.
- A designated 'OPERATOR' will be responsible for the Hiring of the Pedal Boats. Their responsibilities will include the safe operations of the Program. They will also collect the Hire Fees on behalf of the Horsham Rural City Council.
- The 'OPERATOR' will be paid a fixed Hourly Rate for the time that the Pedal Boats are available for Hire. The initial Rate is \$60 per Hour. The OPERATOR will Invoice HRCC for this payment.
- HRCC will specify the hours of operation
For Example: The specified hours could be 3.00pm to 6.00pm on a Saturday and Sunday. The Operator would need to allow for 'set-up' and 'pack-up' and be 'open for business' between 3.00pm & 6.00pm. The Operator will be entitled to \$180.00 for operating session.
- The hours of operation will be on a 'trial' basis to determine the best time for maximum patronage.

- People of all ages will be required to wear a Life Jacket. Life Jackets, in various sizes will be provided by the Council. The Operator will assist patrons to put on and take off their Life Jacket to ensure they are being worn correctly.
- The boats will operate from the rowing club pontoon.
- Hirers will be directed by the Operator on safe operation of the pedal boat and where they can take the boat on the river. Markers will designate the area available, but the general rule is that they must pedal **within sight** of the Operator.
- A standby 'Rescue Boat' will be available to the Operator to assist if anyone gets into trouble or is doing anything reckless or dangerous that may cause harm to someone else or themselves. The 'Rescue Boat' will be moored nearby, ready to go.
- The operator will check the rescue boat is operational prior to each hiring session.
- The 'rescue boat' will be the first and last boat out on the water for each hiring session. Operators of the Rescue Boat will be licenced.
- The weather will be an important factor to determine if the pedal boats can be used. The wind direction and strength and any rain will need to be considered. The Operator or HRCC can make a call on the weather and choose not to 'open'.
- The details of what Boat (named and numbered) is used when, and by whom, will be recorded on the Operator's **Pedal Boat Booking Sheet**. This will record WHO has the boat, WHAT TIME they went out and WHAT TIME they came back. This will also record HOW MUCH they paid to hire the boat.
- Electronic payment transactions will be preferred and this equipment will be supplied by Council. Cash Payments will also be acceptable.
- The Operator will be responsible for making sure that people have a pleasant experience hiring the boats and that the boats and life jackets are clean.
- The Operator will supply at least 2 trained people who will both be on site for the duration of each operating session.
 - These people will each need to have a current Working With Children Card
 - At least one will need to be **Level 2 First Aid** Qualified.
 - At least one will also need a current **Boating Licence**.
- Council will offer Training to prospective pedal boat operators – maximum of two per organisation.

- A mobile phone must be on site and available for emergency use during all operating sessions.
- The Pedal Boats will have their own purpose-built Trailer. The Trailer will be stored at a Council designated location. The Rescue Boat will also have its own Trailer and storage location. During busy periods of the year, some of the Pedal Boats and the Rescue Boat may be moored and safely secured on the River.
- The Operator/s of the Pedal Boats will be determined by an 'Expression of Interest' process. If there is interest shown by multiple groups, a Roster system may be organised.

Sunslider Pedal Boat

FEATURES:

- Adjustable seating to maximize pedalling comfort
- Super tough paddle wheel
- Maintenance free bronze bushings for longer life
- Pedal positions for 1, 2 or 3
- Steering via a central joy stick
- Closed cell polystyrene foam flotation
- Built-in cooler or storage area
- Beverage holders
- Rugged UV-stabilized Fortiflex® High Density Polyethylene deck and hull
- Canopy included

Specifications:

Length:	2,440mm
Width:	1,650mm
Height:	620mm
Weight:	50 Kg.
Capacity:	247Kg.



HORSHAM RURAL CITY COUNCIL

And

(Operator)

User Agreement
Wimmera River Pedal Boats

- (g) to set the Pedal Boat Hire Fee Schedule and review as required;
- (h) to set the weekly management fee payable to the Operator and to pay this fee on presentation of a tax invoice from the Operator.

4. RESPONSIBILITIES OF THE OPERATOR

The Operator is responsible for the day-to-day operation of the Wimmera River Pedal Boats in accordance with the Operator Guidelines (APPENDIX A).

Specific responsibilities include:

1. To abide by the HRCC Operator Guidelines and the advice and direction of the HRCC Manager at all times;
2. To receive payment of ***all hire fees*** on behalf of HRCC;
3. To forward a tax invoice to HRCC for the operation of the Pedal boats at least monthly during operational periods;
4. To ensure that the Pedal Boats are operational on all scheduled Sessions unless the session has been cancelled due to safety concerns or adverse weather conditions;
5. To advise the HRCC Manager as soon as practicable of any schedule changes, incidents or maintenance issues relating to the operation of the Pedal Boats;
6. Ensure that the Operational Manager is licenced to operate the Pedal Boats and rescue Dinghy and has completed all necessary training as directed by HRCC;
7. Agree to observe and adhere to all relevant Local, State and/or Federal laws, whether express or implied, as far as they relate to the Agreement or the operation of Pedal Boats;
8. The Operator shall at all times during the term of the Agreement be the holder of a current Public Liability Policy for an amount of not less than \$10 Million and which provides Principals liability cover. A Certificate of Currency of such insurance must be included as APPENDIX B to the Agreement and forwarded to HRCC when renewed annually;
9. The Operator shall inform HRCC as soon as practical and without undue delay of any alterations or changes to the Public Liability Insurance cover, including a cancellation, discontinuance of the Policy or any other change that may adversely affect HRCC;

10. The Operator must indemnify, keep indemnified and hold harmless HRCC and it's Councillors and staff from and against all actions, claims, losses, damages, penalties, demands or costs consequent upon occasioned by or arising from any negligent action by the Operator including any obligation of the operator under this agreement.

5. THE PARTIES AGREE TO:

- Maintain a strong and sustained collaborative relationship
- Undertake their respective responsibilities as outlined in this Agreement
- Refer any disputes relating to this Agreement to the Chief Executive Officer of Council for discussion and resolution, and if necessary for an external arbitration process agreed by both parties.

6. CONFIDENTIAL INFORMATION

Each party agrees to keep confidential all information disclosed by the other party on a confidential basis and to disclose and use such information only for the objectives of this Agreement. All confidential information exchanged will be marked as Confidential.

Disclosure of Confidential information can only occur with the written permission of the party supplying the original confidential information and material.

Information and material will not be regarded as confidential if it is already known to, or developed independently by, a party or information the disclosure of which is required by law.

7. INSURANCE

It is acknowledged that each party will carry all insurance and safeguards in relation to any loss, damage, expense or claim arising out the operation of the Pedal Boats as detailed in this Agreement.

8. CONFLICT OF INTEREST

Each party warrants that, to the best of its knowledge and having made full inquiries, no conflict of interest exists or is likely to arise, which may impede the parties from fully performing their responsibilities under this Agreement.

Should any potential conflict of interest arise, the respective party will immediately notify the other party of any actual or potential conflict of Interest and will follow an agreed process in relation to such conflict.

9. TERMINATION OF AGREEMENT

This Agreement may be terminated by either party, giving 30 days written notice
HRCC can terminate the agreement effective immediately if the Operator is in breach of this agreement.

10. EXECUTION

Signed on behalf of Horsham Rural City Council

(Signature)

(Print Name)

(Position)

Date:

Signed on behalf of >>>>>>>>>

(Signature)

(Print Name)

(Position)

Date:

APPENDIX A: OPERATOR GUIDELINES

APPENDIX B: OPERATOR PUBLIC LIABILITY INSURANCE

Horsham Performing Arts Future Services Demand Assessment

October 2018

Horsham Rural City Council



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DISCLAIMER – This report has been prepared in consultation with Horsham Rural City Council and has relied on information that has been provided by Council, sought through industry benchmarking processes and industry experience. Artefact Consulting Services Pty Ltd shall not be liable for any loss suffered in connection with the use of this information

1. Executive Summary

The purpose of this report is to provide the key findings from the performing arts demand assessment with a specific focus on Wesley Performing Arts Centre.

The outcome of this project will assist Council in identifying its future role in the venue and informing any future strategic decisions for Wesley Performing Arts Centre.

The development of this report is in response to the closing of Wesley PAC due to significant safety non-compliance. The report includes detailed community feedback through survey, consultation with key stakeholders and also an assessment of the current provision of performing arts facilities in the Horsham region. In addition, a review of current best practice in the provision of performing arts is also included.

This report provides a detailed review and assessment of the key findings. The primary scope of this current project was to provide Council with an assessment in order to identify the best possible options for the future direction of Wesley PAC.

The findings from this process have also provided a significant amount of detailed feedback from the community for consideration of the wider arts and events programs in Horsham.

The primary outcome of this assessment has identified that there is a role for Wesley PAC in that it fills a gap in the existing provision of cultural facilities by providing a small intimate space that is very highly regarded by the community. It also provides the opportunity for broadening the arts and cultural program. This has the potential to build upon Horsham's support of the creative industries and growing reputation as a cultural destination.

The offer provided by the Wesley Committee to transfer ownership of Wesley PAC and also to contribute to the costs for remedial works, by passing on the proceeds of the sale of their property is a unique opportunity for Council.

However, if Council agrees to take ownership and management of the facility and develop a program of activation, it will require significant capital investment in addition to any proceeds from the Wesley Committee as well as on-going operational subsidy.

The return on investment cannot be solely assessed by a financial return. However, economic impact assessments undertaken for other regional cultural facilities and activities have found that there is significant return generated for the regional economy. Similar to the investment that was made in the redevelopment of the Horsham Town Hall, the return also contributes to the overall community wellbeing and cultural life of the Horsham region as well as making an economic impact.

The following table provides an assessment and commentary of the key findings of this report and the options for the future directions for Council consideration.

Option 1 No action taken

This option would see the Wesley Committee retaining full responsibility for the future of Wesley PAC. In the likely event that the committee would not continue to operate the venue, the identified demand for a smaller performance space in Horsham would not be met.

Although Council does not own the building, the results from the community survey indicated that there is strong support for Council to take responsibility for the future of Wesley.

This option may attract significant community criticism and impact Council's reputation.

Financial Considerations

- Nil

Option 2 Acquire ownership of Wesley, undertake the necessary compliance works and re-open as a basic hall for hire

This option would see Council accept the offer from the Wesley Committee to transfer ownership to Council and also to receive the proceeds from the sale of the Music Academy properties to cover the costs of remedial works.

This would entail works to address the key fire safety and ESM issues to make the venue operational. Current seating would be removed and loose portable seating and tables made available. However this would not improve the overall accessibility or the expected comfort and services of a performing arts venue. The venue would become a hall for hire without any support services. Although the community may still hire, without supervision, most of the performance equipment would need to be removed.

Council currently has other facilities which are halls for hire and Council may not want to take on the responsibility of another facility that is replicating existing services.

It is also unknown at this stage, if this option was chosen, whether the offer from Wesley Committee to pass on the proceeds of the sale of the Music Academy would still remain if the outcome did not result in Wesley continuing to be a fitted performance space.

Financial Considerations

Costs

- Works undertaken \$500,000 estimate
- On-going cost of maintenance/cleaning/light/power

Revenue

- The expected proceeds from Wesley's properties is not confirmed at this stage however for the purpose of this review if a figure of \$600,000 is received it would cover the cost of the works, legals and transfer costs.
- Hall hire to cover cleaning, light and power

Option 3**Acquire ownership of Wesley and undertake major works and re-open as a performance space.**

This option would provide Council with a smaller performance space to complement the programming of the Town Hall. This is also the option that responds to the findings of the community consultation.

This would entail safety issues to be addressed, new technical equipment and renovated support spaces, replace flooring and enable the venue to become a flexible space by providing a flat floor area and movable/retractable seating. The installation of retractable seating requires further investigation however, the required load bearing needed for a retractable seating could be addressed through the works undertaken on the flooring.

The key success factor of this option is that the venue would need to be activated as well as attracting hirers. This would require an increase in operational subsidy for the Town Hall to manage and deliver programs at Wesley. The range of programming could include professional performances, creative development, artist residencies and increase the profile of the creative industries. This is in addition to community hiring for a range of events. As discussed in Section 6 of this report, this model would be reflective of current best practice.

The previous operational principles and hire costs would need to be reviewed as the rates had not increased since 2011 and due to the requirement for a safe working environment, supervising staff would need to be part of the hiring costs. Although the new hire rates would be comparable to other similar cultural venues and in line with the operating principles of the Horsham Town Hall, there would need to be an increase of the rates and this may impact on hirers who were previously provided with very flexible arrangements.

It was identified through this study that Wesley would fill the gap for providing a smaller performance space, but this option does require significant Council investment. However, the offer of the Wesley Committee to pass on the proceeds of the sale of the Music Academy can result in Council acquiring a highly regarded cultural facility at a reduced financial impact.

Financial Considerations**Costs**

- Address safety issues, rectification of building, new seating, refurbished support spaces \$1.5 m (estimate only)

Revenue

- Proceeds from Wesley's properties \$600,000 (estimate only)

Capital Works Net - \$900,000 (estimate)

Operational subsidy

- Operational and programming annual subsidy \$97,648 (estimate – see Section 7)

2. Recommendations

Considering the findings of this project and the analysis of the proposed three options. The following recommendations are provided for Council consideration.

It is recommended that:

- Option 3 be adopted subject to the necessary funds being allocated
- formal discussions commence with the Wesley Committee of Management to transfer ownership of the Wesley Performing Arts Centre to Council on the condition that all proceeds from the sale of the Music Academy properties are provided to Council to assist with the refurbishment costs
- legal advice be sought as to the ownership transfer and identify any specific issues to be addressed
- detailed scoping of the necessary works to be undertaken and quotes be obtained
- future budget considerations include an allowance for the balance of funds required to undertake the identified capital works
- future budget considerations include an allocation for the on-going operations for Wesley Performing Arts Centre
- the opportunity for external grants be investigated to assist with funding the capital improvement works
- that a fundraising campaign utilising the previous community support for Wesley PAC be investigated
- a community engagement process be developed to ensure that the community is informed of the future of Wesley Performing Arts Centre

3. Scope

The purpose of this project was to undertake an assessment of the performing arts demand in the Horsham region to inform the viability of Wesley Performing Arts Centre.

The scope of the project included:

- Review of relevant Council reports and available data.
- A targeted key stakeholders consultation and engagement process
- Relevant arts industry research
- Analysis of key findings from the consultation and research processes
- Development of a Future Service Demand Report with recommendations

The outcome of this project will assist Council identifying its future role in the venue and informing any future strategic decisions for Wesley Performing Arts Centre.

4. Context

4.1. Wesley Performing Arts Centre

Wesley PAC is owned by the Wesley Performing Arts & Cultural Centre Inc. Committee of Management. However, Council was responsible for the programming and management of the venue as part of its arts program prior to the venue closing. In 2017, a safety audit was undertaken and due to significant safety issues identified, the venue was closed in December 2017.

Background

The venue had an advertised capacity of 265 with associated dressing rooms, green room and courtyard and is highly regarded for its acoustics and intimacy (it should be noted however, that there is no occupancy permit found to confirm the allowed capacity).

The inaugural WPACC committee was established in 1993 and its primary purpose was to acquire the Wesley Church to provide Horsham with a much-needed performing arts space

Through significant fundraising and support of local philanthropists, community members and a loan from Council, the committee purchased Wesley which was opened in May 1995. In May 1998 a Fire Safety Assessment Report undertaken by Arup but it appears that not all the issues raised were addressed.

In 1999 extensions were completed costing \$500,000. The Committee once again raised significant funds through community fundraising and philanthropic support totalling \$349,000 as well as \$33,000 of donated labour. In addition, grants of \$240 000 from Victorian Government Community Support Fund and Council of \$14,400 assisted in completing the works.

Since its inception, WPACC has been run by voluntary committee of management and was the only venue of its kind in Victoria owned and operated independently of local council.

Prior to Council assisting with programming, the Committee was responsible for all aspects and curated a growing program of events.

In 2015, WPACC proposed to transfer ownership of Wesley PAC to Council. While investigating the potential of this, in July 2016 Council assumed management of Wesley through an annual lease of \$6,500 to WPACC for use of the venue.

In December 2017, the Council Building Surveyor undertook a Fire Safety and Essential Safety Measure Audit and found that the building was not compliant with Essential Safety Measures (ESM). A Building Permit and Occupancy Permit were unable to be found. It was also recommended that a Fire Engineer Audit be undertaken.

In agreement with the Wesley Committee, the venue was closed for safety reasons while further inspections and actions to rectify were undertaken. In June 2018, the lease held by Council expired and was not renewed.

Over its years of operations, Wesley PAC has made a major contribution to the cultural life of the Horsham region. It is acknowledged that the audience development outcomes and the range of activities of Wesley was a major contributor to the initiative to redevelop the Horsham Town Hall as a regional performing arts centre.

In the last full year of operation, the venue held a range of events including professional touring productions programmed by HRCC, school productions, community meetings and funerals.

The total attendance over a full year (2016/2017) was 6,647 people attending 47 events. In the six months prior to closing (December 2017) 1,963 people attended 15 events. The actual operating costs for Wesley have been difficult to identify as a number of the expenses form part of the Horsham Town Hall overall budget. In particular staffing costs. However, the budget figures identify that the budgeted subsidy for Wesley in 2016/17 was \$6,686 and the 2017/18 subsidy was budgeted at \$22,899. Again, it should be noted that not all costs associated with Wesley are identified in the Wesley PAC budget.

The estimate for undertaking the required works including fire safety systems, new seats, flooring, lighting and electrical, address accessibility is approximately \$1.5m. (all cost estimates subject to final quotes)

The minimum cost of addressing the key fire safety and ESM issues to make the venue operational \$500,000, however this would not improve the overall accessibility or the expected comfort and services of a performing arts venue.

It should be noted that as of the expiration of the lease, WPACC has full responsibility for their venue, however Council has assisted by covering the costs for fire audit and safety inspections.

4.2. Horsham Town Hall

The redeveloped Horsham Town Hall was opened in February 2016. Since that time, the HTH has become a major focus for cultural and civic celebration.

The Vision for the Town Hall is to:

- Create a vibrant, outstanding centre for the arts
- Provide a community facility to support businesses and community conduct meetings, events and conferences
- Support and engage with the community of Horsham to develop and present diverse, inspiring and entertaining cultural programs
- Provide training opportunities for and engagement with young people
- Provide a positive, rewarding and engaging experience
- Create a space that is owned by and well used by the community for a wide range of activities and experiences
- Showcase the heritage features of the building.

The venue consists of the 500 seat proscenium arch theatre with full performance facilities, Heritage Town Hall, Foyer, Education Centre, Meeting Room and the Horsham Art Gallery.

The HTH offers an extensive range of programs including professional theatre season, workshop and community engagement programs and exhibitions.

In 2017-18 there were 65,00 visitors, 239 events including 21 exhibitions and 24,735 tickets sold. The venue is heavily booked in particular in the second half of the year with a very high demand from local schools, dance schools and performance groups. In addition to the performance and exhibition programs and community events, the HTH plays an important role in attracting conferences and corporate events to the region.

The primary targets of visitation, number of events and diversity of programming as identified in the original HTH 2015 Business Plan for year three of operation have all been exceeded. In the original planning for the redevelopment, Wesley was seen as an important part of the overall provision of programs in addition to the HTH. The 2015 Business Plan included the operational and programming costs of Wesley PAC.

The budgeted Council subsidy for 2018/19 for HTH is \$478,140. In addition Council receives an annual grant from Creative Victoria for \$75,000. Total government funding is \$553,140.

The Australian Performing Arts Centres Association 2015 Economic Activity Report¹ provides the following analysis of the government subsidy for performing arts centres.

As with most benchmarking, direct comparison is not always possible as venues are subject to a range of internal and external influences within their local environment. However, the following comparison can be used as a guide.

¹ APACA Economic Activity Report 2015

Turnover \$1m -\$2m	Subsidy \$757,085
Turnover less than \$1m	Subsidy \$417,965
HTH turnover \$1,641,020	Subsidy \$553,140 (Council \$478,140 + Creative Vic \$75,000)

With a turnover of \$1.6m, HTH is receiving less subsidy in comparison of turnover than other venues nationally. As noted above, this should only be used as a guide as venues vary as to how costs are fully accounted for.

However, considering the level of activity and the overall contribution that the Horsham Town Hall has made since the redevelopment, Council receives a valuable return on the investment (see also Section 7)

4.3. Other Cultural Facilities

A cultural facilities scan of performance spaces in Horsham was undertaken to ascertain potential gaps.

Horsham is well serviced for larger performances spaces, in particular with the Town Hall providing the 500 seat theatre and a flat floor space.

The secondary colleges also have performance spaces and although available for some community usage and understandably, they are predominately for school usage. Likewise, Federation University has a small 100 seat auditorium for mixed use.

The Church of Christ was cited as a new presentation venue however it is a larger 700 seat space.

Experience has shown that venues owned by specific groups or organisations make spaces available to community users but groups wanting to leave sets up during a season have found that they need to pack up and set up for each performance as the space is required for school usage. Groups wanting longer seasons are unable to book for more than a few days to ensure the space is available for school usage.

In the community survey (see Section 4.2), a number of spaces were identified as being used for cultural activities, however of those that were smaller spaces, their performance facilities and infrastructure are limited.

Wesley PAC has the potential to meet the gap in the market by providing a dedicated, smaller performance space that is fully available for community hire and Council programming.

5. Consultation Findings

The two primary consultation processes for this project included interviews with key stakeholders and a community survey.

The key stakeholders interviewed included Councillor representatives, Council officers, school representative and current and past members of the Wesley Committee of Management.

A summary of the key findings from the interviews and the survey are below.

5.1. Interview Outcomes

General

The primary outcome from the consultation interviews was that interviewees identified that they felt that Wesley PAC is a unique venue that offers a point of difference.

Interviewees identified that Wesley has a role to play however there was concern of the on-going costs and affordability.

Since the opening of the redeveloped Town Hall, there is a reported increase in the overall profile of performing arts in Horsham, in particular from the schools increased drama and performance programs. However, interviewees also stated that there was a need for a smaller space in particular for primary school usage and providing suitable facilities for smaller music performances.

It was noted by interviewees that many members of the community feel that Wesley PAC was a foundation for the performing arts in Horsham and that the usage and programming of Wesley was a major contributor to the initiative to redevelop the Town Hall.

It was also noted, that due to the success of the Town Hall, access for larger conferences at peak times can be limited. The possibility of using Wesley for suitable programming may assist in freeing up some of the time to attract conferences to Horsham.

Although Council is not the owner of the building, there was some concern of the reputation of Council if no action was taken. It was felt that Council has a responsibility for Wesley due to its contribution to the cultural life of Horsham.

With the impending closure of the Horsham Music Academy, it was noted that there is a potential need for spaces suitable for music lessons. Depending on any future capital works, consideration of the addition of a smaller music studio at Wesley could be investigated.

Wesley Committee of Management

The key findings from meetings with the Wesley Committee representatives were:

- The committee provided considerable background which is referenced in other sections of this report.
- The committee is very much in favour of Wesley re-opening and feel that there is a need for the venue
- The committee are still in favour of transferring the ownership of Wesley to Council
- It was indicated that the Music Academy will be closing at the end of the year and that the proceeds of the sale of the property could be made available to Council following further discussions, to assist with the refurbishment of Wesley

5.2. Survey Results

The survey was developed to ascertain the community's views, test assumptions and gain evidence to assist Council in its future decision making regarding performing arts provision for the Horsham region. The survey was also structured to inform Council of the community's views concerning the future of Wesley Performing Arts Centre.

The profile of the respondents indicate that most of the surveys were completed by a very passionate support base of Wesley. Although this weights a number of the results, there is significant evidence that the community feels there is a demand and a unique role for Wesley. In particular as a small intimate space that is affordable.

The responses also clearly indicate that the Horsham Town Hall is highly valued but that Wesley provides an alternative space that meets a specific need.

The survey was open from 4th September and closed 30th September 2018.

In addition to the on-line survey, a hard copy format was also available to ensure that the survey was accessible for all members of the community.

In total, there were 289 responses received. In addition to the data, there were over 1,700 individual comments across all the questions. There was also a written submission and an email referring to the survey.

The following analysis of the survey responses includes the statistical data received and a summary of the comments for each question.

Respondents Profiles/Demographics

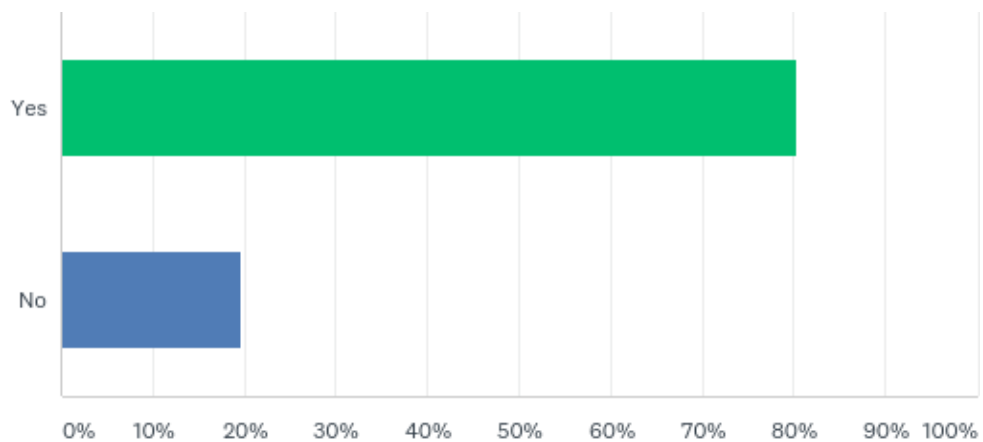
The majority of the respondents were from central Horsham. 31 other postcodes outside of Horsham Rural City Council area were listed of which Dimboola was listed 6 times and Warracknabeal listed 3 times.

The demographic profile indicates that most of the respondents were Female in the 40-49 and 50-59 age groups. Although this is reflective of the overall attendance of arts activities, it was expected that the largest number of responses would be from the 50-59 age group however the largest number were received from the 40-49 year age group. It should also be noted that 19 responses were received from people 25 years and under.

Have you visited and/or hired any cultural facilities or other venues over the last 12 months?

Have you visited and/or hired any cultural facilities or other venues over the last 12 months? If so, please list the venues and type of event. This could include schools, pavilions, halls etc.

Total Responses - 286



The following table provides the list of venues that were identified more than three times.

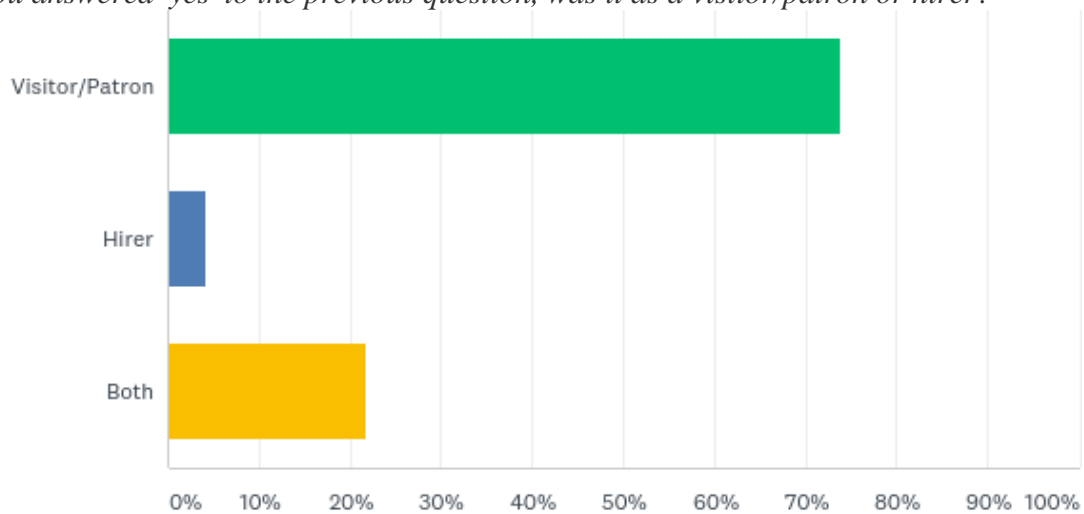
Venue	No. of times listed
Horsham Town Hall	178
Wesley	45
Horsham Gallery	51
Lutheran College	25
Horsham College Hall	19
Soundshell	10
Laharum Hall	9
Natimuk Soldiers Memorial Hall	9
Church of Christ listed	7
Horsham Golf Club	7
Natimuk Community Centre NC2	6
Nhill Community Centre	6
Longerenong Event Centre	3
Maydale Pavilion	4
Jubilee Hall	3

Key Findings

- 230 respondents had visited or hired a cultural facility over the last 12 months
- Horsham Town Hall was the most visited followed by Wesley PAC. However, it should be noted that Wesley has been closed for most of the last 12 months and the comments suggest that this attendance would be higher if Wesley was still opened
- The range of activities listed in the comments were predominately performances at the Town Hall and school productions. Concerts, the Eisteddfod and funerals at Wesley were also listed

Visitor/Patron or Hirer?

If you answered 'yes' to the previous question, was it as a visitor/patron or hirer?



Total Responses - 234

Key Findings

- The majority of respondents visited the cultural facility as a patron, However, 51 respondents identified as a hirer and patron.
- Of the hirers, the venues most listed was Horsham Town Hall and Wesley

Thinking of cultural venues you have visited/hired, what did you like about them?

Thinking of cultural venues you have visited/hired, what did you like about them? (e.g. the program, facilities offered, hire fees, ticket prices etc)

Total Responses 239

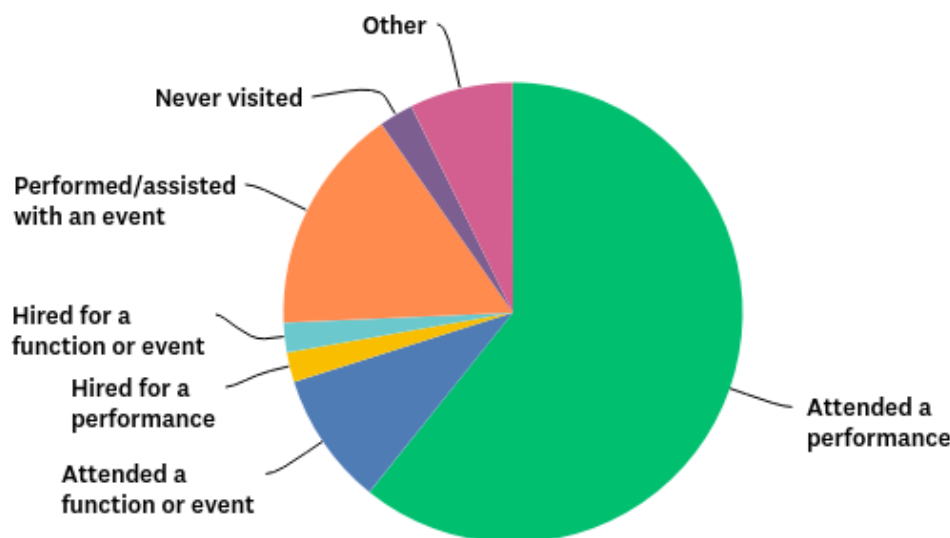
Key Findings

The primary areas identified in the comments were:

- Programs offered/range
- Intimacy of Wesley
- Ticket prices
- Hire costs
- Affordability
- Overall facilities
- Acoustics

Category of association with Wesley

Which category best describes your association with Wesley PAC? Although you may have attended in more than one category, please choose the one that would be your primary contact with the venue.



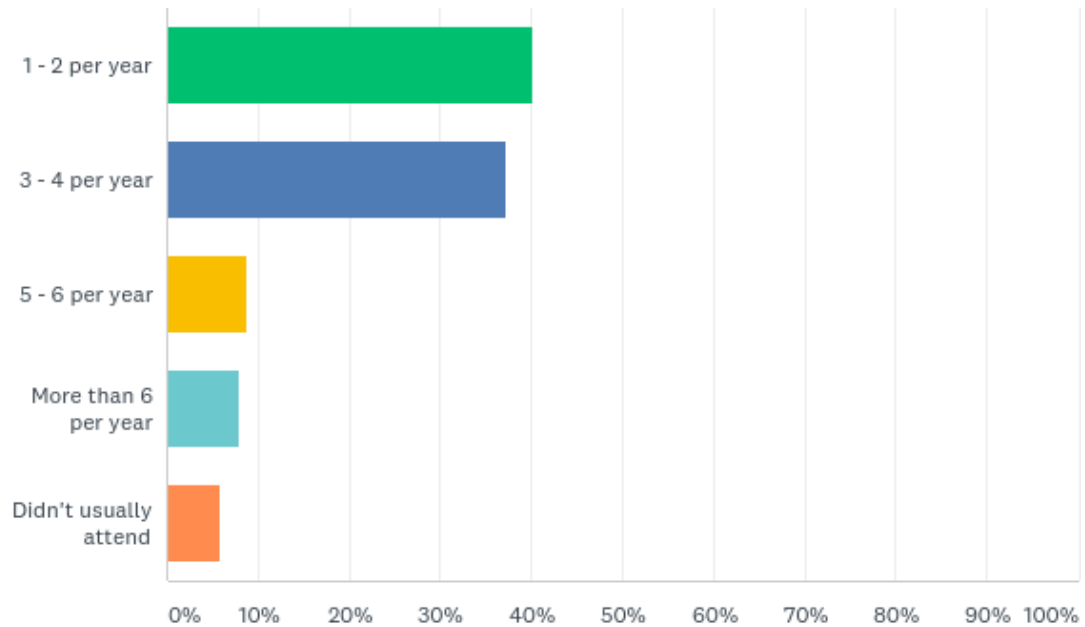
Total Responses 288

Key Findings

- The majority of respondents had attended a performance at Wesley
- In the Other, responses identified that they had both hired and attended an event at Wesley

Attendance at Wesley

Prior to Wesley PAC closing, approximately how many times per year would you have attended a performance or other event at the venue?

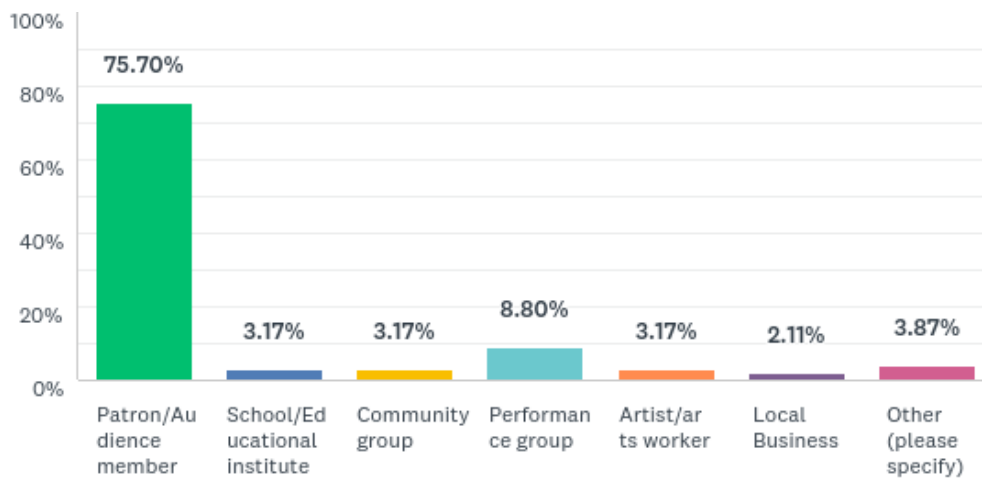


Total Responses 287

Key Findings

- 115 respondents had attended Wesley 1-2 times however 107 respondents had attended 3-4 times.
- 17 respondents indicated that they didn't usually attend
- The majority of comments received identified how much they valued Wesley
- There was one negative comment indicating that it is a waste of money

Which category best describes you or your group?



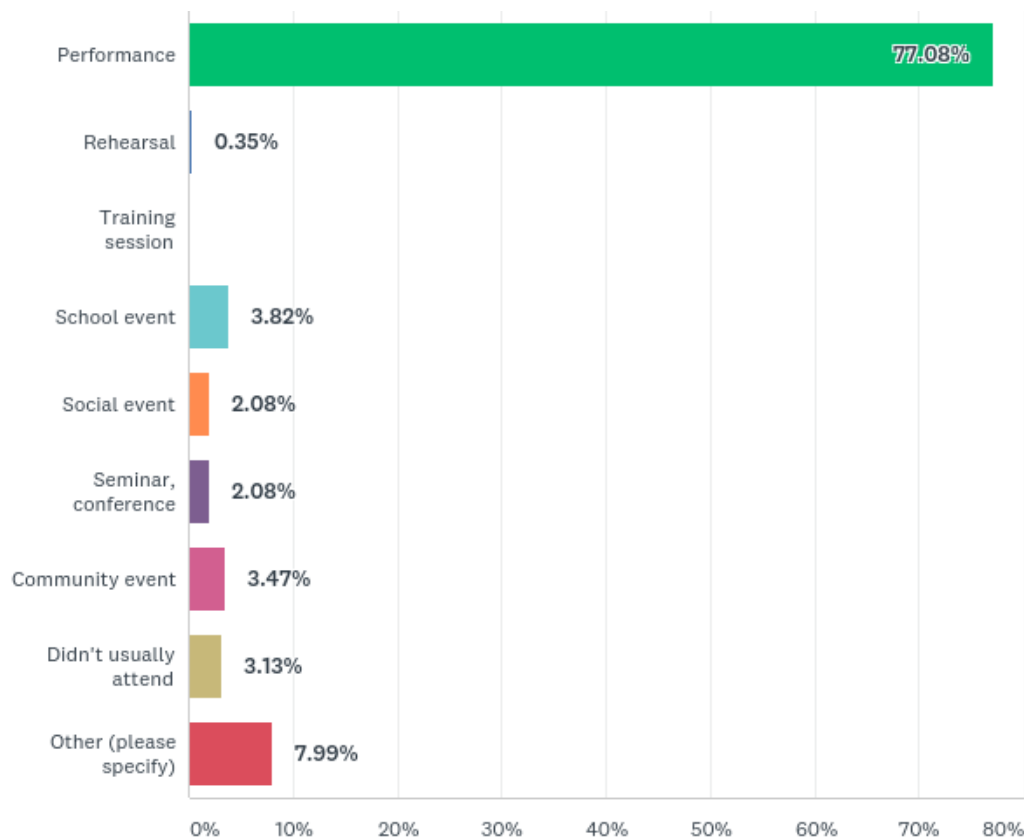
Total Responses 284

Key Findings

- The majority of respondents (215) were patrons of Wesley
- The Other included respondents who identified as representing more than one of the categories

Why did you or your group attend Wesley PAC?

Total Responses 288



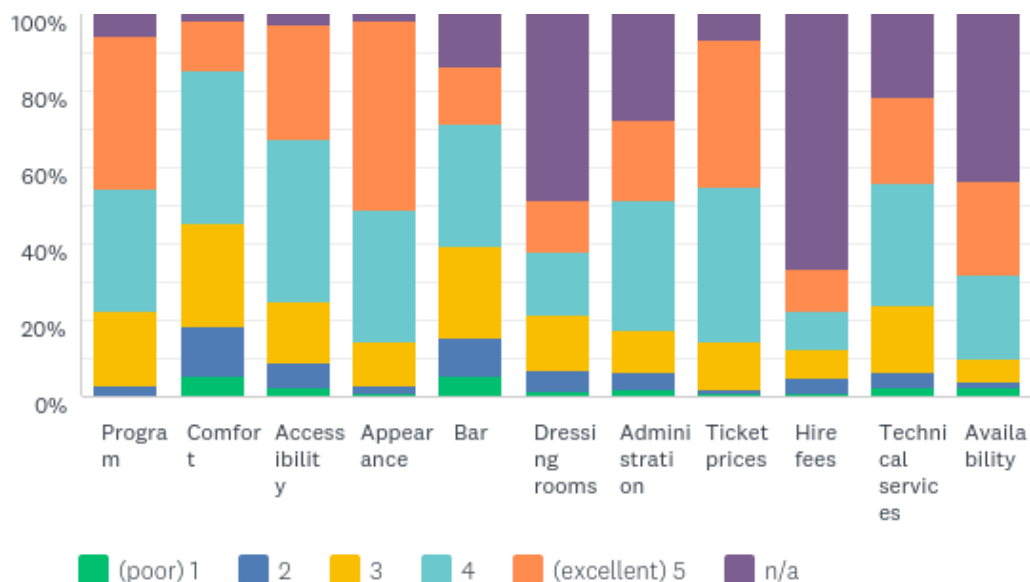
Key Findings

- The majority of respondents identified attending a performance (222) as their primary reason for attending
- The comments received identified that some of respondents were unhappy with this question as they were unable to choose more than one category, however, 23 responses chose Other to indicate that they attended for a range of the events.
- Attending a funeral was also identified twice

How would you rate Wesley?

Thinking about Wesley PAC, how would you rate the following aspects? Where 1=Poor and 5= excellent.

Total Responses 288

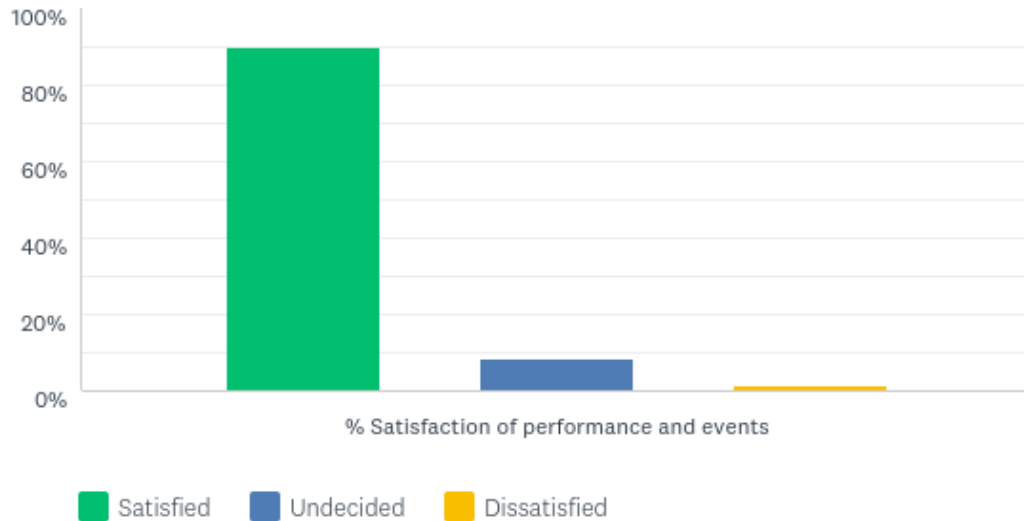


Key Findings

- The program of events and appearance was rated highly
- As most of the respondents were patrons, the dressing rooms and hire fees were not applicable to a number of the respondents
- The comfort was rated relatively low considering the overall results
- There were 81 comments received for this question. The majority described the benefits of Wesley and felt that only minor work needs to be done to the venue
- It was also felt by some respondents that as Wesley has been closed since December this question is difficult to answer.

Satisfaction level of performances at Wesley

How satisfied were you with the performances/events that were offered at Wesley PAC?



Total Responses 286

Key Findings

- 90% of the respondent were satisfied with the performances offered at Wesley
- There were 60 comments received for this question and the appearance and intimacy was identified as being a major reason for the high satisfaction
- The availability of a small space was also identified.

What did you like about Wesley?

Total Responses 259

Key Findings

- The majority of comments received identified the intimacy, atmosphere and oval appearance as the primary reasons for liking Wesley
- The acoustics were rated as excellent
- The ability to stage smaller shows were also identified as being important

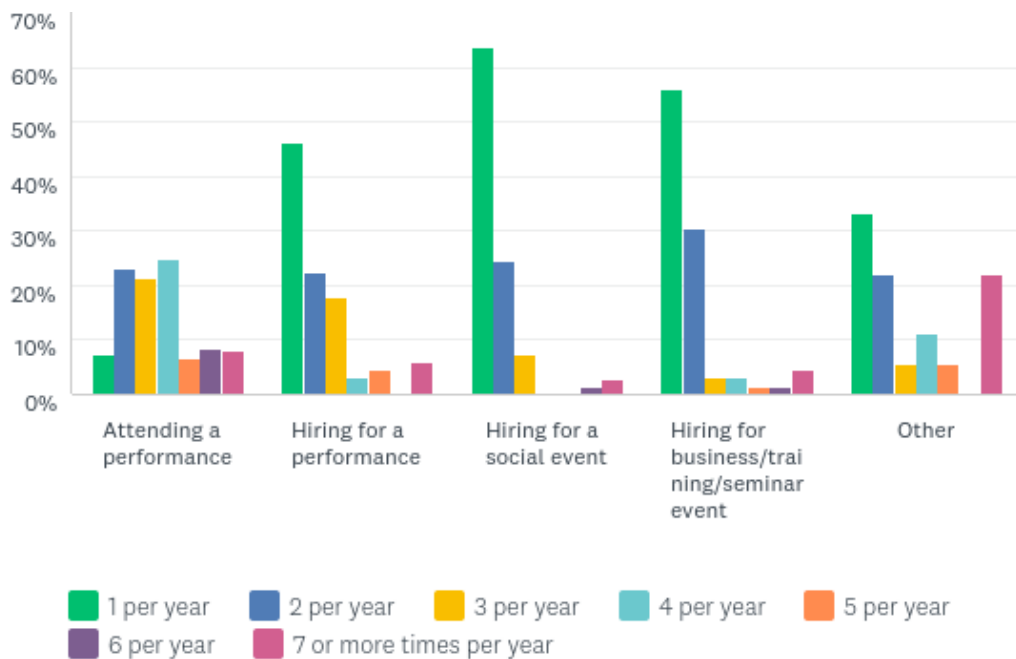
What needed improving at Wesley PAC?

Total Responses 250

Key Findings

- The seating was identified as the major area needing improvement
- The air conditioning was also identified as requiring improvement
- The dressing rooms and backstage area was identified by a number of respondents

If Wesley PAC was reopened, how often do you think you may be interested in attending/hiring the venue per year?



Total Responses 287

Key Findings

- The respondents indicated that future usage is dependent on what programs are offered however the majority identified 4 times per year. This is similar to the previous findings that a large number of the respondents had attended Wesley 3-4 times per year prior to it closing
- The demand for hiring for either a social event or business would usually be for once per year
- The comments included the need for a smaller venue

Do you think Council has a role to continue to support Wesley PAC?

On a sliding scale, do you think Council has a role to continue to support Wesley PAC? 10 being Council definitely does have a role and 1 being Council definitely does not have a role
Total Responses 287

On the sliding scale respondents scored the following

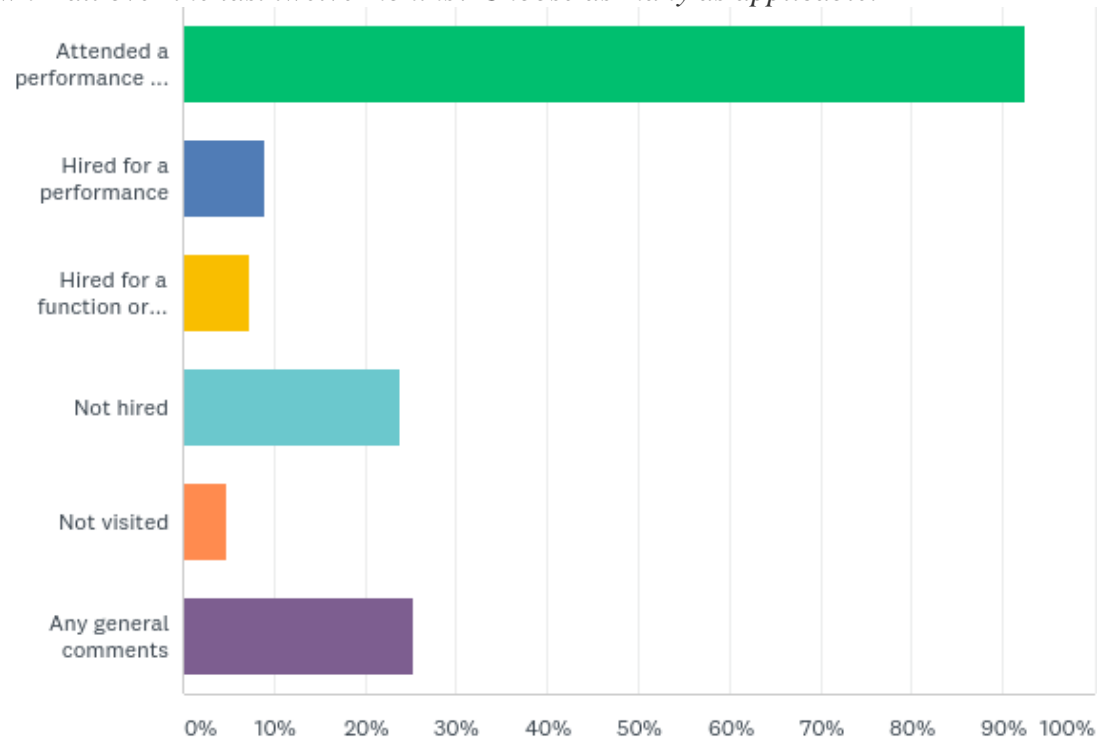
Rating		Number of Responses
Council Definitely has a role	Rating as 10	168
	Rating as 9	28
	Rating as 8	37
	Rating as 7	16
	Rating as 6	7
	Rating as 5	14
	Rating as 4	2
	Rating as 3	1
	Rating as 2	1
	Rating as 1	3
Council Definitely Does not have a role	Rating as 0	10

Key Findings

- The majority of respondents felt that Council definitely did have a role in supporting Wesley.
- 10 respondents felt strongly that Council does not have a role supporting Wesley

Horsham Town Hall

This question relates to the Horsham Town Hall. Have you visited or hired the Horsham Town Hall over the last twelve months? Choose as many as applicable.



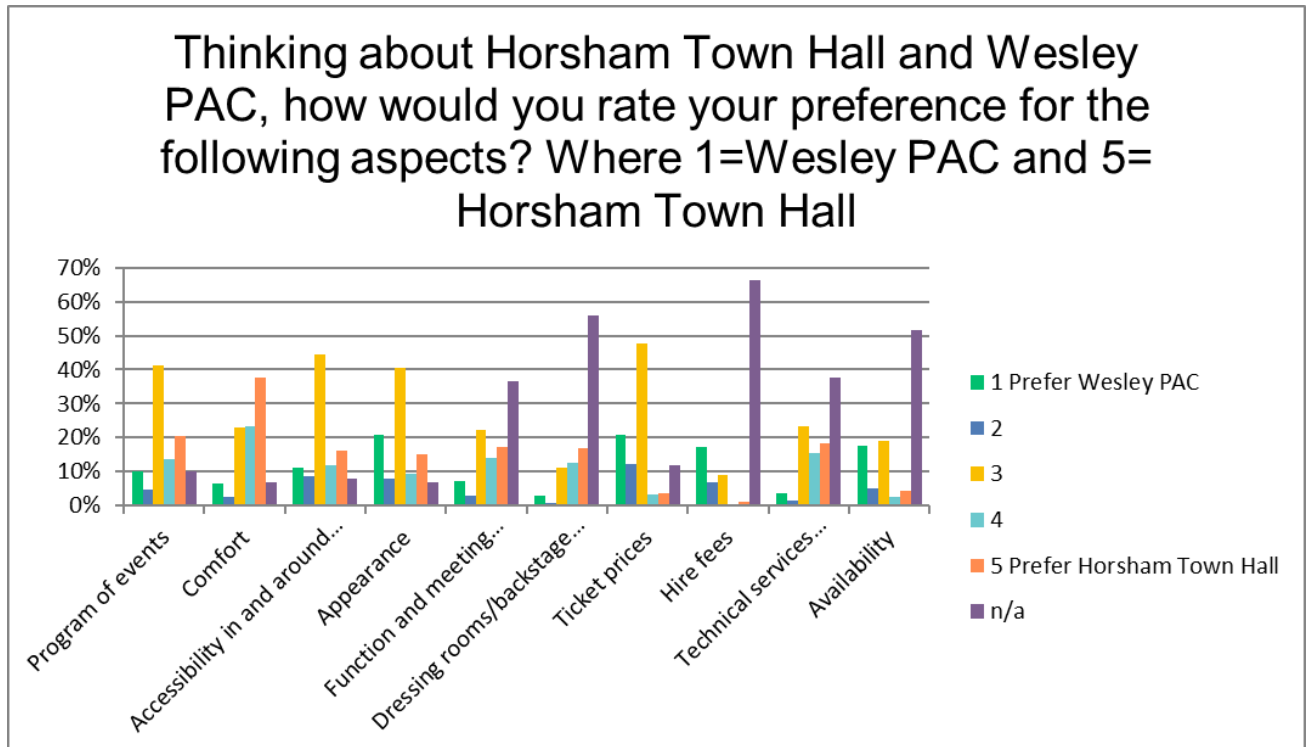
Total Responses 289

Key Findings

- 267 respondents had attended a performance at the Town Hall over the last 12 months
- 26 respondents had hired the Town Hall in the last 12 months
- 14 people had not visited the Town Hall in the last 12m months
- There were 73 comments received and the Town Hall was highly rated by many, however there were a number who commented that the hall was large space and see the need for a complementary smaller space.

Preference of aspects of Horsham Town Hall and Wesley

Thinking about Horsham Town Hall and Wesley PAC, how would you rate your preference for the following aspects? Where 1=Wesley PAC and 5= Horsham Town Hall



Total Responses 276

Key Findings

- The Town Hall was identified as the preferred venue in most aspects however, the majority of respondents rated both venues in the middle range
- Wesley attracted a higher preference for hire fees.
- This question received 117 comments. There were a significant number of negative comments as many of the respondents felt this was an either/or question and did not appreciate being asked to show a preference. This may be reflective of the majority of the respondents being very passionate about retaining Wesley.
- The question was requested by HRCC to identify a point of difference. The comments indicate that the respondents value both venues and see that there is an important role for Horsham Town Hall and Wesley
- There were a significant number of ‘not applicable’ in the hire fees, dressing rooms and availability which would reflect that the majority of respondents were patrons and would not be directly involved in these aspects.

What other cultural facilities would you like to see in Horsham

What other cultural facilities and programs would you like to see in the Horsham Rural City Council area?

Total Responses 172.

Key Findings

- Of the comments received there were very few specific types of venues identified and the majority of responses were more related to the type of programming they would like to see.
- The type of programming listed a number of times included children's programs, contemporary music and outdoor events
- There were a number of comments expressing satisfaction with the range of facilities available
- Provision or performance facilities in smaller halls was identified.
- Although there were 172 responses, 30 responded with n/a or unsure. This question received the second lowest number of responses

Would you like to add any general comments?

Would you like to add any general comments or suggestions?

Total Responses 139

Key Findings

- The majority of the comments received were concerning the importance of Wesley and the desire to re-open it
- The value of both the Town Hall and Wesley was re-iterated as per previous responses
- Affordability and hirer costs were identified a number of times
- It was felt that Wesley provides a unique opportunity as a smaller venue
- There were also some comments stating that they felt this survey was biased against Wesley.

Contact Details

88 respondents included contact details to be kept informed of the project

Submissions

In addition to the on-line and hard copy surveys two submissions were received concerning the survey.

Email from Faye Smith
Letter from James B Heard

Key Findings

- The letter from Mr Heard expressed the importance and usefulness of Wesley and the opportunity for the Historical Society to screen films
- The email from Faye Smith expressed her disappointment in the survey and felt that Council would not receive a true picture of the community's vision for Wesley.

6. Opportunities – an industry context.

In understanding the opportunities for the future provision of performing arts activities in Horsham, it is important that the specific context of a Council owned performing arts centre is considered as part of this current project, in particular to assist in assessing the future potential for a smaller venue such as Wesley and its relationship with Horsham Town Hall.

Successful performing arts centres display the following:

- Marketing and audience development informs their work
- They are nimble
- Have highly skilled art industry practitioners
- Involve a high level of technical and functional operation
- They supplement programs already in the community
- They are driven by vision and strong leadership

The current best practice for a performing arts venue such as the Horsham Town Hall is not only what show is in the theatre, but it also includes a wide variety of business, civic and other community uses. In addition, there is an active community engagement program that may consist of work outside of the venue and programs that supports the development of local artists and their work.

One of the references for this contemporary view of the regional performing arts centre is the Four Generations of the PAC as developed by Steven Wolff AMS Planning and Research.²

² Wolf S. The Evolution of the Performing Arts Centre. AMS Planning and Research Corp. 2011

Four Generations of the Performing Arts Centre

1. **Home** (1960's) – showcase for the arts – hall for hire
2. **Place** (1970's) – realised secondary effect on neighbourhoods' economies
3. **Centre** (early 1990's) – broader role in community – civic pride, cohesion, diversity
4. **Creativity & Innovation** (2000 -) – facilitating a learning environment, new experiences, new knowledge created, enhance cultural awareness, encourage exploration, consider different viewpoints and dialogue.

Horsham Town Hall is reflective of a 4th Generation venue and is an example of best practice. In addition to the performance program it has a successful engagement program of a range of activities.

HTH was programming smaller shows and events prior to Wesley closing that were more suited to an smaller intimate space. In particular, the community feedback appreciated music and comedy at performances at Wesley.

The original Business Plan for the HTH identified that HTH and Wesley would complement each other and cater for distinct sections of the market.

It should be noted that there is a growing trend for recent redevelopments and new builds of performing arts centres, to include a smaller second flexible performance space to complement the large theatre. This is in addition to many existing performing arts centres that have a second space. These include the proposed new Whitehorse Centre Nunawading, Bunjil Place Narre Warren and the Hawthorn Town Hall.

If Council decided to take ownership of the venue and the funds identified for the necessary capital works, there is a greater opportunity to build upon the best practice currently evident at HTH.

As identified in previous sections, Horsham currently has performing arts spaces that are suitable for larger events but there is a gap in the smaller 200 - 250 seat venue that provides appropriate performance facilities.

As with most Local Government owned performing arts centres in Australia, and Council services in general, the Horsham Town Hall requires an operational subsidy to ensure that residents are able to participate in cultural activities that contribute to community wellbeing.

To continue programming Wesley to complement HTH, an on-going subsidy for Wesley would be required to ensure activation. It is very rare for any cultural facility to break-even. However, an increase in activation would also assist in attracting a higher revenue return to partly off-set the subsidy required (see Section 7).

The table below provides an overview of potential opportunities for Wesley if the necessary works were undertaken and the venue re-opened. In addition to identifying best practice examples from other venues and Performing Arts Connections Australia powerPAC Guide³, a number of the opportunities were identified directly by the community through the survey outcomes.

³ PowerPAC Guide PACA 2018

Event/Opportunity	Description/Comment
Music/chamber performances	This would be a continuation of the previous programming with an emphasis on music due to the acoustics and intimacy of Wesley
Comedy/stand up	Programming comedy stand up which is suitable for a smaller space than the Town Hall
Open mic night	General open mic night for performances and spoken word
Workshop program	Workshops for young people in a range of performance skills
School Holiday Program	A range of workshops/performances for during the school holidays. Possibly a cross Council initiative
Emerging Artist Program	A program for local artists to develop their work and mentored by professional artist. Possible funding opportunities to assist with costs.
Creative Development Program	Opportunity for local artists to develop new work. Possible funding opportunities to assist with costs.
Artist in residence program	Writer/performer to develop their own work and also to offer classes/workshops for the community. Possible funding opportunities to assist with costs
Short term residency by professional performance company	A four week residency or over a six month period at various intervals, by a professional company to work with the community and culminate in a public performance of a work that reflective of the local area/issues. Develop work that can be transferred to the Town Hall. Possible funding opportunity to assist with costs
Spoken word presentations	Specific interest groups presenting a series of talks
Hiring program by schools and community groups	Continuation of the previous hiring program making the space available for schools and community groups that require a smaller venue. A review of hiring fees and usage guidelines would need to be updated
Music classes/studio	If refurbishment is progressed, investigate the possibility of including a space for music lessons and/or band rehearsal space.
Weddings and Funerals	Continuation of previous hiring for weddings and funerals. In particular for funerals that requiring a suitable non- denominational space that is larger than some of the funeral homes.
Social and corporate events	With the benefit of a flat floor area and improved support services, the venue could attract a larger number of social and corporate events
Training and skills development	Improved technical facilities would allow for training opportunities in particular for lighting and audio and assist in meeting the demand for a larger pool of technical staff

7. Economic Impact

A detailed economic impact assessment was not part of the scope of this current project, however for comparison purposes, the following case study provides an overview of an extensive study undertaken for the Wangaratta Performing Arts Centre and provides valuable insight as to the economic impact of regional performing arts centres.

As with the Horsham Town Hall, the Wangaratta Performing Arts Centre involved a major refurbishment of an existing town hall/performance space. The new venue was opened in 2009 following a \$8.5 million development. The venue now consists of a 530 seat theatre, and 572 seat memorial hall (that also has an attached marquee that increases the seating to 800 or 500 for dining). In addition there are associated support spaces, café and 70 seat conference room.

In 2013, Essential Economics were commissioned by Arts Victoria (now Creative Victoria) to undertake a detailed economic impact assessment. The following are key findings from the Wangaratta Performing Arts Centre Economic Impact Assessment 2013⁴.

In its third year of operation, the following net economic benefits were identified from the redeveloped Wangaratta Performing Arts Centre:

- *New regional visitation of approximately 5,200 persons associated with arts performances (either attendees or performers), conferences and events.*
- *Regional visitor spending of approximately \$1.60 million (direct and indirect), benefiting a wide range of regional businesses including accommodation providers, cafes and restaurants, pubs, food and wine producers, and retailers.*
- *New employment of 19.5 EFT, including 2.75 EFT directly associated with the facility, and the balance involved indirectly through suppliers and visitor spending etc.*
- *Return on investment is likely within 5-5.5 years, based on operational performance continuing at levels achieved in 2011/12.*
- *In 2011/12, for every dollar of operational subsidy provided jointly by State and Council, one dollar and eighty cents was generated for the regional economy (benefit cost ratio of 1.8:1).*

Considering the similarities of Horsham Town Hall and Wangaratta Performing Arts Centre, in particular the success of HTH since opening, the above key findings indicate that the investment in the performing arts provide a significant financial return to regional centres as well as the increase in cultural activity and contribution to community wellbeing.

On a wider scale, another study of note was undertaken by the Museum Galleries Association of NSW – Adding Value!⁵ on the economic impact of the cultural infrastructure of regional cities in NSW. This included museums, galleries, theatres, multi-purpose facilities and entertainment centres in Albury, Armidale, Bathurst, Dubbo, Orange, Tamworth, Wagga Wagga

⁴ Wangaratta Performing Arts Centre Economic Impact Assessment Essential Economics Pty Ltd 2013

⁵ Adding Value! Museum Galleries Association of NSW 2013

The findings of this report indicated that the total economic impact (including impacts due to facilities operation, capital expenditure and introduced expenditure by visitors) was modelled to generate:

- \$61.80 million in output
- \$32.35 million in Value Added (gross regional product), representing 0.24% of the gross regional product of the combined Evocities
- \$15.40 million in household income, representing 0.24% of regional household income of the combined regional cities of Albury, Armidale, Bathurst, Dubbo, Orange, Tamworth, Wagga Wagga
- 293 full-time equivalent (FTE) jobs, representing 0.27% of total full-time equivalent employment in the combined Evocities

This study indicates that cultural facilities and services have significant economic impact across regional Australia.

It would be concluded from the studies above that investment that Horsham Rural City Council makes in cultural activity would also have a significant direct impact on the local economy.

8. Operational Considerations

If Council were to take over ownership and/or continue to manage and program the facility a number of operational issues would need to be addressed that would require a change process for hirers.

A number of the comments in the survey were reflective of the previous hiring arrangements. There was significant flexibility of access, the staffing required and relatively low costs of hiring the venue.

A review of management principles and hiring would be required if the venue is to operate as a full performance venue. Changes will be required to be made to be more in keeping with best practice (as is the case at HTH) and tighter risk management principles and work place safety would need to be introduced and this may initially effect the satisfaction levels.

However, due to the nature of the venue there may still be an opportunity to offer some flexibility, in particular for regular users. The following guidelines/principles are provided for consideration.

Venue Usage (example of proposed management principles)

- Wesley PAC will be managed and staffed by HTH and will subject to Council's policies and procedures
- A member of HTH staff will be in attendance at all times (for limited exceptions see below) and hirers will be charged the appropriate fees. However, additional staff or volunteers may be provided by community hirers to supplement the staffing requirements.
- Volunteers may be provided as additional support as ushers working alongside HTH staff or as a back-stage crew. All volunteer staff will be subject to an induction process
- Volunteers must be over the age of 18 years unless otherwise agreed to in writing.
- All volunteer must attend training conducted by the nominate HTH staff member and at a it is the Hirer's responsibility to contact the Council to arrange training times for their volunteers
- All volunteers will be under the direction of the Supervising staff member
- Any volunteers assisting with the technical aspects of any production will be working alongside HTH staff when operating any technical equipment. Any volunteer technicians will need the approval of the HTH Technician as to their technical capability.
- The venue is only to be accessed when part of the agreed booking period
- For regular hirers, and subject to induction training in evacuation and safe work practices, access to the venue may be permitted without a supervising staff member for rehearsal and pre-production work. However, this would be conditional of HTH being notified, that there is no public performance and technical equipment cannot be operated during these times.

9. Financial Considerations

The indicative operational budget for the third year of operation (allowing for activity build up) has been developed to provide an understanding of the potential subsidy required for managing Wesley PAC as a fully activated space if the venue is refurbished. A number of assumptions have been made and are included in Appendix A.

Summary	
Income	\$ 98,363
Expenditure	\$196,284
Subsidy	\$ 97,648

Indicative Annual Operating Budget	Wesley PAC
Salaries	
Allowance for programming co-ordination	28,000
Casual staff	22,560
On-costs	20,224
Services	
Light/Power/Gas	19,000
Cleaning	10,000
Phone/Communications/IT	1,500
Maintenance	
Equipment	5,000
Building	10,000
Expenses	
Licences	2,500
Bar/Stock	4,000
Security	3,500
Program	
Promotion	10,000
Production/Program Costs	60,000
Total Expenditure	196,284
Income	
Creative Victoria	5,000
Ticket Sales	30,160
Bar/kiosk Sales	4,800
Venue Hire	30,000
Staff recovery	28,676
Total Income	98,636
Projected indicative annual operational subsidy	-97,648

Appendix A – Budget work sheets and assumptions

Budget Notes and Assumptions

- That Wesley is identified as a business unit, therefore a number of the costs that were previously covered by HTH are included.
- Allowance has been made for a program co-ordination position to ensure that the space is fully activated and not reliant on the existing staffing levels at the HTH.
- It is assumed that the program co-ordinator (or similar position) would be part of the HTH team but an allowance has been made to indicate that it would be an increased workload.
- The hire fees have been increased from the 2011 levels
- All hirers would be required to pay for the appropriate staffing levels required for their event in addition to the hire rate
- Casual staff costs are to be recovered and form part of the income
- Specific allowance for programming has been made
- Assumed that all insurances and general administration costs would be included in other Council budgets
- That some of the promotion and publicity costs would be included in of the overall HTH budget
- Staffing hourly rates have been averaged for indicative budget purposes
- Activity level is a conservative estimated based on previous levels plus an increase due to increase in programming opportunities and refurbished venue
- It is assumed that ticket sales commission would be retained by HTH Box Office
- It should be noted that the rates are for future budget determination and will require a detailed business plan to finalise fees and charges.
- However, as noted, the base hire fee would need to be increased from the previous rates to be more reflective of actual costs. In addition hirers would be responsible for staffing costs.
- As an example, the previous community hire rate for Wesley was last set in 2011 at \$300 for 8 hours with lighting and audio. Staffing was not always charged but it was advertised at \$35 per hour. For budget purposes the proposed rate would need to be at least an average of \$500 plus staffing at a minimum call of four hours between \$57 per hour and \$40 per hour depending on the role and numbers required (2018 rates).
- All fees and charges have been averaged for projected budget purposes.

The following tables provide indicative activity levels for the third year of operation (allowing for a build-up of activity) and hire costs for budget purposes.

Activity Levels

Indicative events	No. of events	Average Rate \$	Hire Income \$	Average Staffing per event \$	Recoverables \$	Total Staff Hours
Performance Program						
Entrepreneurial Program	8			788	6,304	128
Hiring Program						
Community performance	10	500	5,000	456	4,560	80
Schools performances	10	500	5,000	456	4,560	80
Commercial performance	5	900	4,500	788	3,940	80
Functions and Events						
Civic Events	10			172	1,720	40
Meetings and Conferences	7	500	3,500	172	1,204	40
Workshop	4	500	2,000	172	688	16
Weddings & Funerals	15	500	7,500	228	3,420	60
Social & Corporate Events	5	500	2,500	456	2,280	40
Totals	74		30,000		28,676	564

Ticket Sales					
Entrepreneurial	Full	%	Conc.	%	Total
Av. Performance	\$30	30	\$22	25	\$3,770
8 performances					\$30,160

Projected salary costs

Salaries/Wages	
	\$
Allowance for Program co-ordinator .2EFT	28,000
Casual Staff \$40 average x 564 hours	22,560
Total	50,560
Total, Salaries & Wages	50,560
On-costs @40%	20,224

Wesley Performing Arts and Cultural Centre Committee

Cnr. Roberts Avenue and Urquhart

HORSHAM RURAL CITY COUNCIL	
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Horsham Rural City Council

January 14th, 2018

Dear Councillors,

The Wesley Performing Arts and Cultural Centre (Wesley PACC) committee is writing to Horsham Rural City Council to give our formal statement of intent in relation to the future ownership and management of the Wesley Performing Arts and Cultural Centre.

The three major goals of the committee are:

- 1, To achieve the re-opening of the Wesley Performing Arts and Cultural Centre.
- 2, To transfer ownership of Wesley Performing Arts and Cultural Centre to Horsham Rural City Council to allow the centre to be owned and managed by the Council.
- 3, That following transfer of ownership the building is preserved and used for the purpose of the performing arts and community-based events and activities.

The Wesley PACC committee is prepared to use the proceeds of the sale of the Horsham Music Academy and adjoining flat in McLachlan Street, Horsham, to fund the required remedial works to allow for the re-opening of the Wesley PACC.

The inaugural Wesley PACC committee was established in 1993 with the purpose of acquiring the Wesley Church and transforming it into a thriving Performing Arts centre. After a huge amount of support from philanthropic and community sources over many years the venue opened in 1998. Since then it has been a thriving performing arts centre with a diverse cultural program and genuine community facility. The venue has been recognised for its unique acoustic characteristics and historical significance. In 1998, Wesley PACC won Victoria's Heritage Building Preservation Award and the Victorian Design Award in 2000.

Since its inception Wesley PACC has been run by a voluntary committee of management and is the only performing arts centre in Victoria owned and operated independently of local council. The committee has also worked in conjunction with HRCC to provide initially a Regional Cultural Development Officer until 2006. From 2007 HRCC appointed a venue manager to facilitate programming and management of the facility. The HRCC leased the facility from June 2016-June 2018 and managed the centre under a Memorandum of Understanding (MOU) with the Wesley PACC committee. As you are already aware the building was closed in December 2017 due to fire and safety compliance issues.

The 2018 Horsham Performing Arts Future Services Demand Assessment report's purpose was to provide key findings on the future of performing arts demand with a specific focus on the Wesley Performing Arts and Cultural Centre. According to the report "the primary outcome of the assessment identified that there is a role for Wesley PACC in that it fills a gap in the existing provision of cultural facilities by providing a small intimate space that is very highly regarded by the community. It also provides the opportunity for broadening the arts and cultural program. This has the potential to build upon Horsham's support of the creative industries and growing reputation as a cultural destination".

The Wesley PACC has in the past and can in the future offer a wide and diverse range of cultural activities and community events. These events include musicals, plays, concerts, Primary and Secondary school productions, festivals, wedding and funeral services and a wide range of community meetings and events.

The original business plan of Horsham Town Hall (HTH) in 2015 identified that both HTH and Wesley PACC would complement each other and cater for distinct sections of the market. The report notes that the venue is ideally suited to smaller scale events requiring 200-250 seats with appropriate performance facilities.

Since its inception Wesley PACC has been run by a voluntary committee. The committee sees an on-going role for voluntary support similar to HTH where many members of Wesley PACC committee already serve as volunteers.

Before the closing of Wesley PACC, the facility was managed by HRCC under a leasing arrangement and MOU. This arrangement worked very successfully for programming of smaller shows and community events. In fact, in the last year of its operation before its closure in 2016-2017, 6,647 people attended 47 events. In the 6 months prior to closing in December 2017, 1963 people attended 15 events. Clearly the venue has demonstrated its popular community support, and this is supported by the results of the survey carried out as part of the Assessment report. The Assessment report also found that the community perception was that HRCC has a responsibility for Wesley PACC due to its contribution to the cultural life of Horsham.

In order for the Wesley PACC committee to achieve its goals of re-opening the centre and transfer of ownership and management to HRCC there are a number of factors that need to be considered:

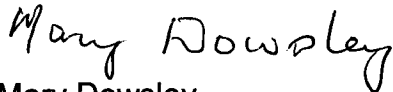
- 1, That following transfer of ownership the building is preserved and used for the purpose of the performing arts and community-based events and activities
- 2, That HRCC provide necessary project management support/expertise to the Wesley PACC committee to undertake the required structural and compliance works to allow the building to be re-opened
- 3, That transfer of ownership and management of Wesley PACC to HRCC is guaranteed on completion of works following regulatory requirements being met and the issuing of permits to allow the re-opening of the building.

The Wesley PACC committee would like to thank HRCC and its staff for the support that they have provided over a long period of time and we hope that this support will

be ongoing and lead to the reopening and transfer of ownership of the Wesley PACC. The committee is also very appreciative of the wonderful support that it has received from benefactors, community groups and individuals across the local community and beyond. The committee would especially like to recognise and thank the incredible hard work and dedication of the Wesley PACC committee members during the inception and rebuilding stages of the Wesley project during the 1990's. Wendy and John Weight have made an enormous financial and personal contribution to the Wesley PACC and the committee would like to sincerely thank them as we know that the venue would not have opened or been on-going if not for their drive and energy.

The Wesley PACC committee believes that the transfer of ownership and management of Wesley PACC not only provides an exceptional opportunity to maximise the arts and cultural precincts of Horsham but will also provide a wonderful example of the council listening to its community and protecting and enhancing a building with both historical and unique performance enhancing qualities.

Yours Sincerely



Mary Dowsley

President Wesley Performing Arts and Cultural Centre Committee

18 James Street, Horsham

dowsmk@wimmera.com.au

Mobile 0411300850



Horsham Rural City Council Innovate Reconciliation Action Plan December 2018 – December 2020

Our vision for reconciliation is to create an improved understanding of Aboriginal and Torres Strait Islander histories, cultures, hopes and future aspirations through fostering strong, respectful, inclusive and meaningful relationships within our communities.

CONDITIONAL ENDORSEMENT

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Prepared by
Karen Milward Consulting Services
 & the Horsham Rural City Council Aboriginal Advisory Committee

Horsham Rural City Council, Innovate Reconciliation Action Plan for December 2018 to December 2020

The Horsham Rural City Council acknowledges the Traditional Owners of all lands on which we do business and we pay our respects to their Elders, past and present. We acknowledge the important contribution that Aboriginal and Torres Strait Islander peoples make in creating a strong and vibrant Australian society.

Reconciliation is vital to the bringing together of all peoples of Australia. It is about the recognition of 65,000 years of history and ownership of this great continent. We must recognise the importance of the land and belonging, to the original peoples of this great country. It is about the recognition of the beauty and complexity of Aboriginal and Torres Strait Islander cultures and celebrating their diversity. To achieve true reconciliation, it is so important that we teach our children, both Aboriginal and Torres Strait Islander and non-Indigenous, about these amazing cultures. Knowledge is liberating and we need to give our children this knowledge.

Reconciliation is a movement I feel passionate about. I am of the belief that we have moved some way towards it, but I believe we still have a long way to go. So let us keep moving forward together, so that in the future all Australians can walk together.



Mayor
Cr Mark Radford
Horsham Rural City Council

Message of Commitment from our CEO

I am proud to be involved in developing this Reconciliation Action Plan (RAP). Horsham Rural City Council has had the opportunity to engage and work with Aboriginal and Torres Strait Islander peoples, communities and organisations to develop these actions that will contribute to 'Closing the Gap' through the key areas of relationships, respect and opportunities. Horsham Rural City Council plays an important role in 'Closing the Gap' through improving outcomes for Aboriginal and Torres Strait Islander peoples through services, it provides as follows: Early Years, Youth and Aged Care and through its broader planning, advocacy and facilitation role.

Local government has the capacity to nurture and influence conditions to grow healthy, caring, resilient and vibrant communities. It also has the obligation to work to create a great, sustainable and prosperous future for this region, which involves people from all cultures that live and work in this municipality. Through respect and collaboration, Horsham Rural City Council embraces a united approach to equality and inclusiveness and is committed to providing an environment that is free from racism and discrimination.

This ancient land is sacred to Aboriginal and Torres Strait Islander peoples and reflects their heritage, memories and spiritual connections. Through the implementation of the Council Innovate RAP, we seek to understand and appreciate this connectedness and to create genuine opportunities for Aboriginal and Torres Strait Islander peoples to access and succeed as valued employees and community partners with Council.

In support of the RAP vision, my commitment for reconciliation includes:

- Developing an environment, which fosters mutual respect, inclusiveness, equity and social justice with Aboriginal and Torres Strait Islander peoples.
- Strengthening collaboration, including provision of culturally sensitive awareness of Aboriginal and Torres Strait Islander peoples' heritage.
- Forging respectful relationships designed to contribute to 'Closing the Gap' on Aboriginal and Torres Strait Islander education, health, cultures, languages, social justice and employment.

As an organisation, Horsham Rural City Council values strong community participation in developing key directions and priorities. By actively embracing opportunities to work with, employ, celebrate and partner with Aboriginal and Torres Strait Islander peoples, our organisation will be richer as will our wider community.

Development of our RAP involved consultation with staff across our organisation including Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander external stakeholders. The RAP identifies actions, timelines and targets in relation to the themes of relationships, respect and opportunities. We commit to reporting to Reconciliation Australia on the progress of our RAP annually.

Sunil Bhalla

Horsham Rural City Council – Chief Executive Officer

Our Organisation

Horsham Rural City Council provides more than 70 services to the community ranging from waste to community and human service programs. We deliver a comprehensive range of building, planning and regulatory services, along with providing and maintaining important infrastructure. Council is committed to working with the community to develop the municipality through strong leadership, vision, good governance, responsive services and preservation of the natural environment. The 2018-2022 Council Plan and the associated Strategic Resource Plan set the strategic direction for Council over four years. These documents provide direction to management and include the key indicators that Council will use to deliver key outcomes.

Horsham Rural City Council has a population of 19,801 and covers an area of 4,267 square kilometres. Almost three quarters of residents live in the urban area. Council employs 260 staff. There are three (3) Aboriginal and/or Torres Strait Islander staff members who are trainees (2 in parks and gardens and 1 in administration). Council has office locations in Horsham and Natimuk, with its Customer Service based at the Horsham Rural City Council Civic Centre in Roberts Avenue. Staff are also based at Horsham Town Hall, Visitor Information Centre, Depot (Selkirk Drive), Kalkee Road Children's and Community Hub and Horsham Regional Livestock Exchange.

What we will work towards

In developing our Innovate RAP, Council commits to completing the actions within this Innovate RAP from December 2018 to December 2020.

Local government has the capacity to nurture and influence conditions to grow healthy, caring, resilient and vibrant communities. It also has the obligation to work for creating a great, sustainable and prosperous future for this region, which involves people from all cultures that live and work in this municipality. Through respect and collaboration, Horsham Rural City Council embraces a united approach to equality and equity, inclusiveness and is committed to providing an environment that is free from racism and discrimination.

Our vision for Reconciliation

Our vision for reconciliation is to create an improved understanding of Aboriginal and Torres Strait Islander histories, cultures, hopes and future aspirations through fostering strong, respectful, inclusive and meaningful relationships within our communities.

Our Reconciliation Action Plan

Our RAP was developed by our Aboriginal Advisory Committee* with input from across all Council business areas including the Mayor, Councillors, CEO, Directors and Community Services and Planning Department staff. They have provided ideas for inclusion in the RAP, and are all committed to working towards positive reconciliation outcomes for Aboriginal and Torres Strait Islander peoples, families, young people, organisations and businesses. The broader community was also given an opportunity to provide feedback on the draft RAP including attending community information sessions.

We engaged Aboriginal consultant, Karen Milward, to work with the Aboriginal Advisory Committee to ensure that we develop culturally appropriate mechanisms to support the needs, ideas and opportunities identified by Aboriginal and Torres Strait Islander peoples and their communities. The Aboriginal Advisory Committee actively participated in and guided the development of actions in our Innovate RAP, October 2018 to October 2020.

The RAP will be championed by a number of staff within the organisation in particular CEO, Director Community Services, Manager Recreation, Arts and Culture, Manager Community Services & Emergency, Planners (Strategic & Statutory), Coordinator Business Development and Tourism, Community Projects Support Officer, Public Arts Officer, Community Engagement Facilitator and Coordinator Visual Arts (Art Gallery Director). A RAP Internal Working Group has been established to ensure the deliverables in the plan are implemented. RAP Internal Working Group members are: Director Community Wellbeing, Manager Community Services and Emergency, Manager Arts, Culture & Recreation, Coordinator Visual Arts/HRAG Art Gallery Director, Community Wellbeing Strategic Projects Officer, Manager Organisational Development, Media and Communications Officer, Team Leader Visitor Information Centre, CEO Personal Assistant and Shannon Dempsey (Records Assistant).

*The Horsham Rural City Aboriginal Advisory Committee (HRCAAC) is an advisory committee to Horsham Rural City Council with the purpose of providing strategic advice and guidance on the development of policies, plans and projects that integrate reconciliation processes into Council business, services and programs. The HRCAAC provides a platform for ongoing engagement between the Aboriginal and non- Aboriginal communities with Council across a broad range of issues relating to Reconciliation.

Members of the Aboriginal Advisory Committee are

- Jennifer Beer (Barengi Gadjin Land Council, Aboriginal)
- Brett Harrison (Barengi Gadjin Land Council, Aboriginal)
- John Gorton (Goolum Goolum Aboriginal Co-operative, Aboriginal)
- Deanne King (Goolum Goolum Aboriginal Co-operative, Aboriginal)
- Joanne Clarke (Community representative, Aboriginal)
- Gail Harradine (Community representative, Aboriginal)
- Chris Harrison (Community representative, Aboriginal)
- Cr Pam Clarke Mayor (HRCC)
- Sunil Bhalla CEO (HRCC)
- Kevin O'Brien Director Community Services (HRCC)

Our Reconciliation journey

Council has a long working history with the Traditional Owners, Aboriginal Community Controlled Organisations and Aboriginal and Torres Strait Islander communities aimed at strengthening the relationship between Council including:

- *Active participation in National Reconciliation Week and NAIDOC Week activities.* Council has held events in National Reconciliation Week including a civic function. Banners were made by local Aboriginal children in 2017 and were displayed during NAIDOC Week and will now be displayed annually in both National Reconciliation Week and NAIDOC Week.
- *Ongoing meetings with local Aboriginal and/or Torres Strait Islander Elders and community members.*
- *Aboriginal & Torres Strait Islander traineeships in Parks and Gardens, Administration and Records.* In 2017 Council committed \$50,000 in the operating budget to provide Aboriginal & Torres Strait Islander trainee opportunities within the organisation.
- *Council Civic Reception – Welcome to Country* (provided by Barengi Gadjin Land Council), *Smoking Ceremony* (provided by Barengi Gadjin Land Council), and keynote speaker - Aboriginal Trainee Doctor. This was part of 2016 National Reconciliation Week
- *Delivery of local Aboriginal Cultural Awareness Training Program for staff.* Over 150 staff have undertaken Cultural Awareness Training, which is now undertaken by all new staff starting with the organisation.
- *Fly the Aboriginal flag and Torres Strait Islander flag at Council offices.*
- *Kalkee Road Children's and Community Hub –* Aboriginal designed motifs on the floor areas of the building. To create an inclusive environment at the new \$4.4 million Children's hub which opened in March 2018 there are floor motifs of animals which lead to the rooms in the centre, these rooms are named after these animals in the local Wergaia Aboriginal language. There is public art work at the main entrance which was inspired by local Aboriginal fish traps.
- *Council support for NAIDOC Week Activities (such as access to the Horsham Town Hall events, flag raising and banner display) and Art Projects* (The Deadly Bikes Project through provision of mentoring support).
- *Citizenship and Australia Day ceremonies –* Aboriginal Elder presented certificates to new citizens.
- *Wimmera River Improvement Committee –* Liaison with Barengi Gadjin Land Council on activities/developments that happen along the river. Specific examples are artwork associated with the ANZAC Pedestrian Bridge and specific engagement on the Wimmera River Corridor Master Plan project.

Relationships

Focus Area	We will develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples and communities, organisations and networks through existing partnerships and by proactively engaging in and promoting significant cultural events so we understand the needs of Aboriginal and Torres Strait Islander peoples and improve our engagement with the community.		
Action	Deliverable	Responsibility	Timeline
1) Develop respectful, open, honest and transparent relationships with Aboriginal and Torres Strait Islander communities, organisations and networks.	<ul style="list-style-type: none"> Work with Aboriginal and Torres Strait Islander communities to develop a local Aboriginal and Torres Strait Islander demographic profile to assist Council in its planning strategies. 	Manager Arts, Culture and Recreation	April 2019
	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander organisations and groups to develop a specific plan to ensure effective engagement with Aboriginal and Torres Strait Islanders peoples supported by a communication strategy. 	Community Engagement Facilitator	December 2018
2) Council proactively engages in local Aboriginal and Torres Strait Islander activities and events.	<ul style="list-style-type: none"> Actively promote, attend and participate in Aboriginal and Torres Strait Islander community activities (Aboriginal Children’s Day, Close the Gap Day, Mabo Day, the Anniversary of the Apology to the Stolen Generation and the Barengi Gadjin Settlement Date). 	Community Projects Officer	December 2018, December 2019
	<ul style="list-style-type: none"> Council proactively supports, identifies and engages in local Aboriginal and Torres Strait Islander communities celebrations and events (i.e. sporting events like Hoops Against Violence). 	Coordinator Recreation & Open Space Planning	December 2018, December 2019
	<ul style="list-style-type: none"> Council develops a calendar of local Aboriginal and Torres Strait Islander events with the local community, which is promoted throughout Council and in the wider community. 	Team Leader Visitor Information Centre	April 2019
	<ul style="list-style-type: none"> Work collaboratively with Aboriginal and Torres Strait Islander communities to plan for Sorry Day. 	Manager Arts, Culture and Recreation	December 2018
	<ul style="list-style-type: none"> The Horsham Community Directory includes the registration of all Aboriginal organisations, groups and communities ensuring that events and activities are promoted. 	Community Projects Officer	December 2018

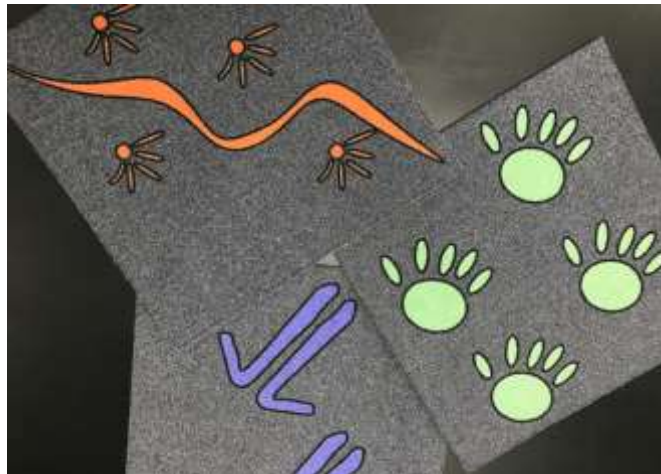
<p>3) The RAP Internal Working Group* (RWG) actively monitor RAP development, including implementation of actions, tracking progress and reporting.</p> <p>* A group of Council staff members responsible for actions in the RAP. The RWG includes Aboriginal and Torres Strait Islander staff members.</p>	<ul style="list-style-type: none"> Establish Terms of Reference for the RWG. 	Director Community Wellbeing	December 2018
	<ul style="list-style-type: none"> Identify Council RAP champions to actively promote the RAP across the organisation and community. 	CEO	December 2018, December 2019
	<ul style="list-style-type: none"> The RAP Internal Working Group (RWG) oversees the development, endorsement and launch of the RAP. 	Director Community Wellbeing	December 2018
	<ul style="list-style-type: none"> The RWG meets four times over the two years of the Innovate RAP to monitor and report on RAP implementation. 	CEO	December 2018, May 2019, December 2019, May 2020
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander staff are represented on the RWG 	Director Community Wellbeing	December 2018
<p>The Aboriginal Advisory Committee (AAC)* continues to actively monitor RAP development, including implementation of actions, tracking progress and reporting.</p> <p>* AAC is an external committee which has Aboriginal and Torres Strait Islander people on its membership.</p>	<ul style="list-style-type: none"> Progress reports are provided to the quarterly Aboriginal Advisory Committee meetings in relation to progress of RAP. 	Director Community Wellbeing	December 2018 & 2019, February 2019 & 2020, May 2019 & 2020, August 2019 & 2020
<p>4) Actively promote and participate in local National Reconciliation Week activities</p>	<ul style="list-style-type: none"> Work collaboratively with Aboriginal and Torres Strait Islander communities to plan National Reconciliation Week (NRW) activities. 	Manager Arts, Culture and Recreation	November 2019, November 2020

and events by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	<ul style="list-style-type: none"> • Council hosts at least one internal event for NRW in 2019 and 2020. 	Manager Arts, Culture and Recreation	May 2019, May 2020
	<ul style="list-style-type: none"> • Register all NRW events via Reconciliation Australia’s NRW website. 	Manager Arts, Culture and Recreation	April 2019, April 2020
	<ul style="list-style-type: none"> • Support an external NRW event. 	Manager Arts, Culture and Recreation	May 2019, May 2020
	<ul style="list-style-type: none"> • Ensure our RWG participate in an external event to recognise and celebrate NRW. 	Director Community Wellbeing	May 2019, May 2020
5) Raise awareness of RAP commitments and progress internally and externally.	<ul style="list-style-type: none"> • Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. 	Media & Communications Officer	December 2018
	<ul style="list-style-type: none"> • Include information on our RAP in Council’s induction training for all Councillors, Directors and staff. 	Manager Organisational Development	December 2018
	<ul style="list-style-type: none"> • Promote reconciliation through ongoing active engagement with all stakeholders. 	CEO Directors Managers	December 2018, December 2019

RAP Case Study 1: Children's Hub

The Kalkee Road Children's and Community Hub is a children's facility including kindergarten, childcare, Maternal and Child Health, supported playgroup, early intervention services and visiting specialist consulting rooms. The new 1,130 square metre facility is being constructed on a green field site providing a central community hub that combines a range of education, health, care, support and community services.

Liaison has occurred with Barengi Gadjin Land Council and Goolum Goolum Aboriginal Cooperative in relation to recognition of Aboriginal and Torres Strait Islander cultures at the new facility. After discussion it was agreed that placing animal motifs (lizard, wombat, emu and wallaby) in the floor tiles in the main foyer of the Children's hub was appropriate. The idea is that the animal footprints would lead from the centre of the foyer to the various rooms within the facility. Brett Harrison (Barengi Gadjin Land Council) and John Gorton (Goolum Goolum) worked closely with Sue Newall (Project Manager) and Brand Architects with the design being finalised. See photo below.



The floor motif design was presented to the community including Aboriginal families at Goolum Goolum in May 2017 and received very positive feedback. It is a great example of Council working positively with local Aboriginal communities to ensure there is appropriate recognition of Aboriginal cultures in major Council buildings ensuring that these facilities are welcoming and inclusive.

Respect

Focus Area	We will show respect to Aboriginal and Torres Strait Islander peoples, cultures, histories and stories and will be responsive to their needs and will encourage the community to value the unique contribution that Aboriginal and Torres Strait Islander peoples make to society. This is important to our organisation as the role of council includes taking into account the diverse needs of the local community in decision making, fostering community cohesion and encouraging active participation in civic life.		
Action	Deliverable		
1) Demonstrate respect and increase organisational understanding of Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"> Display the Aboriginal flag and Torres Strait Islander flag at Council offices. 	Director Infrastructure	December 2018, December 2019
	<ul style="list-style-type: none"> Display Aboriginal artworks in the Council foyer area and ensure that artworks are acknowledged appropriately. 	Art Gallery Director (Co-ordinator Visual Arts)	October 2019
	<ul style="list-style-type: none"> Display Aboriginal designed banners in our public streets. 	Community Projects Officer	December 2018, December 2019
	<ul style="list-style-type: none"> Work with the local Traditional Owners to identify suitable Aboriginal language names for new streets and public places and facilitate applications through the RAP Aboriginal Advisory Committee. 	Manager Governance & Information Management	July 2019
2) Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country that is provided to Council and shared on the Council website. 	CEO	June 2019
	<ul style="list-style-type: none"> Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. 	CEO Executive Assistant	December 2018
	<ul style="list-style-type: none"> Invite a Traditional Owner Elder to provide a Welcome to Country at significant events, including Civic receptions and citizenship ceremonies. 	CEO	December 2018, December 2019
	<ul style="list-style-type: none"> Include an Acknowledgement of Country at the commencement of all Council events and functions. 	CEO	December 2018, December 2019

	<ul style="list-style-type: none"> • Include an Acknowledgement of Country plaque on all major Council buildings and facilities, key public spaces and on boundary signage. 	Director Infrastructure	December 2019
	<ul style="list-style-type: none"> • Encourage staff to include an Acknowledgement of Country at the commencement of key staff meetings. 	Directors	December 2018, December 2019
	<ul style="list-style-type: none"> • Display a statement of Acknowledgement of Traditional Owners on the Council website and on email signatures. 	Media & Communications Coordinator	December 2018
3) Improve Councillors, staff and Council understanding of Aboriginal and Torres Strait Islander histories, cultures and achievements by engaging them in continuous cultural learning opportunities.	<ul style="list-style-type: none"> • Develop and deliver Aboriginal and Torres Strait Islander Cultural Awareness training strategy for all Councillors, Directors and staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion) 	Manager Organisational Development	December 2018, December 2019
	<ul style="list-style-type: none"> • Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. 	Manager Organisational Development	December 2018, December 2019
	<ul style="list-style-type: none"> • Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. 	Director Community Wellbeing	December 2018, December 2019
	<ul style="list-style-type: none"> • Invite Elders and community leaders to attend once a year Council staff lunchtime yarning sessions to share local stories and increase staff awareness of local Aboriginal histories, cultures and achievements. 	Director Community Wellbeing	December 2018, December 2019
	<ul style="list-style-type: none"> • Staff to be involved in culturally significant site visits run by the Traditional Owners. 	Manager Regulatory Services	December 2018, December 2019
4) Provide opportunities for Councillors, staff and the wider community to engage in NAIDOC Week	<ul style="list-style-type: none"> • Provide opportunities for all Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week. 	Directors and Managers	July 2019, July 2020
	<ul style="list-style-type: none"> • Review HR Policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. 	Manager Organisational Development	March 2019, March 2020

5) Promote Aboriginal and Torres Strait Islander histories and cultures through the Visitor Information Centre.	<ul style="list-style-type: none"> • Display on TV screen, videos of local Elders telling local stories about Wotjobaluk Country 	Team Leader Visitor Information Centre	May 2019
	<ul style="list-style-type: none"> • Provide a place for the Virtual Rivers Yarns interactive monitor 	Team Leader Visitor Information Centre	December 2018
	<ul style="list-style-type: none"> • Provide brochures on the key Aboriginal Culturally significant sites 	Team Leader Visitor Information Centre	November 2019

Case Study 2:

Council worked closely with local Aboriginal community members to develop banners for NAIDOC Week (2017). These banners were displayed on poles in the main street in Horsham (Firebrace Street) providing an opportunity to communicate Aboriginal cultures to the broader Wimmera community. Also recognising the great work that has been done by local Aboriginal children. Michelle Rethus (Community and Cultural Project Support Officer) led the project. Western Primary Health Network was a partner and Dimboola Primary School were involved. Council will be working with the Kookas Club a playgroup based at Goolum Goolum Aboriginal Cooperative on a similar project with a visual outcome. There were updates provided and discussions held with the Aboriginal Advisory Committee over a number of months in the lead up to NAIDOC Week.

A communication plan including press releases was prepared in the lead up to NAIDOC Week. The Horsham Regional Art Gallery displayed the artwork in the foyer area during NAIDOC Week and the Kookas Club was able to display their artwork there.



Opportunities

Focus Area	<p>We will contribute to 'closing the gap' of disadvantage experienced by Aboriginal and Torres Strait Islander peoples by providing opportunities which support cultural, social and economic development, including employment and retention of Aboriginal and Torres Strait Islander staff and supporting education opportunities. Council will achieve this through its service delivery function and facilitation/advocacy roles. This is important because Council has a responsibility to improve the overall quality of life of people in the local community. Also to ensure that services and facilities provided by Council are accessible and equitable.</p>			
Action	Deliverable	Responsibility	Timeline	
<p>1) Investigate opportunities within Council to increase and improve Aboriginal and Torres Strait Islander employment.</p>	<ul style="list-style-type: none"> Proactively engage with Aboriginal and Torres Strait Islander recruitment agencies and the RAP Aboriginal Advisory Committee to encourage Aboriginal and Torres Strait Islander Employment opportunities within Council. 	<p>Manager Organisational Development</p>	<p>December 2018</p>	
	<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff and the RAP Aboriginal Advisory Committee to consult on employment strategies, including professional development. 	<p>Manager Organisational Development</p>	<p>June 2019</p>	
	<ul style="list-style-type: none"> Actively promote employment opportunities and vacancies in Aboriginal and Torres Strait Islander media. 	<p>Manager Organisational Development</p>	<p>December 2018</p>	
	<ul style="list-style-type: none"> Encourage and support Council's Aboriginal and Torres Strait Islander traineeship program. 	<p>Manager Organisational Development</p>	<p>December 2018, December 2019</p>	
	<ul style="list-style-type: none"> Review, update and improve Aboriginal and Torres Strait Islander traineeship program. 	<p>Manager Organisational Development</p>	<p>March 2018, March 2019</p>	
	<ul style="list-style-type: none"> Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. 	<p>Manager Organisational Development</p>	<p>March 2019</p>	

	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy 	Manager Organisational Development	December 2019
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. 	Manager Organisational Development	December 2019
2) Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	<ul style="list-style-type: none"> Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	Director Corporate Services	May 2019
	<ul style="list-style-type: none"> Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. 	Director Corporate Services	May 2019
	<ul style="list-style-type: none"> Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. 	Director Corporate Services	May 2020
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	Director Corporate Services	May 2019
	<ul style="list-style-type: none"> Investigate opportunities to purchase native plants and trees from Wall Nursery. 	Director Infrastructure Services	May 2019
3) Encourage greater participation by Aboriginal and Torres Strait Islander peoples in Council initiatives, programs and plans.	<ul style="list-style-type: none"> Encourage through local media, Aboriginal and Torres Strait Islander community participation in the Wimmera River Challenge. 	Manager Arts, Culture and Recreation	December 2018, December 2019
	<ul style="list-style-type: none"> Encourage Aboriginal and Torres Strait Islander people to have opportunities in art and design and creative arts through participation in a dedicated program at the Horsham Regional Art Gallery 	Art Gallery Director (Coordinator Visual Arts)	December 2018, December 2019
	<ul style="list-style-type: none"> Display Aboriginal and Torres Strait Islander artworks in Council facilities and public spaces. 	Relevant Directors	December 2018, December 2019

	<ul style="list-style-type: none"> Develop a communications plan to Promote Council's Community Grants Program in Aboriginal and Torres Strait Islander communities through holding sessions . 	Grants Officer	January 2019
	<ul style="list-style-type: none"> Display artworks by Aboriginal and Torres Strait Islander community children and adults in Council's Gallery. 	Coordinator Visual Arts	December 2018, December 2019
	<ul style="list-style-type: none"> Ensure Goolum Goolum Aboriginal Cooperative is involved in developing Council's Health and Wellbeing Plan, Wellness and Re-ablement Plan, Diversity Plan, Early Year's Plan and other social planning processes. 	Relevant Directors	December 2018, December 2019

Tracking Progress and Reporting

Action	Deliverable	Responsibility	Timeline
1) Review and Refresh RAP	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. 	Director Community Wellbeing	October 2019
	<ul style="list-style-type: none"> Submit draft RAP to Reconciliation Australia for review. 	Director Community Wellbeing	February 2020
	<ul style="list-style-type: none"> Submit draft RAP to reconciliation Australia for formal endorsement. 	Director Community Wellbeing s	June 2020
2) Report on Horsham Rural City Council's Reconciliation Action Plan implementation from 2018 to 2020 to Reconciliation Australia.	<ul style="list-style-type: none"> Complete and submit the Reconciliation Action Plan Impact Measurement Questionnaire to Reconciliation Australia. 	CEO	September 2019, September 2020
	<ul style="list-style-type: none"> Provide and publish regular RAP updates and reports to all Councillors Directors and staff and our external stakeholders. 	Director Community Wellbeing	December 2018, December 2019
	<ul style="list-style-type: none"> Investigate participating in the RAP Barometer. 	Director Community Wellbeing	May 2020
	<ul style="list-style-type: none"> RWG to collect data for the RAP Impact Measurement Questionnaire. 	Director Community Wellbeing	July 2019, July 2020
	<ul style="list-style-type: none"> RWG to seek internal approval to submit the RAP Impact Measurement Questionnaire to Reconciliation Australia. 	Director Community Wellbeing	August 2019, August 2020
3) Report on Horsham Rural City Council's Reconciliation Action Plan implementation from 2018	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings. 	Mayor	February 2019, August 2019, February 2020, August 2020

to 2020 to internal and external stakeholders.	<ul style="list-style-type: none"> Communicate Council Reconciliation Action Plan outcomes to all stakeholders through annual reports published, emailed and shared on our website. 	CEO	July 2019, July 2020
	<ul style="list-style-type: none"> Provide and publish regular RAP updates and reports to all Councillors Directors and staff and our external stakeholders. 	Director Community Wellbeing	December 2018, December 2019
4) The RAP Aboriginal Advisory Committee meets to review progress of the Reconciliation Action Plan implementation bi-annually.	<ul style="list-style-type: none"> Review progress of Council Reconciliation Action Plan 	Director Community Wellbeing	February 2019, August 2019 February 2020, August 2020

Contact details: Kevin O'Brien, Director Community Services. Phone: (0353) 829743 or 0417 032 319, kevin.obrien@hrcc.vic.gov.au

Our vision for reconciliation is to create an improved understanding of Aboriginal and Torres Strait Islander histories, cultures, hopes and future aspirations through fostering strong, respectful, inclusive and meaningful relationships within our communities.

1. PURPOSE

Actively monitor RAP development, including implementation of actions, tracking progress and reporting.

2. ROLE AND RESPONSIBILITIES

2.1 Role

Lead/support the RAP vision within work areas by:

- Developing an environment, which fosters mutual respect, inclusiveness, equity and social justice with Aboriginal and Torres Strait Islander peoples.
- Strengthening collaboration, including provision of culturally sensitive awareness of Aboriginal and Torres Strait Islander peoples' heritage.
- Forging respectful relationships designed to contribute to 'Closing the Gap' on Aboriginal and Torres Strait Islander education, health, cultures, languages, social justice and employment.

2.2 Responsibilities

- Monitor RAP development including implementation of actions, tracking progress and reporting
- Carry out relevant actions that the members are responsible for as stated in the RAP.
- Support actions identified in the RAP by engaging in discussions regarding their effective implementation.

2.3 Conflicts of Interest

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

2.4 Code of Conduct

- Members of the Reference Group shall refrain from any form of conduct which may cause any reasonable person unwarranted offence or embarrassment
- Members are expected to work considerately and respectfully of diversity of opinions and experience.

3. SCOPE

- All members of the Reconciliation Action Plan Internal Working Group must abide by the HRCC Code of Conduct.
- It is not the role of the Reconciliation Action Plan Internal Working Group to speak with media.

4. MEMBERSHIP

- Director Community Wellbeing, Manager Community Services and Emergency, Manager Arts, Culture and Recreation, Coordinator Visual Arts/HRAG Art Gallery Director, Community Wellbeing Strategic Projects Officer, Manager Organisational Development, Media and Communications Officer, Team Leader Visitor Information Centre, CEO Personal Assistant and Aboriginal and Torres Strait Islander staff members
- Membership is for a term of two years

Reconciliation Action Plan Internal Working Group



4.1 Meetings

- Meetings will be held 6 monthly. Scheduled meetings will be 2 hours in length
- Meetings will be convened and chaired by the Director Community Wellbeing or their nominee
- The agenda will be set by the by the Director Community Wellbeing or their nominee in collaboration with the Reconciliation Action Plan Internal Working Group.

5. REPORTING GUIDELINES

The Reconciliation Action Plan Internal Working Group is accountable to the Director Community Wellbeing. Reports will be provided to EMT, Council, Aboriginal Advisory Committee and Reconciliation Australia in relation to progress made on the plan.

6. RESPONSIBILITY

Responsible Officer: Director Community Wellbeing

7. DEFINITIONS

Definition	Meaning
EMT	Executive Management Team
RAP	Reconciliation Action Plan

8. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	2.4.19	EMT	New Terms of Reference	

Horsham Urban Transport Plan Background and Key Issues Report

Horsham Rural City Council

Ref 20181789

11 April 2019, Draft Version 6



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Project overview

Overview

As part of the Transforming Horsham program, Horsham Rural City Council is developing the Horsham Urban Transport Plan (the Plan). This Plan will set directions and priorities for developing our transport system in a way that supports the goals of our community, our economy and environment.

The Plan will:

- consider people movement needs, alongside place-related activities in Horsham’s urban area
- review and revise road hierarchy
- identify key road network issues
- establish directions for our transport system
- establish key priorities
- establish principles for street design.

The investigations are largely centred on the road network and transport movements within Horsham.

There have been plenty of recent regional transport studies in and around Horsham, including consideration of a potential Highway Bypass of the town.

While these previous investigations provide an overarching context, the focus of this Urban Transport Plan is the road network within Horsham and actions that Council can take in the short to medium term.

Project objectives

Key objectives as defined by Council are:

- A more active and vibrant CBD and river precinct
- Trucks which don’t originate or terminate in the CBD to be removed from the CBD and river precinct
- More active transport
- More river crossings
- Linking highways to economic activities
- Preference for the use of existing road reserves for future development of the local and arterial roads

Council has engaged Adelaide based consultancy firms Tonkin and Intermethod to work in collaboration with Council departments in the development of the Plan.

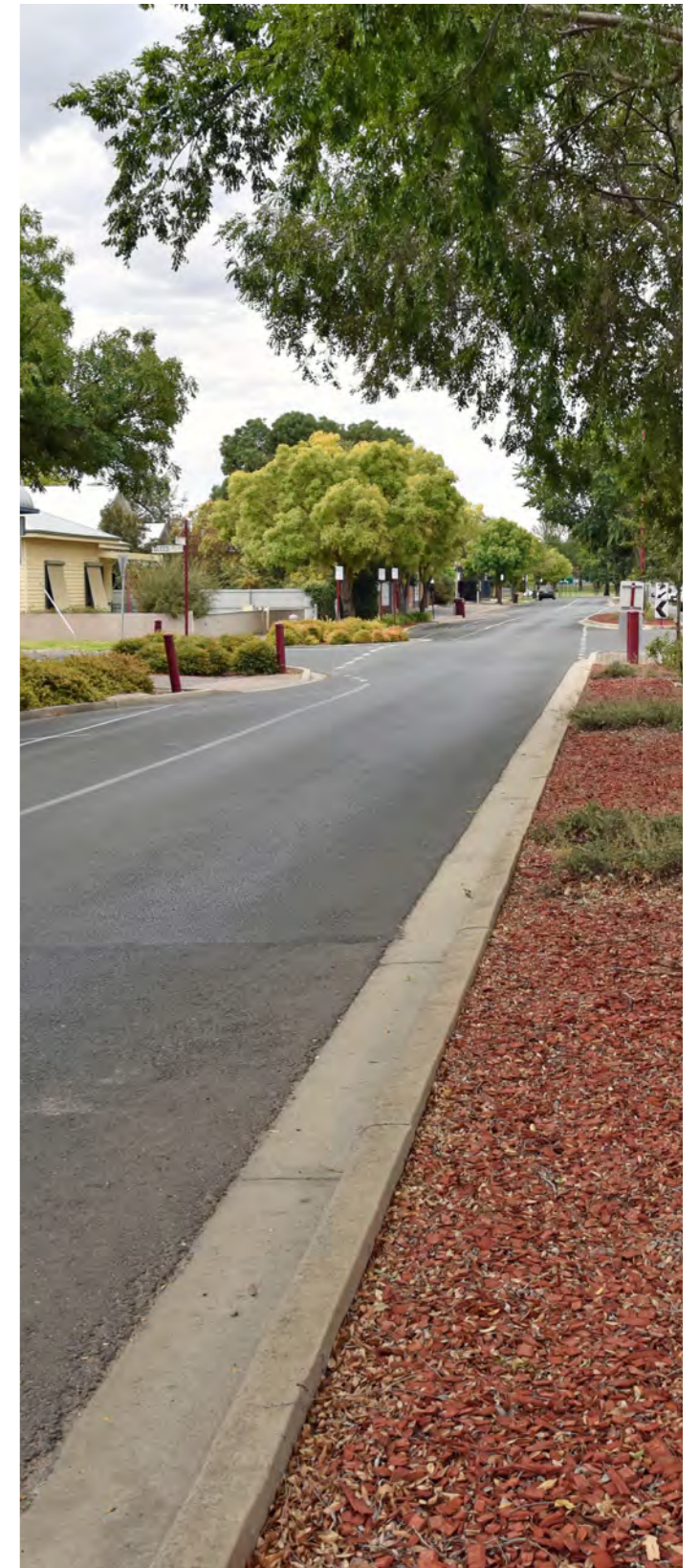
This report provides Council and stakeholders important background to the process and key issues identified to date. It serves as the working platform to guide ongoing investigations into the development of the Transport Plan.

Project Control Group

Council has established a Project Control Group (PCG) to provide assistance with the formation of the Transport Plan, with representation from:

- Community Representative for Agriculture (Chairperson)
- Community Representatives for Transport and Cycling
- Council’s Co-ordinator, Strategic Planning
- Council’s Director, Infrastructure
- Council’s Project Manager
- Business Horsham
- Business Horsham
- Consulting Team
- Regional Roads Victoria
- Department of Transport
- Regional Roads Victoria and Department of Transport.

PCG will have input to the development of the Plan and will review key deliverables throughout the



Process

Our program of works

The following table provides an overview of the process being undertaken.

Start up and confirm approach	Determine issues	Analyse issues	Develop Draft Plan content	Complete
<ul style="list-style-type: none"> Project start-up meeting (via Skype) Form PC Review of background data and information Set up of GIS data sharing Develop Consultation Plan Develop consultation materials 	<ul style="list-style-type: none"> Site visits: <ul style="list-style-type: none"> Identification of issues Movement and Place assessment PCG and Councillors meetings: discuss key network issues and aspirations 	<ul style="list-style-type: none"> Commence community surveys Councillor Briefing Two strategic planning workshops Additional Site Inspections 	<ul style="list-style-type: none"> Develop Draft Horsham Urban Transport Plan to include strategies and directions PCG and/or Client meeting to discuss HTP Two design workshops to establish future redesign opportunities Complete all other sections of HTP Complete engagement feedback report 	<ul style="list-style-type: none"> Council and PCG review of the complete HTP draft and revisions Finalisation
<p>DELIVERABLES</p> <ul style="list-style-type: none"> Consultation Plan 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> Background Report 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> Draft Movement and Place assessment maps 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> Draft Engagement Feedback Report Two HUTP drafts 	<p>DELIVERABLES</p> <ul style="list-style-type: none"> Final HUTP

Community involvement

Development of the Plan will include our community and stakeholders. A series of engagement opportunities have been planned, including:

- face-to-face engagement during Wimmera Machinery Field Days (this has occurred)
- on-line or postal surveys (this has occurred)
- two series of community and stakeholder workshops to discuss issues and opportunities
- consultation on draft Plan.

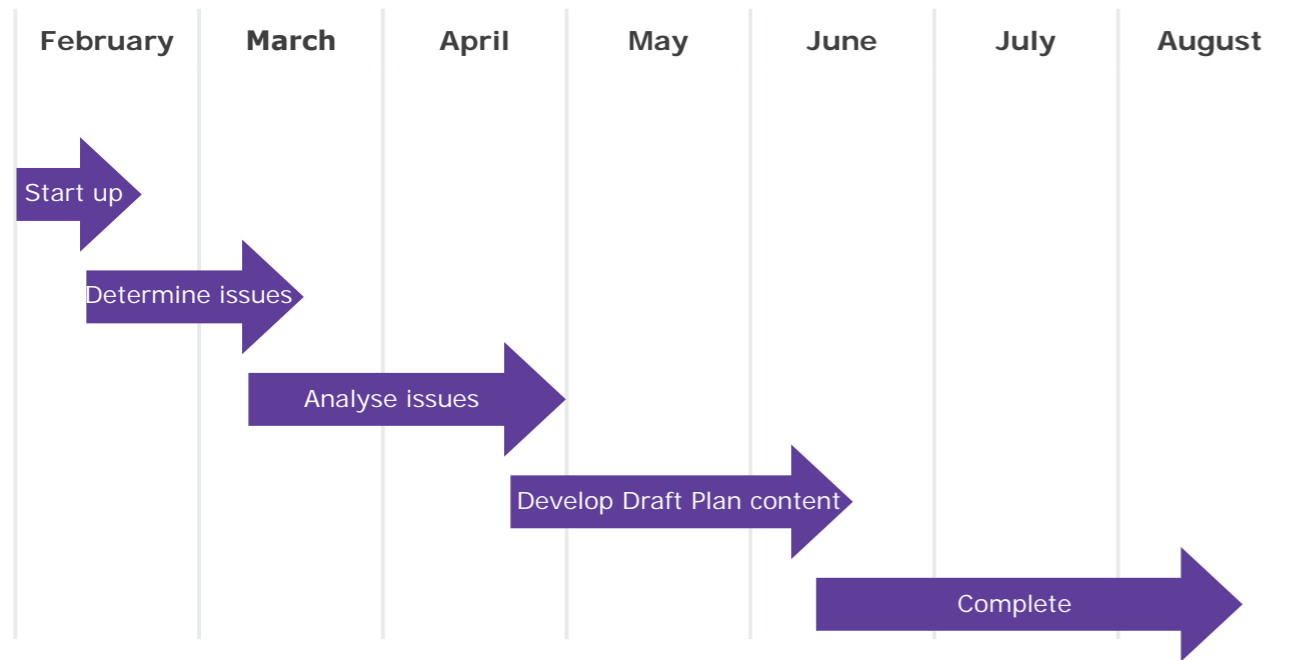
Consultation plan

A comprehensive community and stakeholder consultation process has been commenced including online awareness of the project, a community survey (as part of the recent Wimmera Field Days), and planned strategic and design workshops.

A detailed consultation plan is attached as an appendix.

Anticipated timeframe

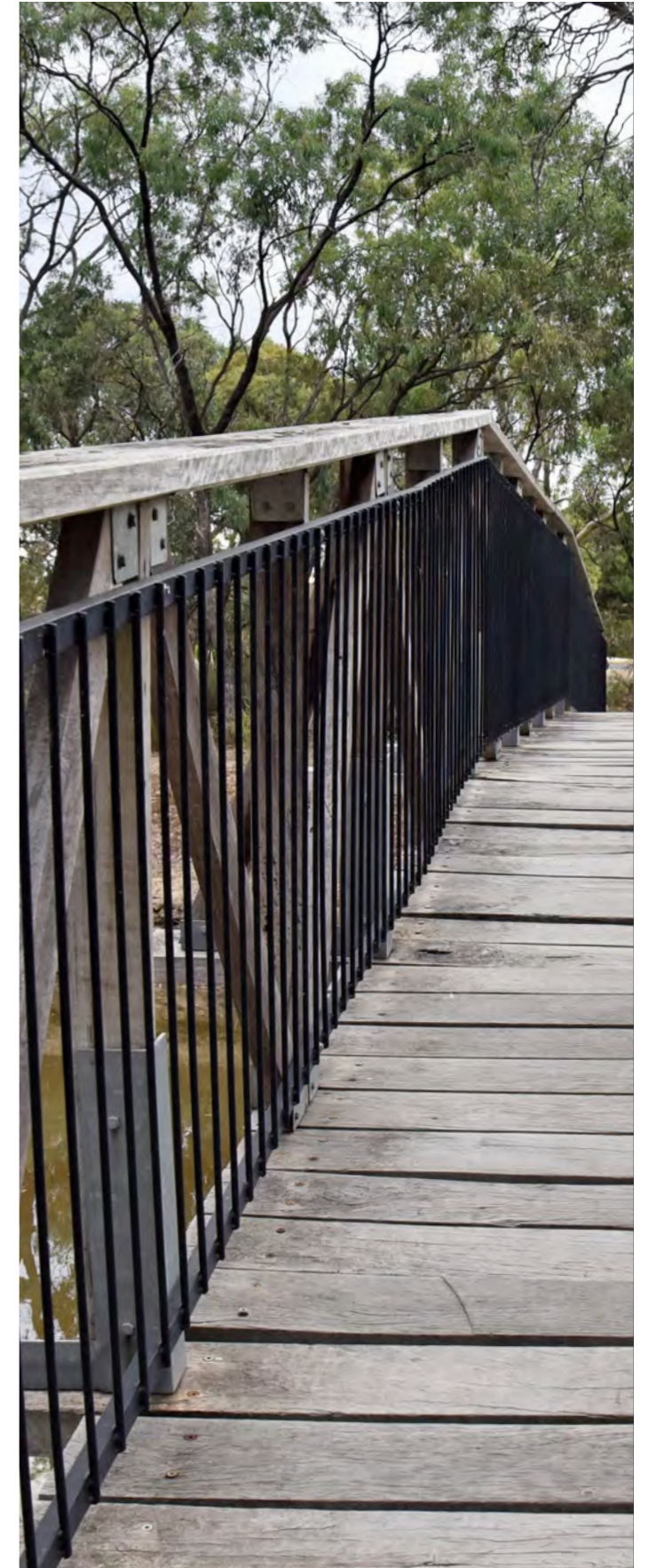
The Plan will be developed between February and August 2019 as outlined below.



Transforming Horsham

Importantly the Transport Plan will be developed in parallel with two other important strategic reviews being undertaken by Council:

- CBD and Riverfront Activation Strategy
- Open Space Strategy

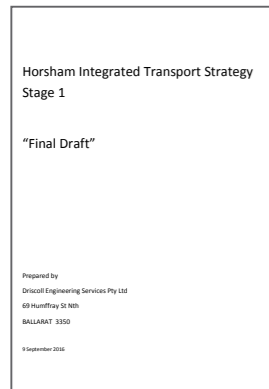


Background

Literature review

Council has provided a wealth of background material that will inform development of the Transport Plan. A summary of the Horsham Integrated Transport Strategy is included below, as well a summary of key documents in the table on the following page.

Horsham Integrated Transport Strategy (HITS)



(Note that the document status is draft and to date has not been adopted by council)

Driscoll Engineering, 2016

The Horsham Integrated Transport Strategy (HITS) is a comprehensive study into the future transport needs of the township and the wider regional area. Through

consultation with Council, key stakeholders and the local community, the strategy identifies issues, constraints and opportunities to provide for a growing community.

The report provides valuation background information to the current study.

Horsham Snapshot

- Population: 19,700
- In 2010, 3.5m tonnes of grain produced, 60% exported
- 38% of all jobs located in the Horsham Central Activity District (CAD) and surrounding urban areas
- 1.5m tourists visit the region annually

Trucks in the Horsham Township

- Truck movements were identified as dominating the CAD, detrimental to a vibrant town centre and representing a risk to safety
- A Western Highway realignment would remove 850 trucks per day
- Horsham is the origin or destination of 1700 truck movements per day
- Movements between west and south are low

Public Transport

- Public transport has been identified as not meeting the needs of the community

Land use integration and interface

- Agriculture enterprises in the north, light industry in the south
- Retail flexibility of growth areas
- Differentiation between industrial and residential, buffered
- Industry migration to arterial road network
- Refer Framework for Managing Growth

Congestion

- Wilson St, McPherson Street and Golf Course Road intersections congested
- Proximity of road intersections to rail crossings
- Congestion predominantly local car traffic
- Expand road network to cater for 1,700 Horsham trucks

CAD Activation

- Promote Horsham as an attractive diversion for passing light vehicles

Western Highway realignment

- The objective of the Western Highway realignment is to support regional freight efficiency whereas the Horsham Urban Transport Plan aims to address internal movement of traffic, access and connectivity.

River crossings

- Wimmera River restricts vehicle and pedestrian traffic, refer to Horsham Framework for Managing Growth (2013)
- Horsham Framework for Managing Growth (2013) and HITS workshops identify the need for improved connectivity between Horsham and communities to the south
- Current issue with concentration of traffic crossing at the Western Hwy and excessive distances to travel north-south
- Flood and fire scenarios highlight fragility in the transport network when operating with current number of river crossings
- Improve current crossings, including the Three Bridges Road over the Mackenzie River (weight limit too low)
- Additional crossings would provide:
 - improved emergency access response times
 - alternative traffic diversion routes
 - shorter travel times; though improvements would be minimal, even less so after bypass
 - potential land release for development

Aerodrome

- Council is currently developing an Aerodrome Masterplan to guide the future development in this area

Geographical constraints

- Heritage
 - Significant cultural heritage site south of the Wimmera River
 - Artist in residence site south of the Wimmera River, 350m west of Curran Road
- Floodplain as identified by the Horsham Framework for Managing Growth (2013) and Wimmera CMA
- High quality agriculture land
- Development permits have been provided for residential land north and south of the Wimmera River

Active and Sustainable Transport

- Lack of dedicated bike paths around the CAD
- Flat natural form and compact built form ideal for walking and cycling connectivity to CAD
- Aging population predicted
- Encourage active transport modes



Horsham Municipal Bicycle & Shared Path Plan

2012 - 2016, Driscoll Eng. Serv., Sept 2012

Overview:

- HRCC Health & Wellbeing Plan identified need for walking & cycling infrastructure
- Interlinking bicycle tracks to be used by all user groups
- Improve connectivity to residential areas, schools, CAD, recreation paths
- Marketing opportunities to promote bicycle use
- Future budgets to allow for new infrastructure and maintenance

Identified issues:

- Poor maintenance
- Poor delineation and wayfinding
- Disconnected network; commuting and recreation
- CAD access and links
- Disappearing bicycle lanes at intersections
- Cycling hazards /obstructions
- Minimal river crossings

Recommendations:

- Safer routes to school
- Short sections of off-road path to provide missing connections
- Extend/connect off-road bicycle network; Wimmera River Trail linking to urban Horsham and outlying towns
- River crossings; west of weir, 500m west of Curran Rd, Bennett Rd, Hamilton St
- Wayfinding
- End of trip facilities
- Social marketing of benefits of cycling



Horsham Rail Bypass Planning Report

Aurecon, June 2013

Feasibility study of realigning the Melbourne-Adelaide railway line to bypass central Horsham.

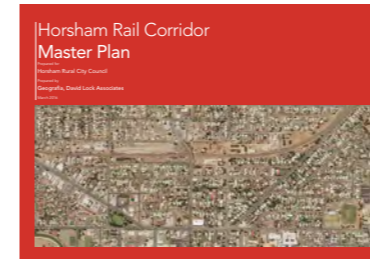
Identified issues:

- Safety issues associated with 7 level crossings

Recommendations:

- 7 rail corridor realignment options
- Option 1A preferred but low BCR of 0.32
- East-west walking and cycling link along redundant rail corridor
- High cost: \$79m to \$100m

Note that this report addressed the potential realignment of the rail. This is no longer viable with strong community interest in securing passenger rail services to Horsham.



Horsham Rail Corridor Master Plan

Geografia, David Lock Assoc., March 2016

Overview:

- Master Plan of rail corridor from Wawunna Rd to McPherson St, Horsham
- Relocation of freight operations from Horsham centre to WIFT Precinct
- Rail corridor reinvigoration
- Better connections across the rail corridor, between Horsham Nth and the City centre
- Opportunities for E-W ped and bike connections

Identified issues:

- Severance of Horsham Nth and Horsham CBD by rail line
- Increasing demand for smaller housing, aged care
- Demand for open space/recreation in Horsham North
- Underpass distress; safety fears and unusable

Recommendations:

- Potential for return of rail passenger services
- Higher residential densities
- Medium-term Horsham Station to remain operational
- Potential longer-term Adelaide-Melbourne railway line city bypass
- Staged implementation from 2016 to 2025 onwards
- Kalkee Rd bridge footpath widening (potential traffic lane closure)
- Bridge removed, Kalkee Rd/Urquhart St road at grade (post rail relocation)
- East to west walking and cycling path
- Albert St/McPherson St connected (post rail relocation)
- Wawunna Rd reconnected (post rail relocation)



Connecting Western Victoria Rail Advocacy

Return of passenger rail

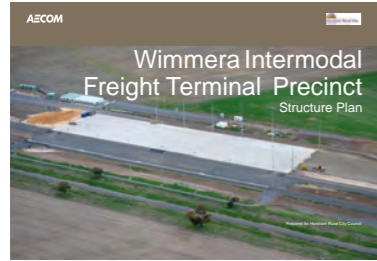
Horsham Rural City Council and seven

other local government agencies have been actively advocating for the return of passenger rail to western Victoria with the extension of passenger services extending from Ararat to Horsham and Hamilton.

A detailed and evidence-based report commissioned with the funding support of State and Federal Governments shows that rail passenger services can and should be reinstated to Horsham and Hamilton with links to Ballarat and Melbourne.

The report proposes four passenger services into and out of the Horsham Railway Station on a daily basis, re-activating the railway line within the urban areas of Horsham and bringing a different form of transport service into Horsham.

The return of passenger rail will provide better and more equitable access to employment opportunities, health services, education and training and social connectedness.



Wimmera International Freight Terminal Precinct Structure Plan

AECOM/Horsham Rural City Council, December 2012

Overview:

- WIFT Precinct will be a major intermodal freight and logistics hub for the Wimmera-Mallee region
- Facilitates efficient and effective transfer of goods by road and rail
- Container park, container packing, bulk loading, warehousing, manufacturing, truck repairs, food premises, logistic co. with front of house
- Guidance on land use within the WIFT Precinct and infrastructure requirements

Identified issues:

- Need for expansion of roads from B-Double to B-Triple standards
- B-Triple truck, High Productivity Freight Vehicles (HPFVs) Oversize and Overmass Vehicles to be catered for

Recommendations:

- Urban Design; street tree planting 7m from Henty and Wimmera H'ways
- Principal access at corner of Henty H'way and Freight Terminal Rd
- Main road created for vehicles, pedestrians and cyclists through the Precinct
- Opportunity to realign Horsham-Donald bus route via WIFT Precinct
- Shared path along Dooen Rd extended to Horsham
- 20-25 year staged implementation of infrastructure over the short, medium and long-term



Wimmera Southern Mallee Regional Transport Strategy

GHD, October 2014

Overview:

- Strong focus on improving efficiency of freight movement and safety
- Identifies priority projects of regional significance
- Ensures transport directions are aligned with state, regional and local policy
- Wimmera Southern Mallee councils (Buloke, Hindmarsh, Horsham, Northern Grampians, West Wimmera and Yarriambiack)

Identified issues:

- Increase in truck volumes
- Rail freight needs increasing
- Maintenance of 'C' Class roads to accommodate diverted traffic
- Public transport access is limited
- Dispersed populations
- Tourism opportunities

Recommendations – 10 priority projects:

- W. H'way duplication to Stawell
- W. H'way improvements Stawell to SA
- Henty H'way Horsham to Lascelles
- Grampians Peaks Trail
- Mildura to Ports rail standardisation
- Western Highway realignment
- Ade-Mel railway improvements
- Henty H'way Horsham to Portland
- Grampians ring road
- Rainbow railway upgrade



Parking Strategy

MR Cagney, December 2017

Council prepared a comprehensive Municipal Parking Strategy (prepared by MRCagney) in December 2017

The Parking Strategy is centred on the recognition that car parking and the convenience of travel afforded by private vehicle travel, inevitably results in increased vehicular movements, which also poses irreversible impacts on land use patterns and development.

Of primary interest to this strategy, is the detrimental impact that an oversupply of car parking can have on a town centre environment, like the Horsham CBD.

Key findings of the Strategy include:

- Peak period occupancy is low. The peak parking accumulation of 2,273 vehicles was recorded for the surveys area as a whole which equated to a peak occupancy level of 62%, i.e. more than 1 of every 3 parking spaces was vacant at all times. This is significantly lower to the best practice benchmark level of 75% which is advised in regional settings
- Parking occupancy has remained stagnant since 2012. While there has been an increase in supply, approximately 150 (including the Target car park) since 2012, parking demand has largely remained consistent during the same period
- Despite perceptions held by some local stakeholders, there are no current demand pressures for car parking in the Horsham CBD however it is appreciated that there are some 'hot spots' throughout the CBD that can experience demand pressures at certain times of the day

Key recommendations of the Strategy (that specifically relate to the development of the Horsham Urban Transport Plan) include:

- Commit to strategies and initiatives to reduce car dependence in Horsham while supporting

the aspiration of making Horsham a leader in regional walkable communities

- Generally, retain current paid parking rates and locations
- There is no further discussion for Council to entertain relating to the need for greater parking supply in Horsham CBD, which may be contrary to some perceptions held by local traders and the wider community.
- Retention of the current parking charges for on street parking.



Imagine Horsham

Village Well, December 2017

Council commissioned community and stakeholder engagement in 2017 to gather ideas for future projects that will revitalise CAD, enhancing its function.

The engagement process focussed on the opportunities

to develop a town square, streetscape upgrades, town entrances and explore opportunities for local economic development.

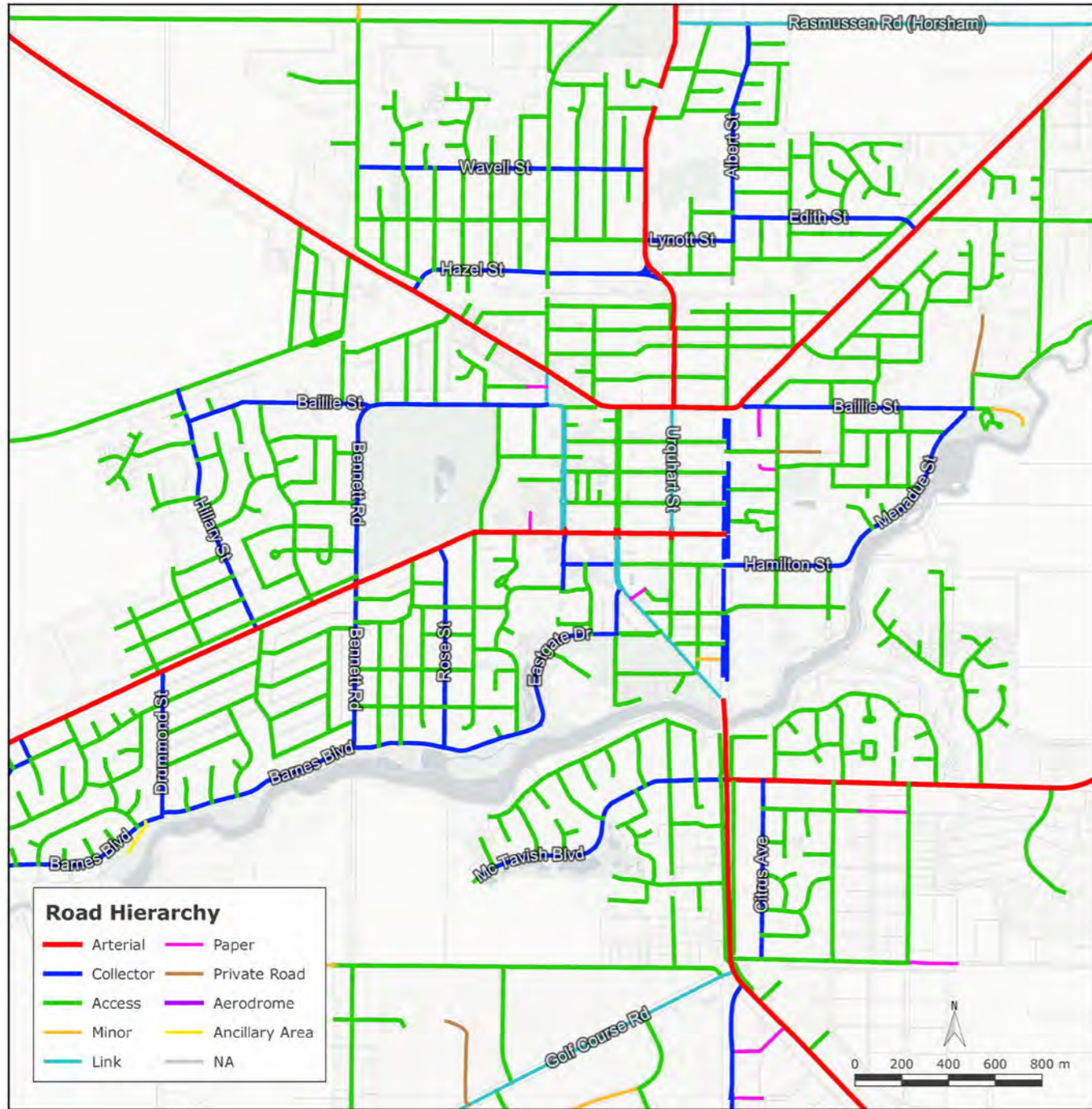
Participants identified 'five great things that make locals proud and will attract visitors to Horsham now and into the future':

- A vibrant main street
- Events and activities all year round
- A friendly place
- Explore the river
- Experience the remoteness.

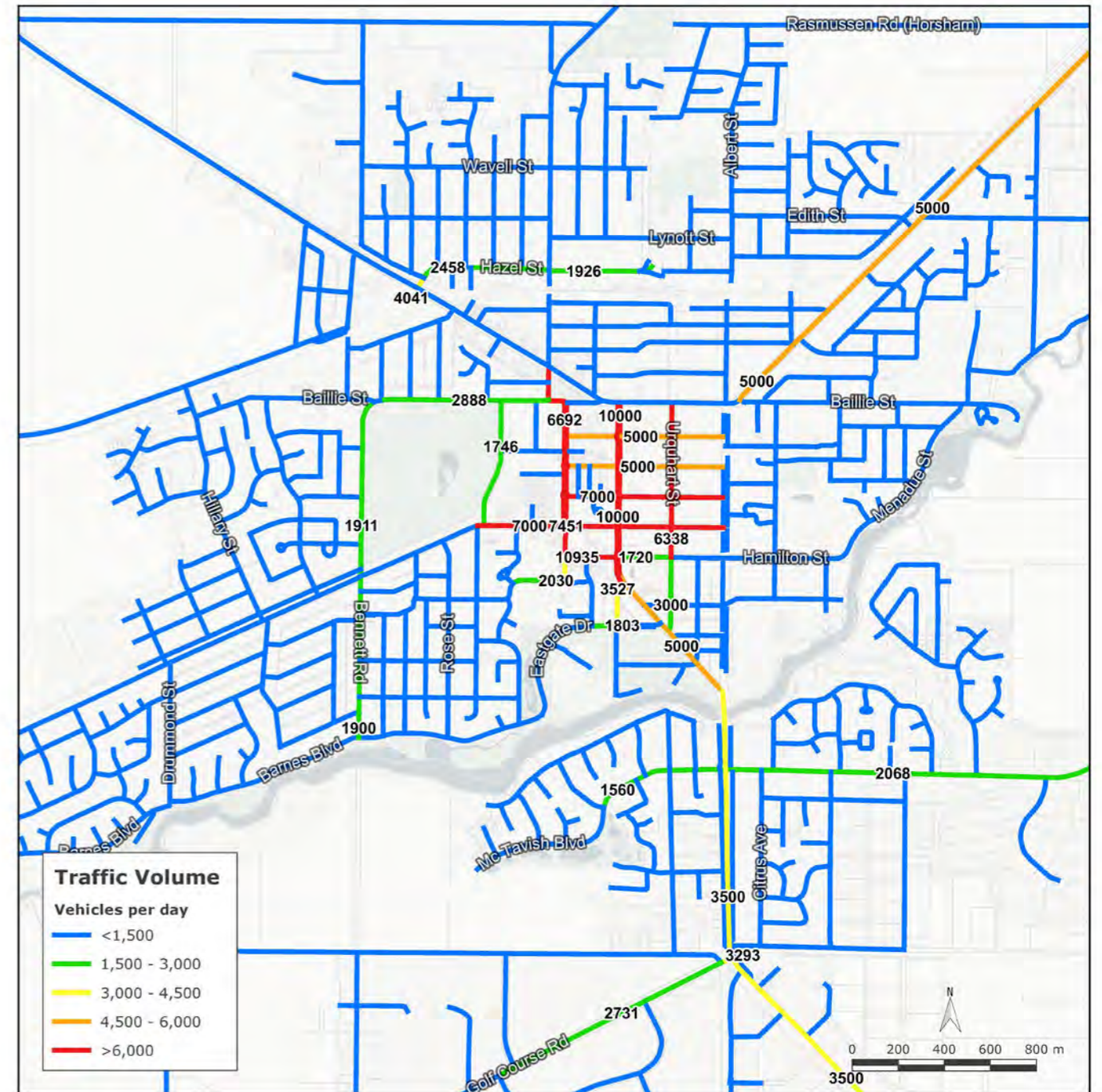
20 location specific opportunities were also identified. All opportunities were prioritised as quick wins (up to April 2018), medium term (2018) or longer term (2019+).

Existing road heirarchy

[To ve reviewed and revised]



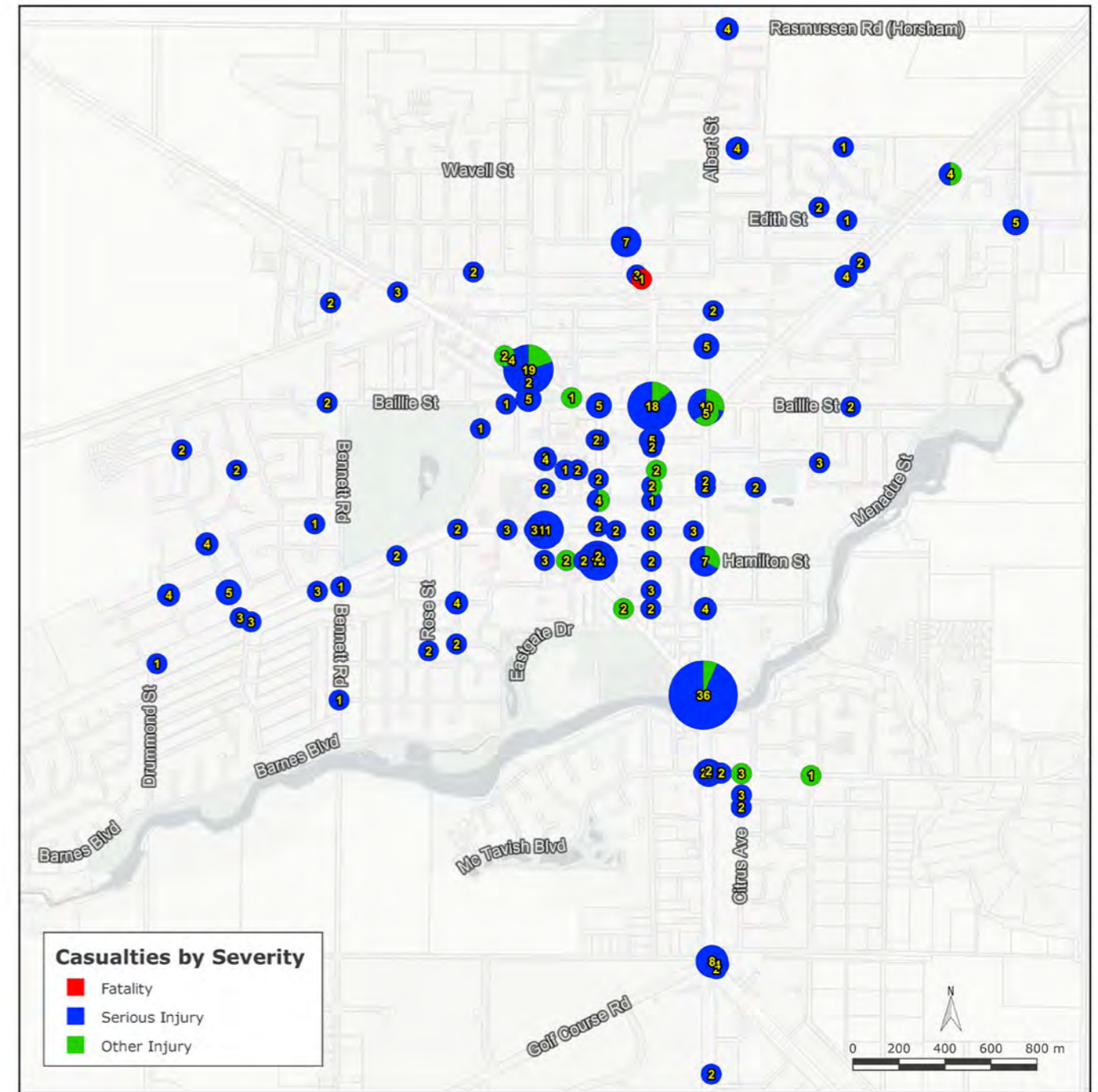
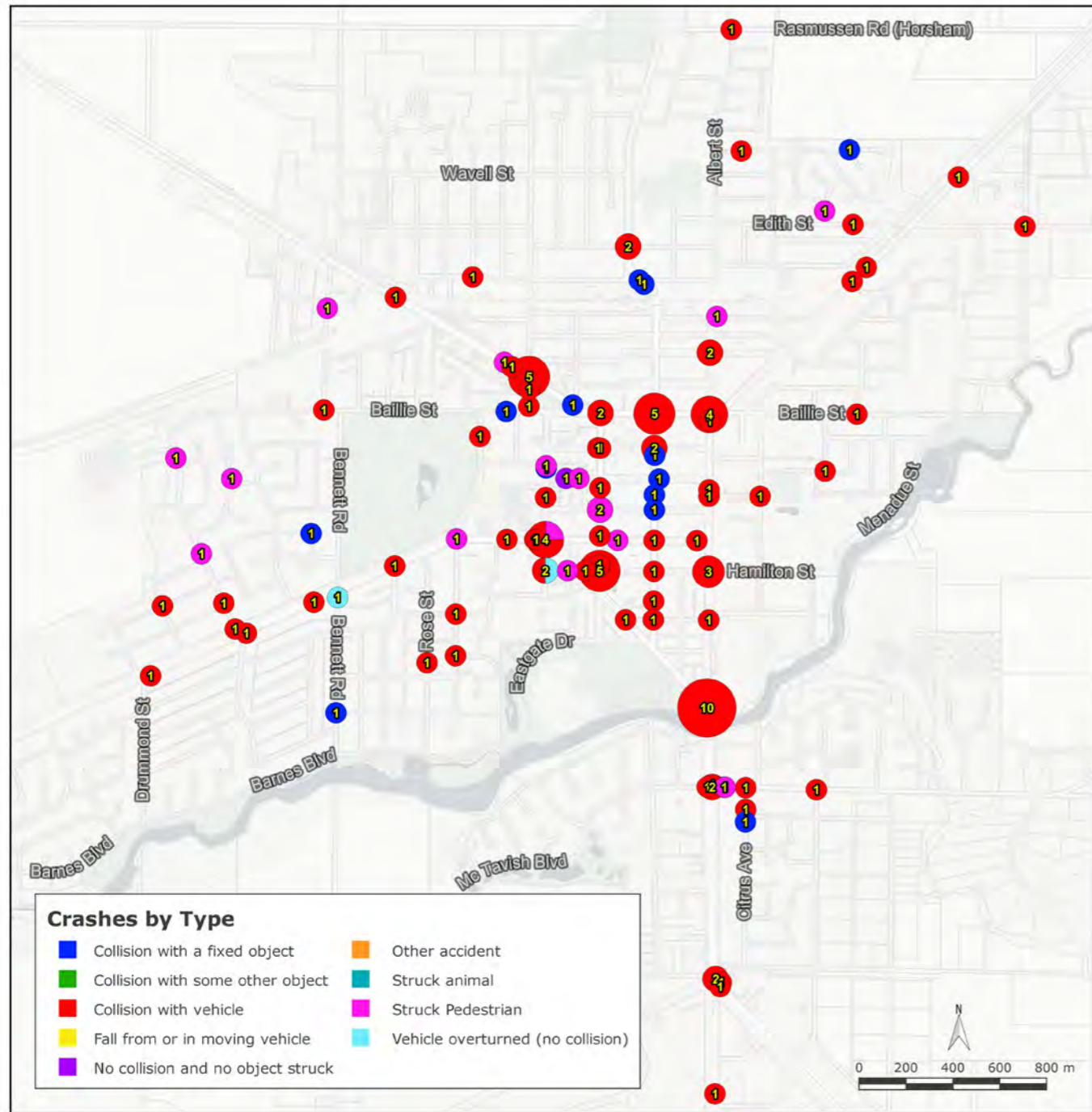
Traffic data 2012



Council has adopted a reasonably typical road hierarchy based on the 'role' of the road in the overall network. The network shows the main interstate highways that run through Horsham, as well as several local collector routes. However, what is not shown in this hierarchy is who uses the routes (e.g. freight, public transport and tourists). There is an opportunity in the development of the Transport Plan to overlay a functional use of the network.

With the exception of roads within the town centre and some of the main arterial and collector routes, traffic volumes on all other streets are less than 1,500 vehicles per day, which is reasonably typical of a local street network. However, this data does not reveal the percentage of commercial vehicles that uses some of the network. Ongoing investigations are being conducted to clarify regional and local freight movements.

Collision data 2014-2018



The two maps on this page show the locations of crashes that have occurred throughout Horsham over the past 5 years. The map on the left shows the number and types of crashes at each location, whereas the map on the right shows the number of personal injuries that have resulted from these crashes.

Note that intersection improvements have recently (last 6 months) been undertaken at O'Callaghans Parade/Western Highway. These changes should address the higher number of crashes at this site.

Further analysis of the data will be undertaken to understand trends in the data and potential remedial treatments for obvious 'black spots'.

Cultural heritage



There is a site of significant cultural importance within Horsham that requires protection.

Wopet Bungundilar Cultural Place (VAHR 7324-0702) relates to a Creation Story, and has been registered for its social, spiritual, contemporary and historic significance to Traditional Owners, as well as its significance in accordance with Aboriginal tradition. Parts of this Aboriginal place also have archaeological significance.

The Wopet Bungundilar Cultural Place is an aboriginal place recorded on the Victorian Aboriginal Heritage Register as established by the Aboriginal Heritage Act 2006 (the Act).

Any development or significant changes to an aboriginal place use must be assessed in accordance with the Act.

Further, a culturally-sensitive overlay exists along main water courses including the Wimmera River that require investigations before works in specific locations can begin. A Cultural Heritage Management Plan is required when high impact activities are planned in an area of cultural heritage sensitivity, as defined by the Aboriginal Heritage Regulations 2007.

The siting of any future river crossing will need to be supported by a CHMP and consultation with the local Baringi Gadjin Land Council.

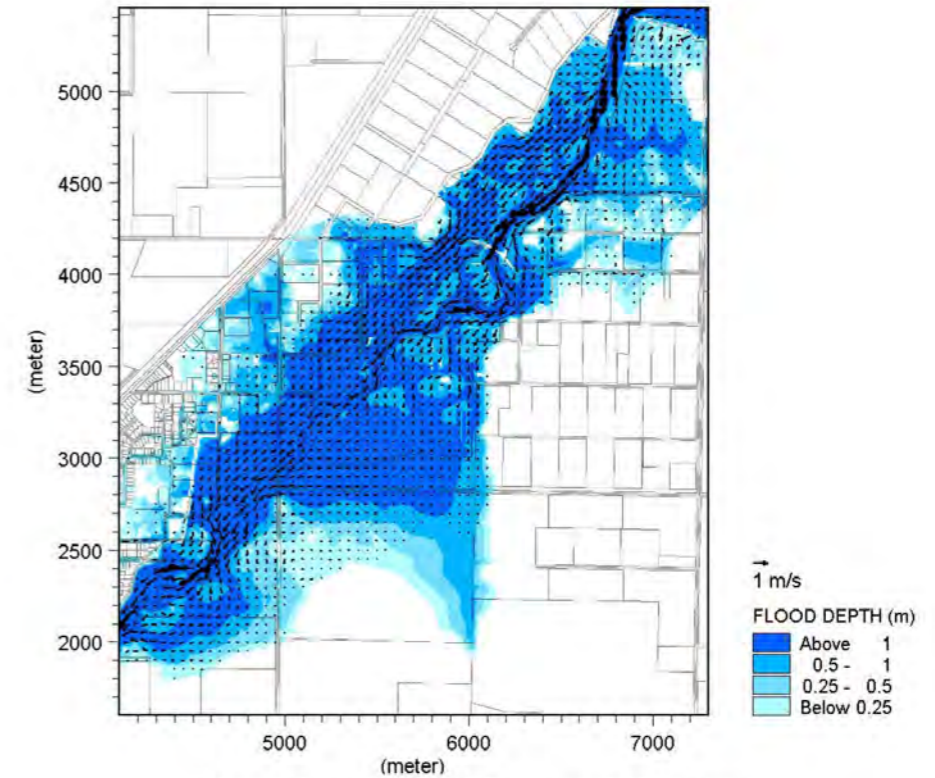


Figure 8.6 Predicted Peak Flood Inundation (Depths) ARI 100 Year Event (upstream)

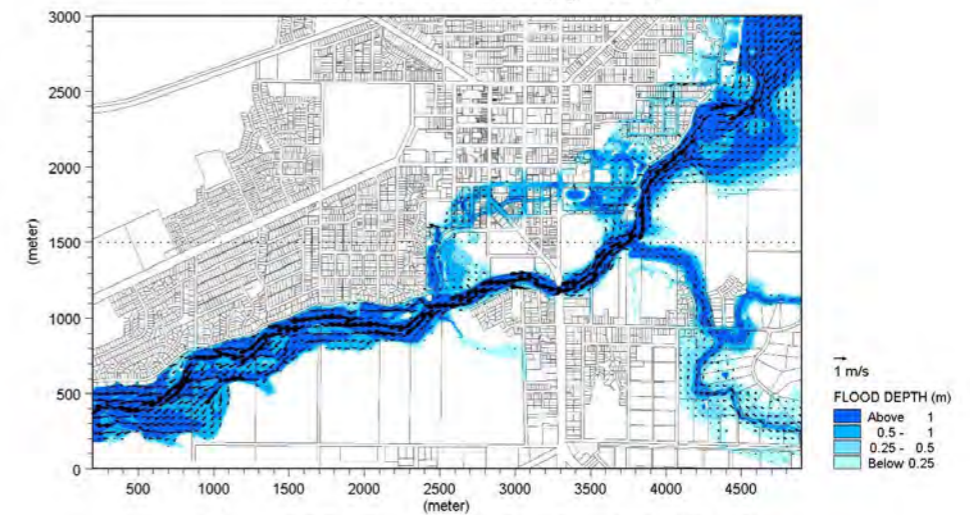


Figure 8.7 Predicted Peak Flood Inundation (Depths) ARI 100 Year Event (downstream)

The above map shows the upstream and downstream 100 year flooding associated with the Wimmera River. The area north of Horsham exhibits a broader floodplain that will need to be considered in options for an additional river crossing.

Movement and Place

What is Movement and Place?

'Movement and Place' (M+P) is a way of thinking about the roles and challenges facing our roads and streets now and into the future. The M+P approach recognises that any street performs two functions: Movement of people and goods (a movement conduit), and serving as a Place (a destination in its own right).

This way of thinking implies that while we are planning for and developing our network, we need to consider the needs for movement and placemaking simultaneously.

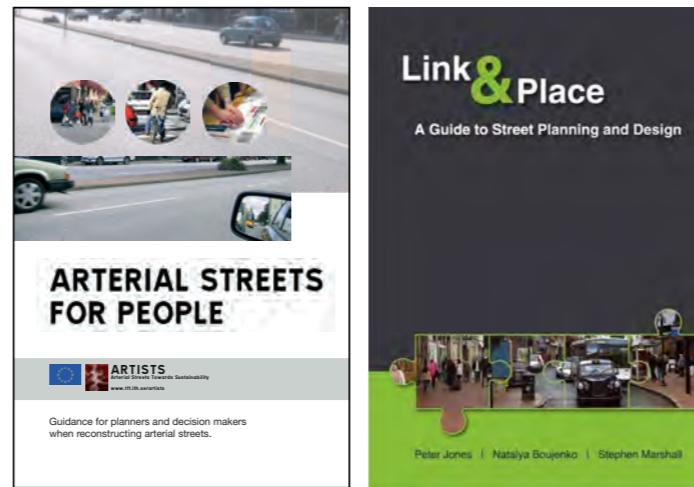
Urbanisation is growing in all cities around the world with most of the population growth taking place in the big cities. This increases the demand for space on our streets to accommodate the associated increase in the number of people moving along the street networks and accessing amenities and destinations that streets provide.

Our past approaches to network planning generally separated our considerations for transport movement from land use planning. Indeed, typically these planning functions were performed by different professions (for example, city planners and transport planners) working in different departments/authorities (planning departments vs transport departments and local councils). This fragmented approach to planning for our streets did little to resolve the inherent competition between the street functions of Movement and Place.

As we face rapid population growth and changing environment with ageing demographics, increasing user expectations, climate change and constraints on land use and spending, we are beginning to turn to new tools and ways of thinking to resolve or indeed better understand present challenges.

The Movement and Place way of thinking about our street networks offers a new language for the challenges we face. It implies a new collaborative way of planning for Movement and Place functions by balancing the needs simultaneously.

The Movement and Place approach was developed by the project called Arterial Streets Towards Sustainability, funded by the European Commission, with the main publication 'Streets for People' (Svensson, A. at el, Lund University, 2004). Since 2004, the approach has been in use in Transport for London. The first comprehensive overview of the approach and practical applications was detailed in the 'Link and Place: A Guide to Street Planning and Design' (Jones, P., Boujenko, N. and Marshall, Local Transport Today, UK, 2007).



The Movement and Place approach provided a platform for many local and state authorities to evolve their transport and urban planning processes to better meet the present day challenges. This produced an extensive suite of applications spanning many cities in at least three countries: the UK, Ireland and Australia.

A street acts as a Movement conduit.
Design objective for

Movement=
decrease travel time



A street is also a Place, a destination in its own right.
Design objective for

Place=
increase dwell time



Victorian applications

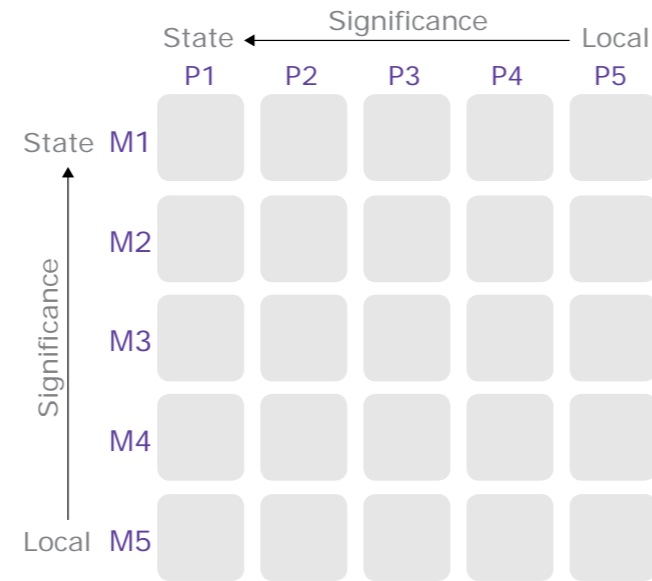
In February 2019, the Department of Transport in Victoria released a publication ‘Movement and Place in Victoria’, which described Victorian applications, consolidated into the Movement and Place Framework (still under development at the time of writing).



The publication can be downloaded via the following link:

www.transport.vic.gov.au/our-transport-future/movement-and-place-in-victoria

One of the central concepts to the Movement and Place Framework is dual street classification system, which considers the role of the street as a Movement conduit and also as a Place, a destination in its own right. This system is expressed as a matrix, with the Movement significance captured by the vertical axis and the Place significance captured by the horizontal axis.



Movement and Place matrix for classifying streets in Victoria

The Movement and Place matrix is a tool for classifying street networks. It builds on conventional classification systems by considering the needs of places alongside movement needs.

Different steps or levels along both axis of this system relate to the relevant significance of the segment, from strategic to local. This decision is made separately for the Movement and for the Place function of each street segment.

In applying the Movement and Place matrix, two decisions need to be made:

- 1.** What strategic function does a street perform as a Movement conduit? Based on this, a level from M1 to M5 is selected on vertical axis.
- 2.** What strategic function does a street perform as a Place, a destination in its own right? Based on this, a level from P1 to P5 is selected on horizontal axis.

These two decisions will enable classification of the entire street network into street types: from local streets to highways. The matrix caters for a total of 25 street types. A street type (cell) in a matrix can be established for any location within a city or a town where the matrix is being applied.

Application in Horsham

The original ‘Link and Place: A Guide to Street Planning and Design’ envisaged smaller towns to have smaller number of street types applicable, i.e. lesser number of cells within the matrix (for a example, a 4x4 instead of 5x5 matrix may apply).

‘Movement and Place in Victoria’ publication does not provide specific guidance with regard to application in regional and rural townships. The relevant consideration is whether Place status should be mapped all the way up to P1 significance, or up to P2 only.

For this project, it was assumed that a 5x5 street classification matrix will apply to the street network in Horsham and the next sub-section provides the results of this application.

Place status

Place status was assigned on a five point scale using the following considerations relevant to Horsham’s streets:

Place status P1

- Town-wide significance (with visible on-street activities) that also act as key destinations for many visitors
- Experience significant pedestrian volumes and staying activities
- Have significant frontage activation or important anchor destination(s)

Place status P2

- Town-wide significance
- Experience high pedestrian volumes
- Have significant frontage activation or important anchor destination(s)

Place status P3

- Places with continuous stretches of active frontages (along at least one full block)
- Places with a diversity of uses and pedestrian destinations of interest (libraries, hospitals, etc)

Place status P4

- Places with patchy ground floor activation
- Places with large format retail premises accessed more by vehicles than pedestrians

Place status P5

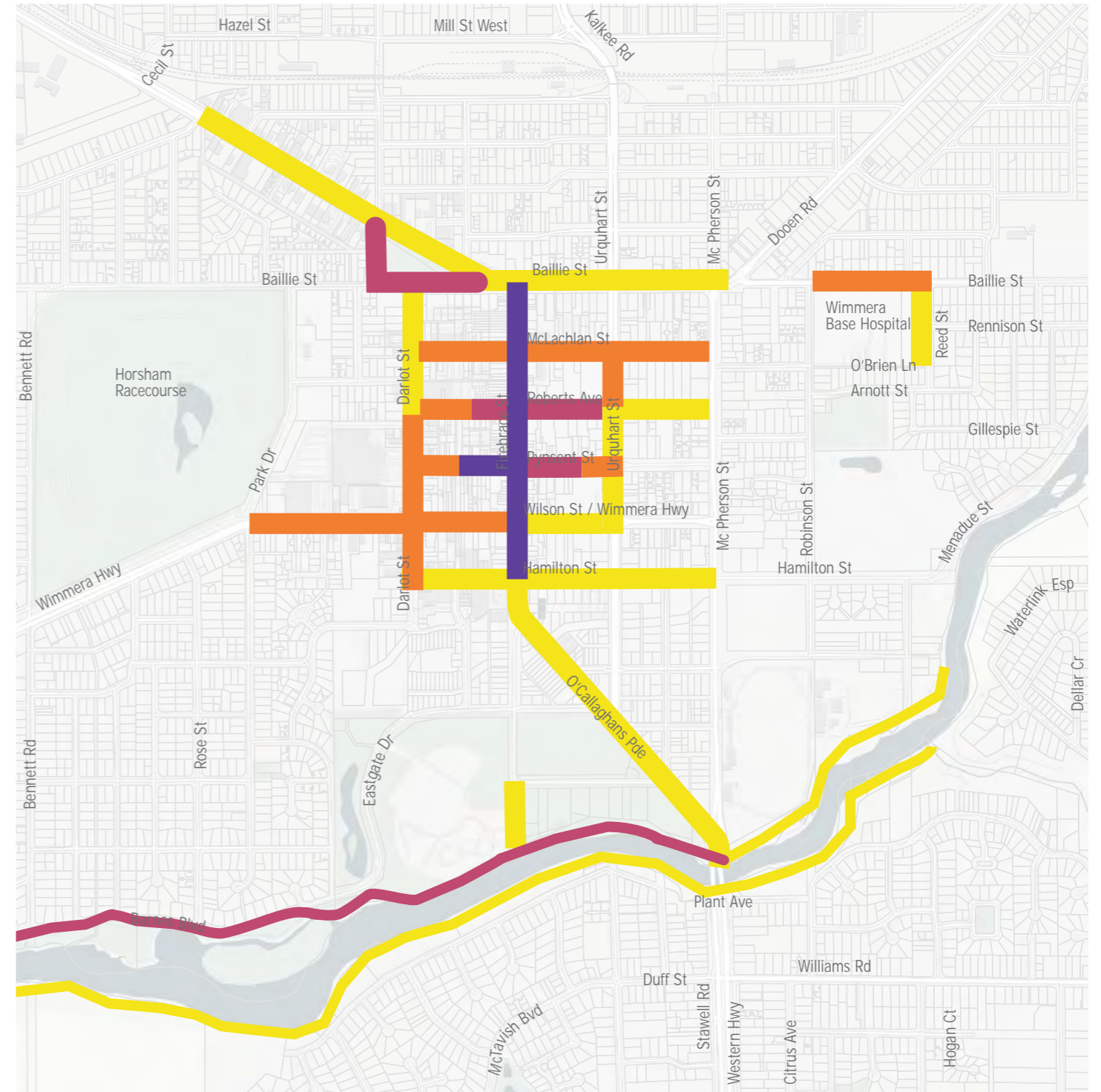
- Places of local immediate interest only.

Daytime Place status

The Place map to the right shows day time Place status assessment.

Key observations:

- Firebrace Street is the heart of Horsham township and is lined with small grain diverse destinations, receiving the highest Place status of P1. The T&G clock tower is a prominent landmark.
- Horsham Town Hall frontage along Pynsent Street is also a significant destination (P1) attracting large numbers of visitors during events. Recently developed Town Hall offers state of the art venues and facilities, including the art gallery.
- Roberts Street with Horsham Rural City Council offices and Wesley Performance Arts Centre is an important destination, warranting Place status P2.
- Roberts Avenue west of Firebrace has the highest number of on-street dining seats used by a couple of cafes.
- May Park attracts large groups of people celebrating special occasions, activating Baillie Street.
- Natural setting of Wimmera River is an important recreational destination with visitors during all hours during weekdays and weekends.
- A number of streets offer multitude of retail destinations and received Place status P3 for some of its length: Darlot Street, McLachlan Street and Wilson Street.
- Wimmera Base Hospital was also recognised with Place status P2 and P3 around its perimeter. It receives large numbers of visitors.
- Many of retail buildings present large blank facades to the streets and are surrounded by large capacity car parks, thus encouraging access by vehicles instead of walking and cycling.
- The CAD and Wimmera River are not well connected or signed.
- Streets cater for pedestrian and cycling needs



Legend

- Place status P1
- Place status P2
- Place status P3
- Place status P4
- Place status P5 (no colour)

always after vehicle priorities are optimised:

- Unnecessarily wide crossing distances across side streets and roundabouts
- Confusing geometry of intersections
- Lack of continuous tree canopy
- Lack of dedicated cycling facilities even in locations where the road widths could easily accommodate cyclists
- Lack of cycling parking
- Lack of on-street seats as resting opportunities along local walking networks and in CAD to boost on-street staying activities.
- There is little on-street vibrancy: pedestrian flows are low, on-street staying/dwelling opportunities are rare and mostly not in a great environment.



Challenging intersection for all road users, especially for cyclists and pedestrians (Baillie St and Wimmera Hwy)



High amenity on-street dining in Roberts Ave

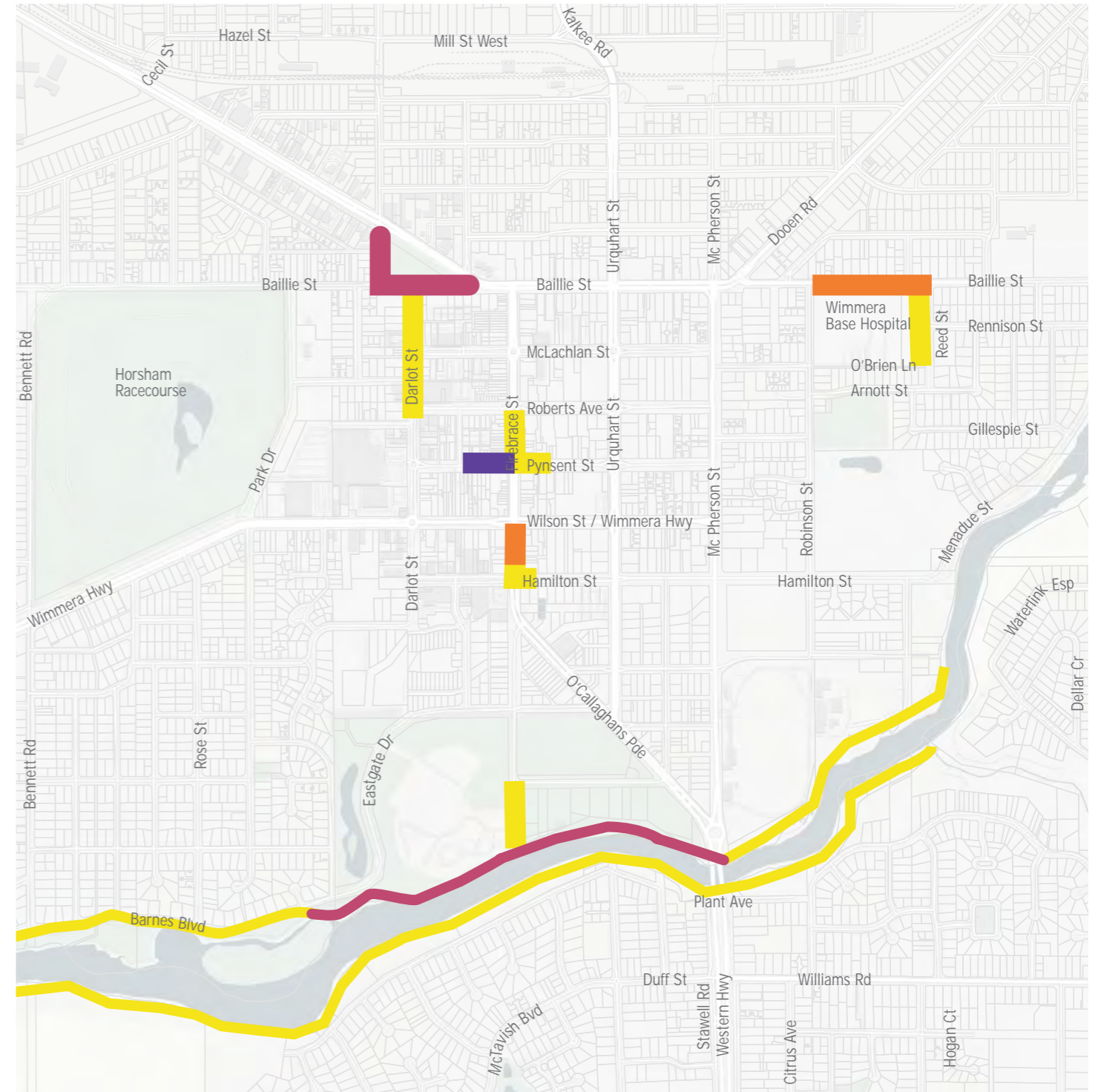
Evening Place

Key observations:

- Beyond the shopping hours, there is very little visible activity in Horsham.
- Small numbers of pedestrians were observed walking to/from cafe and restaurant destinations.
- The largest numbers of people in the evening were observed walking, cycling and camping around the banks of Wimmera River.
- There are a few restaurants scattered in Horsham, however, none offer notable on-street dining opportunities, despite the generous widths of the footpaths and relatively small adverse impacts from traffic.
- Few of the takeaway shops have inviting outdoor dining.
- All pubs and clubs internalise their activities with no significant activation of the streets.



Lower amenity outdoor dining spaces



- Legend**
- Place status P1
 - Place status P2
 - Place status P3
 - Place status P4
 - Place status P5 (no colour)

Movement status

The two key strategic considerations for the Movement status are:

- Strategic designation of the road network
- Recorded traffic volumes.

Traffic volumes in Horsham are comparatively low, with the highest traffic volume of 10,000 recorded in Firebrace Street.

Movement status M1

State roads were allocated the highest Movement status of M1, due to their strategic role and function.

Movement status M2

M2 hierarchy roads typically carry high vehicle flows (above 20,000 vehicles per day) and have high strategic movement function. As Horsham’s road network is relatively simple, all M1 type roads also fulfil the function of M2 roads, therefore no roads were designated M2 status.

Movement status M3

All road sections within the street network that perform a connecting/linking function, based on ‘Existing road hierarchy map’ included earlier in this report were designated M3 status.

Movement status M4

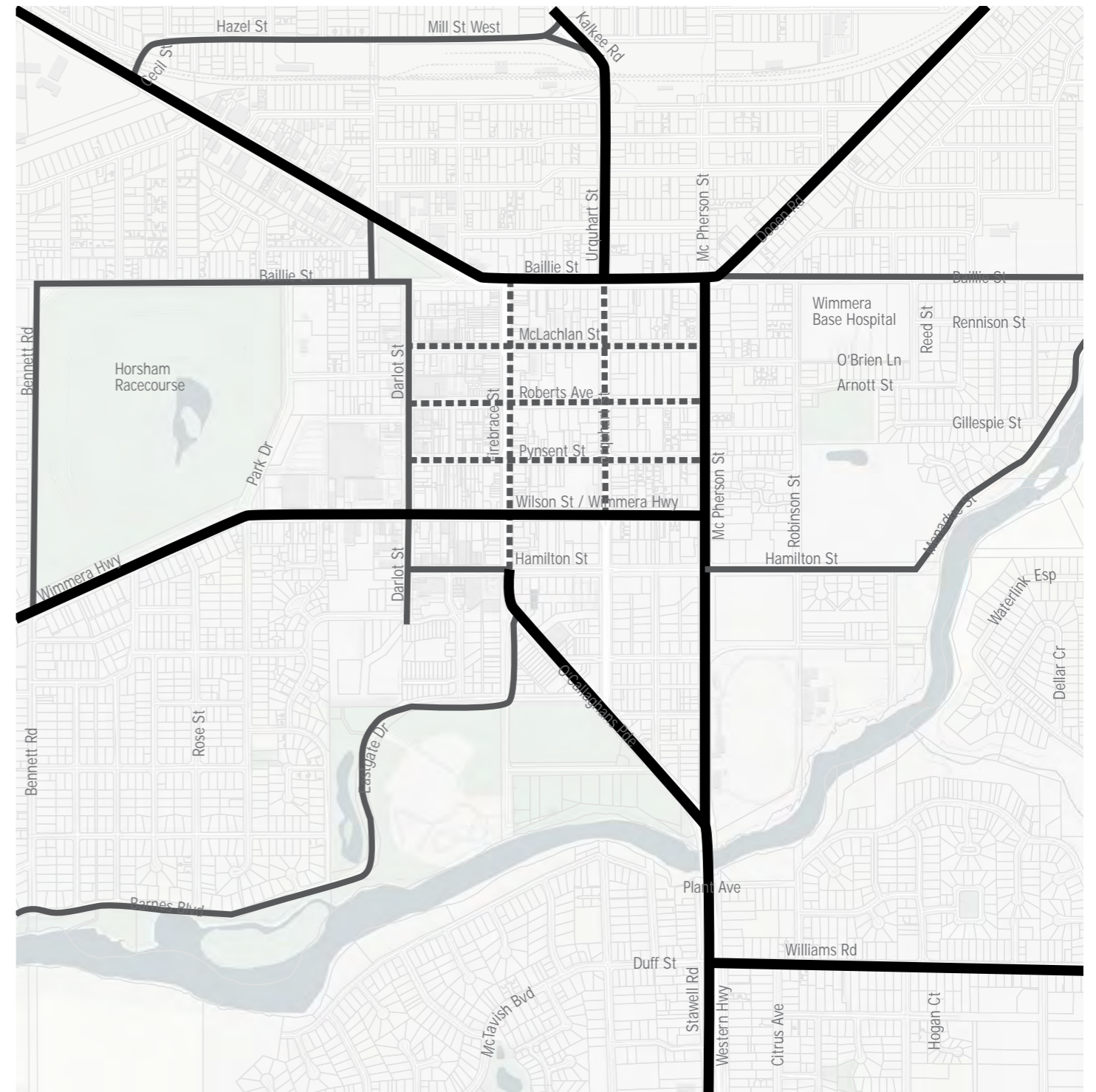
Road sections with volumes between 5,000 and 10,000 (that were also not M1 or M3) were designated M4 status.

Movement M5

All remaining local access streets were designated status of M5.

Key observations:

- A number of state roads converge onto Horsham from all directions.
- McPherson St has the highest north-south movement function, yet high flows were also recorded along Firebrace St and Urquhart St.
- Streets within CAD have a high movement function and generous road design prioritising movement of traffic.



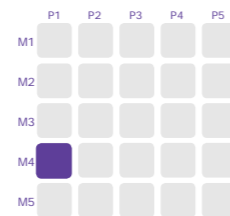
Legend

- Movement status M1
- Movement status M2 - none in Horsham
- Movement status M3
- - - - - Movement status M4
- Movement status M5 (no colour)

Combined Movement and Place considerations

The map to the right shows the combined current Movement and Place status for the street network. Three examples provide illustrations of the three different street types and opportunities in realigning street design with the street type function. These types of considerations will be explored later in this project.

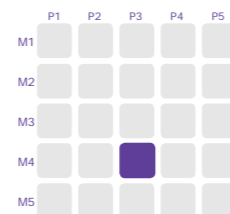
1 Firebrace St



Status M4P1

Firebrace Ave has the strategic Place significance P1, being the heart of Horsham, while serving local collector Movement function, status M4. With a much higher strategic significance of Place than Movement, pedestrian and place needs should be prioritised creating opportunities for: easy crossing of the road, favourable environment for on-street activities (e.g. shopping, dining, public seating), high quality urban design and materials.

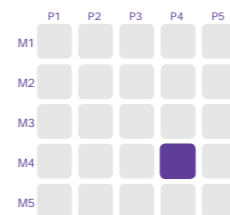
2 McLachlan St



Status M4P3

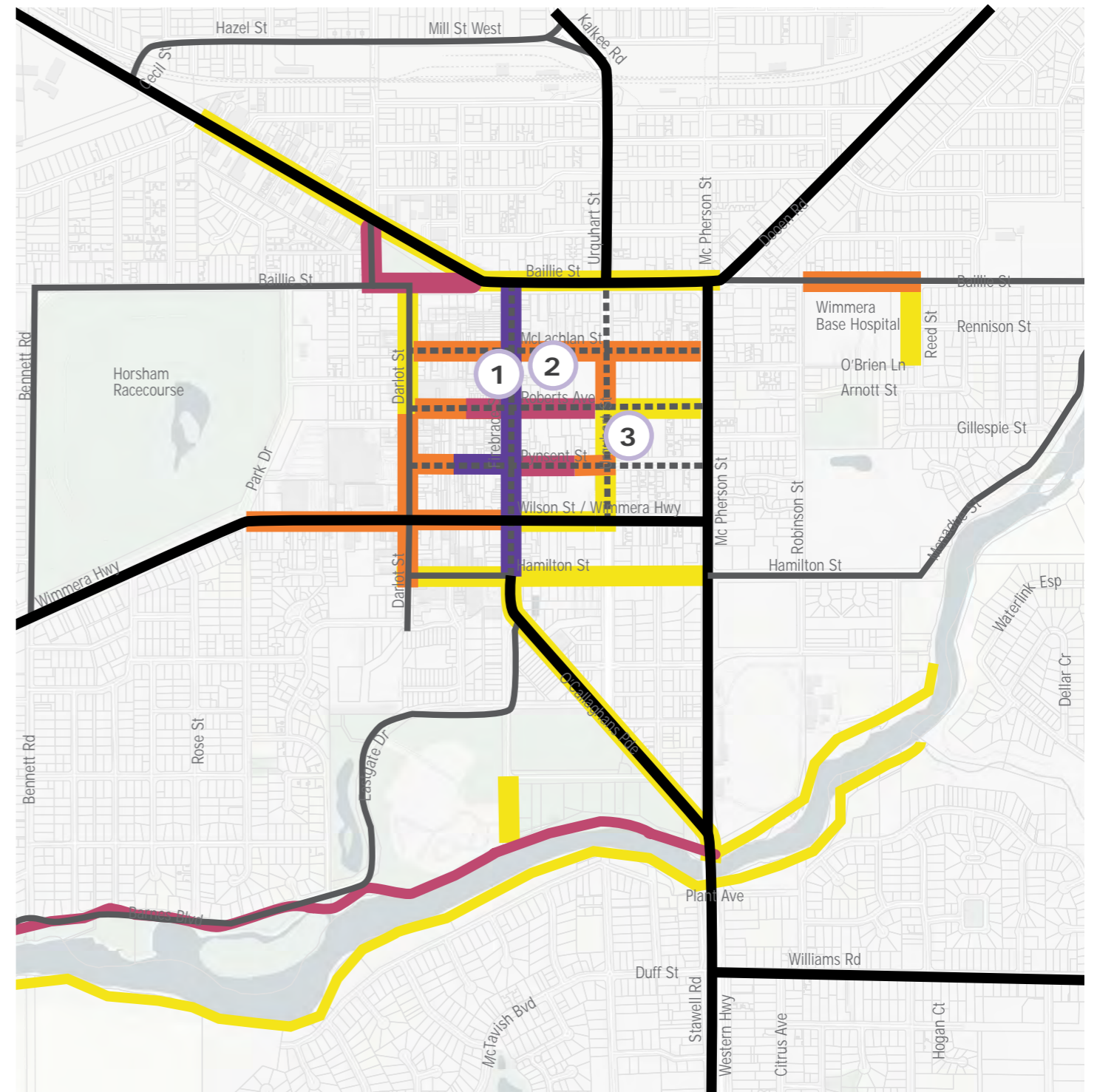
McLachlan St intersects with Firebrace Ave, so it is within a walking distance of the heart of Horsham. It also has a number of buildings/land uses that attract many visitors (Ss Michael and John's Primary School, church, Centrelink, Medicare and retail). Street design prioritises car parking, thus encouraging vehicle access and short walking distances, despite higher strategic status of Place over Movement, M4P3.

3 Urquhart St



Status M4P4

There are a number of buildings along or at intersections with Urquhart St (churches, businesses, hotel, Wesley Performing Arts Centre) that attract visitors, however street is designed with minimal pedestrian priority, maximising traffic throughput. Minimal width pedestrian footpath is interrupted by frequent driveways and tree canopy is sparse.



Legend

- Movement status M1
- Movement status M2 - none in Horsham
- Movement status M3
- Movement status M4
- Movement status M5 (no colour)
- Place status P1
- Place status P2
- Place status P3
- Place status P4
- Place status P5 (no colour)

Key issues

Preliminary site inspections and discussions

The consulting team has already undertaken site inspections throughout Horsham and held discussions with Council staff, the Project Control Group and Councillors. The following list, while not exhaustive, provides an overview of the range of issues that will be investigated and addressed in the Horsham Transport Plan.

Freight movements through Horsham

Horsham is at the cross roads of 5 regional highways, and as a regional rural centre, will inevitably attract a high proportion of freight transport. How this inter-regional transport is managed has an important influence on alternative future road typologies and the revitalisation of the Horsham centre.

In addition to the inter-regional highway traffic, there are also numerous freight movements generated from 'within' Horsham and in particular the industrial/commercial precinct in the south-west centred around Golf Course Road.

As a specific objective, Council has identified the need to address linkages between the highways and areas of economic activities. There is a preference for the use of existing road reserves for future development of the local and arterial roads.

Limited river crossings

Traffic movements and community connectivity are significantly limited by the one and only major road crossing of the Wimmera River on the Western Highway. This also seriously limits emergency response options, including evacuations and emergency vehicle deployment in major bushfire events. As a specific project objective, consideration should be given to options for an additional river crossing, along with improved linkages for freight movements (outlined above).

Low levels of activation

Horsham is an attractive regional centre, and it is clear the Council has invested into several streetscapes, notably Firebrace Street and Darlot Street.

However, despite these efforts, many of the streets lack community activation. Many of the streets throughout the town centre and residential areas are dominated by motor vehicles. Much of the road space is allocated to vehicle movements and parked cars – including angle parking and centre of the road parking.

There is an opportunity to redress the allocation of road space to provide more space for:

- Pedestrian movements
- Lingering and shopping
- Cafes and activation
- Bicycles
- Greening and cooling.

Great riverfront environment

Horsham already has a very attractive riverfront including walking/cycling recreational trails. This area has great levels of activation and provides a building block for further opportunities currently under review as a separate strategy.

As part of the Transport Plan, it will be important to provide linkages between the Riverfront and city centre, and also provide connectivity to other important land uses including the sports precinct, Botanic Gardens and Caravan Park.

The forgotten pedestrians and cyclists

One of the project objectives is to enable more active transport. It's fair to say that pedestrians and cyclists are not well accommodated in the road environment. Some roads are provided bike lanes, but there is no continuity to these lanes which often just terminate near intersections.

Pedestrians rarely have priority over vehicles and are not well catered for at roundabouts. Pedestrian crossings have sometimes been provided as an 'add-on' to the otherwise car-centric road space.



Council's Bicycle & Shared Path Plan's (BSPP) aims to provide connected infrastructure that caters for all levels of cyclists, encouraging more people to enjoy the benefits of cycling stands true.

The BSPP recommends minor enhancements of the on-road cycling infrastructure within the CAD, such as additional bicycle symbols and line marking at the roundabouts. The movement and place approach to street design presents an opportunity to dramatically improve the CAD cycling environment through better streetscape design.

As identified in the BSPP, the links between the CAD, schools, river trail and residential areas are a weakness of the network, with busy arterial roads and the river creating barriers that are difficult to cross. New road crossings of the river and upgrades to signalised intersections can include dedicated low-stress bicycle facilities to encourage the less confident person to cycle instead.

The Horsham Transport Plan will build on the recommendations of the BSPP but with a bolder approach to provide a better balance of the needs of all transport types within the CAD and to bridge the barriers between the CAD and surrounding urban areas.

Ageing population

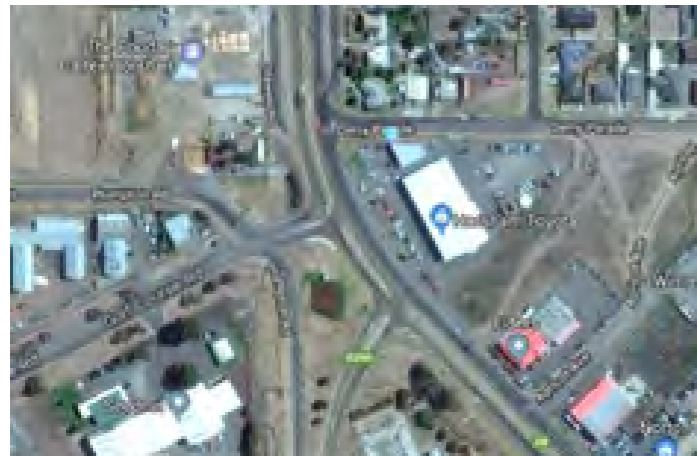
An ageing population brings new challenges for addressing movement and access issues. Mobility scooters are increasing in use and the need for walkable streetscapes that can be easily traversed by the mobility impaired are two issues that will need to be considered.

Streets and intersections of concern

There are several existing roads and intersections of concern which demonstrate a poor crash history, and by their nature, require further investigation and improvements.

Western Highway / Golf Course Road / Henty Hwy / Plumpton Road

- Complex by its layout
- Short turning lanes off Western Highway
- Use by freight vehicles on all of the approach roads



Western Highway / Wimmera Highway / Baillie Street

- Complex by its close proximity to the Western Highway traffic signals
- Queuing through the intersection makes it harder for drivers turning in/out of Baillie Street
- Baillie Street provides access to the Hospital, Primary School, retirement village and Lutheran College

Other hot spots

- Bennett Street/Natimuk Road
- Darlot Street/Wilson Street
- Hamilton Street/McPherson Street
- Robinson Street and McTavish Street (long wide streets)
- Duff Street Roundabout
- Roberts Avenue bus stop interchange.



School traffic case studies

Council has identified the need for specific site investigations to address traffic congestion and safety around two school precincts, namely Baillie Street EAST (including the primary school, Lutheran college and Medical Centre) and Baillie Street WEST (including Horsham College and university precincts).

Ongoing investigations

Council is currently undertaking a comprehensive traffic movement study throughout the Horsham urban area. Vehicle movements will be surveyed across 12 roads to determine traffic movements in and around the central business area. This data will prove valuable in understanding how much traffic does not originate or terminate in the CBD which could be redirected onto more appropriate routes. This is a specific objective of the project.

Potential rat runs

- Hamilton Street
- Menadue Street.

What the community is saying

Council has already commenced community consultation through an online survey launched at the recent Wimmera Field Days. A preliminary review of the results is showing the following 'major' issues for the community.

- Freight movements and freight connectivity through town (with several responses indicating the need for a town bypass)
- Car parking for both workers and visitors
- Frequency and extent of public transport services within Horsham

Other issues that were generally rated as 'minor' importance included;

- Car movements and road connectivity
- Cycling facilities (although numerous responses pointed out the need for additional off road paths and connectivity)
- Pedestrian facilities (footpaths and crossings)
- Bike parking
- The look and amenity of streets
- Road maintenance

A detailed analysis of the feedback will be undertaken in the coming weeks as the online surveys closes.

Next steps

This Background Report summarises the known issues that should be addressed in the development of the Horsham Urban Transport Plan.

In the coming months, a series of Movement and Place workshops will be coordinated with community and stakeholder input to further develop opportunities for place activation within Horsham.

Alternative street typologies will be developed to test the community's appetite for changing the layout of some streets to better allocate the place and activation functions over the movement of traffic.

Further investigations will also be undertaken to address the known traffic and transport issues in a consolidated and coordinated integrated transport plan that also has relevance to other strategic investigations being undertaken by Council.

A draft Horsham Urban Transport Plan will be prepared and presented to Council for endorsement, before undertaking further community consultation on the Plan.

Key investigations and processes

- Movement and Place Strategic Planning Workshops (x2) in late April
- Movement and Place Design Workshops (x2) in May-June
- Detailed investigations into alternative river crossing options
- Ongoing liaison with consultancies undertaking the CBD and Riverfront Activation project
- Breakdown and analysis of available collision data
- Consideration of traffic options to address the known hot spots
- Review of origin destination traffic data and consideration of key routes for local (freight) accessibility in Horsham
- Prepare example road cross-sections to show a better balance between movement and place functions in selected streets
- Preparation of a Draft Urban Transport Plan for review by PCG and Council mid-late June
- Community engagement on the Draft Plan during July
- Finalisation of the Horsham Urban Transport Plan August 2019

Appendix A - Consultation Plan



DEVELOPMENT OF THE
HORSHAM TRANSPORT PLAN

CONSULTATION PLAN

DRAFT VERSION 1

PREPARED FOR:
HORSHAM RURAL CITY
COUNCIL
25 FEBRUARY 2019

CONTENTS

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CONSULTANTS



CLIENT



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BACKGROUND

ABOUT THIS STUDY

Horsham Rural City Council is developing the Horsham Transport Plan (the Plan). This Plan is part of the Transforming Horsham suite of strategic initiatives.

The Plan will set directions and priorities for developing our transport system in a way that supports the goals of our community, our economy and environment.

The Plan will:

- consider people movement needs, alongside place-related activities in Horsham’s urban area
- review and revise road hierarchy
- identify key road network issues
- establish directions for our transport system
- establish key priorities
- establish principles for street design.

The project is led by the Council’s Engineering Services and is a collaborative effort between all Council departments and consultancy firms Tonkin and Intermethod.

Development of the Plan will include our community and stakeholders. A series of engagement opportunities have been planned, including:

- face-to-face engagement during Wimmera Machinery Field Days
- on-line or postal surveys
- workshops to discuss issues and opportunities
- consultation on the draft Plan.

The main aim of this engagement is to involve community and stakeholders in development of the Plan. In fact, development of the Plan does not commence until initial community feedback is received and understood.

This document provides details of the proposed community and stakeholder engagement activities.

SPECTRUM OF PROPOSED ENGAGEMENT

Community participation is a spectrum (see the chart below from International Association of Public Participation, IAP2) and the most effective (but also the most time consuming) are those which empower citizens.

IAP2 describes ascending levels of engagement starting from a low base of 'inform', through 'consult', 'involve', 'collaborate' and finally to 'empower'. While each form is relevant under different circumstances, generally, the greater the potential impact upon the community, and the greater the vested interest, the greater the level of engagement needs to be considered.

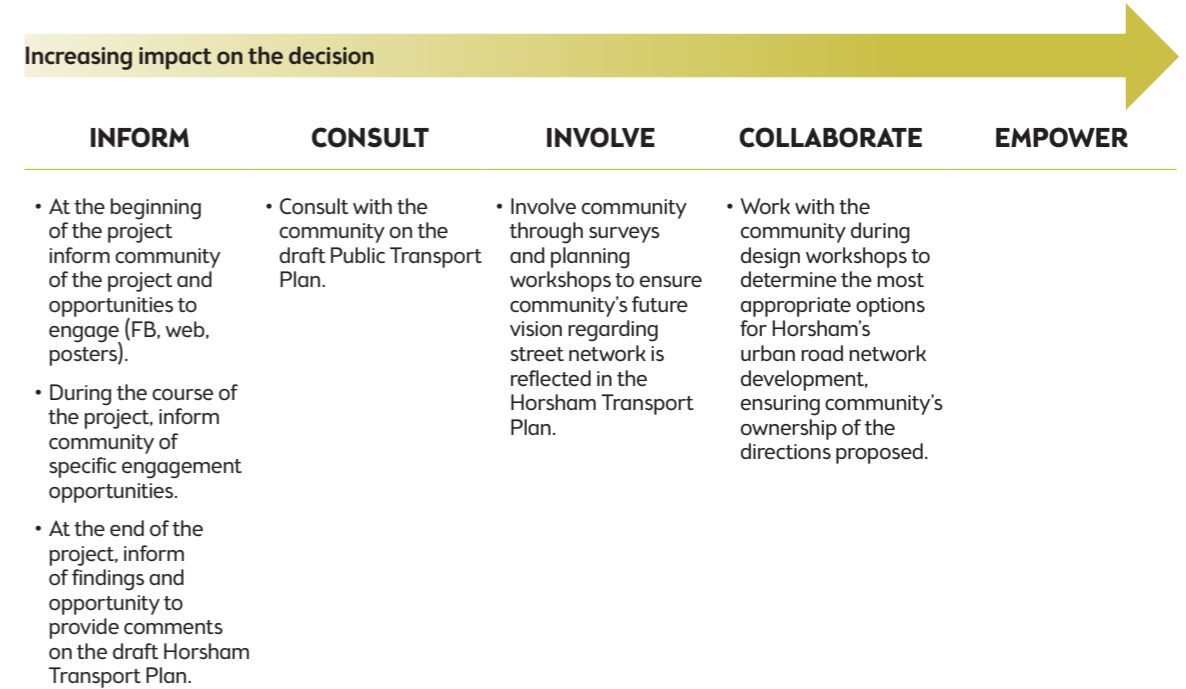
Digital tools are making it increasingly simple to become involved through surveys and

conversations, but deep engagement for a high level of citizen involvement requires well considered participatory co-design approaches.

Online sites, such as Facebook, Twitter and Instagram offer powerful engagement platforms, with ability to connect and engage with customers.

The chart on the next page describes how engagement activities proposed for the development of the Horsham Transport Plan sit on the IAP2's spectrum of engagement. Final decision to adopt the plan will still lie with the Council (hence the final /empower' stage is not reached), however, views and opinions of the community will be reflected in the Plan.

Community participation spectrum for Horsham Transport Plan



INCREASING IMPACT ON THE DECISION

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

© IAP2 International Federation 2018. All rights reserved. 20181112_v1

IAP2 Spectrum of Public Participation

Source: https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/Spectrum_8.5x11_Print.pdf

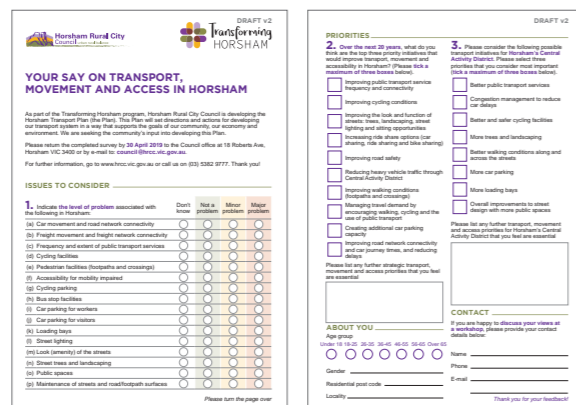
ENGAGEMENT ACTIVITIES

Remainder of this report provides an outline of the key activities proposed.

I. SHORT SURVEY

A short two-page survey was designed to obtain rapid responses regarding the key transport, movement and access needs and priorities. All of the survey questions seek tick box responses and therefore can be completed within two to three minutes.

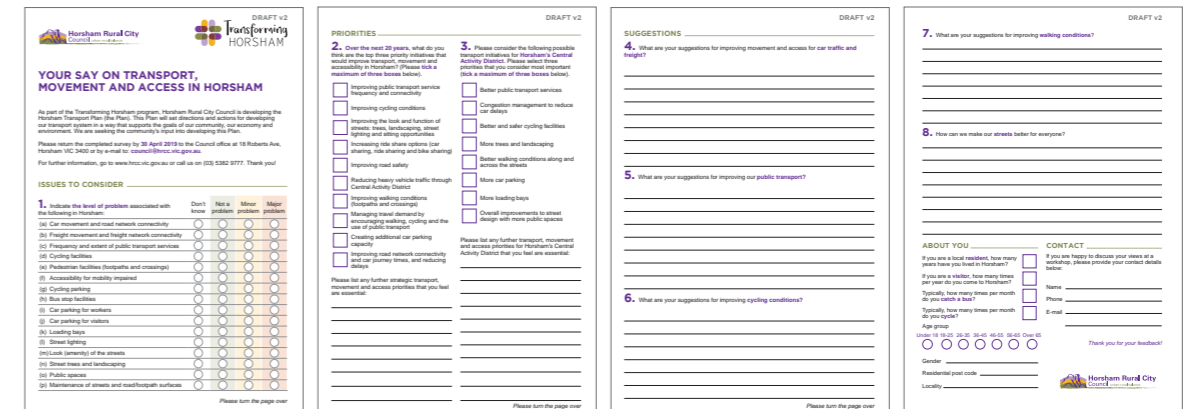
Format	Paper hard copy two page survey
Timeline	Primary purpose of this survey is to engage with attendees of the Woomera Field Days (4-5 March 2019) at the Council's exhibitor area.
Facilitated by	Council staff (distribution and data entry)
Outreach by	Facebook post Council staff approaching Field Days visitors with a request to participate
Key lines of enquiry	What is the level of problem associated with the urban street network? What are the key priorities? Attendee contact details if they wish to participate in the workshops.
Additional information	Once paper copies are received, data entry will be completed by the Council staff. Intermethod will provide an excel data entry table.



2. LONG SURVEY

An extended four-page survey was designed to obtain more in-depth responses regarding the key transport, movement and access needs and priorities. The first two pages of the survey mirror the short survey, therefore feedback from the two surveys can be combined. Following, five open-ended question prompts for improvement ideas regarding street design and transport mode performance.

Format	Four page survey, available both online via Council's website and Facebook page and in hard copies.
Timeline	The survey will be available from the first week in March 2019 and until the end of April 2019.
Facilitated by	Council staff (distribution and data entry)
Outreach by	A series of Facebook posts A poster in the foyer of the Council office and, the library and other community places
Key lines of enquiry	What is the level of problem associated with the urban street network? What are the key priorities? What are your suggestion for improving... (car traffic and freight, public transport, cycling conditions, walking conditions and our streets)? Attendee contact details if they wish to participate in the workshops.
Additional information	Once paper copies are received, data entry will be completed by the Council staff. Intermethod will provide an excel data entry table. Responses provided online, via hard copies and responses from the short surveys will be compiled and analysed together.



3. PLANNING WORKSHOPS - ISSUES AND OPPORTUNITIES

Format	Community and stakeholder structured workshops
Timeline	Two 2 hour workshops are proposed to offer a choice of a daytime or an evening session. The scope and approach to both of these workshops will be the same. The workshops are scheduled to take place at the end of April, before closing of the surveys.
Facilitated by	Consultant project team, supported by Council staff
Outreach by	A series of Facebook posts Surveys inviting participation E-mail invitations targeting specific stakeholders
Key lines of enquiry	Feedback on initial Movement and Place assessment and issues identified In-depth discussions into opportunities and trade offs
Additional information	These workshops will be held towards the end of the survey response period and some preliminary feedback from the surveys will be available, making it possible to structure discussions around priority issues as identified by the community.

4. DESIGN WORKSHOPS - WAY FORWARD

Format	Community and stakeholder structured workshops
Timeline	Two 2 hour workshops are proposed to offer a choice of a daytime or an evening session. The scope and approach to both of these workshops will be the same. The workshops are scheduled to take place at the beginning of June, after community/stakeholder feedback from activities 1, 2 and 3 has been analysed.
Facilitated by	Consultant project team, supported by Council staff
Outreach by	A series of Facebook posts Surveys inviting participation E-mail invitations targeting specific stakeholders
Key lines of enquiry	High level presentation on Horsham's urban street network priorities identified by the community and draft directions considered for the Horsham Transport Plan. Following, a hands on design opportunity will be structured to test practical design applications for a number of select street typologies.
Additional information	These workshops will 'design test' possible street network change responses, helping establish community acceptance of strategies and directions under consideration.

5. ENGAGEMENT WITH ELECTED MEMBERS

Elected Members will be engaged in the project through three workshops/meetings. During these sessions, project updates and community feedback will be presented and discussed. Elected Members will have an opportunity to consider draft Plan directions, proposal and broader assessment completed by the Consultant Team. Elected Members will also be invited to take part in engagement events 3 and 4.

6. ENGAGEMENT WITH PROJECT CONTROL GROUP

Project Control Group (PCG) with members from Council's staff will guide the Plan's development. A series of formal meetings with the PCG has been planned, in addition to informal communications and updates. Through PCG, development of the Horsham Transport Plan will be integrated with other projects and initiatives within Transforming Horsham strategic program. PCG will also ensure ownership of the Horsham Transport Plan within Council and will organise inputs and reviews of technical material under production by Council's staff, as need be.

7. DRAFT HORSHAM TRANSPORT PLAN CONSULTATION

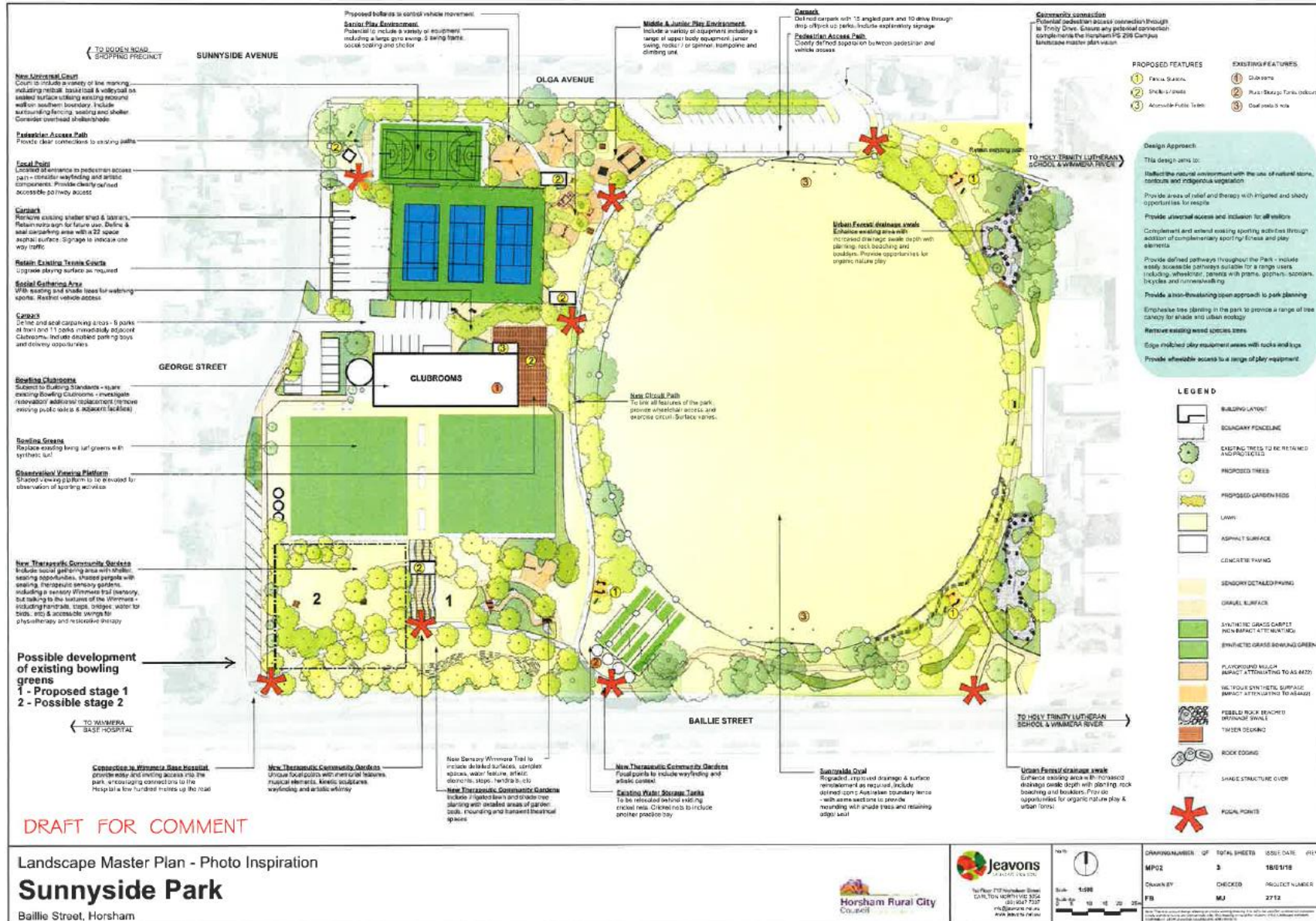
Once draft Horsham Transport Plan is completed and reviewed by the PCG, it will be released for Community Consultation. Draft Plan will be available electronically on Council's website/Facebook page and in hard copy at the Council office for review and comment. All feedback will be analysed and amendments to the draft Plan will be made based on this feedback, where appropriate.

8. INFORMAL FEEDBACK

Informal feedback, views and ideas will be invited at any stage of the project development, by providing e-mail addresses and phone numbers of the key Project Team members online, via Facebook and on the project leaflet. Any feedback received will be analysed and incorporated with feedback from other engagement activities, ensuring it informs development of the Plan.



SUNNYSIDE PARK MASTER PLAN



DRAFT FOR COMMENT

Landscape Master Plan - Photo Inspiration
Sunnyside Park
 Baillie Street, Horsham

Jeavons
 LANDSCAPE ARCHITECTS

Horsham Rural City Council

Scale: 1:500

DRAWING NUMBER: MPO2
 SHEETS: 3
 TOTAL SHEETS: 3
 ISSUE DATE: 18/01/18
 CHECKED: MJ
 PROJECT NUMBER: 2712

SUNNYSIDE PARK MASTER PLAN



1. Inclusive play equipment - Access Wheel
(photo: courtesy Imagination Play)



2. Inclusive play equipment - In-ground Trampoline
(photo: courtesy Playground Centre)



3. Inclusive & Senior play equipment - Giant Swing with side seat
(photo: courtesy Kompan)



4. Social interaction 5 way swing
(photo: courtesy Kompan)



5. Climbing Cube
(photo: courtesy Adventure Play)



6. Expression Swing
(photo: courtesy Imagination Play)





7. Acoustic Australian Custom sand edge seat for cricket oval
(photo: courtesy Pitaviva)



8. Acoustic Australian corrugated galvanneal steel & reclaimed hardwood timber seal edge to cricket oval
(photo: courtesy Pitaviva)



9. Acoustic Australian galvanized steel rock seal edge to cricket oval
(photo: courtesy Pitaviva)

Possible development of existing bowling greens
 1 - Proposed stage 1
 2 - Possible stage 2



17. Therapeutic Garden - hand sculpture water pump
(photo: courtesy Jeavons)



18. Therapeutic Garden - textural planting
(photo: courtesy Jeavons)



19. Musical Elements (HAPI sound art)
(photo: courtesy Jeavons)



20. Sculptural galva local rock focal points
(photo: courtesy Pitaviva)



21. Local rock focal points
(photo: courtesy Pitaviva)



22. Inclusive fitness equipment with local rock
(photo: courtesy Adventure Play)



23. Wetland drainage swale with local rock
(photo: courtesy Jeavons)



24. Wetland drainage swale with local rock
(photo: courtesy Pitaviva)

LANDSCAPE MASTER PLAN - PHOTO INSPIRATION
Sunnyside Park
 Baillie Street, Horsham

DRAFT FOR COMMENT



Jeavons
LANDSCAPE ARCHITECTS

1st Floor 217 Macdonald Street
 GARDLTON SOUTH VIC 3509
 180 8347 7327
 info@jeavons.com.au
 www.jeavons.com.au



Horsham Rural City Council



Scale 1:150
 0 20 40 60m

DRAWING NUMBER	OF TOTAL SHEETS	ISSUE DATE	REV
MP03	3	18/01/18	
DRAWN BY	CHECKED	PROJECT NUMBER	
FB	MJ	2712	



1. PURPOSE

This policy identifies the applicable rules to determine the eligibility of an organisation to a rate concession on the basis of being a cultural, recreational or charitable organisation.

2. INTRODUCTION

Under the *Culture and Recreational Lands Act 1963* Section 4 (1), Council is able to set a separate rating structure for cultural and recreational lands, after having reasonable regard to the services provided and having regard to the benefit derived from such recreational lands.

Additionally some cultural and recreational organisations may also be exempt from rates on the basis of being a charity Under Section 154 (2) (c) of the *Local Government Act 1989*, where “any part of land is not rateable land, if that part is used exclusively for charitable purposes”. There are four heads of charity that can be identified:

1. The relief of poverty;
2. The advancement of education;
3. The advancement of religion;
4. Other purposes beneficial to the community

It is this last head of charity that may be applied to cultural and recreational organisations.

All charities are entitled to be considered for an exemption under Section 154 of the *Local Government Act 1989*.

3. SCOPE

This policy applies to all cultural, recreational and charitable organisations within the municipality.

4. PRINCIPLES

4.1 General Eligibility

- 4.1.1 Charities specifically will be considered for exemption first under the provisions of Section 154 (2) (c) and Section 154 (4) of the *Local Government Act 1989*. They must be used predominantly for charitable purposes and any component of their business that is undertaken for profit must be incidental to the charitable purpose.
- 4.1.2 A charity operating in a commercial competitive environment will be required to provide full and complete financial information to enable the assessment of whether the revenues are incidental or otherwise to its operations.
- 4.1.3 For any concession to apply, the organisation must be a cultural, recreational or charitable organisation under one of the four heads of charity.



- 4.1.4 All profits derived by the organisation must be applied in the promotion of its objectives and must not be used in any way for the payment of any dividend or disbursement to its members.
- 4.1.5 The *Culture and Recreational Lands Act 1963* Section 2 (b) to (f), specifically lists some lands that are to be defined as recreational lands and this includes lands which are used primarily as agricultural showgrounds, and states that land must be used for outdoor activities.
- 4.1.6 To be considered under the *Culture and Recreational Lands Act 1963*, the land must be held in the name of the organisation or leased from council or the crown. It cannot be leased from a third party.
- 4.1.7 Indoor cultural and recreational organisations are not eligible under the *Culture and Recreational Lands Act 1963* and as such may only be considered for exemption under Section 154 of the *Local Government Act 1989* and under the head of charity 4. Other purposes beneficial to the community.
- 4.1.8 An organisations capacity to raise significant income will also be considered in determining whether cultural and recreational organisations receive a 100% rate concession or a 50% concession.

4.2 Other principles

- 4.2.1 A charitable organisation with operations in a commercial and competitive environment will be separately rated for that commercial component wherever it is practical to do so.
- 4.2.2 All cultural, recreational and charities will be exempt from paying the municipal charge.
- 4.2.3 All cultural, recreational and charitable organisations would continue to pay their Fire Services Property Levy.
- 4.2.4 All cultural, recreational and and charitable organisations would continue to pay for garbage charges as and when they utilise this service.

4.3 Decision Process – Flow Chart

A flow chart has been developed to assist in the application of this policy for Culture & Recreational Organisations. It should be read in-conjunction with the above eligibility criteria and definitions.

See Attachment 1.

5. COMMUNICATION

This policy will be posted on the Horsham Rural City Council website and intranet, and will be specifically provided to relevant cultural, recreational and charitable organisations as applicable.

6. RESPONSIBILITY

Policy Owner: Director, Corporate Services



7. DEFINITIONS

Provide a list and brief description (in alphabetical order) of all key terms used in the policy.

Definition	Meaning
Recreational Lands	Recreational lands are defined within the <i>Culture and Recreational Lands Act 1963</i> , to be lands which are vested in or occupied by any body corporate or unincorporated which exists for the purpose of providing or promoting “outdoor” cultural, sporting, recreational or similar facilities.
Cultural and Recreational Organisations	A cultural or recreational organisation must be established for the expressed purpose of promoting or advancing spiritual, cultural or recreational objectives within the community.
Charitable Organisations	There are four heads of charity that can be identified: <ol style="list-style-type: none"> 1. The relief of poverty 2. The advancement of education, 3. The advancement of religion, 4. Other purposes beneficial to the community
General community benefit	An organisation can be seen as having a “general community benefit” when it provides an activity or service that has a positive spiritual, cultural or recreational outcome for the community without any negative consequences of the activity. (Negative consequences may be from the impact of the activity itself or from related associated activities). Another consideration may be whether the facility is open to the public to utilise most of the facilities without being a member of the organisation. This access may be granted for free or for a very small consideration for compliance purposes or to cover some direct operational costs. e.g. so that a key if given is returned, or to cover direct usage costs such as electricity etc.
Capacity to raise significant income	An organisation will be considered to have a capacity to raise significant income if it has some additional revenue raising capacity that is secondary to the cultural and recreational activity that it is engaged within. This may, for example, be from the provision of a commercial bar and kitchen, gambling activities or commercial facility hire that involves more than just renting out the space.

8. SUPPORTING DOCUMENTS

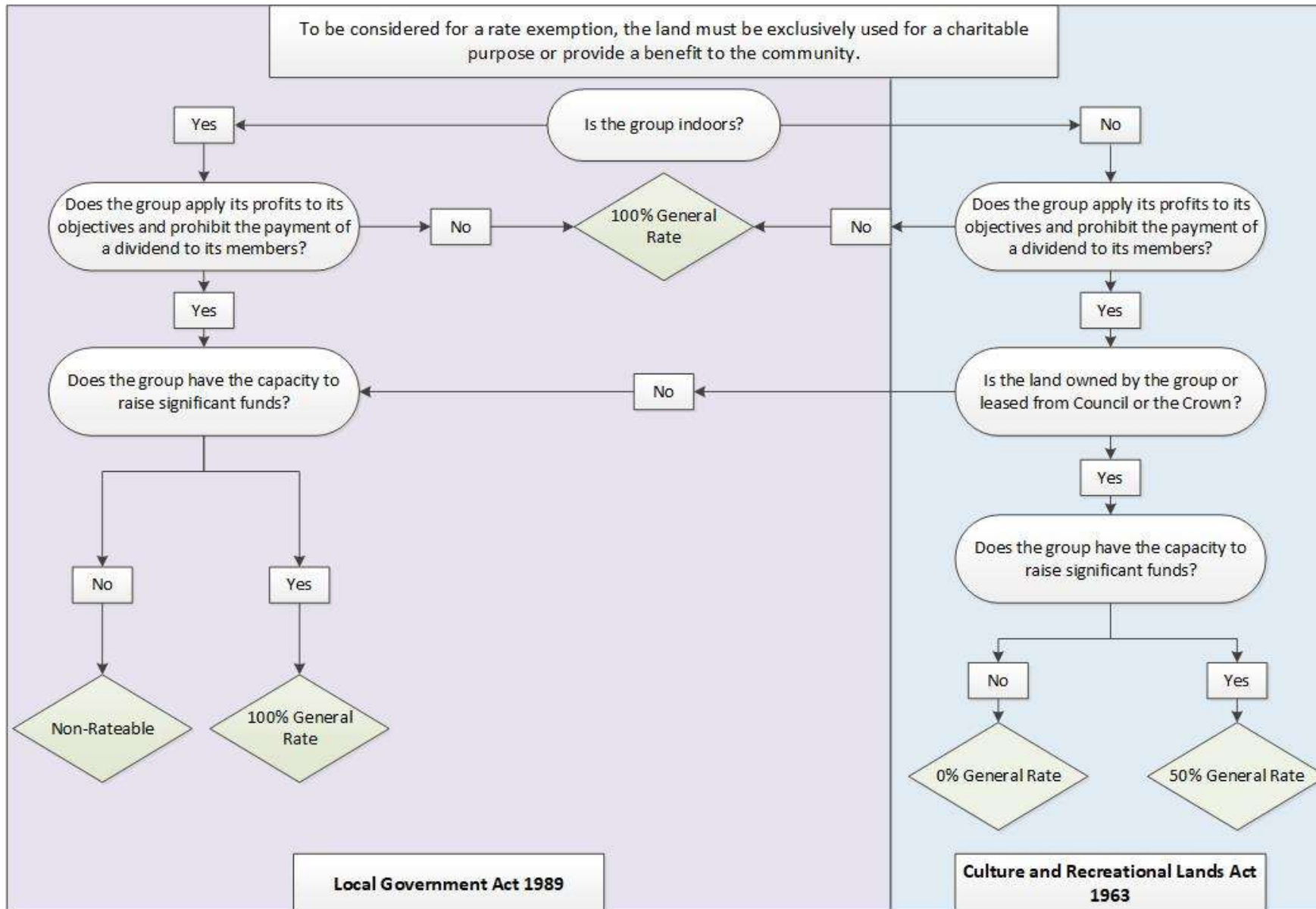
Document	Location
Horsham Rural City Council Rates Strategy	Website/Intranet
<i>Local Government Act 1989 (section 154)</i>	Internet
<i>Cultural and Recreational Lands Act 1963</i>	Internet



9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	1 June 2015	Council	New policy	
02		Council	Reviewed	

This Flow Chart is for decision making for Cultural and Recreational Organisations not all Charities.



ASSEMBLY OF COUNCILLORS REGISTER

**COUNCIL BRIEFING MEETING
HELD IN THE RECEPTION ROOM
ON TUESDAY 26 MARCH 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr P Clarke, Cr J Koenig, Cr L Power, Cr J Robinson; Sunil Bhalla, Chief Executive Officer; Angela Murphy, Director Development Services; Kevin O'Brien, Director Community Wellbeing

Apologies: Cr D Grimble, Cr A Gulvin

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

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

Nil

3. PRESENTATIONS

3.1 Small Business Victoria – Better Approvals Project update

In attendance: Jonathon Yeats

Discussed

3.2 Wimmera River and CAD Vision Project Workshop – Vision & Concept Plan

In attendance: Paul Shipp (Urban Enterprise)

Discussed

4. CLOSE

Meeting closed at 7.30pm

ASSEMBLY OF COUNCILLORS REGISTER**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 1 APRIL 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr P Clarke, Cr J Koenig, Cr A Gulvin (from 5.15pm), Cr L Power, Cr J Robinson; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Angela Murphy, Director Development Services; Kevin O'Brien, Director Community Wellbeing; Govind Narayan, Acting Director Infrastructure; Mandi Stewart, Manager Community Services and Emergency (item 3.1 only); Cassandra Kelly, Co-ordinator Youth and Early Years (item 3.1 only); Annie Mintern, Youth Engagement and Planning Officer (item 3.1 only); Kerrie Bell, Manager Governance and Information (item 4.1 only)

Apologies: Cr D Grimble; John Martin, Director Infrastructure

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

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

Cr Radford declared conflict with item 5.4 Pedal Boats.

3. COUNCIL MEETING REPORTS FOR DISCUSSION**3.1 Youth Strategy / Nexus Transition**

Discussed.

4. PRESENTATIONS**4.1 Community ENews Proposal**

Kerrie Bell provided a handout and discussed the proposal.

4.2 Northern Grampians Shire Council (NGSC) – Briefing on Rural Councils Victoria (RCV)

In attendance: Cr Rob Gersch and Michael Bailey, NGSC

A presentation was provided on the activities of RCV.

5. COUNCIL MEETING REPORTS FOR DISCUSSION (contd)**5.1 Councillor Resilience Survey Findings**

Sunil Bhalla discussed, this will be relisted for a future Council Briefing.

5.2 Local Law No 1 Meeting Procedure and Meeting Frequency Review

To be relisted for a future Council Briefing.

5.3 Dudley Cornell Park – New Female Change Room Facility

Govind Narayan discussed this project and the tender process to date.

5.4 Pedal Boats

Cr Radford left the meeting at 6.17pm.

Discussed the project proposal and operational model.

Cr Radford returned to the meeting at 6.37pm.

6. INFORMATION ONLY

6.1 Community Satisfaction Improvement Plan Update

Discussed briefly.

7. GENERAL DISCUSSION

8. CLOSE

Meeting closed at 7.00pm

ASSEMBLY OF COUNCILLORS REGISTER**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 8 APRIL 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr P Clarke, Cr J Koenig, Cr A Gulvin, Cr L Power, Cr J Robinson; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Angela Murphy, Director Development Services; Kevin O'Brien, Director Community Wellbeing; Govind Narayan, Acting Director Infrastructure; Heather Proctor, Finance Manager (item 3 only); Zac Gorman, Management Accountant (Item 3 only); Michael Bloyce, Manager Arts Culture and Recreation (items 5.1 and 5.2 only); Stefanie Jones, Co-ordinator Recreation and Open Space Planning (item 5.1 only); Mandy Kirsopp, Recreation Planning Officer (item 5.1 only); Kerrie Bell, Manager Governance and Information (item 5.3 only)

Apologies: Cr DA Grimble; John Martin, Director Infrastructure

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

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

Nil.

3. FINANCE AND PERFORMANCE MEETING

Heather Proctor and Zac Gorman presented the monthly report.

4. PRESENTATION**4.1 Energy Democracy Co-operative**

In attendance: Alan Major, Managing Director Energy Democracy

Alan Major discussed the planned project.

4.2 Transport Plan Briefing

In attendance: Robyn Gulline and Michael McCarthy; and via Skype Natalya Boujenko and Chris Hardman

Discussed.

5. COUNCIL MEETING REPORTS FOR DISCUSSION**5.1 Skiing on Wimmera River**

Discussed draft report.

5.2 Horsham Performing Arts Future Services Demand Assessment

Discussed.

5.3 Live Streaming and Publishing Records of Council Meetings

Discussed.

5.4 Council Plan Half Yearly Report

Discussed.

5.5 Wimmera Intermodal Freight Terminal (WIFT) Development Plan and Update

Discussed.

5.6 Sunnyside Bowling Club

Discussed.

5.7 Rural Councils Transformation Program (RCTP)

Discussed.

6. INFORMATION ONLY

6.1 Reconciliation Action Plan

6.2 Rate Review Committee Feedback

6.3 Wimmera Machinery Field Days

6.4 Municipal Association of Victoria (MAV) State Council Submissions

7. GENERAL DISCUSSION

7.1 Community Meetings

Discussed.

8. CLOSE

Meeting closed at 8.45pm

ASSEMBLY OF COUNCILLORS REGISTER**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 15 APRIL 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr P Clarke, Cr D Grimble, Cr L Power, Cr J Robinson, Cr A Gulvin; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; John Martin, Director Infrastructure; Kevin O'Brien, Director Community Wellbeing; Angela Murphy, Director Community Wellbeing; Heather Proctor, Finance Manager; Karen Telfer, Acting Revenue Co-ordinator (until 7pm); Julie Anson, Rates Officer (until 7pm); Nick Carey, Senior Statutory Planning Officer (item 7.2 only)

Apologies: Cr J Koenig

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

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

The following Councillors declared a conflict of interest for item 3.3 Community Grants:

- Cr Grimble
 - Natimuk Field and Game
 - Brimpaen Recreation Reserve
 - Laharum Hall
- Cr Clarke
 - Horsham East Rotary Club
- Cr Radford
 - Salvation Army
 - Natimuk Mens Shed
- Cr Robinson
 - Taylors Lake Hall

3. COUNCIL MEETING REPORTS FOR DISCUSSION**3.1 Hearing of Submissions to the Rating Strategy and Policy**

Council heard submissions from Neville McIntyre, Alan Mills and Fletcher Mills.

3.2 Cultural, Recreation and Charity Rates Exemptions

Discussed.

3.3 Community Grants

Discussed.

3.4 Community Engagement Plan

Discussed.

4. 2019 REVALUATION

In attendance: Ben Sawyer, Valuer and Barry Walder, Valuer from Valuer-General's office

Presentation provided.

5. RATES STRATEGY

Discussed submissions and information provided from Valuers.

Meeting adjourned for dinner 7.00pm

Meeting reconvened 7.30pm

6. BUDGET OVERVIEW

Discussed.

7. COUNCIL MEETING REPORTS FOR DISCUSSION (cont'd)

7.1 Transport Plan – Background Report

Discussed.

7.2 Telecommunications Tower Riley Road

Nick Carey, Senior Statutory Planning Officer attended to discuss the draft report.

8. CLOSE

Meeting closed at 8.32pm

**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON TUESDAY 16 APRIL 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr P Clarke, Cr DA Grimble, Cr J Robinson; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Angela Murphy, Director Development Services; John Martin, Director Infrastructure

Apologies: Cr J Koenig, Cr L Power, Cr A Gulvin; Kevin O'Brien, Director Community Wellbeing

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

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

Nil.

3. AERODROME PLANNING – COUNCIL AND STAKEHOLDER WORKSHOP

In attendance: Lindsay Barry (CFA); Tony Brand, Selwyn Ellis and Richard May (User Group); George Kazantzidis and Callum Hooper (ARUP)

Discussed and workshopped review of current and future uses of the aerodrome.

Workshop closed 6.40pm

4. AERODROME PLANNING – COUNCIL WORKSHOP

In attendance: George Kazantzidis and Callum Hooper (ARUP)

Discussed the next steps in reviewing the business plan.

5. CLOSE

Meeting closed at 8.00pm