

AGENDA

MEETING OF THE HORSHAM RURAL CITY COUNCIL

To be held on
22 February 2021
At 5.30pm

In the
Council Chamber, Civic Centre
18 Roberts Avenue, HORSHAM

DUE TO COVID-19 PUBLIC ATTENDANCE IS NOT PERMITTED
THE COUNCIL MEETING WILL BE ACCESSIBLE ONLINE TO THE PUBLIC AND WILL BE LIVE STREAMED ON THE
HORSHAM RURAL CITY COUNCIL WEBSITE www.hrcc.vic.gov.au



Horsham Rural City
Council urban rural balance

**COUNCILLORS are respectfully requested to attend the Council Meeting
of the Horsham Rural City Council to be held on 22 February 2021
in the Council Chamber, Civic Centre, Horsham at 5.30pm**

The meeting will be closed to the public due to COVID-19 but will be broadcast live on the Council website at www.hrcc.vic.gov.au

Order of Business

PRESENT

ALSO IN ATTENDANCE

1. PRAYER

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

2. ACKNOWLEDGEMENT OF COUNTRY STATEMENT

The Horsham Rural City Council acknowledges the five Traditional Owner groups of this land; the Wotjobaluk, Wergaia, 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 Council Meeting of the Horsham Rural City Council held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 27 January 2021 be adopted.

7. CONFLICTS OF INTEREST

Declarations of Interest

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

Members of Staff

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

8. PUBLIC QUESTION TIME

9. OFFICERS REPORTS	6
9.1 PARTNERSHIP OPTIONS EXPLORATION: WIMMERA HEALTH CARE GROUP AND BALLARAT HEALTH SERVICES.....	6
9.2 QUARTERLY PERFORMANCE REPORT – SEPTEMBER TO DECEMBER 2020.....	10
9.3 ZERO CARBON PLAN AND CLIMATE CHANGE PLEDGE.....	13
9.4 COUNCILLOR CODE OF CONDUCT	21
9.5 COUNCILLOR AND STAFF INTERACTION POLICY	23
9.6 DRAFT COMMUNITY ENGAGEMENT POLICY	26
9.7 COMMITTEE STRUCTURE REVIEW.....	29
9.8 INVESTMENT ATTRACTION AND GROWTH REPORT	33
9.9 HORSHAM SOUTH STRUCTURE PLAN.....	41
9.10 COMMUNICATIONS POLICY AND COMMUNICATIONS PLAN	48
9.11 COUNCILLOR MEDIA POLICY.....	51
9.12 CHIEF EXECUTIVE OFFICER’S OPERATIONAL REPORT	54
10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS.....	57
11. URGENT BUSINESS	59
12. PETITIONS AND JOINT LETTERS.....	60
13. PROCEDURAL BUSINESS	61
13.1 INFORMAL MEETINGS OF COUNCILLORS – RECORD OF MEETINGS.....	61
<i>Council Briefing Meeting held on 1, 8 & 15 February 2021</i>	<i>61</i>
13.2 SEALING OF DOCUMENTS.....	61
13.3 INWARD CORRESPONDENCE.....	61
13.4 COUNCIL COMMITTEE MINUTES	61
14. NOTICE OF MOTION.....	62
14.1 NOTICE OF MOTION NO 183.....	62
14.2 NOTICE OF MOTION NO 184.....	63
14.3 NOTICE OF MOTION NO 185.....	64
14.4 NOTICE OF MOTION NO 186.....	65

CLOSE



SUNIL BHALLA
Chief Executive Officer

9. OFFICERS REPORTS

9.1 PARTNERSHIP OPTIONS EXPLORATION: WIMMERA HEALTH CARE GROUP AND BALLARAT HEALTH SERVICES

Author's Name:	Kevin O'Brien	Director:	Kevin O'Brien
Author's Title:	Director Communities & Place	Directorate:	Communities & Place
Department:	Not Applicable	File Number:	F19/A15/000001

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Submission Letter: Wimmera Health Care Group/Ballararat Health Services Partnership Proposal (**Appendix "9.1A"**)

Purpose

To make a submission outlining concerns/issues in relation to the proposed merger option being explored by Wimmera Health Care Group and Ballararat Health Services.

Summary

- Background information in relation to the current partnership options being explored
- Issues/concerns in relation to the proposal
- Community engagement undertake to understand the communities' views

Recommendation

That Council make a written submission (refer to **Appendix "9.1A"**) to Wimmera Health Care Group and Ballararat Health Services outlining its concerns in relation to the proposed merger option being explored by Wimmera Health Care Group and Ballararat Health Services.

REPORT

Background

Wimmera Health Care Group (WHCG) and Ballarat Health Services (BHS) are exploring partnership options, including a possible voluntary amalgamation.

WHCG and BHS are of the view that this will enhance the delivery of services and create better health outcomes for local people across the Wimmera region. Community consultation is underway. They have outlined benefits of the project including: better health outcomes for people across the region; greater access to clinical health care locally; strengthened capacity and expansion of services; greater workforce opportunities, training and development; enhanced models of care and effective health services for the future.

Currently there is an assessment being undertaken in relation to workforce, financial, service delivery and governance impacts of any partnership. Each Board will then make a decision in relation to their individual health service. WHCG and BHS have stated that any partnership options being explored would focus on enhancing service delivery. There would be no loss of services.

Wimmera Health Care Group has stated that currently, Horsham residents travel outside of the region for approximately 2,200 episodes of care each year, 450 more than 5 years ago. For the Wimmera region, almost 4,000 episodes of care happen outside the region each year. If Wimmera residents could have the same proportion of their hospital care delivered within the region as happens in other nearby regions, 1,300 fewer patients would have to travel to get the healthcare they need (4 per day).* However, attracting and retaining health care professionals is becoming increasingly difficult, with gaps in a few critical clinical

Discussion

There are concerns in relation to the partnership options being explored by WHCG with BHS. The voluntary amalgamation would potentially erode provision of clinical and allied health services in Horsham and the Wimmera region.

As an alternative is there a possibility WHCG could strengthen its delivery of services and create better health outcomes through other governance arrangements such as strengthening the role of Wimmera Southern Mallee Health Alliance or exploring other governance models in this region? Council could jointly lobbying State and Federal Governments to support the WHCG to deliver the services required.

It is of concern that WHCG has not been able to gain the necessary funding and professional staff to deliver the services required for a regional population over 60,000. A key question it raises is has there been a dedicated/coordinated effort to lobby for additional funds?

There is a concern that with a merger a similar outcome may occur as to what happened for instance when Federation University management/decision making was centralized in Ballarat. The professionals that were to come to Horsham to conduct the University courses offered did not eventuate. The number of courses have since reduced and the view is that the needs of region have not adequately been met.

The documentation provided by WHCG, promises an increase in services delivered in Horsham by Ballarat based staff. It is questionable what would happen to the delivery of these services when the staff refused to drive to Horsham or there were staff shortages in Ballarat and we were told that there are no guarantees. If that is the case, the promise of increased services delivered in Horsham is baseless.

Horsham is one of the 10 regional cities in Victoria. Not only due to its population being over 15,000 but also the broader community it supports beyond the Horsham municipality. There is a fear that by merging with Ballarat, the needs of the Wimmera region will be lost in Board discussions due to Ballarat being a regional city of more than six times the population of Horsham and is experiencing significant growth and would also have other priorities.

Anecdotally Horsham is experiencing growth beyond historic population projections due to COVID-19 with more people moving into the regions. It may also experience further growth through a number of economic development opportunities to occur in the next few years in particular mining. Horsham has an ageing population profile and one of the reasons people retire to Horsham is the facilities it currently has in relation to health services provision. The cancer centre is a great example of what can be done locally to meet the needs of the region.

What would the broader economic impact be to Horsham? Would procurement of goods and services also be centralised to Ballarat? It is also of concern that there will be staff losses as a result of the merger. What will be the approach to recruiting staff required for the service?

There could also be a greater impact to the wider community/region if all management and senior management was relocated to Ballarat. The loss of development opportunities for staff here but also if management relocate their partner which takes more people away from the region and workforce. If the relocation impacts on families and for example there would be children who leave our schools as well.

Options to Consider

1. Support the partnership options put explored by WHCG/Ballarat Health Services
2. Provide feedback on the proposal including outlining issues of concern raised by the community

Sustainability Implications

Any change to the current service delivery model of WHCG could have significant social/economic implications on the municipality and the broader community. Will it lead to better health outcomes and access to service/professionals? This has not been clearly articulated in the information that has been communicated to this point.

Community Engagement

Council has been briefed on the proposal by WHCG Board Chair and CEO. Councillors have attended sessions held in relation to the proposal. Councillors have received feedback from a number of community members in relation to concerns regarding the proposed merger. These concerns are included in the proposed submission letter.

Innovation and Continuous Improvement

The current circumstances that Wimmera Health Care Group finds itself in has necessitated exploring alternative models. WHCG argues this will enable more innovation and improve current services delivered.

Collaboration

A meeting has been held recently with other Councils in the region who would be also impacted by the merger of WHCG and Ballarat Health Services. Discussions have occurred with health agencies in the region to gain an understanding of their views in relation to this matter.

Financial Implications

Nil

Regional, State and National Plans and Policies

Nil

Council Plans, Strategies and Policies

2020-2024 Council Plan

- Advocacy: Improved education and health outcomes for the community
- Advocacy: Attracting services: Medical, aged care, early years, etc.

2017-2021 Health and Wellbeing Plan

2019-2021 Early Years Plan

2018 Youth Strategy

2019-2023 Age Friendly Communities Implementation Plan

Risk Implications

There are potentially significant risks to the health and wellbeing of the community in relation to the merger proposal. WHCG has put forward that there will be benefits to the region through increased access to professionals resulting in better quality services. There is also the potential economic impact on the municipality as a result of the merger.

Conclusion

The partnership options being explored including the potential merger of WHCG and BHS has merits in relation to improved delivery of health services to the region. However the concern is that overall the Wimmera will be worse off as it will lose its ability to meet its specific needs as a result of a merger with BHS. Discussions need to occur with State Government and with other health agencies to determine the best model to achieve better health outcomes for the Wimmera rather than going down the merger path which is one of the options that has been proposed.

9.2 QUARTERLY PERFORMANCE REPORT – SEPTEMBER TO DECEMBER 2020

Author's Name:	Faith Hardman	Director:	Graeme Harrison
Author's Title:	Corporate Planner	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F18/A10/000001

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Quarterly Performance Report – September to December 2020 (**Appendix “9.2A”**)

Purpose

To receive and note the Quarterly Performance Report for the three months to 31 December 2020.

Summary

- This is the second Quarterly Performance Report of the financial year 2021 and is part of the continual improvement process of reporting back to Council and the community.
- The Quarterly Performance Report brings together into a single, easy to read document, a range of reports including:
 - Quarterly Budget Report
 - Council Plan Goals and Actions
 - Local Government Performance Framework Indicators
 - The tracking of any major initiatives
 - Councillor Expenses
 - Audit & Risk Committee minutes
- It reports all items over a consistent quarterly reporting timeline.

Recommendation

That Council receive and note the Quarterly Performance Report for the three months to 31 December 2020.

REPORT

Background

Council's operations are large and complex, with over 80 different broad service delivery areas from road maintenance and construction, waste collection, parks, building and planning, to early years, visual and performing arts. This diversity in services creates challenges in many facets of Council's operations, which then create challenges in reporting on these to Council and the broader community.

The Local Government Act 2020 at section 97 requires that as soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public. The Quarterly Performance Report encapsulates a quarterly budget report, Council Plan Goals and Actions, the tracking of any major initiatives, Council Expenses and Audit & Risk Committee minutes for the relevant quarter.

Council has in place a Financial and Performance Reporting Framework that provides some guidance on Council's reporting processes. These guidelines state the following:

"Councillors take ultimate responsibility for the performance of Council and are accountable to the ratepayers and community of the municipality. As Councillors are not involved in the day-to-day operations of the Council, they rely on policies, procedures and internal controls to provide assurance about the information reported to them and in turn reported to the community and other stakeholders."

The provision of relevant information on a regular basis is an important part of that internal control process and is necessary for the various levels of Council to carry out their responsibilities and obligations to the community in the management of Council business.

Central to Council's Financial and Performance Reporting Framework, are the following objectives:

- Council is committed to providing accurate, correct and quality information to the Community around its performance.
- Council is committed to providing high quality relevant internal and external reporting, in a timely manner.
- Council is committed to providing regular targeted reporting to Management, its Audit and Risk Committee, Council and the Community.
- Council is committed to sound governance through the alignment of performance reporting with its strategic direction.
- Performance reporting is not just a compliance exercise but is integral to better understanding of how Council is performing in its delivery of key strategies and operations from the Council Plan.

Discussion

As a part of the continual improvement process, this report takes the approach of reporting back to Council and the community on these key strategic items, in what is hopefully a clear and concise manner that is readable and informative.

The report contains the following sections:

1. CEO Overview
2. Council Plan Actions and Local Government Performance Reporting Framework (LGPRF)
3. Customer Service Targets
4. Business Improvements
5. Capital Works
6. Councillor Expenses
7. Audit and Risk
8. Quarterly budget report

The COVID-19 Pandemic has had a significant impact on Council operations, with number of facilities again closed and services ceased during the quarter. Services have commenced reopening but with limitations as dictated by State and Federal Government Directives on social distancing, masking and gathering of numbers.

The format for this reporting has been evolving over time and may include additional sections, but essentially will be mindful of the need to be relevant, reliable, comparable and understandable. This report provides Local Government Performance Reporting data for the first and second quarters as available, noting that there are some instances where data isn't available.

Options to Consider

Not applicable

Sustainability Implications

Not applicable save and except included reporting on council's environmental and sustainability goals.

Community Engagement

The Quarterly Performance Report has been developed by the Governance Team, in consultation with the Executive Management Team and Departmental Managers. It has been reviewed at a Council Briefing Meeting.

Innovation and Continuous Improvement

The Quarterly Performance Reports intention is to continuously improve communication and engagement with the community through effective and succinct reporting on key strategic items, in a clear and concise manner that is readable and informative.

Collaboration

Not applicable

Financial Implications

This report is prepared using existing staff resources.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 4 – Governance and Business Excellence

Four-Year Priority 4.1 – Continuously improve communication and engagement with the community through effective consultation

Risk Implications

Provision of good quality, regular reporting of financial and non-financial information to the community mitigates against the risk of poor financial governance and possible financial mismanagement. The Municipal Association of Victoria's Good Governance Guide states "the Council is ultimately accountable for the financial management...it should not have a hands-on role... but it needs to ensure that it has sufficient information to be satisfied that finances are in order and that the budgetary and financial planning goals are being met".

Conclusion

The Quarterly Performance Report will provide a regular and succinct quarterly report for Council and the community to assess how Council is performing financially and against its key objectives.

9.3 ZERO CARBON PLAN AND CLIMATE CHANGE PLEDGE

Author's Name:	Jared Hammond	Director:	John Martin
Author's Title:	Co-ordinator Waste and Sustainability	Directorate:	Infrastructure
Department:	Infrastructure	File Number:	F17/A11/000001

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendices

Zero Net Emissions Action Plan (**Appendix “9.3A”**)

Greenhouse Gas Emissions Inventory (**Appendix “9.3B”**)

Purpose

To adopt the Zero Net Emissions Action Plan.

Summary

The 2020-2024 Council Plan cites Council’s ongoing commitment to reduce its carbon footprint and lead through example with energy efficiency initiatives. This Zero Net Emissions Action Plan has been prepared to achieve this goal.

Ironbark Sustainability was appointed to develop a plan related to Council’s greenhouse emissions, to:

- Establish a target that it would commit to, and
- Establish a pathway to achieve that target.

This was achieved by first establishing a baseline carbon footprint, by way of a greenhouse gas emissions inventory. This inventory captured emissions from a multitude of sources, such as those from electricity, gas and transport.

This baseline carbon emissions footprint was then reviewed against a “science derived target”; a target that represents a scaled proportion of world emissions, as relevant to Horsham Rural City Council. From this, the required reduction in emissions was established.

With further review of Council emission sources, opportunities for reduction of carbon emissions were identified and business cases for each significant opportunity were developed.

Recommendations

That Council:

1. Commit to a “*Science derived emissions target*” as its target for greenhouse emissions, and to reduce carbon emissions by 3.5% (221 tonnes of carbon dioxide equivalent) per year until 2050 representing a total reduction of 100% over that time.
2. Adopt the Zero Net Emissions Action Plan to achieve that target.

REPORT

Background

The Council Plan identifies a commitment to continually reduce its carbon footprint, but without a defined approach for doing so.

Whilst Council has committed to various sustainability initiatives in recent times, such as the Local Government Energy Saver Program and various solar installations, these projects have been delivered in the absence of long term objectives or context. The Zero Net Emissions Action Plan aims to give context to these project types, and ensure that they are delivered in accordance with long term Council goals.

Discussion

Development of the Zero Net Emissions Plan identified the following objectives that Council might aim to achieve:

- Demonstrate leadership to the community in emissions reductions and climate change management
- Pursue opportunities that are evidence-based and potentially innovative or unique to Horsham
- Implement projects that demonstrate cost-savings and good value to Council
- Follow the emissions reduction hierarchy
- Participate in collaborative efforts for emissions reduction initiatives with regional council groups, State Government and other key stakeholders where strategic alignment, efficiency or an opportunity to play a leadership role is demonstrated

These objectives are to be achieved by way of three key items:

- Establishment of a baseline Greenhouse Gas Emissions Inventory
- Commitment to a target for the reduction in emissions
- Implementation of an emissions reduction action plan

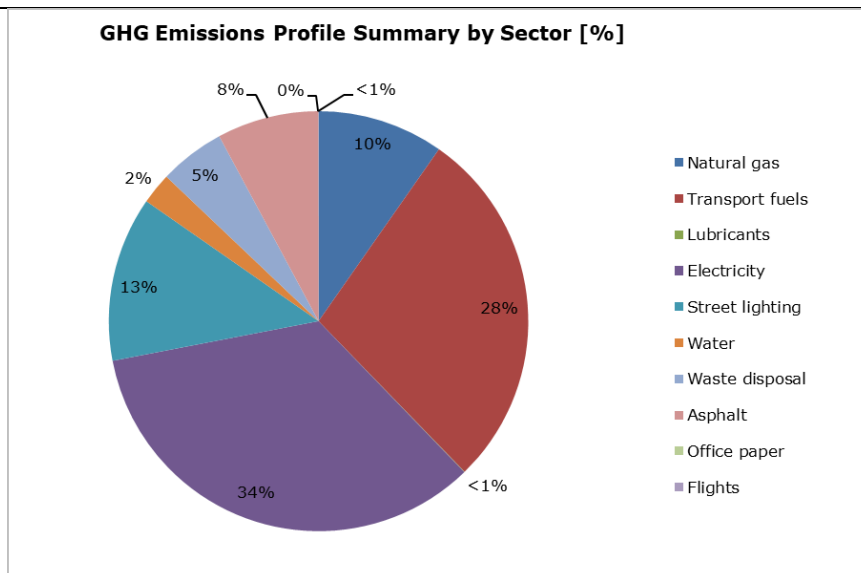
Greenhouse Gas Emissions Inventory:

The majority of Council's measured emissions come from electricity consumption (34%), which includes Council's own corporate electricity consumption, as well as consumption by community and commercial organisations utilising Council-owned assets.

The second most significant emissions source is Council operated transport fuels, which account for 28% of total emissions. This figure covers emissions from diesel, petrol, and LPG consumed by Council's fleet of vehicles and plant, with 20% of the total emissions profile generated by diesel fleet vehicles.

Electricity consumption from public street lighting is the third most significant emissions source and makes up 13% of emissions.

This is followed by natural gas from buildings (10%) and emissions from road making materials (8%). Emissions from Council's own waste disposal (5%) and water (2%) are relatively minor, while the contribution of emissions from all other sources is negligible.



Note that emissions from the Dooen Landfill site have been excluded from the inventory total and the figure above. Emissions from landfill will instead be addressed in a separate waste strategy, as a reduction in these requires community-wide action, i.e. not just Council itself. If they were to be included, emissions from landfill would account for 14,411 tCO₂-e, or 70% of the inventory.

Science derived emissions target:

Based on HRCC’s corporate inventory for the year 2018-19, a science-derived target (SDT) has been developed which maps an emissions reduction trajectory to zero emissions by 2050. The target has been calculated in alignment with Australia’s national carbon budget and is supported by international climate science.

At the United Nations Framework Convention for Climate Change (UNFCCC) Paris Conference in 2015, the Australian Government signed an international agreement between 195 countries to keep any temperature rise “well below 2°C”, and to drive efforts to keep warming below 1.5°C higher than pre-industrial levels. This Paris Agreement, entered into force on 4 November 2016, explicitly recognises and engages local and sub-national governments and their critical role in supporting the transformation, including setting goals and strategies aligned with the science.

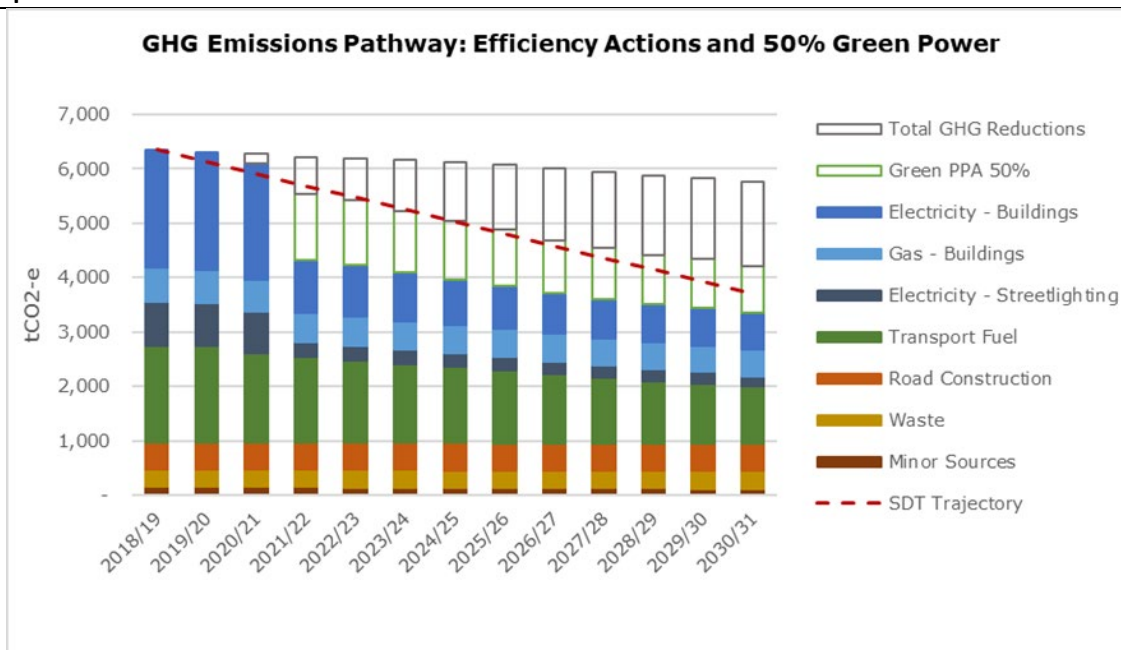
In becoming a signatory to the Paris Agreement, Australia has a limited, established carbon budget within which to operate in order to meet its commitment to remaining within 2°C of warming on pre-industrial levels. The development of a science-derived target for a council or organisation enables us to understand the scale of action that is required to stay within this budget.

An emissions reduction target for an organisation, entity or community is considered “science-derived” or “science-based” when it is aligned with the broader emissions reduction required to keep global temperature increase below 2°C compared to preindustrial temperatures, as described in the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC).

The targets to be adopted in the Action Plan are reflective of all of the above.

Action Plan:

The Zero Net Emissions Action Plan outlines emissions reduction actions to be implemented over the period to 2030-31. These actions will enable HRCC to meet the interim target of 42% reductions against the 2018-19 baseline by 2030-31 and set Council on a trajectory to achieve zero net emissions by 2050 if not sooner.



A cost benefit analysis has been carried out to explore the opportunity presented by different emissions reduction actions across Council’s operations. The analysis calculated the estimated capital costs, cost savings and emissions savings for each action, as well as assessing each action based on the objectives of the plan as outlined above.

The actions identified in this plan and associated business cases are summarised as follows:

Action Area	Impact (t CO ₂ e/year)	Cost	NPV Savings over Lifetime	Net
Energy efficiency for buildings and facilities	753	\$909,000	\$2,768,000	\$1,859,000
Low emissions vehicle fleet	531	\$3,203,000	\$1,907,000	-\$1,296,000
Solar for buildings and facilities	298	\$390,000	\$467,000	\$77,000
Energy efficiency for public lighting	213	\$860,000	\$458,000	-\$402,000
TOTAL	1795	\$5,362,000	\$5,600,000	\$238,000

Detailed project planning will be required to scope individual projects within this action plan. This scoping will build upon the preliminary information included in **Appendix “9.3B”** to the Zero Net Emissions Plan.

Beyond 2031:

To continue the trajectory towards zero emissions beyond the dates in the current iteration of the action plan, further periodic revisions of the action plan will need to occur, and it is suggested by the plan that this review occurs every five years.

It is likely that at some point, a detailed investigation into the purchase of carbon offsets will be required. This is due to the probability that Council will not ever be able to completely remove all contributing elements to carbon emissions, and thus necessitating the purchase of offsets to balance these residual emissions.

Carbon offsets fall at the bottom of the emissions reduction hierarchy and have not been incorporated into Council's GHG reduction pathway for the life-cycle of this Plan. This is because Council is able to remain within the science-derived target trajectory through energy efficiency actions and purchased renewables. At such a time where Council pursues a zero net emissions target or a carbon neutral target, which will be required by 2040 according to the science-derived target, it is likely that carbon offset purchases will be required to cover all remaining emissions.

When offsetting carbon emissions there are a number of options available. The most obvious and common way to offset emissions is to purchase offsets through a certified provider. These offsets vary greatly in price and in quality, but there are a number of reputable providers. This is the only way to offset emissions that is allowed under Climate Active, the Australian Government's carbon neutrality certification program.

Council may choose to purchase Australian Carbon Credit Units (ACCUs), international Verified Carbon Offsets (VCUs) or a combination of both. At the time of preparing this report, the latest spot price published by the Clean Energy Regulator for ACCUs was \$16.90/tCO₂e.

Many councils have a preference for purchasing Australian offsets due to perceived superior quality and because there is greater knowledge of the regulation surrounding the production of these offsets. However, VCUs can typically be purchased at a much cheaper rate than ACCUs and are also subject to regulation and approval. The price for international offsets can vary greatly, but at the time of preparing this report, Australian councils had secured offsets for prices varying from \$2/tCO₂e - \$3.50/tCO₂e.

Offsets should be considered the final option for emissions abatement, following energy conservation, energy efficiency, onsite renewables and purchased renewables, in line with the emissions reduction hierarchy.

Options to Consider

Council is not compelled to commit to a reduction at this time, nor the implementation of the Zero Net Emissions Action Plan.

Council could also potentially commit to a more significant carbon reduction target that exceeds that discussed above. Whilst this would yield further positive environmental benefit, doing so would come at a higher financial cost.

Subsequent Councils will have the opportunity to review the targets as part of the proposed five-year reviews of the Action Plan.

Sustainability Implications

The Zero Net Emissions Plan is a direct response to Council's commitment to sound environmental practice, as per the Council Plan 2020-2024.

Community Engagement

Community engagement has not been undertaken at this stage, principally due to the focus on corporate emissions for the first iteration of the Zero Carbon Action Plan.

The option to pursue a higher target could be explored during preparation of the Community Vision in the new Council term.

Innovation and Continuous Improvement

Prior to commencement of the Greenhouse Gas Inventory component of this project, Council did not have robust data collection platforms in place to capture greenhouse emissions data from all relevant sources. Throughout the development of the Greenhouse Gas Inventory, a tool to assist in reporting greenhouse gas emissions (and the results of reduction actions) was been developed.

It is anticipated that in the first few years of capturing data to report our greenhouse gas emissions, further improvements will be made to internal data collection and management systems to streamline this process.

As improvements are made to the data collection aspect of reporting greenhouse gas emissions, improvements can and will be made that will also assist in the ongoing management of our greenhouse gas impact.

Additionally, the planned period of revision for the Zero Net Emissions Action Plan allows for new techniques to be investigated and potentially implemented, with the aim being to continually advance our carbon reduction approach.

Collaboration

Development of the Zero Net Emissions Action Plan required consultation and collaboration with many internal departments of Council.

Information collected to establish the baseline greenhouse gas emissions inventory sought information from the following Council units:

- Waste and Sustainability
- Waste Operations
- Asset Management
- Fleet
- Buildings and Facilities
- Finance
- Operations
- People and Culture

Financial Implications

The actions identified in the plan are intended to deliver a return on investment, which in effect enables the investments to be self-funded. Seed funding for these investments is sourced from Council's sustainability reserve.

Some components of the action plan, e.g. low emissions vehicles, are not by themselves self-funding, however other factors require Council to pursue this approach. For example, it is likely that the production of internal combustion / diesel engines will be significantly reducing by around 2030, with some countries already announcing a ban on these by that year. With a large vehicle fleet, a gradual investment in electric vehicles will enable a phased-in approach which will limit the impact of a requirement for a spike in capital expenditure in a particular year.

Should Council alternatively choose to completely reduce emissions to zero solely by way of purchasing offsets, based on current pricing for (ACCU) offsets and the current Horsham Rural City Council emissions profiles, this would represent a cost to Council of \$104,140 per annum ongoing.

Regional, State and National Plans and Policies

National:

The Intergovernmental Panel on Climate Change (IPCC), the leading authority on current climate change scientific knowledge, has developed long-term emission scenarios which show a range of potential emissions trajectories and impacts based on highly detailed and rigorous modelling. These scenarios indicate the maximum total emissions allowable to limit the increase in global average temperatures to 2°C, which is considered the threshold for avoiding dangerous climate change.

This budget has then been scaled to Australia by the Australian Government's Climate Change Authority (CCA).

The 2018-19 GHG inventory presented in Section 3.2 is used to connect the activities of HRCC to the national carbon budget developed by the CCA through apportioning the national budget.

State:

The Victorian State Government's *Climate Change Act 2017* sets a strong, clear pathway for Victoria by legislating a target of net zero emissions by 2050 and provides a clear signal to all sectors of the Victorian economy for sustained and significant actions to reduce emissions.

The Act also contains provisions for Councils to submit a voluntary Council Pledge to recognise the substantial efforts of local governments towards this shared objective.

The Act specifies that a Council Pledge must describe Council actions over the 2021-2025 period, that are reasonably expected to reduce emissions caused or otherwise influenced by Council, and where possible include reasonable estimates resulting emissions reductions.

Commitment to the emissions reduction target and adoption of the Zero Net Emissions Action Plan as proposed by this report will enable such a pledge to be considered by Council at a later date.

Council Plans, Strategies and Policies

2020-2024 Council Plan (P34) - Look to reduce Council's carbon footprint and lead through example with energy efficiency initiatives

- 3.4 - Deliver works to develop and maintain Council's physical assets for long term sustainability, amenity and safety
- 5.1 - Promote sustainability by encouraging sound environmental practice
 - 5.1.01 - Investigate opportunities for the use of renewable energy for Council facilities including solar panels where feasible on Council buildings and facilities
 - 5.1.02 - Review Council's Environment Sustainability Strategy and lead the community in environmentally sustainable practices to improve management of our natural environment
 - 5.1.03 - Develop a Climate Change Response Strategy for Council operations.
 - 5.1.05 - Establish a sustainability reserve for the ongoing funding of sustainability related projects

Further, the *Local Government Act 2020* includes the following in section 9:

9 (2) The following are the overarching governance principles—

...

(b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;

(c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted; ..."

Risk Implications

The following key risks have been identified:

- that further scoping will show less benefit than predicted, requiring further work or investment to offset carbon emissions
- that Council will experience diminishing returns as projects with high returns on investment are initially implemented.

These risks are to be mitigated by periodic revisions of the action plan every five years, and detailed investigations into the option of purchasing Carbon Offsets.

Conclusion

The Zero Net Emissions Action Plan presents a means for Council to reduce its carbon footprint to zero by 2050.

9.4 COUNCILLOR CODE OF CONDUCT

Author's Name:	Diana McDonald	Director:	Graeme Harrison
Author's Title:	Governance Co-ordinator	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F019/A15/000001

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

“Draft” Councillor Code of Conduct (**Appendix “9.4A”**)

Purpose

To adopt the revised Councillor Code of Conduct.

Summary

- Council must review and adopt the Councillor Code of Conduct within four months of the General Election, making the review date for this year 24 February 2021.
- The Councillor Code of Conduct must include the standards of conduct expected to be observed by Councillors.
- Council can review or amend the Councillor Code of Conduct at any time.
- The revised Councillor Code of Conduct has been developed in-conjunction with Councillors, using the Wyndham City Council version which was developed by Maddocks Lawyers.

Recommendation

That Council adopt the revised Councillor Code of Conduct (**Appendix “9.4A”**).

REPORT

Background

Council is required to approve a Councillor Code of Conduct that incorporate the requirements under the new *Local Government Act 2020* including the overarching governance principles and Local Government (Governance and Integrity) Regulations 2020. The regulations address the governance and integrity components of the *Local Government Act 2020* which commenced operation on 24 October 2020.

Section 139 (2) of the *Local Government Act 2020* (LGAct 2020), states:

The purpose of the Councillor Code of Conduct is to include the standards of conduct expected to be observed by Councillors in the course of performing their duties and functions as Councillors, including prohibiting discrimination, harassment (Including sexual harassment) and vilification.

Section 139 (4) LGAct 2020 requires Council to have adopted a revised code of conduct within a period of four months following a general election ie by 24 February 2021. A Council may review or amend the Councillor Code of Conduct at any other time, but it must be by a formal resolution of Council.

To be compliant with the new *Local Government Act 2020* Council's Councillor Code of Conduct:

- Must include the Standards of Conduct expected to be observed by Councillors, as prescribed by the *Local Government (Governance and Integrity) Regulations 2020* (Regulations); and
- Must include any provisions prescribed by the Regulations; and
- Must include provisions addressing any matters prescribed by the Regulations; and
- May include any other matters which the Council considers appropriate, other than any other Standards of Conduct

Discussion

It is important for Councillors to be aware of how the standards of conduct fit within the overall Councillor Conduct framework, as a breach of the standards of conduct will constitute misconduct and be subject to sanctioning by an arbiter. It is therefore critical for all Councillors to be familiar with the standards of conduct and the distinction between the standards and the rest of the Councillor Code of Conduct.

Councillors have discussed the draft Code of Conduct at a number of briefings and all feedback received was considered and the final version was developed.

Financial Implications

There have been legal fees associated with the use of the Maddocks lawyers template and the review of councils changes. The total cost was \$1,822.

Council Plans, Strategies and Policies

2020-2024 Council Plan - Goal 4 – Governance and Business Excellence

Conclusion

The revised Councillor Code of Conduct is to guide the way in which councillors behave and interact and is a core document for the good governance of Council.

9.5 COUNCILLOR AND STAFF INTERACTION POLICY

Author's Name:	Diana McDonald / Susan SurrIDGE	Director:	Graeme Harrison
Author's Title:	Co-ordinator Governance / Co-ordinator Community Relations & Advocacy	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F14/A04/000001

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Draft Councillor and Staff Interaction Policy (**Appendix "9.5A"**)

Purpose

To adopt the Councillor and Staff Interaction Policy.

Summary

- This policy supports the Councillor Code of Conduct and the Staff Code of Conduct and provides clear guidance as to appropriate and effective interaction between Councillors and staff.
- This policy seeks to ensure that Councillors understand their responsibilities under the Act and do not improperly direct or influence Council staff and to ensure that Council is efficient and effective, with high standards of governance and transparency.
- The Chief Executive Officer (CEO) is required to have in place policies, practises and protocols that support arrangements for interactions between members of Council Staff and Councillors

Recommendation

That Council adopt the Councillor and Staff Interaction Policy.

REPORT

Background

There is currently no policy guiding Councillors and staff on what comprises appropriate interactions in the performance of their respective duties for Council.

Council's Governance Team and the Community Relations and Advocacy Team has developed the draft Councillor and Staff Interaction Policy, and as part of this process, has benchmarked the policy with other Councils to ensure best practice and current standards.

It is a requirement of the CEO to have policies such as this in place, it is not a requirement that they be adopted by Council but it is appropriate and good governance practise that they are.

Discussion

The purpose of this policy is to provide guidance and support for Councillors and Council Staff in the performance of their duties. It complements the Councillor and Staff Codes of Conduct and supports compliance with the *Local Government Act 2020* (the Act) section 124 Directing a member of Council staff and Section 46 (3)(1)(b)(c) Managing interactions between members of Council staff and Councillors.

The new policy details the objectives of appropriate Councillor and staff interaction and provides principles to be adhered to in the following areas:

- Allowable interaction
- Improper or undue influence
- Communication channels
- Councillor requests for the community
- Councillor requests for advice or information
- Responses to Councillors
- Personal interaction
- Verbal requests for information
- Contact contradictory to this policy

Options to Consider

The policy could be an Administrative Policy and adopted by the Executive.

Sustainability Implications

Nil

Consultation / Community Engagement

The draft policy has been developed by the Governance Team and Community Relations and Advocacy Team, in consultation with the Executive Management Team (EMT). As this policy relates to Councillors and Staff only, there is no requirement for community engagement in accordance with the *Local Government Act 2020* or the IAP2 Spectrum of Public Participation.

The draft policy was discussed with the previous Council at the Councillor briefing held on 7 September 2020 and was put to Council at the 28 September 2020 Council Meeting, where Council at the time resolved "*That Council refer the draft Councillor and Staff Interaction Policy to the new incoming Council*".

The draft policy was reviewed by the current councillors at the Council Briefing held on 1 February 2021.

Innovation and Continuous Improvement

The draft Councillor and Staff Interaction Policy is in-line with Council's continuous improvement for communications and clearly outlines appropriate Councillor and Staff interaction options and principles.

Collaboration

Not applicable

Financial Implications

This policy has been developed using existing staff resources.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

Councillor Code of Conduct

Staff Code of Conduct

2020-2024 Council Plan

Risk Implications

Reputational risk and OH&S risk of inappropriate Councillor and staff interaction if there is no Councillor and Staff Interaction Policy.

Conclusion

This policy supports the Councillor Code of Conduct and the Staff Code of Conduct and provides clear guidance as to appropriate and effective interaction between Councillors and staff.

9.6 DRAFT COMMUNITY ENGAGEMENT POLICY

Author's Name:	Martin Bride	Director:	Graeme Harrison
Author's Title:	Community Facilitator	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F06/A13/000001

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Draft Community Engagement Policy (**Appendix "9.6A"**)

Engagement Report (**Appendix "9.6B"**)

All Submissions (**Appendix "9.6C"**)

Purpose

To adopt a revised Community Engagement Policy in line with the requirements of the new *Local Government Act 2020*.

Summary

- The *Local Government Act 2020* (The Act) has specific requirements relating to community engagement and the content of Council's Engagement Policy, for these requirements to be met Council's current Community Engagement Policy required updating.
- Under Section 55 (3) of the Act a Council must adopt the first community engagement policy on or before 1 March 2021.
- The Act requires Council to engage with the community on the Community Engagement Policy.
- At the Council meeting on 14 December 2020 Council resolved to "Seek community feedback and comments on the Draft Community Engagement Policy until close of business 23 January 2021."
- That engagement was focussed on the Commitments and Principles and was at the Consult and Involve level on the IAP2 spectrum
- 9 individual submissions were received with 40 separate issues capture, 5 changes have been reflected in the draft policy, and 7 related items will be referred on for further discussion within council

Recommendation

That Council adopt the revised Community Engagement Policy (**Appendix "9.6A"**).

REPORT

Background

Council currently has a Community Engagement policy in place which was adopted in June 2015.

The Act Section 55 (2) requires that:

A community engagement policy must -

- (a) be developed in consultation with the municipal community; and*
- (b) give effect to the community engagement principles; and*
- (c) be capable of being applied to the making of the Council's local laws; and*
- (d) be capable of being applied in relation to the Council's budget and policy development; and*
- (e) describe the type and form of community engagement proposed, having regard to the significance and complexity of the matter and the level of resourcing required; and*
- (f) specify a process for informing the municipal community of the outcome of the community engagement; and*
- (g) include deliberative engagement practices which must include and address any matters prescribed by the regulations for the purposes of this paragraph and be capable of being applied to the development of the Community Vision, Council Plan, Financial Plan and Asset Plan and*
- (h) include any other matters prescribed by the regulations.*

The Act Section 56 also defines the Community Engagement Principles as follows:

- (a) a community engagement process must have a clearly defined objective and scope;*
- (b) participants in community engagement must have access to objective, relevant and timely information to inform their participation;*
- (c) participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement;*
- (d) participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement;*
- (e) participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making.*

The existing policy has been reviewed to take in to account the new Act requirements and to reflect the recommendation of an externally facilitated 'health check', conducted in March 2019, and the Victorian Auditor General's report, Public Participation and Community Engagement: Local Government Sector.

Discussion

The policy was available to the community for comment from 15 December 2020 to Monday 25 January 2021. Feedback options were provided in writing by mail or email or by completing an online form. Nine submissions were received. Forty individual suggestions or comments were made, some about the policy, some more generally about engagement and some about past engagements and unrelated matters.

The submissions are summarised in the Engagement Report **Appendix "9.6B"**, and clearly display, "What we heard", "What we will do" and the "Consideration given" to each of the issues raised. Some of the comments and suggestions were unrelated to the policy so have not been considered further in this report. Others may provide useful information to Councillors so have been referred for other discussion within Council. **Appendix "9.6C"** contains the complete submissions.

Five changes have been made in response to the 9 submissions and one further change as a result of further Councillor input.

Council has in place a detailed Community Engagement procedure and a range of other tools that provide council officers with guidance on how to implement the Community Engagement Policy. This procedure and related tools will need to be reviewed post the adoption of this policy to ensure alignment.

Options to Consider

Nil

Sustainability Implications

Nil

Community Engagement

This report relates to the community engagement already undertaken. No further engagement is planned for this policy.

Letters will be provided back to the submitters where contact details have been made available, thanking them for their input together with a copy of the Engagement Report which details Council's responses to all submissions.

Innovation and Continuous Improvement

Not applicable

Collaboration

Not applicable

Financial Implications

The adoption of the policy has no direct financial implications however individual project budgets will continue to need to include allocations for community engagement activities.

Regional, State and National Plans and Policies

Local Government Act Part 3 Division 1 Section 55&56

Council Plans, Strategies and Policies

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

The Council Plan 2020-2024 includes the guiding principles "Consult, engage and work transparently with the community" and "Provide information to the community in a variety of formats using plain language where possible".

Council has in place a detailed Community Engagement procedure and a range of other tools that provide officers with guidance on how to implement the Community Engagement Policy.

Risk Implications

The failure to adopt a Community Engagement Policy that is compliant with the requirements of The Act would put Council in breach of The Act. Though not the primary purpose of the policy update an effective Community Engagement Policy, that is properly implemented, should reduce the risk of poorly designed projects and lessen reputational risk.

Conclusion

It is essential that Council adopt a Community Engagement Policy that is compliant with The Act and that we engage with the community about the content of that Policy. We have engaged with the community on the policy and made changes in response, the policy is now ready for consideration by Council for adoption.

9.7 COMMITTEE STRUCTURE REVIEW

Author's Name:	Susan Surrige	Director:	Graeme Harrison
Author's Title:	Co-ordinator Community Relations and Advocacy	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F06/A12/000001

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

List of Current Committee (**Appendix "9.7A"**)

Draft Project Plan (**Appendix "9.7B"**)

Draft Engagement Plan (**Appendix "9.7C"**)

Purpose

To receive and note the background information on the proposed review of Council's Committee Structure, including details of current Committees, and an initial Project Plan and Engagement Plan to undertake the review.

Summary

This report presents an outline of the proposed review of Committee Structures.

Recommendation

That Council:

1. Receive and note the proposed review of its Committee Structure.
2. Note that the Committees will continue to meet while the review is being undertaken, and also note that some Committees will meet without Councillor representation.

REPORT

Background

Horsham Rural City Council currently has 42 Committees plus a further 18 that are external to council but have council involvement, **Appendix "9.7A"**.

These committees relate to an extremely broad range of activities including:

- Statutory committees
- Management and maintenance of council facilities/assets
- Strategic community engagement
- Event organisation
- Joint use governance
- External committees that Council participates in

Key points to note about the current committee structure:

- Work was undertaken several years ago to review all of Council's Special Committees (Under Section 86 of the Local Government Act 1989). This resulted in 32 Special Committees being restructured to become Advisory Committees and a more streamlined public halls committee structure with just one Special committee for all halls
- Under the new Local Government Act, there are now only 2 formal types of committees.
 - Community Asset committees for the purpose of managing a community asset and,
 - Delegated committees where specific powers of Council are delegated to the committee
- The new Local Government Act is silent on the establishment of Advisory Committees but Council may also choose to use such committees to provide advice and feedback on specific one-off matters or on any ongoing matter for council
- Some of our committees relate to specific projects and some have been in existence for a very long time
- Community engagement on specific strategic decisions will often involve short term, project specific reference groups with representatives of key stakeholders e.g. planning strategies, parking strategy, City to River implementation
- The new Council term and the new *Local Government Act 2020* represent an opportune time to review all Council committees.

Discussion

The objective of review, is to make Council's committee structure as effective and efficient as possible, providing appropriate community and business engagement as per IAP2 principles, and improving community engagement.

Changes recommended as part of this review must:

- be compliant with the new *Local Government Act 2020*
- maintain or improve engagement with our community
- create efficiencies
- reflect industry best practice
- be consistent in approach across Council

The draft Project Plan, **Appendix "9.7B"**, steps out the review process and activities to be undertaken
The Project Plan key steps are as follows:

1. Review the activity of each committee for the past 2 years, including membership, number of meetings, attendance, and resolutions/actions.
2. Undertake a benchmarking review with other like councils, to determine best practice contemporary committee structure in local government.
3. Review and finalise the Engagement Plan.
4. Undertake direct consultation with each committee, including initial discussions, member survey and follow-up consultation.
5. Development of a proposed Committee Structure which may include a range of options:
 - identify those committees that are now essentially Community Asset Committees
 - identify whether any should become Delegated Committees
 - dissolve some committees – that are no longer relevant or effective, or have ceased operations
 - appoint a designated council contact person,
 - review each committees need for councilor membership
 - combine suitable committees together
 - retain certain committees
 - update the terms of reference for all committees
6. Match each of current committees to a proposed structure
7. Consult and engage with all key stakeholders on the proposed committee structure
8. Implement (following Council approval)

The review process has been designed to take place between February 1 and June 30th 2021, with implementation to commence in the new financial year, following any final approval of Council.

This review will be undertaken by the Governance and Community Relations and Advocacy team with specialist support as required.

Options to Consider

Nil

Sustainability Implications

Nil

Community Engagement

Committees are by their very nature a part of the engagement processes that Council utilises with the community. The review of Council's Committee structure will require community engagement consistent with IAP2 Consult/Involve level. An initial Engagement Plan has been developed, **Appendix "9.7C"**, and this will continue to be developed as the project is undertaken.

Innovation and Continuous Improvement

This is a continuous improvement process that seeks to modernise Council's formal Committees and align them to the appropriate structures as per the new *Local Government Act 2020*, whilst ensuring effective strategic advice is provided to Council to assist in their governance and decision making.

Collaboration

This review will be undertaken through engagement and collaboration with the current committee members who are largely all external to council.

Financial Implications

Additional assistance is being provided by Michael McCarthy (formerly of Southern Grampians Shire Council) at a cost of approximately \$6,000, this cost will be met from the CEO Contingency provided in the 2020-22 Budget.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 4 – Governance and Business Excellence

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

Risk Implications

There is reputational risk to Council relating to the engagement process through this Committee review, with this risk mitigated through ensuring that an effective Community Engagement Plan is put in place.

Conclusion

The Committee Review will seek to improve the effectiveness of Councils Committees and improve community engagement more broadly with all of the community.

9.8 INVESTMENT ATTRACTION AND GROWTH REPORT

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

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Nil

Purpose

To receive and note the Investment Attraction and Growth Report for December 2020.

Summary

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

Recommendation

That Council receive and note the Investment Attraction and Growth Report for December 2020.

REPORT

Background

An Investment Attraction and Growth report is tabled monthly at the Ordinary Meeting of Council.

Discussion

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

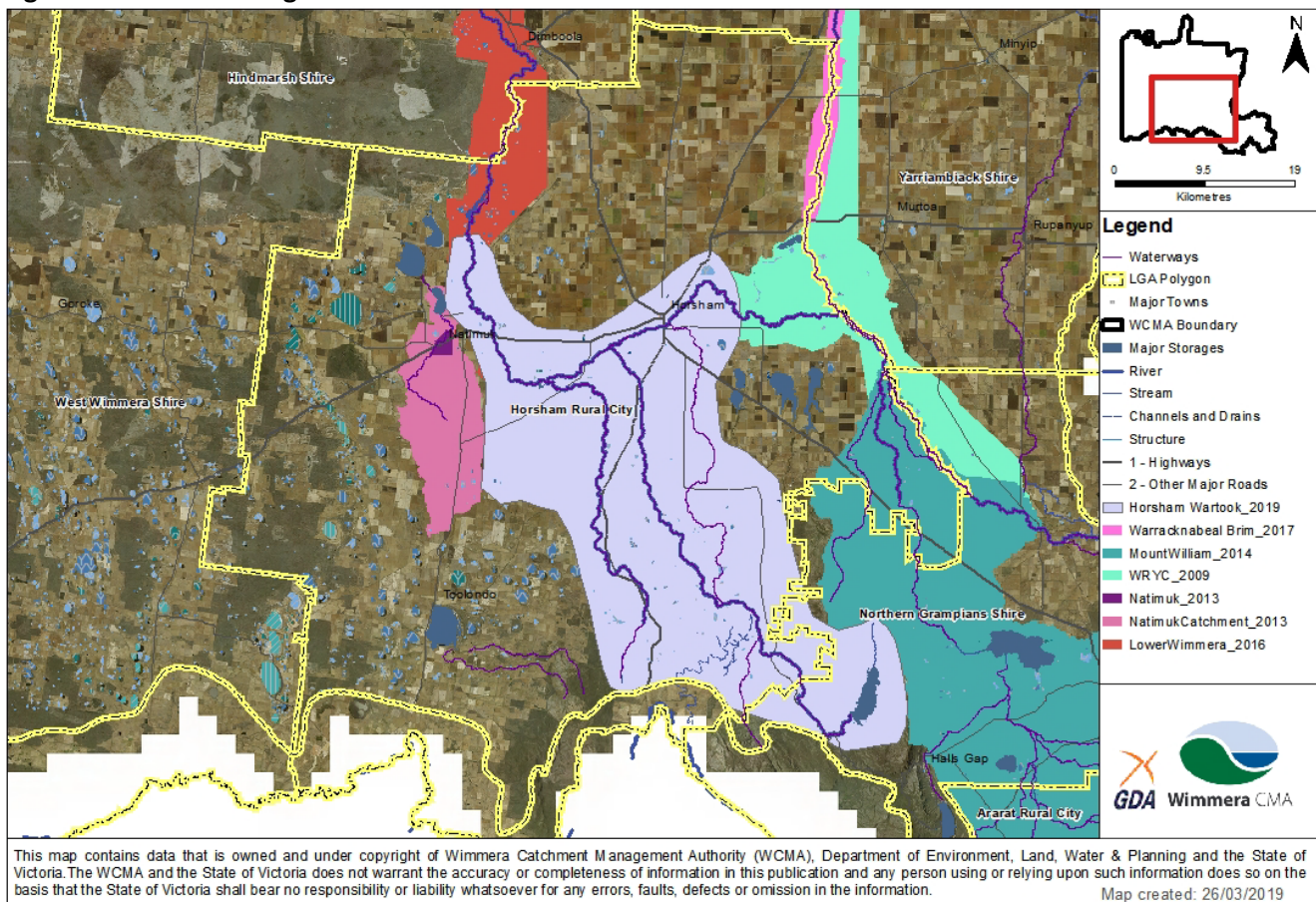
STRATEGIC PLANNING

Flood Management

Goal 5 (Natural and Built Environments), reference number 5.2.07 of the Council Plan 2018-2022 requires Council to *amend the Planning Scheme to implement the recommendations from flood investigations.*

The Strategic Planning Unit has been working with a GIS consultant, the Wimmera Catchment Management Authority (CMA) and the Departments of Environment, Land, Water and Planning (DELWP) in updating Horsham’s flood mapping data. Mapping data from five flood investigations prepared by the CMA have been combined and identify areas where the Flood Overlay (FO) and Land Subject to Inundation (LSIO) should apply across the municipality.

Figure 1 – Flood Investigations extent



This map contains data that is owned and under copyright of Wimmera Catchment Management Authority (WCMA), Department of Environment, Land, Water & Planning and the State of Victoria. The WCMA and the State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omission in the information. Map created: 26/03/2019

These overlays are planning controls on development of land in both urban and rural environments under Victoria’s planning system. Their key purpose is to:

- minimise the effects of overland flows and flooding on new buildings; and
- ensure new developments do not adversely affect existing properties

The FO will be applied to areas where in a 1% AEP (Annual Exceedance Probability) flood event also known as a 1 in 100 storm event whereby the area becomes an active floodway where the water becomes deep or the flow is fast. The FO provides transparency over what forms of development are likely to be inappropriate because of the high flood risk. The LSIO will be applied where the water is of a lower risk (pooling rather than flowing) but floodwaters extensively submerge land.

The Strategic Planning Unit will next prepare for a Planning Scheme Amendment to the Horsham Planning Scheme. The amendment will:

- amend the current planning scheme maps to reflect the updated flood mapping data;
- update the FO and LSIO provisions to meet the requirements of the *Ministerial Direction on Form and Content of Planning Scheme*; and
- Amend the Municipal Planning Strategy (formerly the Municipal Strategic Statement) and local policies under the Planning Policy Frameworks to ensure policy context, objectives, strategies and policy guidelines clearly articulate flood risk management.

Advertising for a Strategic Planning Officer

Currently we are advertising for a Strategic Planning Officer. This is a newly created position for an experienced or newly qualified planning professional to assist with the roll out of multiple strategic planning projects and planning scheme amendments that are of a high priority.

STATUTORY PLANNING

Planning Applications Determined

Below are the number of Planning Permits issued for the month of December 2020 and a comparison with the same period last year.

Type	2020		2019	
	No.	*Value \$	No.	*Value \$
Miscellaneous Domestic	7	\$2,020,570	6	\$483,343
Industrial/Commercial	7	\$1,539,600	2	\$2,000,480
Subdivisions	6 (9 lots)	-	-	-
Other	1	-	-	-
Total	21	\$3,560,170	9	\$2,483,823

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

Total number of planning permits issued in the Horsham Rural City Council area from 1 January to 31 December 2020 is 110 compared to 132 in 2019.

Planning permits issued for subdivision have created 52 new lots from 1 January to 31 December 2020 compared to 72 in 2019

BUILDING SERVICES

Building Permits Issued

Below are the number of building permits issued for the month of December 2020 and a comparison with the same period last year.

Permits issued by Horsham Rural City Council for this Municipality

Type	DEC 2020		DEC 2019	
	No.	Value \$	No.	Value \$
Dwellings	-	-	-	-
Alterations to Dwellings	-	-	-	-
Dwelling resitting's	-	-	-	-
Miscellaneous Domestic (Carports, Garages etc.)	7	\$100,645	5	\$366,436
Removal/Demolish	1	2,500	1	\$29,850
Industrial/Commercial	1	6,773	2	\$14,360
Signs	-	-	-	-
Total	9	\$109,918	5	\$410,646

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

Type	DEC 2020		DEC 2019	
	No.	Value \$	No.	Value \$
Dwellings	4	\$142,531	5	\$1,990,270
Alterations to Dwellings	2	\$95,736	-	-
Dwelling resitting's	-	-	-	-
Miscellaneous Domestic (Carports, Garages etc.)	5	\$201,233	4	\$165,700
Removal/Demolish	1	\$300,000	-	-
Industrial/Commercial	3	642,000	2	\$198,718
Signs	-	-	-	-
Sub Total	15	\$2,701,500	18	\$2,354,688

A total of 74 Building Permits have been issued by Horsham Rural City Council at a total value of \$4,685,116 from 1 January to 31 December 2020 compared to 86 Building Permits at a total value of \$2,796,111 in 2019.

Private Building Surveyors have issued 193 Building Permits at a total value of \$42,836,895 from 1 January to 31 December 2020 compared to 182 at a total value of \$51,377,668 in 2019.

BUSINESS DEVELOPMENT, TOURISM AND EVENTS

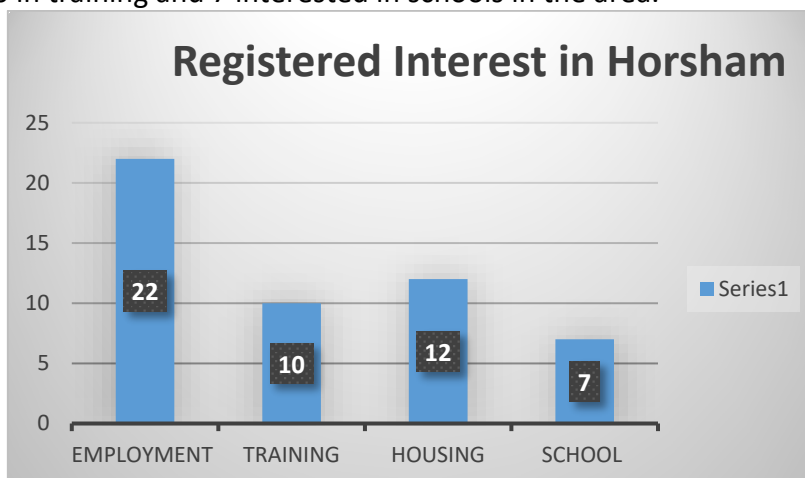
Business Support

Since the launch of our new "Live the Grampians Way" marketing campaign on the 1st December 2020, the program has continued to deliver great results through December and January. Below is a snapshot of performance to date across Horsham and the four local government areas.

December 2020

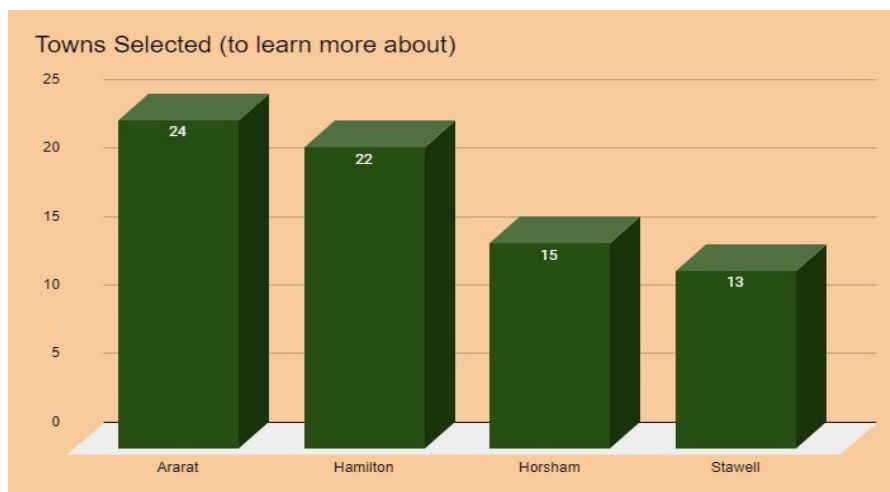
Horsham

There were 25 people who registered on the Horsham page with 22 indicating they were interested in a job, 12 in housing, 10 in training and 7 interested in schools in the area.



The Four Local Government Areas

- 39 people registered their interest in moving - which is a great early response (26 of these registered their Skill)
- 4,775 people were attracted to the campaign website (86% from the digital advertising).
- Pages Views - Ararat had the highest amount of views (besides the home page)



Commencing in February 2021 the Business Support team will be administrating the rollout of two new grant streams being Business Fronts and Health and Wellbeing. The Business Fronts grant program is about renewing the fronts of business across our municipality. This can be the replacement of blinds, signage and potential landscaping of entrances to businesses. The Health and Wellbeing program has been designed to support the strengthening of business and community response to health and wellbeing impacts of the COVID-19 pandemic.

Council’s Outdoor Dining Footpath Trading Permanent Infrastructure program will call for proposals from hospitality establishments across the municipality. This is indented to provide for a vibrant community whilst increasing outdoor dining spaces.

Direct business engagement

	December 2020	YTD
General business	21	179
New or expanding business	3	33
Event organisers	4	39
Total	28	251

COVID-19 Business Contact YTD

Specific industries	No.
Retail	153
Industry (building and construction and other industries)	55
Accommodation	86
Health Services	21
Beauty	19
Service Industry	68
Foods	35
Hospitality	69
Events - approximately	64
Total	570

Location:	No.
Wartook Valley (including Mt Zero, Laharum, Wartook and Brimpaen)	27
Horsham	481
Natimuk	19
Dooen	3
Haven and Surrounds	17
Dadswells Bridge	19

Note: Businesses may have been contacted more than once to assist with changes in restrictions impacting on certain industries more than others.

Our Business Development team have been collecting data in regards to vacant businesses within the Central Activity District, the results are listed below. There were 18 vacant shops at the end of October 2020 in the Horsham CAD compared to 21 at the end of January 2021.

Street	31 October 2020	31 January 2021
Firebrace	10	8
Roberts Place	4	4
Pynsent	2	4
McLachlan	1	1
Wilson	1	4
	18	21

Commencing in January 2021 Australian Business Data will be used to provide information to further inform the business section of this report.

Tourism

The Business Support Team concentrated their efforts on the accommodation sector during December. Primarily this was to support the Grampians Tourism led visiting friends and relatives (VFR), Host with the Most campaign. A breakdown of the VFR digital activity is detailed below and was accompanied by radio and press advertisements.

The operator click-out activity is a great way to measure the effect of the VFR campaign, especially when compared to the same time frame of the previous year. The site has more than doubled the number of web conversions from this time last year and have seen good month on month growth as well. The month on month growth is a good indicator of the traction of the campaign.

1 month into the campaign:

Landing page views:

- 3,945 total landing page views (almost double our goal of 2,000 p/m)
- 1:48 average time on site

Impressions/engagement:

An impression is counted each time the ad is shown on a search result page or other site on the Google Network. Each time the ad appears on Google or the Google Network, it's counted as one impression.

- 101,217 impressions from social
- 88,267 impressions from google
- 28,316 engagements (goal of 15,000 p/m)
- 189,479 total impressions (goal of 150,000 p/m)

Sign-ups:

- 92 total sign-ups
- 32 invites
- 60 host sign-ups

Operator click outs month on month:

15 Oct - 14 Nov 2020: 2,422 click outs

15 Nov-14 Dec 2020: 3,259 click outs

34.5% Increase

Operator click outs compared to this time period last year:

15 Nov - 14 Dec 2020: 3,259

15 Nov - 14 Dec 2019: 1,490

118.7% Increase

The following table summarises visitors for December 2020 compared to December 2019. There were 430 visitors to Visitor Services during December.

Month	Walk ins	Local	Melbourne	Other VIC	Interstate	Overseas
December 2019:	<u>1284</u>	<u>235</u>	<u>281</u>	<u>216</u>	<u>383</u>	<u>169</u>
December 2020:	<u>430</u>	<u>150</u>	<u>112</u>	<u>63</u>	<u>7</u>	<u>0</u>

Visitors were choosing Horsham as a destination with increased visitation particularly from Boxing Day which saw Horsham booked out. The traditional Christmas rush for produce and hampers brought in many locals and resulted in sales of \$13,957 for December. Visitor Services worked in conjunction with Wimmera Development Association to promote and sell 110 hampers as part of the very successful "Taste of the Wimmera" campaign to showcase local producers.

Initial observations would suggest that the Pynsent Street entrance creates a balance of flow through the facility and the majority of people enter via Pynsent Street, as it is the closest entry point to the Central Activity District and available parking. This gives opportunity to upsell local produce, area attractions, Horsham Regional Art Gallery exhibitions and upcoming performances at Horsham Town Hall. The location of public amenities inside Horsham Town Hall has allowed for incidental engagement of both day trippers and visitors to our Central Activity District.

Events

The lead up to the Christmas and New Year holiday break has seen an increase interest in what there is to do in and around Horsham. This is reflected in the continued increase in the visitation to the www.visithorsham.com.au website as shown in the table below.

	December		YTD
Notice of intention to hold an event application	4		21
Visitor Information visits	430		937
Visithorsham.com web visits	5212		19,481

The State Government recently released the Events Framework to guide COVID-19 safe event planning. Markets are deemed a retail experience and sits outside this framework. Other events will have more requirements based on the complexity of the proposed event.

Sustainability Implications

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

Community Engagement

Report has been prepared in consultation with range of agencies and will be made publicly available to Business Horsham, WDA and on HRCC website.

Innovation and Continuous Improvement

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

Collaboration

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

Financial Implications

The Business and Community Support package will deliver projects that make up Councils direct financial contribution of \$484,000.

Further projects will be developed to support businesses through the Local Council's Outdoor Eating and Entertaining program for \$500,000. These funds need to be fully expended by 30 June 2021.

Council Plans, Strategies and Policies

The report aligns with 2020-2024 Council Plan - Goal 2 – Sustaining the Economy

Conclusion

The activities undertaken by the Investment Attraction and Growth Department are designed to support a broad sector of those who live here, do business here and visit here. The highlight for the Investment Attraction and Growth Department in December was the sale of 110 hampers through our newly relocated Visitor Services, in partnership with Wimmera Development Association and our local food and wine producers.

9.9 HORSHAM SOUTH STRUCTURE PLAN

Author's Name:	Stephanie Harder	Director:	Kevin O'Brien
Author's Title:	Coordinator Strategic Planning	Directorate:	Communities and Place
Department:	Communities and Place	File Number:	F24/A1/000006

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Horsham South Emerging Development Scenario – March 2020 (**Appendix "9.9A"**)

Horsham South Emerging Option Discussion Paper for Stakeholder Engagement – March 2020 (**Appendix "9.9B"**)

Horsham South Emerging Option Community Engagement Outcomes Report – December 2020 (**Appendix "9.9C"**)

Horsham South Emerging Option Webinar Series Summary Report – December 2020 (**Appendix "9.9D"**)

Purpose

To receive and note an update on Round 2 of Community Consultation on the *Horsham South Emerging Option Discussion Paper* and proceed with Phase 4 of the Horsham South Structure Plan.

Summary

On 14 April 2020 Council publically released the *Horsham South Emerging Option Discussion Paper* and carried out Round 2 of Stakeholder Engagement up until 19 September 2020. This round of consultation is Phase 3 of the Horsham South Structure Plan.

This *Discussion Paper* summarises the feedback provided by the community and stakeholders on the *Key Strategic Directions Discussion Paper for Community Engagement* (November 2019). It is a precursor to the preparation of a formal Structure Plan and identifies a general direction for planned growth, highlighting key issues to be addressed through a series of actions under each Strategic Growth Direction and illustrated plans. These actions relate to urban form, interface between land uses, transport network community facilities and services.

Council worked with planning consultants, Mesh, in analysing and summarising the feedback received from stakeholders and has prepared responses to the issues raised and insight provided. This has been captured in two summary reports; the *Community Engagement Outcomes Report* and *Webinar Series Summary Report*, and concludes Phase 3. Council is ready to commence Phase 4 which is to draft a structure plan for Horsham South.

Recommendation

That Council:

1. Receive and note the *Horsham South Emerging Option Webinar Summary*, and make it publically available.
2. Continue with the preparation of the Horsham South Structure Plan - Phase 4.

REPORT

Background

In 2018, Council identified the need for a structure plan for Horsham South. The study area, broadly extending south of the Wimmera River and through Haven, has been the natural progression of Horsham township's growth. Development to date has been of a relatively ad hoc nature resulting in land use conflict and design and infrastructure issues. There has been limited strategic planning to guide the location of land use and urban form, delivery of infrastructure and utilities, distribution of social and community facilities, definition of preferred urban character and protection of culturally sensitive places.

A Structure Plan is a planning tool that provides a 'blueprint' for how localised development and physical environment within a defined area will occur beyond the 20-year horizon. For Horsham South a structure plan is needed to ensure that the area develops in a coordinated way. The Structure Plan will be used to guide the assessment of planning permit applications and amendments to the Horsham Planning Scheme.

Together with Mesh, Council has prepared a series of reports and discussion papers to inform the structure planning process. To date, Council has prepared and publically consulted on the following reports:

- *Horsham South Issues and Opportunities Background Report*, October 2019
- *Horsham South Key Strategic Directions Paper for Community Engagement*, November 2019
- *Horsham South Emerging Option Discussion Paper for Stakeholder Engagement*, March 2020

In April 2020 Council released the Discussion Paper for stakeholder feedback. A Vision Statement, five Strategic Directions and an Emerging Development Scenario form *the Horsham South Emerging Option Discussion Paper*. The *Discussion Paper* also summarises key messages heard during Round 1 of Community Consultation (18 November 2019 -13 December 2019).



FIGURE 1 VISION STATEMENT FOR HORSHAM SOUTH

The following Strategic Directions were refined following Round 1 of community engagement:

- Direction 1: Coordinated growth that respects the existing character of the area.
- Direction 2: Appropriate interfaces between land uses.
- Direction 3: Interconnected transport networks that are continuous, safe and efficient.
- Direction 4: Accessible social and community facilities.
- Direction 5: Efficient use of existing and new services (water, sewer & drainage)

Actions have been assigned to each Strategic Direction. Actions bring attention to issues that require consideration and resolution through the structure planning process. The Emerging Development Scenario is an overarching plan that illustrates the long term vision and preliminary spatial structure for Horsham South. See **Appendix “9.9A”**.

Based on the work that has been undertaken to date, Horsham South is anticipated to accommodate 970 future residential allotments, approximately 2,000 future residents, at full development. Anticipated lot yields will be refined during the course of the next phase of the Structure Plan’s preparation.

Council received community feedback through written submissions, feedback forms, an online forum and public webinars. 23 written submissions were received in response to the discussion paper and 50 participants attended the public webinar series via Zoom across three days.

Prior to the release of the *Horsham South Emerging Option Discussion Paper*, Council was briefed 10 February 2020 and 10 March 2020. The first briefing provided a summary of the feedback received on the *Horsham South Key Strategic Directions Paper for Community Engagement*. The second briefing provided an overview on the emerging development scenario included in the *Horsham South Emerging Option Discussion Paper*.

Council has concluded Phase 3 of Horsham South Structure Plan through the finalisation of two engagement reports; *Community Engagement Outcomes Report* and *Webinar Series Summary Report*, which summarise written and verbal responses. Feedback collated in the two summary reports will be used to inform the structure planning process (Phase 4).

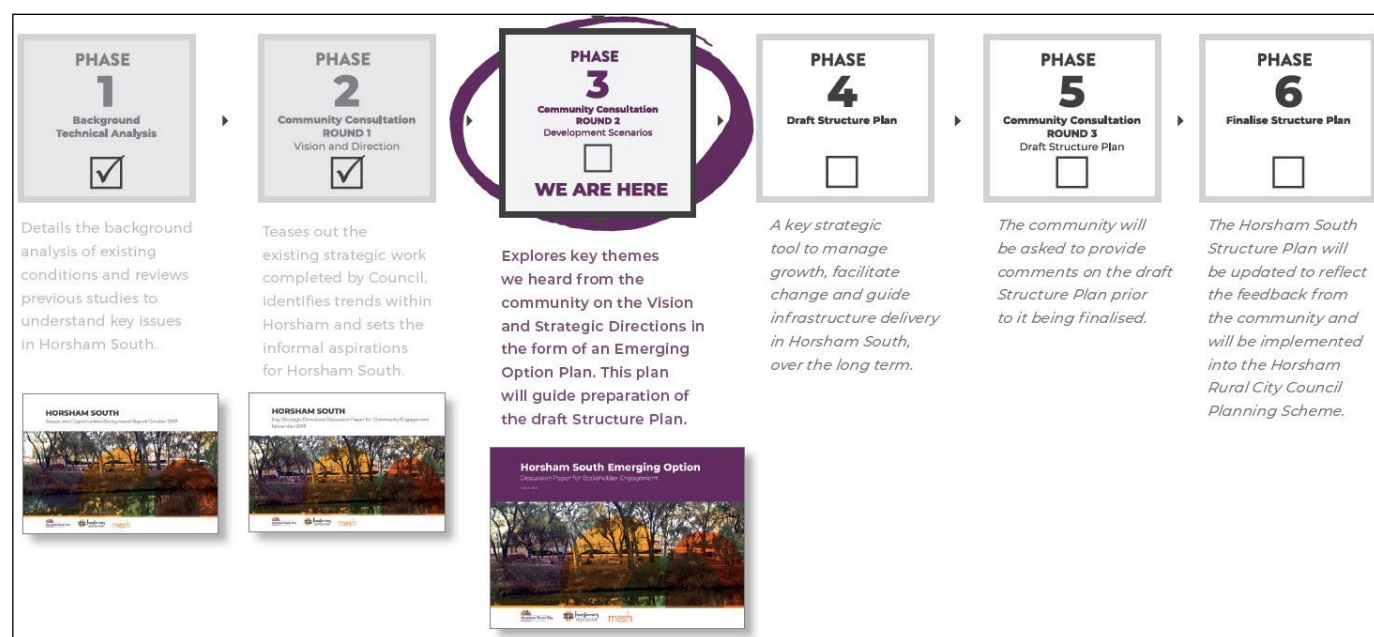
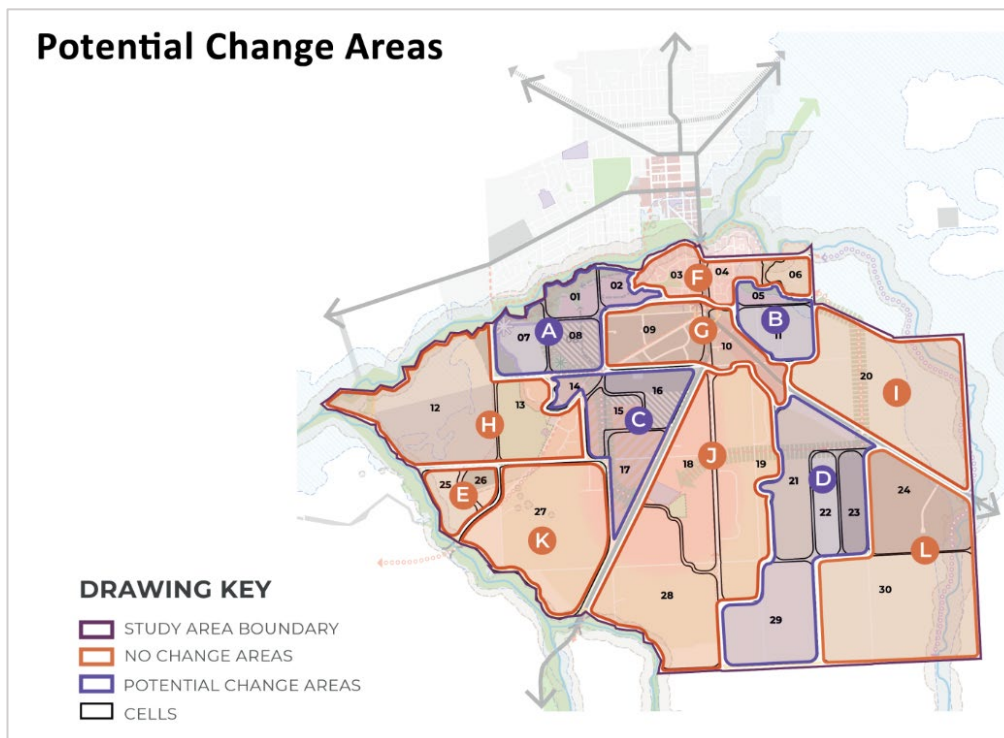


FIGURE 2 HORSHAM SOUTH PROJECT TIMELINE

Discussion

Public webinars were held 7 September 2020, 9 September 2020 and 10 September 2020. Webinar 1 and Webinar 2 were targeted to land owners within Potential Change Areas A & C and Potential Change Areas B & D respectively. Webinar 3 was open to all interested community members. Each webinar comprised a general discussion on the Emerging Vision, refined Strategic Directions and the Emerging Development Scenario. Feedback was recorded and confirmed by participants using a digital workspace tool called MURAL.



The public webinar series was a very successful online platform in obtaining community feedback in addition to exploring concerns and providing clarification on certain aspects of the Emerging Development Scenario to land owners directly.

A summary report has been prepared specifically for the public webinars series. Council has made a strong commitment to deliver a genuine and thorough engagement process as well as project transparency and community trust in regards to the preparation of the Horsham South Structure Plan. Further written clarification has been provided to Council's responses to offer more certainty and information to questions and comments put forward by participants. Clear and direct community feedback provided through engagement has informed how the Emerging Option has evolved.

Two recurring themes were evident during this round of engagement. Submitters and webinar participants sought clarification on a future single bridge crossing of the Wimmera River for non-heavy vehicles and there were mixed views on the existing amount of land zoned for industrial use, whereby stakeholder believed there was either an excessive or insufficient amount.

The **Horsham Urban Transport Plan** will be the underpinning document in informing decisions for future road infrastructure at a local level, including additional road crossing of the Wimmera River. Input will be sought from the Registered Aboriginal Party, Barengi Gadjin Land Council, to ensure that Council minimises impact (e.g. infrastructure locations and alignments) to culturally sensitive places within the Structure Plan area. Safety improvements in response to heavy vehicle movements, for example along Golf Course Road, will be addressed as part of the Structure Plan, however, any discussions on a future heavy vehicle routes will be directed and led by Regional Roads Victoria.

An Economic Development Study will be undertaken to understand the current industrial land provision and location with the Structure Plan area, explore consolidating existing industrial land in Horsham South in response to a low level of take up and relocation of heavier industries to the Western Intermodal Freight Terminal (WIFT), allowing the opportunity for industry with heavy vehicle movements to relocate from problematic areas, such as Golf Course Road.

Council is ready to commence Phase 4 which is to draft a Structure Plan for Horsham South. This involves determining how the precinct can be delivered in response to the vision and unique character, site opportunities and constraints and key issues and implications derived from background technical reports. Technical background reports build a strong understanding of the precinct's context and is crucial to building a robust and effective structure plan.

These reports will provide a basis for making a strategic assessment of competing land use issues and for determining decisions on how these issue can be resolved through the structure planning process in the best interest of current and future residents and workers.

Together with the vision, strategic directions and background reports, an urban structure can be established. The urban structure provides the skeleton for arranging land uses, identifying opportunities for efficient use of land and resources for connecting the precinct to surrounding areas. Phase 4 will see many key decisions about precinct design, based on sound background reports and detailed discussions with stakeholders and the community.

Options to Consider

1. Receive and note the *Horsham South Emerging Option Webinar Summary*, to be made publically available and continue with the preparation of the Horsham South Structure Plan - Phase 4.
2. Do not receive and note the *Horsham South Emerging Option Webinar Summary*, to be made publically available.
3. Do not continue with the preparation of the Horsham South Structure Plan - Phase 4.

Sustainability Implications

Horsham South has been experiencing unplanned and uncoordinated development. As a result this has placed pressure on services and infrastructure, created land use conflicts and affected the character of the area. The Structure Plan will implement an environmentally sustainable planning framework for Horsham South and will nominate land for community and transport infrastructure.

Community Engagement

Council has made a strong commitment as part of preparing the Horsham South Emerging Option Discussion Paper to deliver a genuine and thorough engagement process. This included using the results of earlier engagement activities undertaken in the study area and incorporating ideas already identified by the community.

Public consultation will continue to occur at key milestones throughout the structure planning process and Council will endeavour to work with the community in resolving issues that arise and make appropriate changes to the structure plan.

Innovation and Continuous Improvement

The Structure Plan clearly demonstrates Council's commitment to innovation and continual improvement through the development of the Structure Plan's Six Phases which provides an ongoing commitment to engage the community until the project delivery.

The Victorian Planning Authority (VPA) has released the Draft Structure Planning Guidelines for Melbourne's Greenfield Areas. Council will apply targets provided in the draft Guidelines where suitable. Council will continue to provide input and work with the VPA in its preparation of future guidelines for the peri-urban and regional Victorian context. Council will also collaborate with government agencies to ensure best practice opportunities are investigated and integrated into the design of the structure plan.

Collaboration

Targeted stakeholder engagement is currently being undertaken with stakeholders such as Council officers, technical experts, government departments and agencies to identify issues, opportunities and emerging principles.

Financial Implications

Funds for the costs to be incurred for the preparation of the Structure Plan have been allocated within the Strategic Planning budget as part of budget preparation for the 2021-22 financial year.

Implementation of the final South Horsham Structure Plan will have significant long term financial implications. These will need to be prioritised and taken into account in future budget deliberations and decision-making.

Technical advice and findings provided by qualified consultants is essential to inform the Structure Plan, particularly to satisfy stakeholder and government department requirements, and therefore are critical to be included in the 2021-2022 Financial Year's budget. Technical reports will provide the relevant evidence underpinning the proposed urban form design and planning and infrastructure requirements detailed in the Structure Plan. This will be critical at a Panel Hearing where the strategic merit and outcomes sought via the Structure Plan will be under consideration. Background reports identified include land contamination, economic development, ecological investigations, Aboriginal cultural heritage, infrastructure analysis and bushfire threat and management.

Regional, State and National Plans and Policies

Council Plans, Strategies and Policies

- Council Plan 2020-2024 prepared by HRCC 2020
- Horsham Economic Development Strategy 2017-2021, Strategy Report, prepared for HRCC by Urban Enterprises, February 2018
- Wimmera River Corridor Plan, prepared for HRCC and the VPA - Draft, January 2018
- Horsham Framework for Managing Growth, October 2013, Prepared for HRCC by Meinhardt Infrastructure & Environment Pty Ltd
- Urban Development Program, 2011, Regional Industrial Report Rural City of Horsham, prepared for Department of Planning and Community Development
- Urban Development Program, 2011, Regional Residential Report Rural City of Horsham, prepared for Department of Planning and Community Development
- Analysis of Industrial Land, prepared for HRCC by RPD Group and Parsons Brinckerhoff Australia Pty Limited, 2004
- Open Space Strategy 2019
- Social Infrastructure Framework 2020
- Municipal Bicycle and Shared Path Plan 2012 by Driscoll Engineering
- SGS Economics - Growing Jobs in Regional Victoria April 2018 by RDV
- Wimmera Southern Mallee Regional Growth Plan
- Community Engagement Policy, C04/095

Risk Implications

Not applicable

Human Rights Implications

The rights protected in the Charter of Human Rights and Responsibilities Act 2006 were considered in preparing this report and it's determined that the subject matter does not raise any human rights issues

Conclusion

Council has concluded Phase 3 of the Horsham South Structure Plan and is ready to commence Phase 4.

A report has been prepared that compiles questions and responses provided by Council and Mesh during community consultation.

9.10 COMMUNICATIONS POLICY AND COMMUNICATIONS PLAN

Author's Name:	Susan SurrIDGE	Director:	Graeme Harrison
Author's Title:	Co-ordinator Community Relations and Advocacy	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F14/A04/000001

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Revised Communications Policy (**Appendix "9.10A"**)

Draft Communications Plan (**Appendix "9.10B"**)

Purpose

To adopt the revised Communications Policy and receive and note the annual Communications Plan for Horsham Rural City Council.

Summary

- The Communications Policy outlines the principles of effective communications for Council that apply to Councillors, staff, contractors, consultants and volunteers.
- The existing policy has not been updated since 2005.
- The Communications Plan provides key messaging and an action plan detailing the various ways in which Council communicates and actions to support effective communications.
- The Communications Plan will be reviewed annually.

Recommendation

That Council:

1. Adopt the revised Communications Policy.
2. Receive and note the annual Communications Plan.

REPORT

Background

The current Communications Policy was adopted in 2005 and has not been reviewed since that time. The revised policy reflects current information and best practice, and has been completed in Council's new policy template.

This policy is supported by a new Communications Plan which guides Council's communications processes.

Discussion

Clear, transparent internal and external communications are essential for maintaining a positive identity and achieving the best possible outcomes for the community. The revised Communications Policy provides clear principles and a strong framework for all future Council communications.

The draft Communications Plan provides guidance on how Council effectively communicates in a range of areas including:

- Media and public relations
- Internal communications
- External communications
- Issue/crisis management
- Corporate branding
- Community engagement
- Website and electronic communication
- Advertising and marketing
- Social media

The Communications Plan will be reviewed annually.

Financial Implications

Revision of the Communications Policy and drafting of a Communications Plan have been conducted by Council Officers within existing staff resources and budget. All communication activities that incur a financial cost are expected to be allowed for within individual budget allocations.

Links to Council Plans, Strategies, Policies

2020-2024 Council Plan

Goal 4 – Governance and Business Excellence

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

Consultation/Communication

The draft Communications Policy and Communications Plan have been developed by the Community Relations and Advocacy Team, in consultation with the Executive Leadership Team, and all feedback has been considered in its development. As this policy relates to Councillors, staff, volunteers, consultants and contractors, there is no requirement for community engagement in accordance with the *Local Government Act 2020* or the IAP2 Spectrum of Public Participation.

The draft Communications Policy and Communications Plan was presented to Councillors at the Council Briefing held on 7 September 2020 and feedback has been considered in the development of these documents.

Risk Implications

Reputational risk of failure to provide good communication principles and guidelines.

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 Communications Policy and Communications Plan support the Councillors, Council staff, volunteers, contractors and consultants to provide clear, effective and transparent communications.

9.11 COUNCILLOR MEDIA POLICY

Author's Name:	Susan SurrIDGE	Director:	Graeme Harrison
Author's Title:	Co-ordinator Community Relations & Advocacy	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F14/A04/000001

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Draft Councillor Media Policy (**Appendix "9.11A"**)

Purpose

To adopt the Councillor Media Policy.

Summary

- This policy is in addition to the responsibilities of Councillors under the Councillor Code of Conduct.
- The guiding principles outlined in the policy provide an effective framework that should govern all Councillor's interactions with external media (including social media).
- The policy also details the consequences (under the *Local Government Act 2020*) of breaches of these principles.

Recommendation

That Council adopt the Councillor Media Policy (**Appendix "9.11A"**).

REPORT

Background

Council's Governance Team and Community Relations and Advocacy Team have undertaken a review of Council policy relating to internal and external communications. The aim of this review was to ensure that Horsham Rural City Council has a comprehensive suite of documents that guide the way Councillors and staff interact and communicate within Council and with the wider community.

As part of this review, Council sought to benchmark our communication documentation with other Councils to ensure best practice and current standards.

Council does not currently have a policy guiding Councillors on what comprises good governance concerning interactions with the media (including social media), relating to Council decisions and their role as Councillors.

Discussion

In 2019, Council adopted a Social Media Policy for Council staff. At that time, it was evident that a similar document was needed to provide Councillors with more guidance around media obligations.

This new Councillor Media Policy should be read in conjunction with Section 2.6 (Media Obligations) of the current Councillor Code of Conduct. The purpose of this policy is to provide the Horsham Rural City Council and individual Councillors with guidance as to what comprises good governance concerning:

- All interactions with Media
- All interactions with Social Media.

This policy sets out Guidelines to assist Councillors to exercise respectful behaviours in relation to Council decisions, the different views of other Councillors and the work of Council staff.

The policy sets out Principles in the following key areas:

- *Local Government Act 2020* obligations
- Confidential information
- Respecting decisions and roles of Council
- Respecting other Councillors and Council Staff
- No surprises
- Leadership and Integrity
- Effective communication between community and Council
- Particular issues relating to social media
- Particular issues relating to general media
- Consequences of breach of Principles (sanctions and penalties under the *Local Government Act 2020*).

Financial Implications

Nil

Links To Council Plans, Strategies, Policies

2020-2024 Council Plan

Goal 4 – Governance and Business Excellence

Councillor Code of Conduct

Consultation/Communication

The draft Councillor Media Policy has been developed by the Governance Team and the Community Relations and Advocacy Team, in consultation with the Executive Management Team. As this policy relates to Councillors only, there is no requirement for community engagement in accordance with the *Local Government Act 2020* or the IAP2 Spectrum of Public Participation.

The draft was distributed to the previous Council for feedback at the Councillor briefing held on 7 September 2020 and all feedback was considered in its development.

Risk Implications

Reputational risk of failure to provide good governance principles in relation to Councillor interaction with the media.

Environmental Implications

Not applicable

Human Rights Implications

It is not the intent of this policy to curtail any individual human right to Freedom of Expression, but to acknowledge that all human rights come with responsibilities and must be exercised in a way that respects the human rights of others (*Victorian Charter of Human Rights and Responsibilities Act 2006*) and that Councillors must comply with legal obligations in the *Local Government Act 2020* and the Councillor Code of Conduct.

Conclusion

This policy supports the Councillor Code of Conduct in conveying to Councillors the principles of good governance in relation to external interactions with media, specific guidance on appropriate behaviour and consequences of breaches of the Code of Conduct and *Local Government Act 2020*.

9.12 CHIEF EXECUTIVE OFFICER'S OPERATIONAL REPORT

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

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Nil

Purpose

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

Summary

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

Recommendation

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

REPORT

Background

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

Discussion

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

A. Advocacy/Funding Announcements

Stuart Grimley MP, Member for Western Victoria: The CEO and Mayor met virtually with Stuart Grimley on Wednesday 27 January 2021 and discussed the impact of Covid 19 on the region and Council's priorities for the upcoming state budget

Wimmera Development Association: The regional CEO group met with Executive Director of Wimmera Development Association on 9 February 2021 and discussed the Regional Innovation Project implementation, Regional Housing Study, job growth outlook for region, Covid recovery plan, Regional Migration Strategy, BBRF proposals and Regional Infrastructure priorities.

Regional Cities Victoria (RCV): The Mayor and CEO attended a Regional Cities Victoria meeting on 18 February 2021 via zoom. Discussions included RCV's advocacy priorities leading into federal and state elections and an update from the Chair on the recent meetings with the Minister for Regional Development and Minister for Local Government.

B. Community Engagement

Wimmera Southern Mallee COVID-19 Regional Economic Recovery Committee: The CEO attended the meeting on 27 January 2021 and discussed the draft economic recovery plan.

C. Projects and Events

Australia Day: The Horsham Rural City Council hosted a livestreamed Australia Day event at the Horsham Town Hall Theatre on 26 January. A Citizenship Ceremony was conducted at the Australia Day ceremony for Vic Tan and Moyosore Kolapo. The Citizen of the Year award went to Colin Puls, Young Citizen of the Year award went to Bart Turgoose and the Community Event of the Year was awarded to 60 Years of Wimmera Rock which was accepted by Robbie Millar on behalf of Lynton Brown who was behind the camera at the Australia Day ceremony.

Playground Summer Holiday Fun: Every Wednesday over January the Kalkee Road Hub supported playgroup team offered fun programs to engage families with children aged 0 to 6. Programs included pizza making, sensory play and loose parts play.

D. Staff Matters

Organisational Culture Study: We have partnered with UniSA for an All Staff organisational culture study, as part of a 3 year research project. This approach is a little different to previous surveys, because we are targeting the culture of the organisation – the overall work experience. The results will help us understand at a deeper level, more about the type of culture we have and how this relates to the overall mood of our organisation.

Options to Consider

Not applicable

Sustainability Implications

Not applicable

Community Engagement

Not applicable

Innovation and Continuous Improvement

Not applicable

Collaboration

Not applicable

Financial Implications

Not applicable

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

2020-2024 Council Plan

Goal 4 – Governance and Business Excellence

Risk Implications

Not applicable

Conclusion

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

10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Robyn Gulline, Mayor

- 27 January 2021 – Stuart Grimley via Zoom with CEO
- 28 January 2021 – ABC Wimmera radio interview with Andrew Kelso
- 29 January 2021 – Triple H radio interview with Di Trotter
- 29 January 2021 – Catherine Morley, WHCG CEO
- 29 January 2021 – Regional Mayors meeting re health services in the Wimmera
- 8 February 2021 – Aboriginal Advisory Committee
- 10 February 2021 – Australians in Retirement, Wimmera Branch AGM
- 11 February 2021 – ABC Wimmera radio interview with Rebekah Lowe
- 11 February 2021 – Anne Webster re WHCG/BHS merger

Cr David Bowe

- 28 January 2021- Infrastructure Victoria, addressing social disadvantage in regional Victoria workshop (Virtual via zoom)
- 1 February 2021 – Council Briefing meeting (Council Chambers)
- 2 February 2021 - Infrastructure Victoria, supporting competitive economic advantages in regional Victoria workshop (Virtual via zoom)
- 4 February 2021 - Infrastructure Victoria, Connecting Victorians through Transport workshop (Virtual via zoom)
- 8 February 2021 – Council Briefing meeting (Council Chambers)
- 11 February 2021 - Wimmera Southern Mallee Councils Introduction to the Regional Approach meeting at Warracknabeal
- 12 February 2021 – Horsham Regional Library Corporation board meeting at Edenhope
- 15 February 2021 – Council Briefing meeting (Virtual via zoom)

Cr Claudia Haenel

- 4 February 2021 – Connecting Victorians through transport workshop - zoom meeting:
 - discussion across the state from stakeholders on public transport
 - voiced our Horsham rural city's community concerns about our lack of rail services
- 5 February 2021 – Wimmera Southern Mallee Regional Transport Group – zoom meeting:
 - Pedestrian bridge planning proceeding
 - Alternative Truck Route planning remains a priority
 - Agrilinks Upgrade Program, \$450,000
 - Laser data for sealed road condition assessments, changes our approach to road reconstruction.
 - with a Western Rail project to be discussed
- 9 February 2021 – MAV & DELWP Environmentally Sustainable Development (ESD) Roadmap – zoom meeting:
 - opportunity for all councils to share information with the DELWP team working on the Environmentally Sustainable Development (ESD) Roadmap.

- 11 February 2021 - Wimmera Southern Mallee Councils Introduction to the Regional Approach – Yarriambiack Shire council offices, Warracknabeal:
 - Local Government Australia spoke of role of councillors with respect to governance in their roles
 - Regional Roads Victoria committed \$100,000 for community consultation on heavy vehicle truck options to get trucks out of Horsham with highest priority on safety, now that Western highway is officially the most dangerous major road in Victoria, with 27 deaths in the last 5 years.
 - Grampians Central West waste recovery group is exploring how we reduce our waste, especially landfill, with the introduction of glass and organic recycling bins also Wimmera Development Association on housing options and Emergency management; how we deal with modern emergencies.

I would like to thank all those community members who have reached out to me since the board of the Wimmera Health Care Group made public their intentions to merge services in partnership Ballarat Health Services. I want you all to know your voices have been heard and your council is advocating for our hospital medical services and our region's biggest employer to remain in local hands. We will fight to keep operations in Horsham and avoid at all costs a centralisation to Ballarat of health services, by recommending a merger of Wimmera Southern Mallee Health Alliance hospitals for our region. Thank you again.

11. URGENT BUSINESS

12. PETITIONS AND JOINT LETTERS

13. PROCEDURAL BUSINESS

13.1 INFORMAL MEETINGS OF COUNCILLORS – RECORD OF MEETINGS

Council Briefing Meeting held on 1, 8 & 15 February 2021

Refer to **Appendix “13.1A”**

13.2 SEALING OF DOCUMENTS

Nil

13.3 INWARD CORRESPONDENCE

Nil

13.4 COUNCIL COMMITTEE MINUTES

- Horsham Tidy Towns Committee Meeting held on Tuesday 19 January 2021
- Wimmera Southern Mallee Regional Transport Group Meeting held on Friday 5 February 2021

Refer to **Appendix “13.4A”**

Recommendation

That Council receive and note agenda items:

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

14. NOTICE OF MOTION

14.1 NOTICE OF MOTION NO 183

Given by Cr Di Bell

TAKE NOTICE that it is my intention to move the following motion at the Council meeting of the Horsham Rural City Council to be held at the Civic Centre, Roberts Avenue, Horsham, on Monday 22 February 2021.

“That a report be provided to Council and the community by 28 February re details of any considerations for relocation of the Drought Proofing Tanks and Wotonga Basin watering system on the Riverfront”.

Rationale

This report to include details of options being considered to remove or relocate, all or part of this important watering system, which may alter:

- any part of the final “concept plan” recommendations for Stage 1 which was supported by the Stage 1 City to River Community Reference Group
- any part of the concept plan presented to the community for final feedback during community engagement for Stage 1 City to River.

Report to also include any options re the tanks which may affect the concept plan for Stage 2 being the City Oval/Sawyer Park Precinct.

Refer to **Appendix “14.1A”** for copy of Notice of Motion.

Cr Di Bell

CIVIC CENTRE
HORSHAM 3400
16.2.21

14.2 NOTICE OF MOTION NO 184

Given by Cr Di Bell

TAKE NOTICE that it is my intention to move the following motion at the Council meeting of the Horsham Rural City Council to be held at the Civic Centre, Roberts Avenue, Horsham, on Monday 22 February 2021.

“That all work, including application for grants for the Hamilton Street Bridge, be suspended immediately.”

Rationale

This project has not been endorsed by Council, and I do not believe that the current level of community support gives this project priority over other projects which have the potential to give greater net community benefit at this time.

I believe future work to assess the priority and value of this project should be reviewed by Council following the completion of the Community Vision and Council Plan.”

Refer to **Appendix “14.2A”** for copy of Notice of Motion.

Cr Di Bell

CIVIC CENTRE
HORSHAM 3400
16.2.21

14.3 NOTICE OF MOTION NO 185

Given by Cr Ian Ross

TAKE NOTICE that it is my intention to move the following motion at the Council meeting of the Horsham Rural City Council to be held at the Civic Centre, Roberts Avenue, Horsham, on Monday 22 February 2021.

“That community committees be reconvened and continue operating until the Committee Review and all results and recommendations of the review are endorsed by Council.”

Rationale

Community committees have ceased without Council approval, therefore it is important that we have sound governance and processes to ensure that Council has a good working relationship with our community committees that builds trust.

Committee Charters or Terms of Reference have not been revoked or amended. Sound governance dictates that they should continue until Council resolves otherwise.

Refer to **Appendix “14.3A”** for copy of Notice of Motion.

Cr Ian Ross

CIVIC CENTRE
HORSHAM 3400
16.2.21

14.4 NOTICE OF MOTION NO 186

Given by Cr Claudia Haenel

TAKE NOTICE that it is my intention to move the following motion at the Council meeting of the Horsham Rural City Council to be held at the Civic Centre, Roberts Avenue, Horsham, on Monday 22 February 2021.

“I wish to move that Council do not continue with any more funding allocations toward any future refurbishment of the Horsham Town Hall.

Rationale

1. The Horsham Town Hall was one of the city’s biggest investments in time, revenue and resources. At a recent briefing there was notification of a possible further significant outlay for a new dancefloor.
2. Since its opening, due to shortfalls in budgeting/finances, there has been continual need for completions of works on this facility, which were factored in and should have been completed in the initial build phase. Air-conditioning, sound and now a proposed new dancefloor, in additional financial outlay that has taken financial precedence over other smaller and just as worthy community initiatives. If the roof for the regional livestock exchange can be completed in time and under budget, the community has a right to know, in a rate capped fiscal environment, why there is continual funding needed over and above the initial build spend, while other arts initiatives miss out. I understand that council maintains its assets but this is a new building, with modifications and upgrades that should have been completed at the new build phase.
3. A solution to the ongoing financial needs of the Horsham Town Hall maybe some fund raising efforts that every other arts initiative must do to ensure funds. This would free up the opportunity to share hard to find, valuable arts funding around the community.

Refer to **Appendix “14.4A”** for copy of Notice of Motion.

Cr Claudia Haenel

CIVIC CENTRE
HORSHAM 3400
16.2.21

Ms. Marie Aitkin
Chairperson
Wimmera Health Care Group
83 Baillie Street
Horsham VIC 3400
partnering@whcg.org.au

Dear Marie

Re: Proposed Merger WHCG/Ballarat Health Services

Thank you for the opportunity to make a submission in relation to the proposed merger.

Council has grave concerns in relation to the proposed merger of the Wimmera Health Care Group (WHCG) with Ballarat Health Services. Council believes that the amalgamation would potentially erode provision of clinical and allied health services in Horsham and the Wimmera region.

Council is keen to explore whether WHCG could strengthen its delivery of services and create better health outcomes through other partnership or governance arrangements such as strengthening the role of Wimmera Southern Mallee Health Alliance or exploring other governance models in this region. Council is of the view that we should be jointly lobbying State and Federal Governments to support the WHCG to deliver the services required. Frustratingly, the community is not privy to details of the other options being considered, only information about the merger proposal.

Horsham Rural City Council understands the WHCG Board's intent is to improve its current service delivery model due to limited funding and access to professionals which impacts on what services are available to the Horsham community and the broader region. It is of concern however, that WHCG has not been able to gain the necessary funding and professional staff to deliver the services required for a regional population over 60,000. A key question it raises is has there been a dedicated/coordinated effort to lobby for additional funds?

There is a concern that with such a merger, a similar outcome may occur to when Federation University management/decision making was centralized in Ballarat. The professionals that were to come to Horsham to conduct the University courses offered did not eventuate. The number of courses have since reduced and the view is that the needs of region have not been adequately met.

The documentation provided by WHCG, promises an increase in services delivered in Horsham by Ballarat based staff. Council questioned what would happen to the delivery of these services when the staff refused to drive to Horsham or there were staff shortages in Ballarat, and we were told "there are no guarantees". Consequently, Council considers it unlikely that the merger would deliver the promised long-term benefits to the Wimmera region.

Horsham is one of the 10 regional cities in Victoria. Not only due to its population being over 15000 but also the broader community it supports beyond the Horsham municipality. There is a fear that by merging with Ballarat, the needs of the Wimmera region will be lost in Board discussions due to Ballarat being a regional city of more than six times the population of Horsham, is experiencing significant growth and has other priorities.

Anecdotally, Horsham is experiencing growth beyond historic population projections due to COVID with more people moving into the regions. It may also experience further growth through a number of economic development opportunities to occur in the next few years, in particular mining. Horsham has an ageing population profile and one of the reasons people retire to Horsham is the health services provision and facilities. The cancer centre is a great example of what can be achieved locally to meet the needs of the region.

What would the broader economic impact be to Horsham? Would procurement of goods and services also be centralised to Ballarat? It is also of concern that there will be staff losses as a result of the proposed merger. What will be the approach to recruiting staff required for the service?

There would be a greater impact to the wider community/region if management and senior management relocated to Ballarat. Not only the loss of development opportunities for staff locally but also relocating partners and families takes more people away from the region, schools, and workforce.

The future delivery of health services to the Horsham community and the broader region is a critical matter. Council is concerned that the community has not been fully informed on all options available.

Council does not agree that this proposed merger with Ballarat Health Service will produce the promised long-term benefits to our region.

On behalf of residents of the Horsham municipality and wider region, please consider the concerns outlined in this letter.

Council welcomes further conversations to assist/support the WCHG Board in its future decision making.

Yours Sincerely

Cr Robyn Gulline

Mayor



 **plantabox**
plantabox.com.au

 **Horsham Rural City**
Council urban rural balance

Contents

Section 1	3
Chief Executive Officer's Overview	
Section 2 Council Plan	4
Goal 1 Overview	4
Performance against the Council Plan 2019-2023 Initiatives Performance Indicators	
Goal 2 Overview	10
Performance against the Council Plan 2019-2023 Initiatives Performance Indicators	
Goal 3 Overview	14
Performance against the Council Plan 2019-2023 Initiatives Performance Indicators	
Goal 4 Overview	18
Performance against the Council Plan 2019-2023 Initiatives Performance Indicators	
Goal 5 Overview	22
Performance against the Council Plan 2019-2023 Initiatives Performance Indicators	
Section 3	25
Performance against Customer Service Targets	
Section 4	26
Business Improvements / Challenges	
Section 5	29
Capital Works Report	
Section 6	31
Audit and Risk Committee	
Section 7	36
Financial Report	

Section 1

Chief Executive Officer's Overview

I am pleased to present the Quarterly Performance Report for the quarter ended 31 December 2020.

The region has started to come alive again with COVID-19 restrictions lessening in time for Christmas. Shopping areas have seen an increase in activity and groups have been gathering in local hospitality venues to celebrate Christmas and the end of the year.

A highlight of the quarter was the Horsham Rural City Council Elections. We now have six new Councillors and one returning elected member. The new Councillors have undergone an intensive induction process and have hit the ground running with a number of difficult and complex decisions coming before them in the first few weeks of their appointment.

A significant challenge faced by the community in this quarter was the tornado which damaged approximately 100 houses in Horsham's North with winds reaching some 177kms an hour. Council was a part of the prompt and unified emergency response with clean-up of fallen trees and extra kerbside collections taking place. Council's building inspectors are also playing a part with assessment of severity of damage.

We are currently gearing up to engage with the community on our Community Engagement policy. While a policy can be an abstract concept, this policy will lay the foundations for how we will work with the community moving forward. With significant changes as a result of the Local Government Act 2020, deliberative engagement will now be at the forefront of our major engagement processes and is mandated in a number of areas. In January we will seek the community's engagement in the Community Vision. A visionary statement for the next 10-20 years of the municipality. The Community Vision is set to shape the direction of the Council in all areas including financial planning and asset management.

We've closed out 2020 with a series of staff awards for exceptional performance and improvement throughout the year. It's been a challenging year in terms of changes to how and where we work and staff have risen to the challenge and embraced new ways of working, communicating and staying connected.

For the quarter 1 September 2020 to 31 December 2020 the following key highlights are provided:

- Quarterly financial statements to 31 December 2020 can be viewed in Section 7 of this report.
- Coronavirus (COVID-19) impacts are addressed throughout the report but specific measures taken and impacts can be seen on page 27
- Major capital projects are continuing with minimal interruption – see page 29

Stay safe, explore locally and enjoy the warmer weather.

Sunil Bhalla

Chief Executive Officer
Horsham Rural City Council

Section 2

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 expressions to develop our municipality as a great place to live.



New visitor services location to meet regional tourism rush

A new era of visitor servicing is underway as Horsham Town Hall becomes the new home for tourist information and regional promotion. Councillors in May endorsed a plan to move the Horsham and Grampians Visitor Information Centre in O'Callaghans Parade to a new hub in the heart of the city.

The new and modernised service will initially operate Monday to Friday from 10am to 4pm. The relocation was part of a series of recommendations from the Grampians Tourism Visitor Servicing Review Report.

By bringing visitors to the heart of the city, it is hoped results in more activity for local businesses. The changes hopes to provide a more direct experience of our city and its social, retail and service options.



Many regional councils, including Ararat City Council, have moved to provide visitor services at existing high-visitation spaces such as libraries, galleries and museums.















Concerns about the availability of parking for caravans has been considered and parking will be monitored over the coming months.

Council Plan Performance Progress

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	●	100%	Application made to Creative Victoria through Creative Activation Fund (CAF) in partnership with Plazzer family (private owners of the Horsham North Silo), to activate through commissioning
1.1.02	Pursue funding for implementation of the Horsham North Urban Design Framework and Railway Corridor Master Plan	●	65%	Ongoing meeting with GHD Consulting & Council re mitigation. Community advocates for action on site clean up through local media, pressure placed on landowners to mitigate less contaminated areas. .
1.1.03	Facilitate ongoing development of community facilities at Cameron Oval, Laharum	●	100%	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	●	45%	Commitment to additional resources in ROSP team to focus specifically on Open Space Precinct planning and engagement. Position advertised and closes end of Dec. First priority of new role will be to undertake Haven Recreational Reserve Precinct Plan with key stake
1.1.05	Complete construction of the Kalkee Road Children's and Community Hub and commence operations	●	100%	Construction completed.
1.1.06	Implement Volunteer Management Framework	●	75%	No change from previous update. Delayed due to Covid and extended family leave of the Project Officer until at least February 2021
1.1.07	Develop and implement an Indigenous Reconciliation Action Plan	●	100%	Actions are currently being implemented
1.1.08	Review future use of all kindergartens and Maternal & Child Health, post the Horsham North Children's Hub	●	90%	Work continues with DET and service providers to plan for 3yaer old kinder introduction in 2022 in HRCC.
1.1.09	Develop a master plan for Dudley Cornell Reserve following the construction of the Children's Hub	●	95%	Correspondence sent to the Little Athletics Club, late Dec to refine and resolve grant and its application. Broader discussions with stakeholders to consider longer term planning of the site.
1.1.10	Support our local communities in developing community plans and strategies	●	85%	Consultant engaged to work with community to develop a Community Vision that will inform the new Council Plan and also inform local community plans and Strategies. Council's updated & reviewed Community Engagement policy and procedure gone out for public feedback & comment.
1.1.11	Implement recommendations from Innovate (Indigenous) Reconciliation Action Plan	●	75%	Actions are currently being implemented

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	●	20%	Members of the CRG for the Sawyer Park City Oval selected & notified. Three meetings held before the end of Dec 20. Terms of Reference, rule of working together and Chairperson (Jeff Both) elected & endorsed. The direct engagement with located stakeholders commenced with the ROSP team leading this work following a consistent & transparent process.
1.2.02	Encourage redevelopment of community facilities at the Horsham Showgrounds	●	90%	Showgrounds CoM made a submission to DEWLP for single access to the area north of the greyhounds track, which was denied. The Crown land area in the Showgrounds precinct is considered each month through the City to River Internal Working Group's agenda. DELWP reps attend this meeting.

APPENDIX 9.2A

1.2.03	Complete a detailed feasibility study for a multipurpose/indoor sports and community facility		100%	Draft feasibility study has been completed.
1.2.04	Implement outcomes from the multipurpose/indoor sports and community facility feasibility study		0%	Now to be considered as part of Indoor/Outdoor Regional Sports Facility Feasibility Study, funding secured, to commence shortly.
1.2.05	Development of the Health and Wellbeing Plan 2017		100%	Wimmera PCP have been leading preparatory workshops with Council staff regarding the development of the new Municipal Health & Wellbeing plans which will need to be developed by Oct 2021, in aligned & complimentary to the new Council Plan. Michelle Rethus has been attending the PCP preliminary session. Four sessions were held in total
1.2.06	Support family violence prevention programs & initiatives		95%	Act@Work program actions near full implementation, support of Say No to Family Violence initiative
1.2.07	Development of Positive Ageing initiatives		100%	The project was successfully completed and has now become part of Council business through the action plan implementation.
1.2.08	Review of Youth services in consultation with other agencies and develop a strategy		100%	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)		90%	The Community Wellbeing dept. continue to implement stage 2 of the City to Riverfront.
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		85%	Bike tracks and trails have been 'ground truthed' by ROSP team. Maps will be produced as a GIS locational and prioritised map. This will inform future investment & planning of bike paths and loops. Conversation between Wimmera CMA and ROSP further developed to cooperatively plan investment in tracks & trails along the Wimmera River.
1.2.11	Improve presentation, lighting and walking track condition around the racecourse		100%	Works completed.
1.2.12	Encourage the development of a riverside café		50%	The draft EoI finalised for the development of the Cafe/Restaurant on the riverfront. Working with the Caravan Park to realign boundaries. A Deed of Variation Lease has been drafted to reflect the new caravan boundaries. Survey plan being undertaken to inform the variation. The relocation of the tanks and irrigation system are currently being worked through.
1.2.13	Support planning for review of use of the Riverside Recreation Hub precinct as part of the Wimmera River strategy		15%	Consortia representing recreational horse enthusiasts met with Manager Eco Dev to view sites at Burnt Creek with a view to consider alternate sites for equestrian purposes. Further advice and sites being sought from HRCC planning
1.2.14	Determine Council's future role in Aged Care as a consequence of Commonwealth Government Aged Care reforms currently being undertaken		100%	Council has resolved to exit the service as of 31 December. New provider Grampians Community Health.
1.2.15	Support behaviours that reinforce respect and equality for women and address rising levels of family violence		100%	Gender Equity project completed.
1.2.16	Support behaviours that reinforce respect and equality for all members of the community and address rising levels of violence generally		95%	Communities of Respect and Equality Membership, Community of Practice.

APPENDIX 9.2A

1.3.01	Complete Business Plan to determine the viability and funding options for an artist in residence facility on the Wimmera River.	●	85%	Site as an Artists Residence is no longer under consideration. However, the site does have significant cultural value and may come into play as part of the ongoing commitment to the River
1.3.02	Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC	●	100%	Council decision made re future ownership subject to compliance works being carried out.
1.3.03	Develop a public art action plan	●	95%	Public art projects continue to be delivered under the current public art suite of projects, including commissions and eoi to paint the Pynsent Street power box, 14 NBN boxes and Jos Lane mural which will be painted by Stacey Rees. An application has also been made to Creative Victoria, along with BGLC & the PLazzer family to paint the Horsham silo.
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	●	100%	New lease entered into which includes further improvements to main cinema.
1.3.05	Work with the Horsham Historical Society to plan for and scope a new Heritage Centre.	●	100%	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	●	80%	As per comment below
1.3.07	Form a stronger relation with Wimmera Machinery Field Days committee and their major and significant event in the municipality.	●	90%	The field days have been postponed until 2022 as a result of COVID-19 and the impacts on major events.
1.3.08	Review service levels for rural hall operational costs, safety and amenity upgrades	●	55%	Draft policy to consistently and equitable apply outgoings and maintenance cost for small rural halls has been drafted by the Governance team in consultation with the ROSP team. Documentation to be further refined.


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

1.4.01	Work with other Councils and relevant agencies to prepare rollout of the National Disability Insurance Scheme	●	100%	Transition commenced in October 2017. Completed in December 2018.
1.4.02	CBD Revitalisation Project – 2016-2025 Stage 1 - improved urban design	●	10%	CBD Revitalisation Project - Development of COMMS plan and project framework commenced to inform consultants brief to further scope the City to River CAD project.
1.4.03	CBD Revitalisation Project – 2016-2025 Stage 2 - Town Square	●	10%	Continue to work with hospitality businesses to increase their outdoor dining footprint /outdoor dining guidelines will be distributed in January 2020 to support businesses to implement. Parklet feedback positive. Development of COMMS plan and project framework commenced. This will inform consultants brief to further scope the City to River CAD project and are the next steps in creating a town square.
1.4.04	Work with Victrack to improve underpasses between Horsham North and wider Horsham	●	100%	Works on initial project largely complete. Further scoping required for future works.
1.4.05	Review the Domestic Animal Management Plan	●	100%	Plan in implementation stage

Performance Indicators

The following performance indicators are for six months to December 2020.

*Active library borrowers in the municipality

	FY 2018-2019 11.06%	FY 2019-2020 10.84%	YTD 9.96%
---	------------------------	------------------------	--------------


Library collection usage

Number borrowed divided by total number items in collection.

	FY 2018-2019 2.14	FY 2019-2020 1.86	YTD 1.02
---	----------------------	----------------------	-------------

Standard of library collection

Number of items purchased in the past five years as proportion of the whole collection

	FY 2018-2019 43.11%	FY 2019-2020 45.82%	YTD 46.24%
---	------------------------	------------------------	---------------


Cost of library service per population

	FY 2018-2019 \$20.98	FY 2019-2020 22.13	YTD 28.55
--	-------------------------	-----------------------	--------------

*Percentage of children enrolled who attended the MCH service at least once in the year

	FY 2018-2019 90.16%	FY 2019-2020 89.99%	YTD 51.63%
---	------------------------	------------------------	---------------

Number of Infant enrolments in the MCH service based on birth notifications recieved

	FY 2018-2019 100.41%	FY 2019-2020 100.85%	YTD 100.00%
---	-------------------------	-------------------------	----------------


Cost of the MCH service per hour worked

	FY 2018-2019 \$60.62	FY 2019-2020 \$77.07	YTD \$66.00
---	-------------------------	-------------------------	----------------

*Percentage of Aboriginal children who attend the MCH service at least once a year

	FY 2018-2019 94.12%	FY 2019-2020 88.76%	YTD 61.61%
---	------------------------	------------------------	---------------

*Percentage of Food Safety Non-Compliance Notifications followed up

	FY 2018-2019 93.75%	FY 2019-2020 66.67%	YTD 81.82%
---	------------------------	------------------------	---------------

Time taken to action food complaints

	FY 2018-2019 3 days	FY 2019-2020 2 days	YTD 0.25
---	------------------------	------------------------	-------------

Food safety assessments of number of premises that require an annual assessment

	FY 2018-2019 99.41%	FY 2019-2020 86.78%	YTD 45.06%
---	------------------------	------------------------	---------------

Cost of food safety service per registered premise

	FY 2018-2019 \$650.59	FY 2019-2020 \$767.58	YTD \$651.29
---	--------------------------	--------------------------	-----------------

*Utilisation of Aquatic Facilities per population

	FY 2018-2019 8.77%	FY 2019-2020 6.73%	YTD Data unavailable
---	-----------------------	-----------------------	-------------------------

Cost of aquatic facilities per visit

	FY 2018-2019 \$4.31	FY 2019-2020 \$4.55	YTD Data unavailable
--	------------------------	------------------------	-------------------------

*Animal Management Prosecutions for the year

	FY 2018-2019 1	FY 2019-2020 0	YTD 0
---	-------------------	-------------------	----------

Cost of animal management service by council's population

	FY 2018-2019 \$32.14	FY 2019-2020 \$16.58	YTD \$10.49
---	-------------------------	-------------------------	----------------

Time taken to action animal management requests

	FY 2018-2019 1 day	FY 2019-2020 1 day	YTD 1 day
---	-----------------------	-----------------------	--------------

Percentage of animals reclaimed from the pound

	FY 2018-2019 62.91%	FY 2019-2020 53.10%	YTD 51.97%
---	------------------------	------------------------	---------------

*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

Changes in data reporting as required by LGPRF:

* Cost of Animal Management Service per Population previously Cost of Animal Management Service.

* Cost of Library Service per Population previously Cost of Library Service.

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 will continue to promote and develop sustainable projects.



Overland passenger train returns January

The return of the Melbourne to Adelaide Overland passenger train comes as welcome news to many in the rural communities along its 828km route, including many residents and visitors of Horsham.

The resumption of the service comes after the Victorian State Government announced it would help fund the iconic service for three years until at least December 2023, after many municipalities and communities along the service route rallied in support to keep it going.

Horsham Rural City Council Mayor Robyn Gulline said HRCC, along with other groups and individuals, had advocated for the service to continue since 2018, when the South Australian Government withdrew the subsidy it paid to former private operator Great Southern.

Pop-up Park installed in central Horsham

Horsham Rural City Council has installed a temporary park in Roberts Avenue this week, providing an urban oasis for residents and visitors.

The pop-up park features natural lawn, flower boxes and fixed seating made from recycled materials.

It will be located in front of clothing store Lili Vogue until April.



Council Plan Performance Progress

2.1 Cultivate opportunities for the municipality to prosper and pursue possibilities for new				
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	●	80%	The Project Control Group continue to meet fortnightly - ongoing discussions with potential investors. Finalising of layout of industrial sites, lot sizes, and available amenities. Information will be used to inform industrial site prospectus which is being developed for each industrial sites within the municipality this is to further enhance the WIFT Industrial area.
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	●	90%	Meeting held 22 December with NBN Engagement Officer, WDA, RDV and Council to discuss opportunities to improve community and business understanding / capacity through a potential pilot program.
2.1.03	Develop an Economic Development strategy	●	100%	Economic Development Strategy adopted by Council on 19 February 2018.
2.1.04	Support development opportunities facilitated by the Wartook Valley strategy	●	30%	To be implemented as part of the Planning Scheme Review, amendment to take place in 2022.
2.1.05	Facilitate further development of the Aerodrome Industrial Estate	●	15%	Further development dependant upon Aerodrome demand and funding of Master Plan.
2.1.06	Develop partnerships with industry groups and government	●	80%	Continual collaborating with Grampians Tourism, Business Horsham, Wimmera Development Association, Regional Development Victoria
2.1.07	Support investigations into the community service station at Natimuk	●	100%	Planning permit for service station in Natimuk was withdrawn, given the number of objections. Offered support to applicant

2.2 Support initiatives for improved transport services in and around the municipality				
2.2.02	Support a Western Highway by-pass of Horsham	●	100%	Council working on Urban Transport plan for Horsham to address truck traffic issues on all highways including Western Highway.
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)	●	50%	Funding for the Overland extended for the next three years. Discussions on the return of passenger rail impacted by COVID-19. The working group has developed a survey to get an understanding of the travel habits/needs which is intended to help design the services.
2.2.04	Investigate the impacts of the relocation of the rail line out of the town area	●	0%	Not yet started.
2.2.05	Review Municipal Parking strategy	●	100%	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)	●	25%	Consultation deferred due to COVID - now planned to be Jan-Feb 2021.
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 	●	70%	Consultation deferred due to COVID - now planned Jan-Feb 2021

APPENDIX 9.2A

2.2.08	Develop a plan for a further vehicle bridge across the Wimmera River and determine the timing when this should be constructed.	●	10%	Awaiting outcomes of State Budget on Regional Roads Victoria co-funding for investigation.
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)	●	70%	Stage 1 Road works advancing.
2.2.10	Provide input to VicRoads on the redevelopment of the Western Highway/Hamilton Road/Golf Course Road intersection	●	50%	Anticipating that this will be funded by Rural Roads Victoria in 2021.
2.2.11	Continue to monitor and review car parking requirements in and around the CBD	●	5%	Parking Management Plan Project Reference Committee has reconvened. Two more meeting proposed in the new year.
2.2.12	Investigate suitable locations for motorhome parking in Horsham	●	5%	Proposed wayfinding signage for long vehicle parking is being addressed through the Parking Management Plan. Two Project Reference Group meetings are proposed in early 2021.

2.3 Increase visitors to the municipality				
2.3.01	Investigate opportunities for the development of the Green Lake/Dock Lake recreational precinct	●	65%	Budget allocation for water allocation confirmed. ROSP team met with a newly formed Green Lake Aquatic Club. Group is an amalgamation of the Yatch Club and Natimuk ski club and may take on further aquatic interests.
2.3.02	Pursue opportunities for improvements at the Police Paddock Reserve/Horsham North including walking and bike tracks in the vicinity	●	75%	Ongoing discussions with WRIC including design solution to manage entry into Police Paddock and reduce the impact of traffic. Costs are not currently factored into operational budgets. Draft plan has been developed.
2.3.03	Support the development of the Grampians Peak Trail	●	80%	Council in partnership with Mt Zero undertaking a feasibility study for the Mt Zero Resort Development
2.3.04	Explore opportunities from the 2017-18 Australian and International Motor Cross Events	●	100%	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	●	0%	This project was driven by the West Wimmera Shire Council. Students from RMIT used to visit the region to undertake design studies.
2.3.06	Investigate opportunities and plan for possible bike trails, Green Lake to Horsham, Horsham to Natimuk, Wartook to Zumsteins	●	70%	Physical audit underway to 'ground-truth' existing cycle tracks and trails to identify area for priority upgrades and improved circuits.
2.4 Promote Horsham as a regional city				
2.4.01	Support the WDA initiative to promote a Grains Centre of Excellence	●	30%	No further progress this quarter

Goal 2 Initiatives

Initiative	Progress
Economic Development - Small Business Assistance Program	Endorsed by council in January 2020 but put on hold due to COVID-19. For the 20/21 financial year, Small Business Support has since been incorporated into COVID 19 Business and Community Support Package which is being delivered.
Parking and Traffic Management - Parking Plan	A Stakeholder Reference Group has been established and has met a number of times. Draft version of the plan is currently being finalised.

Performance Indicators - Nil

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.

HRLE Complete

Horsham Regional Livestock Exchange's \$3.7 million roof installation has been completed on time and within budget. Member for Mallee Dr Anne Webster and Horsham Rural City Council Mayor Robyn Gulline were at the Burnt Creek facility for the official opening.

The roof features a sawtooth modular design that covers the entire saleyard area of 23,400 square metres. LED lighting throughout, solar panels and a new rainwater storage system were also part of the upgrade.

The upgrades ensure that the Horsham facility remains a modern and competitive livestock exchange, generating over \$70 million of stock sales.




Sales were able to proceed throughout the construction period with minimal disruption to the sale process due to the close cooperation between the agents, the construction contractor MKM Constructions and Council staff.










Council Plan Performance Progress

3.1 Determine infrastructure needs and expectations through consultation with developers and			
3.1.01	Develop improved pedestrian access (bridges) across the Wimmera River in Horsham, in partnership with land developers	●	65% Public consultation deferred to Jan 21. Detailed design underway. Ready for tendering 1st quarter of 2021.
3.1.02	Undertake a review of Council infrastructure asset holdings to ensure they meet future community needs and longer term implications of ownership	●	95% Detailed planning on existing asset base essentially complete. Community consultation to be conducted in 2021.
3.1.03	Purchase additional land for hangar space at Aerodrome including access-way development	●	0% On hold pending development of Master Plan and Development Strategy.
3.1.04	Development of an Aerodrome Master Plan and implementation of planning overlays to protect the future development space of the Aerodrome	●	25% Council endorsed approval to develop Master Plan and Development Strategy, and referred to budget 2020/21. Not successful in getting funded.
3.1.05	Develop a prioritised plan for upgrade of community recreation facilities	●	75% Draft RFQ developed in consultation with Spots & Rec Victoria to undertake the Feasibility of an Indoor Outdoor Sports precinct for Horsham.
3.1.06	Implement a cyclic renewal program for all public convenience facilities in the Horsham central business district and across the municipality	●	95% This action now redundant, as public conveniences are included in broader database of all asset categories
3.1.07	Undertake master planning and major refurbishment of the Aquatic Centre	●	100% Indoor concourse works and ramp works completed
3.1.08	Develop improved park and street tree policy as an 'urban forest plan'	●	35% Additional WfV resource has joined the ROSP team. This person will take carriage of managing the RFQ for the Urban Forest Plan which will provide the high level policy and strategy for long term street tree and public open space canopy planting
3.1.09	Identify and develop new off street parking areas on CBD fringe	●	50% Development of Parking Management Plan is underway. No further development of off street parking areas on CBD fringe are contemplated as part of Parking Management Plan. Action complete (Park Drive) as per comments below.
3.1.10	Develop a master plan of streetscape themes and service levels for existing streets and new developments	●	30% Service levels under development through asset process for existing assets. Masterplan of new works part of City to River.
3.1.11	Investigate better footpaths for Natimuk	●	10% Repair program for defects in Natimuk footpaths included in broader program in progress

3.2 Ensure projected financial and physical programs that reflect infrastructure needs			
3.2.01	Implementation of the Civic Centre Redevelopment Plan	●	10% Tender will be issued in Jan 21, works will refit the existing front reception area to create a better space for customers and staff to work and interact. Construction should commence in the first half of 2021.
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	●	60% On hold - funding omitted from 2020-21 due to other priorities.
3.2.03	Review and update Road Management plan	●	100% Completed June 2017.

3.3 Maintain asset management systems that will assist planning asset maintenance and				
3.3.01	Develop a maintenance and replacement schedule for all groups of assets managed by Council, including heritage listed buildings		95%	LTCP projects essentially fully identified.
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		95%	Modelling of long term renewal costs completed. Maintenance service levels and costs to be developed in early 2021
3.3.03	Develop and implement a fair and transparent pricing policy for all of Council's community facilities		80%	The ROSP team have begun collating and analysing operating costs for community facilities. This is a cross department responsibility with accountabilities and controls across various teams. The Implementation of the IMS booking system with help regulate usage data and hire fees. Ongoing are still need greater rigour in analysis

3.4 Deliver works to develop and maintain Council's physical assets for long term				
3.4.01	Develop infrastructure that encourages greater participation and use of alternate transport options to the city (eg, walking, cycling and public transport)		90%	Briefing to new Council soon.
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.		100%	Plan adopted. Now implementing actions - Roofing #1 priority.
3.4.03	Develop and review the Sports and Recreation Strategy		95%	Superseded by the OSS. The Sports & Recreational Advisory Committee is no longer functioning. Advice and input will be sought from key stakeholders in relation to precinct developments & feasibility study input. This approach is more targeted and more representative.
3.4.04	Develop additional off leash areas for dogs		100%	Currently there are no further plans for additional dogs parks in Horsham
3.4.05	Develop improved entrances to all towns (street signage and landscapes)		25%	No further progress this quarter.
3.4.06	Investigate and plan Wesley PAC refurbishment and Jubilee Hall upgrade		85%	Jubilee Hall works completed, Wesley refurbishment to be carried out being funded by the committee, Project Control Group established, engineering assessments being carried out.
3.4.07	Investigate other options for the Wimmera Sports Stadium		80%	Draft RFQ developed in consultation with Spots & Rec Victoria to undertake the Feasibility of an Indoor Outdoor Sports precinct for Horsham.


Goal 3 Initiatives

Initiative	Progress
Commercial Activities - Gas Pipeline To WIFT Investigation	On hold.
Strategic Asset Management - Asset Management System Rollout	Essentially complete. Now operational.
Strategic Asset Management - Disaster Asset Evidence Photography	Complete.
Strategic Asset Management - Rural Road Network Plan	Consultation approach under review at present.

Performance Indicators

The following performance indicators are for six months to December 2020. Some data is unavailable at this time due to the timing and nature of collection.

* Community satisfaction with sealed local roads

	FY 2018-2019 45	FY 2019-2020 39	YTD Data unavailable
---	--------------------	--------------------	-------------------------


Sealed local road requests as a percentage of kilometres

	FY 2018-2019 10.72%	FY 2019-2020 9.80%	YTD 6.48%
---	------------------------	-----------------------	--------------


Sealed local roads maintained to condition standards

	FY 2018-2019 99.21%	FY 2019-2020 96.62%	YTD 96.72%
---	------------------------	------------------------	---------------

Cost of sealed local road reconstruction per square meter of road

	FY 2018-2019 \$30.86	FY 2019-2020 \$30.73	YTD Data unavailable
---	-------------------------	-------------------------	-------------------------

Cost of sealed local road resealing per square meter of road

	FY 2018-2019 \$5.71	FY 2019-2020 \$5.47	YTD Data unavailable
---	------------------------	------------------------	-------------------------

*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

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.

Community Engagement

Horsham Rural City Council is seeking community input on a new engagement policy. This policy reflects requirements outlined in the Local Government Act 2020, and will shape how Council undertakes future community engagement activities.

The community are welcome to review the draft policy and comment specifically on the commitments and principles of the policy via email, or by using an online feedback form, available on Council's website. The commitments and principles are the key parts of the policy that guide Council's engagement activities.

Community engagement is vital to informing how Council operates now, and into the future. This change we're working on is a new way to engage the community to shape the future of Horsham.

Know your Council annual Comparative performance data released

Know your Council is a website designed to share each local government's performance data, and allows people to compare the performance of similarly grouped councils, with data for 2019/2020 now available. Horsham Rural City Council is compared with nine other councils under a grouping of 'Regional Cities'. This group includes Greater Geelong which has a population of over 250,000, with Horsham Rural City Council being the smallest, with a population of about 20,000.

The public are able to compare any four councils within this group at a time, with Wangaratta the next smallest council, with a population of 29,000. Service areas that are assessed and compared include animal management, food safety, governance, maternal and child health, roads, waste collection and statutory planning.

Quarterly breakdowns of this data are presented in this report.



Council Plan Performance Progress

4.1 Continuously improve communication and engagement with the community through effective consultation				
4.1.01	Review the rates strategy and implement	●	100%	Rating Strategy & Rating Policy have been adopted following extensive community consultation process in 2019. The State Government has just released recommendations from their Rate Review and Council is required to produce a Revenue & Rating Strategy by 30 June 21, as part of the implementation of the new Local Government Act 2020.
4.1.02	Feedback to Community on engagement clearly explaining "why" Council delivers the services that it does	●	80%	The "why" of services has been partially addressed in the rates flyers that have been produced over recent years and is explained more fully in the Service Overview document - this information is yet to be simplified to provide a public message
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.	●	50%	Deliberative Community Engagement methods are part of the revised Community Engagement policy which is out for community comment and feedback over Jan 2021. It is required for the new LG Act 2020 and will be used as required for Community Vision, Council Plan, Financial Plan & Asset Plans, and may be used for other purposes when considered appropriate.
4.1.04	Review our communications methods with a view to increasing electronic engagement with our customers and the community	●	80%	Draft communications policy and plan are expected to go before Council early in 2021. The plan seeks to define the forms and methods for communication both internally and externally to council. Whilst the document has not been adopted by council it is currently being utilised to guide communications activities. A range of activities have been implemented including use of Community Map, Electronic on-line forms for all engagement, use of social media and the establishment of an electronic newsletter.

4.2 Manage risk to the organisation				
4.2.01	Review programs for savings/cancellation of services	●	50%	A number of new business efficiencies have been introduced and have been reported in councils quarterly report to the community. The Regional Councils Corporate Collaboration project to increase collaboration across 6 neighbouring councils is expected to deliver some efficiencies over time.. A broader program to look at service levels for all services will be the topic of conversation through the 21-22 budget process but changes to any service levels will need to be considered carefully and consultation will need to take place with the community.
4.2.02	Implement a robust financial and performance management system	●	100%	Financial & Performance Reporting Framework was updated in May 2019 and report formats to council were reviewed. A comprehensive quarterly performance report has been introduced and further KPI's are due to be developed. This will continue to develop to communicate performance information to Council and the community.
4.2.03	Respond to emerging risks through the strategic risk register and internal audit	●	100%	Strategic risk register reviewed quarterly and presented to the Risk Management Committee for update and then to the Audit Committee. This regular process ensures an opportunity for changing/developing/emerging risks to be considered and revised/added/deleted, etc.

4.3 Be an employer of choice				
4.3.01	Investigate opportunities for participating in employee exchange programs	●	100%	The recent staff restructure and many associated changes has meant to some extent exchanges and sharing are occurring as a matter of course, with people moving into new departments and working with different people/managers/supervisors. This, coupled with office accommodation changes, has meant that an additional layer of organised change is no longer appropriate and will not be for the foreseeable future.
4.3.02	Pursue implementation of Council's Workforce Strategy and identify opportunities for indigenous/migrant employment	●	100%	The trainee position at the Town Hall/Art Gallery is still being considered, owing to the need to prioritise other staff changes at that facility. The traineeship in the Records Unit that had ended was re-activated and a further indigenous appointment was made. It is anticipated that the current budget for indigenous employment opportunities (including incentive payments and other support/assistance available) will be fully expended, therefore the scope to do more in this area is not foreseeable and the objective has been met.

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	●	100%	Whilst this has already been completed it is still subject to review and improvement, particularly in relation to how data is reported back to Council, staff and the community and to improve the customer experience processes for the community.
4.4.02	Develop an ICT Strategy for Council including GIS capabilities	●	50%	As part of the Regional Councils Corporate Collaboration project an IT Roadmap has been developed. This specifies current and future ICT needs. An ICT Strategy will be developed in the coming period.
4.4.03	Develop a Management Strategy for Council's record and data management systems	●	25%	New draft document sent for comment to Director GH Records Management Strategy includes RCCC & new EDRMS as an action - awaiting feedback
4.4.04	Embrace new technology in order to achieve greater efficiencies and outcomes across the organisation	●	50%	Presented a number of challenges for a workforce but also an opportunity to adopt some technologies that would have otherwise been largely resisted.
4.4.05	Maintain sister city relationships as a means of facilitating business, educational and cultural networks and exchanges	●	60%	No update since last report.
4.4.06	Review the Name and Address Register (NAR) database to create single name and address database	●	100%	Data remediation and training completed in March 2019. All necessary data has been cleansed. This needs to be checked on a monthly basis, and is in Teagan Harvey and Karen Telfer's objectives for each year.
4.4.07	Renew HRCC external website	●	100%	A review is underway of the new website to identify what further improvements may be made.
4.4.08	Manage the implementation of the major revision to the Local Government Act	●	20%	Council has to date met all the key milestones for the implementation of the new LG Act and is on track to deliver on the remaining items during 2021 & 2022.
4.4.09	Review need for more HR resources	●	100%	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	●	100%	Council is currently participating in a group of six Councils and has received \$5 million under the Rural Councils Transformation Program to develop a common information technology platform and shared corporate services.
4.4.11	Support training and programs relating to family violence and gender equality	●	100%	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.
4.4.12	Support cultural awareness training and programs	●	100%	Majority of staff have completed cultural awareness training, new staff trained as part of induction.

Goal 4 Initiatives

Initiative	Progress
Governance - Community Engagement Tools	The “OurSay” on-line engagement tools are in use across council and are core to a number of current engagements including the development of the Community Vision and council Plan in 2021. The tools effectiveness will be reviewed post these major engagements.
Governance - Horsham Municipality Community Plan	Community planning has been replaced with the creation of a Community Vision and a major revision to the Council Plan This will be taking place during the first half of 2021.
Governance - Replacement Electronic Document Records Management System (EDRMS)	The replacement project for the records system has been put on hold pending the procurement process for the Rural Councils Corporate Collaboration Project which is updating our finance systems together with 6 neighbouring councils in a shared service approach.
Management and Admin - Towards a paperless HRCC	New photocopiers and printers have been purchased that greatly enhances our capacity to understand our paper usage and are now providing regular monitoring and reporting to managers and the executive team. There are still components of Councils operations that are paper dependent and some individuals are not skilled in electronic document operations – these still need to be refreshed.

Performance Indicators

The following performance indicators are for six months to December 2020. Some data is unavailable due to the timing of collection. Notably the

*Community satisfaction with Council decisions

	<p>FY 2018-2019 49</p>	<p>FY 2019-2020 39</p>	<p>YTD Data unavailable</p>
---	----------------------------	----------------------------	---------------------------------

Council decisions made at meetings closed to the public

	<p>FY 2018-2019 12.50%</p>	<p>FY 2019-2020 18.44%</p>	<p>YTD 19.64%</p>
---	--------------------------------	--------------------------------	-----------------------

Community satisfaction with community consultation and engagement

	<p>FY 2018-2019 54</p>	<p>FY 2019-2020 41</p>	<p>YTD Data unavailable</p>
---	----------------------------	----------------------------	---------------------------------

Councillor attendance at Council meetings

	<p>FY 2018-2019 96.19%</p>	<p>FY 2019-2020 87.76%</p>	<p>YTD 98.21%</p>
---	--------------------------------	--------------------------------	-----------------------

Cost of governance per Councillor

	<p>FY 2018-2019 \$36,965.42</p>	<p>FY 2019-2020 \$31,418.08</p>	<p>YTD Data unavailable</p>
---	-------------------------------------	-------------------------------------	---------------------------------

*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

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.



Horsham Regional Livestock Exchange Solar Panel Installation

Horsham Regional Livestock Exchange's \$3.7 million roof installation has been completed on time and within budget.

Member for Mallee Dr Anne Webster and Horsham Rural City Council Mayor Robyn Gulline were at the Burnt Creek facility to mark the official opening.











The roof features a sawtooth modular design that covers the entire saleyard area of 23,400 square metres.









LED lighting throughout and a new rainwater storage system were also part of the upgrade. The most

striking part of the installation is the 100 kW solar panels which will power the site. The panels were fitted to the roof spelling out 'HRLE' for Horsham Regional Livestock Exchange. The panels can be seen clearly overhead as demonstrated in the aerial photograph above.



Council Plan Performance Progress

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	 95%	Zero Carbon Plan draft prepared which includes a range of opportunities - pending Council review and adoption
5.1.02	Review Council's Environment Sustainability Strategy and lead the community in environmentally sustainable practices to improve management of our natural environment	 95%	Draft Zero Carbon Plan incorporates review of relevant aspects of Environment Sustainability Strategy.
5.1.03	Develop a Climate Change Response Strategy for Council operations	 40%	Zero Carbon Plan identifies a range of measure - still in draft form.
5.1.04	Support the Natimuk Community Energy Project	 75%	Natimuk Community Energy has been successful in receiving a \$339,000 grant from the State Government's New Energy Jobs Fund. The grant will assist the project to finalise the necessary approvals, connection studies, develop detailed design and operational plans and develop a governance and financial model and market prospectus to attract investment for the construction phase.
5.1.05	Establish a sustainability reserve for the ongoing funding of sustainability related projects.	 50%	Reserve established. Zero Carbon Plan to guide use of the reserve.
5.1.06	Develop a Waste Management Strategy	 82%	Options review for green waste conducted. Focus now on developing service model and implementation plan.
5.1.07	Explore GWM recycled water use within the community	 100%	Report completed, including a range of options for implementations.
5.1.08	Optimise use of water basins - capturing storm water	 10%	Improved use of Wotonga Basin being explored in parallel with City to River project.
5.1.09	Investigate and support renewable energy opportunities throughout the municipalities	 70%	Jung Windfarm proposal discussed with Council, planning permit to DELWP has occurred on exhibition. Active participation and support in a WDA, co-ordinated regional micro grid study proposal, and response to Hydrogen Discussion Paper.
5.1.10	Investigate options for shade at sporting facilities, recreational facilities and public spaces across the municipality.	 90%	This outcomes will also be considered as part of the Urban Forest Plan

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		75%	Stage 1 completed. Will commence Stage 2. Next step is to prepare scope and tender. By July 21 it is intended that a consultant has been selected and preliminary work is underway.
5.2.02	Complete the Rural Land Use Strategy		30%	Requires resources to carry out its preparation. May not fit the scope for the planning scheme review.
5.2.03	Complete the Public Open Space Strategy		100%	Open Space Strategy adopted by Council in December 2019 with some amendments.
5.2.04	Complete the Wimmera River Corridor Strategy		100%	Wimmera River Corridor Strategy completed and used to help inform the draft Open Space Strategy and City to River Background Report.
5.2.05	Review and further develop planning controls for heritage items through the completion of heritage studies		30%	Requires resources. A priority, for commencement mid early 2022.
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		30%	Working with hospitality businesses to increase their outdoor dining footprint. Guidelines developed by sub-committee. Funding provided through government initiatives.
5.2.07	Amend the Planning Scheme to implement the recommendations from flood investigations		20%	Mapping required further work. Completed now. Commence preparation of amendment docs.
5.2.08	Implement selected recommendations from the Wimmera River Project Report		0%	0

Goal 5 Initiatives

Initiative	Progress
Sustainability - Street Lighting - Lighting Regions Stage 2	Suitable grant funding opportunity did not arise in 2019-20.
Sustainability - Waste Gasification Plant Investigation	Organics review completed. Referred to Regional Waste Group for further consideration.
Waste Management Services - Doon Landfill Master Plan	Ongoing.

Performance Indicators

The following performance indicators are for six months to December 2020.


*Council planning decisions upheld at VCAT

	FY 2018-2019 50%	FY 2019-2020 0 %	YTD Data unavailable
---	---------------------	---------------------	-------------------------

Days taken to decide planning applications

	FY 2018-2019 55	FY 2019-2020 45	YTD Data unavailable
---	--------------------	--------------------	-------------------------


Planning applications decided within required time frames

	FY 2018-2019 76.72%	FY 2019-2020 81.89%	YTD Data unavailable
---	------------------------	------------------------	-------------------------

Cost of statutory planning process per application

	FY 2018-2019 \$2,770	FY 2019-2020 \$2,898	YTD Data unavailable
---	-------------------------	-------------------------	-------------------------

*Kerbside collection waste diverted from landfill

	FY 2018-2019 22.13%	FY 2019-2020 20.49%	YTD 23.98%
---	------------------------	------------------------	---------------

Kerbside collection bins missed per scheduled collection

	FY 2018-2019 1.39	FY 2019-2020 1.45	YTD 0.83
---	----------------------	----------------------	-------------

Cost of kerbside garbage bin collection service per bin

	FY 2018-2019 \$115.54	FY 2019-2020 \$117.83	YTD \$114.10
---	--------------------------	--------------------------	-----------------

Cost of kerbside recyclables collection service per bin

	FY 2018-2019 \$61.67	FY 2019-2020 \$61.64	YTD \$61.41
---	-------------------------	-------------------------	----------------

*LGPRF Indicators (Local Government Performance Reporting Framework)

Section 3

Performance against Customer Service Targets

HRCC Customer Service have resumed face to face services in a COVID safe environment. Due to the amount of rain received, Council had a large number of requests/queries relating to roadside slashing around the Council areas. Working with Parks and Gardens team, Customer Service were able to communicate the extra workload to residents to minimise requests/calls to Council.

Requests and reports of property clean ups and fire hazards due to long grass on properties increased during this time. COVID restrictions meant that property clean ups were more challenging for property owners who lived in the Melbourne. State permits needed to be issued for them to travel to Horsham area to maintain their properties. Customer Service worked closely with the Community Safety Unit on this.

The following is a summary of the numbers of requests received through our Customer Request System – Merit during the quarter, and the service areas to which they relate (sorted from highest to lowest):

Count of Req. ID			
Service	Qtr1	Qtr 2	% of Total
Animals	390	370	23%
Bin Services	235	197	12%
Parking	38	52	3%
Trees	61	81	5%
Roads	70	70	4%
Business or Events	5	21	1%
Parks & Reserves	17	60	4%
Local Laws	148	97	6%
Miscellaneous	57	59	4%
Drainage	29	29	2%
Footpaths	45	30	2%
Nature Strips	21	38	2%
Environmental Health	12	34	2%
Fire Control & Safety	22	114	7%
Signs	20	28	2%
Planning	32	84	5%
Public Amenities	8	13	1%
Rates & Property	14	10	1%
Roadsides	15	45	3%
Graffiti & Vandalism	6	17	1%
Other	128	175	11%
Grand Total	1,373	1,624	100%

The number of Customer Requests responded to within the specified time period:

"In-Time?"	Qtr1	Qtr2	% of Total
No	423	613	40%
Yes	892	914	60%
Grand Total	1,315	1,527	100%

Complaints received:

Complaints	Qtr1	Qtr2	% of Total
Finalised	63	75	83%
Open	10	15	17%
Grand Total	73	90	100%

Section 4

Business Improvements / Challenges

Council has implemented, addressed and managed the following business improvements and challenges across the organisation over the last three months:

Coronavirus (Covid-19) Impacts

Office staff have continued to stay at home as per state government directives. Staffing numbers will be set to increase in the new-year to approximately 50% staff in the offices at any one time. Rosters have been created to facilitate the return of staff and to ensure that all staff have the opportunity to return in some capacity.

Council continues to use electronic meetings where possible to reduce the face to face contact. Council meetings have commenced in person with COVID safe protocols in place. The online streaming of meetings have proved successful with increased viewing from the community.

Council's services have resumed within the guidelines for "COVID Normal". Number restrictions and the wearing of masks varies from venue to venue depending on the service provided. At the time of the release of this report, masks are mandatory indoors.

Performing Arts at the Horsham Town Hall have opened however events and performances for the year will be according to government restrictions. Staff are working hard to resume programming and support local events where possible.

Financial Impacts Summary:

- A further 47 enquiries were received for financial hardship during the quarter and a softer approach to debt collection was still being taken in light of the impacts of the pandemic
- Council has received some added boost to funds through the Working for Victoria program helping assist Council to respond to COVID.
- No staff have been stood down. All have been redeployed to other roles across the organisation
- The financial position of Council remains tight due to extra costs re COVID and losses in revenue from a range of areas.

New Local Government Act 2020

The Community Engagement policy has been released for community feedback. The policy is a key policy moving forward. The Local Government Act 2020 requires that council have a community engagement policy that defines deliberative engagement and how that translate to our engagement of the community on relevant matters. This is the first to several major steps this year in complying with the requirements of the new act.

Council Expenses Reporting – September to December 2020

In compliance with the *Local Government Act 2020* and as part of our commitment to good governance, this report will feature moving forward, Council Expenses Report which shows expenses incurred by Councillors and Delegated Committee Members on a quarterly basis. The following table demonstrates expenses as they may be incurred:

Council Expenses Reporting - July to December 2020

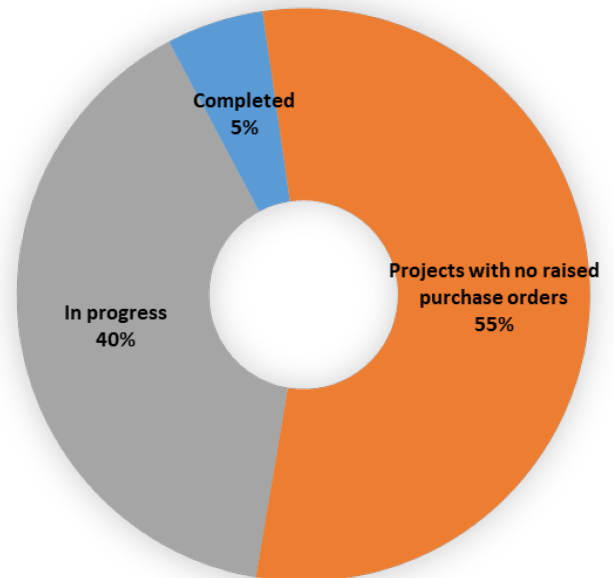
Councillor	Expense Type								Total Jul - Sept	Cumulative YTD Total 2020-21
	Carer and Dependent-Related	Car Milage	Communication Tools	Functions and Events	Meetings, Seminars, Conferences and Training Fees	Memberships	Travel and Accommodation	Other		
Cr Mark Radford (Mayor)		5434.00	533.47						3373.38	5967.47
Cr Pam Clarke			118.24						43.60	118.24
Cr David Grimble			118.24						43.60	118.24
Cr Althea Gulvin			118.24						43.60	118.24
Cr Josh Koenig			118.24						43.60	118.24
Cr Les Power			191.74		1252.71				43.60	1444.45
Cr John Robinson			118.24						43.60	118.24
Cr Robyn Gulline (Mayor)		1482.00	23.49		1252.73			143.00		2901.22
Cr Claudia Haenel		1183.20	73.50		1252.71			43.00		2552.41
Cr Penny Flynn			73.50		1252.71			43.00		1369.21
Cr David Bowe			73.50		1252.71			43.00		1369.21
Cr Di Bell			73.50		1252.71			43.00		1369.21
Cr Ian Ross			73.50		1252.72			43.00		1369.22
Total (Councillors)		8099.20	1707.39	0.00	8769.00	0.00	0.00	358.00		18933.59
Delegated Committee Member										
Total (Delegated Committee Members)										
Total Expenses (Councillor and Delegated Committee Members)		8099.20	1707.39	0.00	8769.00	0.00	0.00	358.00	3634.98	18933.59

Section 5

Major Capital Works Projects

There are 91 capital projects and programs to be delivered over the financial year with a budget of \$16.04 million.

Highlights during the first quarter of the 2020-2021 Capital Works Program include:



Roads Program

Horsham Rural City Council is responsible for over 3,000 kilometres of roads, for which we have an ongoing asset management plan.

Some of the works recently being undertaken are:

Completed

- Wavell St, Horsham \$117,000 (Completed)
- Jory St, Natimuk \$10,000 (Completed)
- Federation Avenue, Horsham \$45,000 (Completed)
- Fechler Avenue, Horsham \$123,000 (Completed)
- Frederick St, Horsham \$182,000 (Completed)
- Dimboola Rd Drainage, Horsham \$33,000 (Completed)
- Victoria Valley Rd, Brimpaen \$245,000 (Completed)
- Telangatuk East Rocklands Rd \$194,000 (Completed)
- Rodda Place, Horsham \$153,000 (In Progress)

In Progress

- Rennison St, Horsham \$300,000 (In Progress)
- Dermal St, Horsham \$295,000 (In Progress)
- Jung North Rd, Jung \$172,000 (In Progress)
- Albert St, Horsham \$296,000 (In Progress)



*Our works team has been able to carrying on working, with physical distancing protocols enforced



MINUTES OF AUDIT & RISK COMMITTEE

Thursday 17 December 2020

Council Chambers, Horsham Rural City Council, meeting commenced at 12.32pm

File Ref: F18/A13/000001

PRE MEETING – INTERNAL AUDITOR CONFIDENTIAL DISCUSSION

Meeting with Internal Auditors excluding Officers – conducted in camera before meeting commencement.

1. PRESENT

Committee Members:

Mr Richard Trigg (Chair)
Mr Vito Giudice
Mr Mark Knights (left meeting at 2:50pm)
Cr Robyn Gulline
Cr Ian Ross

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
Ms Kathie Teasdale, RSD Audit (via Zoom)

Additional Council

Officer Attendees:

Robert Letts, Business Partner, Risk & HR (In attendance for section 11 via Zoom)
Faith Hardman, Corporate Planner, Governance (minute taker via Zoom)

2. WELCOME

Welcome extended to two new councillor reps Cr Robyn Gulline (Mayor) and Cr Ian Ross.

3. APOLOGIES

Chris Kol, McLaren Hunt Financial Group

4. CONFLICT OF INTERESTS

Nil

5. CONFIRMATION OF MINUTES

Motion to accept the minutes of the meeting held 17 September 2020 moved by Mr Vito Giudice seconded Mr Mark Knights.

CARRIED

6. BUSINESS ARISING FROM PREVIOUS MINUTES

6.1. Strategic Risk Review - discussion moved to item 10

7. CEO UPDATE

- Council Induction
- Advisory Committees review
- Home Support Service transition
- Visitor Information Services realignment
- Emergency Management
- Covid 19 update

8. CORRESPONDENCE

Nil

9. AUDIT REPORTS

9.1 RSD Internal Audit Progress Report (December 2020) –

Cr Ian Ross – Questioned the status of the waste management strategy with respect to previous Iluka mine site. CEO indicated this issue resolved for the most part save some advocacy work still being undertaken but will provide reports and findings as a refresher to the group.

Mr Vito Giudice queried the status of staff training with respect to bullying, sexual harassment and cyber-crime. Confirmed training provided and a report to be provided on the status of staff training at the next meeting.

ACTION: Procurement Card Policy to be provided for feedback at next meeting Heather Proctor

ACTION: Summarised Quarterly Procurement report to be provided Diana McDonald

9.2 Internal Audit Actions Report -

Noted a further 25 actions completed since the last quarter with 32 overdue and 59 outstanding. Still some items outstanding that span across a number of different audits. Number of items which will be addressed as part of the Asset Plan which will require deliberative engagement under the Local Government Act 2020. All high risk items have been addressed and completed.

9.3 Road Management Plan Audit –

A total of 19 Actions have been addressed already. The remaining items will be resolved as part of the Road Management Plan due to be completed in early 2021.

Mr Vito Giudice raised the number of older outstanding items across all audits. This was noted and these principally relate to items that will be captured in the Asset Plan.

9.4 VAGO Follow-up Review –

HRCC involved in the CCTV and Local Government Performance Reporting Framework (LGPRF) reviews. There were specific actions identified for HRCC. The recommendations in respect of CCTV were addressed at the same time that the audit was undertaken. A guide to all those policies and practices in place.

LGPRF recommendations required extra resourcing and will commence work on those in the New Year.

Motion to adopt the reports as presented moved by Mr Mark Knights and seconded by Mr Vito Giudice.

CARRIED

10. SCHEDULED ITEMS

10.1. Compliance & Legislation

- 10.1.1. 2021/2022 Budget Update – verbal report provided.
- 10.1.2. *Local Government Act 2020* Implementation – verbal report provided.
- 10.1.3. IBAC – Unauthorised Access and disclosure of information held by Local Government - information only. An internal review of this report will be provided at the next meeting.
- 10.1.4. Compliance with Legislation – recently election campaign donation returns provided in accordance with the new LGAct 2020.
- 10.1.5. Ombudsman’s Report into Financial Hardship has been delayed. Once report is released table at the next meeting.
- 10.1.6. IBAC Annual Report – For Information Only.
- 10.1.7. Complaints about financial grants for small business Report – For Information Only.

10.2. Reporting

- 10.2.1. Final Closing Report- falls in line with the draft report presented at the 17 September 2020 meeting and provided for information and final documentation only.
- 10.2.2. Final Management Letter & Auditor’s Opinion provided.
- 10.2.3. Council’s Annual Report 2019/2020 distributed to external committee members.
- 10.2.4. Quarterly Performance Report – 30 September2020 – delayed due to the timing of the Council election. The next Quarterly Report will be provided at the March 2021 meeting. Well done to the officers who put it together.

Motion to adopt the reports as provided in section 10 of the agenda moved by Cr Robyn Gulline and seconded Mr Vito Giudice.

CARRIED

10.3. Risk Management

- 10.3.1. Risk Management Committee Meeting Minutes - discussion around the various insurer mergers and viability of continuing to provide insurance services to local government and the measures being taken to offset this risk.
- 10.3.2. Risk Management Framework & Strategy - Council to review the framework, strategy and risk appetite in the New Year.
- 10.3.3. Insurance Update Report – Noted two typographical errors in the report to be amended. Public Liability Claims down last quarter due to stay at home directive. Public Liability Claims now on the increase since lessening of restrictions.

10.3.4. Strategic Risk Review – Framework to go council and come back with our risk appetite able to present the strategic risks. Committee’s feedback will be sought on strategic risks.

Motion to receive Risk Management reports as presented – moved by Cr Robyn Gulline and seconded by Mr Vito Giudice.

CARRIED

10.4. Governance

10.4.1. Review of Council’s Policies and Procedures – Currently underway and will be presented at the March 2021 meeting.

10.4.2. Review Gifts, Benefits and Hospitality Reports – Nil Reports/Disclosures

10.4.3. Policies reviewed and adopted 10 September 2020 – December 2020

Policies and procedures Adopted or Reviewed	Date Adopted
FOI Part II Statement	25 August 2020
Council Election Period Policy	21 September 2020
Temporary Measures for Conduct of Virtual Council Meetings Procedure	25 November 2020

Motion to receive the Governance reports as presented - moved by Cr Ian Ross and seconded by Cr Gulline.

CARRIED

11. CONFIDENTIAL DISCUSSION

Home Support Services

Designated by the Chief Executive Officer in accordance with section 66(2)(a) of the Local Government Act 2020 (the Act) as Confidential Information as defined by the Act being council business information, being business information that would prejudice the Council’s position in commercial negotiations if prematurely released further and in addition to the above the report contains personal information, being information which if released would result in the unreasonable disclosure of information about any person and or their personal affairs.

Report presented by Kathie Teasdale.

Motion to receive the confidential report on Home Support Services moved Cr Robyn Gulline and seconded by Cr Ian Ross.

CARRIED

12. GENERAL BUSINESS

12.1. Membership Renewal (Councillor Members) following Mayoral Election Statutory Meeting – in accordance with policy Cr Robyn Gulline and Cr Ian Ross formally appointed to the Audit and Risk Committee.

12.2. Audit & Risk Committee Self-Assessment for External Members– to be distributed to external members shortly with summary report and analysis tabled at the March meeting.

12.3. Rural Councils Corporate Collaboration (RCCC) Project Update – Gone out to tender as of late last

week. Selective tender based on EOI process run.

12.4. Depot Contamination – Tank Extraction – The CEO advised that the issue I now resolved and the project is being completed as an operational matter and no longer requires ongoing reporting to the committee.

Committee noted for future agendas - the inclusion of two new sections - “Ongoing Monitoring Items” and “For Information Only”.

13. NEXT MEETING

Proposed meetings for the New Year:

18 March 2021

10 June 2021

16 September 2021 – in principal adoption of finances

18 November 2021

The next meeting of the Audit and Risk Committee will be held on 18 March 2021 commencing at 12:00pm for the closed meeting 12:30pm for meeting proper.

Meeting closed: 3:25pm

GRAEME HARRISON

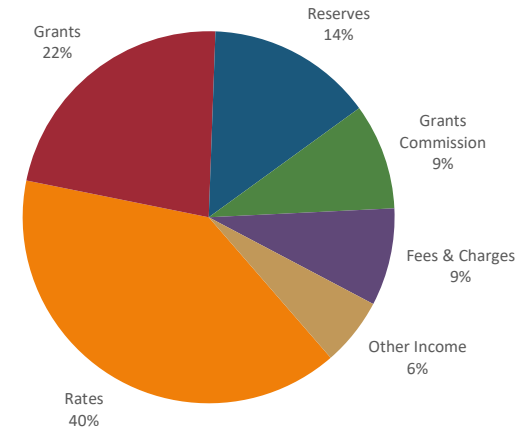
Director Corporate Services

Finance & Performance Report - 31 December 2020 Executive Summary

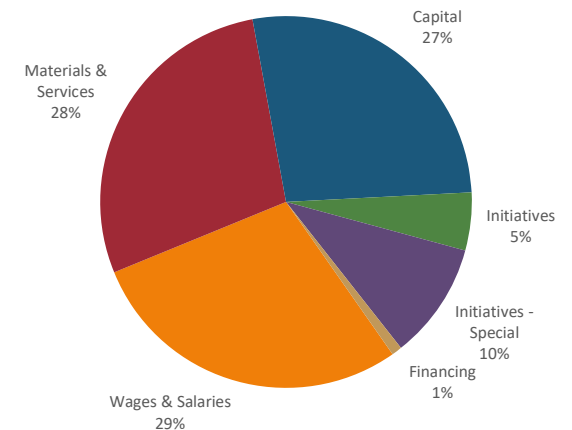
Overall Cash Budget Summary - \$'000

Business Activity	Actuals	Adopted	Forecast	Forecast	Actual	YTD	Variance	Variance	Note
	19/20	Budget 20/21	20/21	YTD 20/21	YTD 20/21	20/21			
Income									
Service Delivery	-15,566	-13,593	-13,843	-7,562	-7,725	162	2.1%		
General Revenue	-31,264	-32,290	-32,290	-26,886	-26,851	-35	-0.1%		
Capital	-12,225	-11,219	-14,439	-2,659	-2,969	309	11.6%		
Initiatives	-662	-2,505	-3,158	-1,751	-1,519	-232	-13.3%		
Initiatives - Special	-1,266	-6,914	-6,914	-2,000	-3,500	1,500	75.0%	1	
Reserves	-398	-1,423	-1,423	-	-	-	0.0%		
Income Total	-61,382	-67,944	-72,067	-40,858	-42,563	1,705	4.2%		
Expenditure									
Service Delivery	37,300	38,517	39,662	17,251	16,169	1,082	6.3%	2	
Capital	22,072	18,393	23,107	9,448	6,009	3,440	36.4%	3	
Initiatives	1,321	3,414	4,618	2,483	1,484	999	40.2%	4	
Initiatives - Special	1,266	6,914	6,914	1,836	1,705	132	7.2%		
Financing	423	613	613	-	0	-0	0.0%		
Reserves	383	76	76	-	-	-	0.0%		
Expenditure Total	62,764	67,927	74,989	31,019	25,367	5,652	18.2%		
Grand Total	1,382	-18	2,922	-9,839	-17,196	7,357	74.8%		

Revenue Budget 2020/21



Expenditure Budget 2020/21

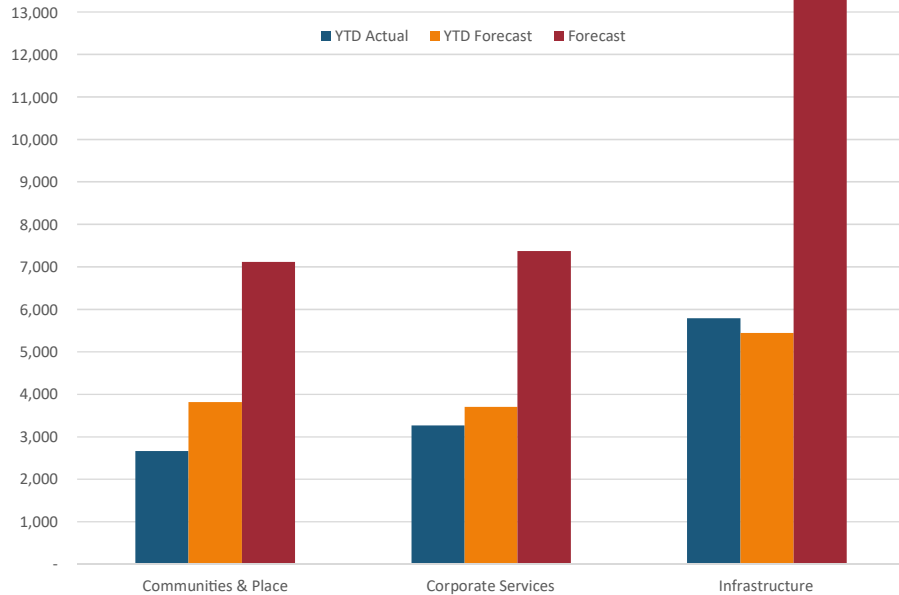


Comments:

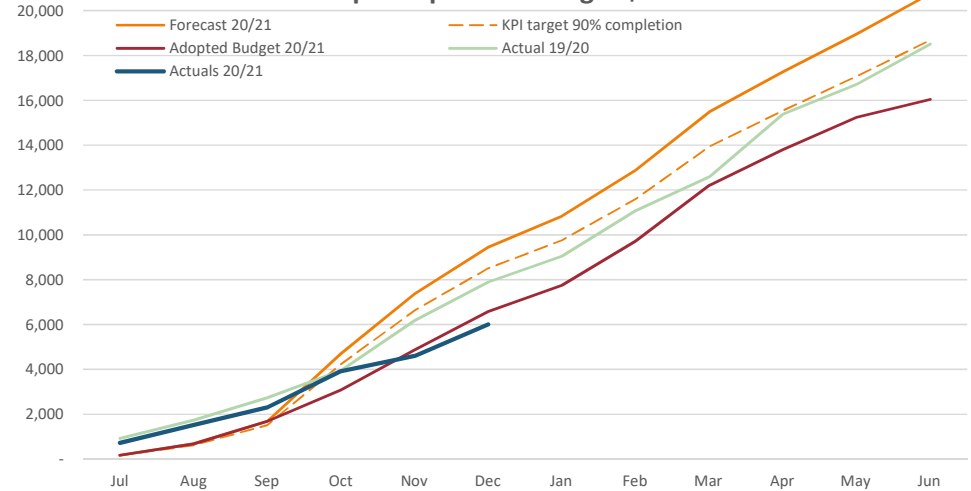
- Special Initiatives Income - \$1.5m variance, timing of the Grampians Peak Trail.
- Service Delivery Expenditure - \$1.082m variance
\$258k Corporate Services, \$925k Communities & Place and (\$101k) Infrastructure Services.
- Capital Expenditure - \$3.440 million variance
\$1.082m Johns Cell 3 Putrescible Construction - \$145k of commitments
\$1.039m Plant, machinery and equipment - \$1.400m of commitments
(\$478k garbage truck, \$485k other major plant)
\$560k Rural Road Program - \$700k of commitments
\$456k Urban Road Program - \$515k of commitments
\$393k Building Program - \$401k of commitments
- Initiatives Expenditure - \$999k variance
\$ 695k Working for Victoria (grant funded)

Finance & Performance Report - 31 December 2020 Financial Snapshot

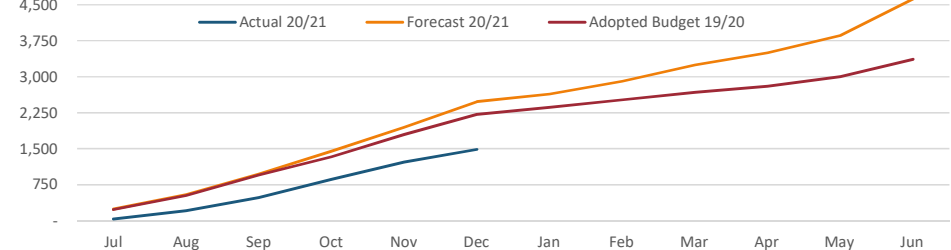
Net Service Delivery Operations \$'000



Capital Spend vs Budget \$'000

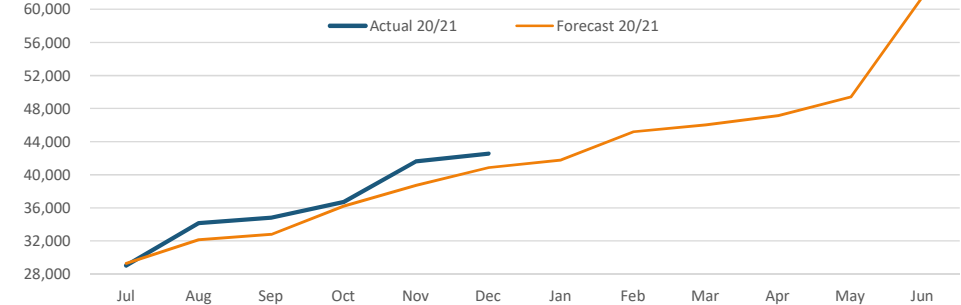


Initiatives Spend vs Budget \$'000



* includes the Working for Victoria grant funded project

Total Income vs Forecast \$'000



FINANCE & PERFORMANCE OBSERVATIONS:

Service Delivery Operations

This chart above displays the NET (*Expenditure less Revenue*) balance of operations for each directorate. (see page 3 for further breakdown).

Capital Spend

Variance of \$3.440m, there are currently \$3.744m dollars of capital commitments raised. Including commitments Capital would be \$304k ahead of the YTD forecast.

Initiatives Spend

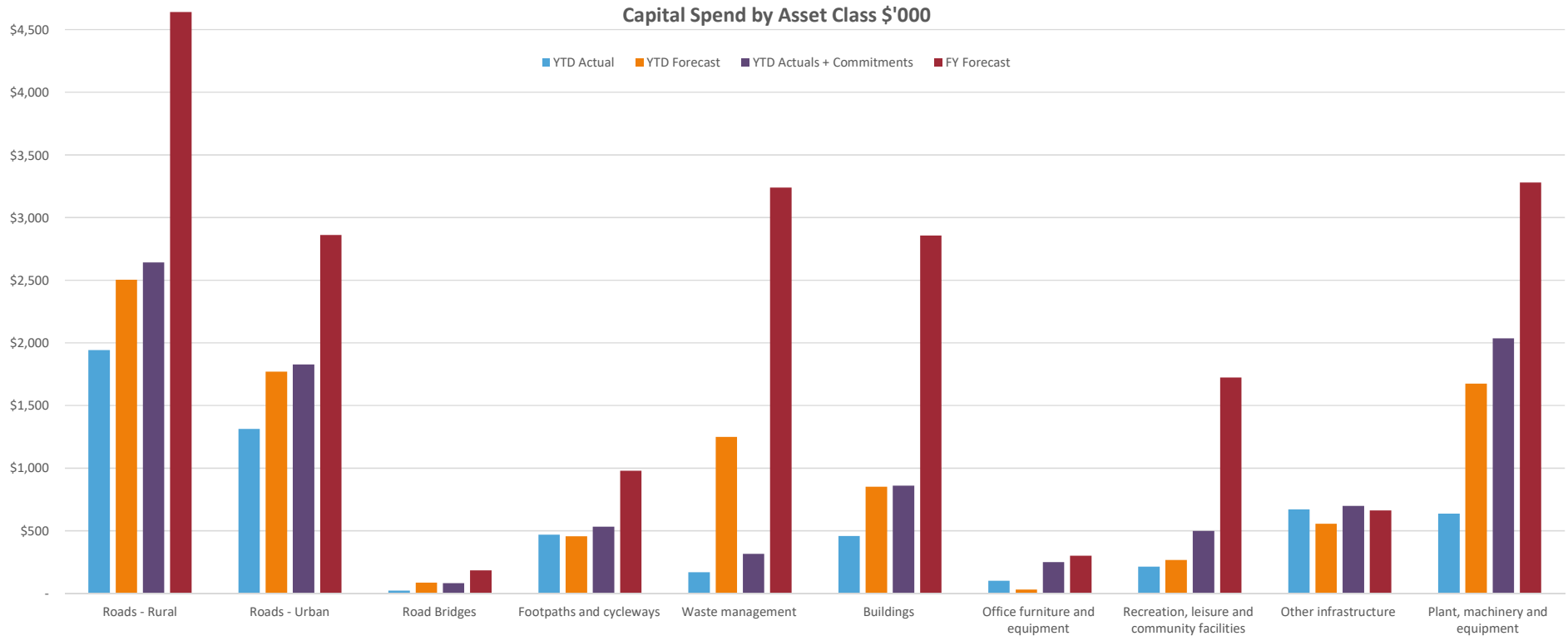
Variance of \$999k, \$695k - Working for Victoria (grant funded)

Finance & Performance Report - 31 December 2020

Service Delivery Operations (NET) \$'000

Key variances: \$'000	Adopted Budget	Full Year Forecast	YTD Forecast	YTD Actual	YTD Variance	Variance %	Commitments	Comments
Corporate Services	7,711	7,747	3,891	3,462	429	11.0%	108	
Management & Admin	1,823	1,823	1,010	860	150	14.8% ●	25	\$67k Income from Legal Settlements, \$35k Corp Services IT analyst, \$38k Civic Centre Ops
Accounting Services	931	931	454	424	30	6.6% ●	51	
General Revenue	722	722	380	316	64	16.9% ●	5	\$55k rates rebates
Revenue Services	347	347	142	169	-28	-19.5% ●	0	
People & Culture	795	795	375	340	35	9.4% ●	10	
Information Technology	905	941	433	409	24	5.5% ●	10	
Community Relations and Advocacy	426	426	172	204	-32	-18.6% ●	0	
Governance	1,761	1,761	924	739	185	20.0% ●	8	\$124k timing of invoice from the Victorian Election Council for the 2020 election, \$53k timing of elected members expenses, \$20k grant Covid safe Aust. Day
Communities & Place	6,527	7,113	3,814	2,666	1,148	30.1%	464	
Management & Admin	791	791	402	393	9	2.4% ●	-	
Community Development	663	712	360	308	52	14.4% ●	14	
Performing Arts	343	343	181	179	3	1.5% ●	23	
Visual Arts	279	354	100	63	37	36.7% ●	4	Timing of the Art Gallery Education Program
Aquatic Recreation	844	844	414	291	122	29.5% ●	226	Internal rates & timing of contract payments to YMCA
Youth and Early Years	701	842	338	197	141	41.8% ●	23	\$86k M&CH (grant), \$46k Enhanced Home visiting, \$15k Early Years & \$8k Youth Services (\$13k) Immunisation
Home Support	293	315	88	-33	121	137.2% ●	15	\$79k Home and Community Care & \$42k Meals on Wheels
Emergency Management	13	96	126	94	32	25.2% ●	0	
Library	619	619	403	307	96	23.8% ●	1	
Economic Development	266	382	253	262	-8	-3.3% ●	25	
Business Development and Tourism	612	612	327	152	175	53.6% ●	4	\$84k Promotions & Major Events, \$39k WBC & \$50k Visitor Info Centre.
Commercial Activities	-103	-103	37	-140	178	477.6% ●	63	\$59k Aerodrome, \$63k Commercial Properties, (\$52k) HRLE & \$104k Freight hub
Strategic Planning Services	186	256	93	77	16	17.0% ●	10	
Community Safety	136	136	67	98	-31	-47.0% ●	5	(\$34k) split of wages across Regulatory Services
Animal Management	31	31	128	59	69	54.1% ●	2	\$32k split of wages (cat control) across Regulatory Services, timing of \$13k cat rehoming expenditure
Parking & Traffic Management	87	87	156	76	79	50.9% ●	-	\$44k split of wages (parking control) across Regulatory Services
Environmental Health	187	187	61	16	45	74.5% ●	0	\$34k Health Registration fees
Statutory Planning & Building Regulations	579	609	281	268	13	4.5% ●	49	
Infrastructure	10,703	10,975	1,984	2,329	-345	-17.4%	595	
Operations Management	152	152	77	51	26	33.4% ●	4	
Mgt and Admin Infrastructure Services	688	766	328	343	-15	-4.7% ●	13	
Engineering Services	1,061	1,061	491	505	-15	-3.0% ●	8	
Infrastructure - Urban	1,566	1,566	706	672	34	4.8% ●	23	
Infrastructure - Rural	1,910	1,910	862	1,227	-366	-42.4% ●	22	Rural Roads & Bridges Maintenance
Parks & Gardens	2,378	2,406	1,150	1,175	-25	-2.2% ●	14	
Streetscape & Public Conveniences	1,218	1,218	592	487	105	17.8% ●	22	\$48k Public Amenities, \$26k Street Cleaning, \$31k other streetscape
Sports & Recreation	702	831	111	139	-28	-24.8% ●	282	(\$62k) Outdoor Sports Complexes, \$20k Passive Recreation, \$15k Indoor Sports Complexes
Natural Resource Management	86	123	75	-21	96	128.3% ●	23	\$83k Roadside Vegetation
Strategic Asset Management	682	682	310	277	32	10.5% ●	-	
Sustainability	239	239	112	123	-12	-10.4% ●	-	
Waste Management Services	21	21	-2,838	-2,651	-187	6.6% ●	185	Dooen Landfill income & operations

Finance & Performance Report - 31 December 2020 Capital



Comments:

The adopted budget for capital expenditure excluding reserve allocations is \$16.041m.

The carried forward capital expenditure from prior years is \$4.714m.

The forecast capital expenditure excluding reserve allocations is \$20.755m.

\$1.082m Johns Cell 3 Putrescible Construction - \$145k of commitments

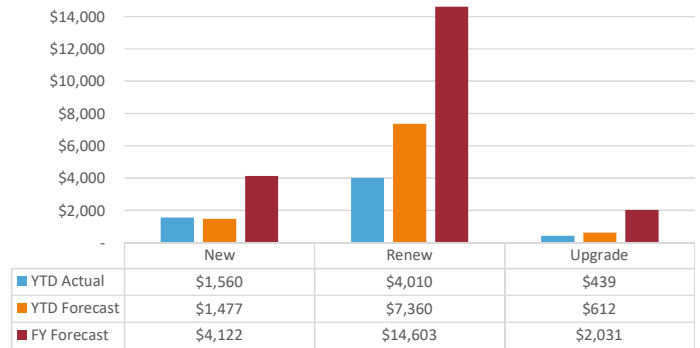
\$1.039m Plant, machinery and equipment - \$1.400m of commitments

\$560k Rural Road Program - \$700k of commitments

\$456k Urban Road Program - \$515k of commitments

\$393k Building Program - \$401k of commitments

Capital Spend - New/Renew/Upgrade \$'000



Contract Variations & New Contracts - [October to December Quarter](#)

Contract Variations [Accepted Under Instrument Of Delegation] - (GST exclusive)

Item No	Contract No	Date Approved	Delegated Officer	Contractor	Contract Description	Description of Variation	Variation
1	20/030	29/09/2020	J Martin	CHS Group	Lighting the River Project	Light Shrouds on 2 lights	\$1,580
2	12/046	28/10/2020	CEO	YMCA	Management of Aquatic Centre	COVID Subsidy - July Aug Sept	\$55,276
3	20/027	2/11/2020	K O'Brien	SN Consulting	Project Management Services - City to River	Project Management Services for City to River	\$9,600
4	16/025B	29/10/2020	K O'Brien	Woodys Cleaning	Cleaning PAC, Art Gallery, Wesley	Deduction to cleaning services	-\$2,304
5	20/012	5/10/2020	CEO	Glovers	Reconstruction Drung Jung Road	Removal of extra subgrade material to match new levels	\$60,700
6	19/014B	19/02/2020	M Aldaghtan	Midbrook	Reconstruction of Federation Avenue V1	Lower Water Services	\$800
7	19/014B	9/09/2020	CEO	Midbrook	Reconstruction of Federation Avenue V5	6 X Additional House Drain Connections and crossover works	\$1,305
8	20/023	14/08/2020	CEO	Edge Group	Removal of Underground Fuel Tanks Depot V5	Additional ground water and soil vapour monitoring	\$12,650
9	20/023	12/11/2020	CEO	Edge Group	Removal of Underground Fuel Tanks Depot V5	Groundwater and soil vapour monitoring	\$27,900
10	16/025B	10/11/2020	K O'Brien	Woodys Cleaning	PAC, Art Gallery Wesley	Deduction to cleaning services	-\$2,085

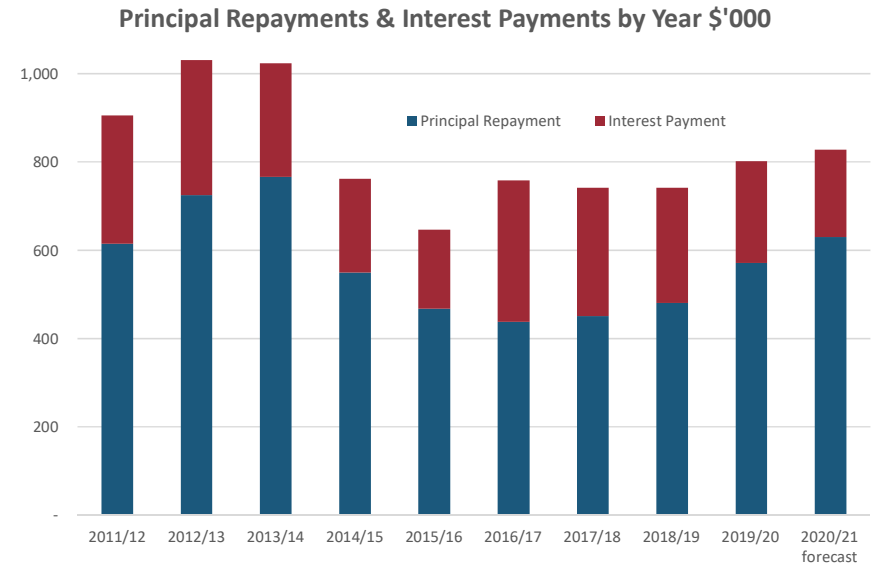
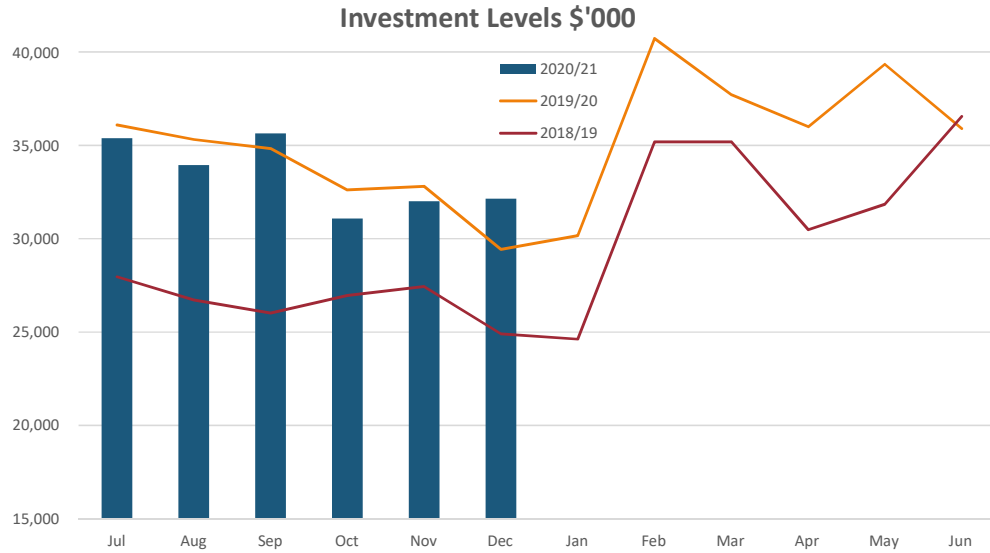
* December information unavailable at time of print & will be presented in the January to March quarter

New Contracts Signed off by the Chief Executive Officer or a Director or Council - (GST exclusive)

Item No	Contract No	Date Approved	Required Signatories	Contractor	Contract Description	Contract Value
1	21-014	19/10/2020	CEO	Willmore Contractors	Hamilton Street Firebrace Street Roundabout Works	\$169,987
2	21-011	19/10/2020	CEO	Barry Maney	Gravel Truck	\$176,291

* December information unavailable at time of print & will be presented in the January to March quarter

Finance & Performance Report - 31 December 2020 Investments & Loans



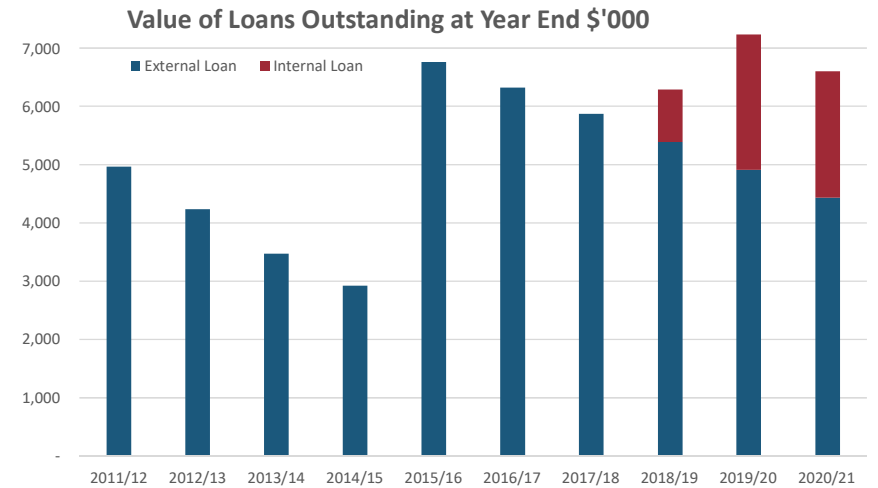
Interest Rate

Corporate Investment Account	0.30%	
8 Term Deposits	0.70% - 1.50%	Ranging 294 Days to 379 Days
Last investment	0.70%	294 Days 05/10/2020 to 26/07/2021

Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 21	Start Date	Year End Date	No. of Years	
Aquatic Centre	6.44%	2,195,000	-	16 Jun 06	01 Jun 21	15	P & I
Unfunded Defined Superannuation	7.57%	500,000	-	20 Jun 11	01 Jun 21	10	P & I
Drainage Works	7.57%	200,000	-	20 Jun 11	01 Jun 21	10	P & I
Aerodrome Runway	7.57%	300,000	-	20 Jun 11	01 Jun 21	10	P & I
Drainage Works	5.73%	500,000	63,754	20 Jun 12	01 Jun 22	10	P & I
Wimmera Intermodal Freight Hub	5.73%	500,000	63,754	20 Jun 12	01 Jun 22	10	P & I
Anzac Pedestrian Bridge	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%	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 North Community & Childrens Hub		900,000	720,000	23 Jun 18	01 Jun 28	10	P
*Livestock roofing (2019/20 works)		1,510,000	1,447,083	29 Jun 20	01 Jun 44	24	P

* Funded from internal cash reserves



Horsham Rural City Council Zero Net Emissions Action Plan



Horsham Rural City
Council urban rural balance

Prepared for

Horsham Rural City Council

Version	Author	Date	Description of changes
V0a	Hannah Snape / Rachel Armstead	22/05/2020	Draft objectives
V0b-e	Rachel Armstead / Hannah Snape / Paul Brown	11/06/2020	Draft remaining sections of Action Plan and review
V1a	Hannah Snape	17/06/2020	First draft released for Council comment
V1b-e	Rachel Armstead / Hannah Snape / Ronald Lee	29/06/2020	Updates and review based on comments
V1f/g	Hannah Snape	3/07/2020	Finalise and submit to Council/Removed Watermark

Prepared by

Ironbark Sustainability

Suite 8, 70-80 Wellington St, Collingwood 3066

ABN: 51 127 566 090

 Ph: 1300 288 262 | info@realaction.com.au | www.realaction.com.au

© 2020 Ironbark Group Pty. Ltd.

The information contained in this document produced by Ironbark Group Pty. Ltd is solely for the use of the client identified on this page for the purpose for which it has been prepared and Ironbark Group Pty. Ironbark undertakes no duty to or accepts any responsibility to any third party who may rely upon this document. All rights reserved. No section or element of this document may be removed from this document, reproduced, electronically stored or transmitted in any form without the written permission of Ironbark Group Pty. Ltd.

About Ironbark Sustainability

Ironbark Sustainability is a specialist consultancy that works with government and business around Australia by assisting them to reduce energy and water usage through sustainable asset and data management and on-the-ground implementation.

Ironbark has been operating since 2005 and brings together a wealth of technical and financial analysis, maintenance and implementation experience in the areas of building energy and water efficiency, public lighting and data management. We pride ourselves on supporting our clients to achieve real action regarding the sustainable management of their operations.

Our Mission

The Ironbark mission is to achieve real action on sustainability for councils and their communities.



Ironbark are a certified B Corporation. We have been independently assessed as meeting the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose.

Contents

1. Executive Summary	6
2. Introduction	10
3. Background	11
3.1 Achievements	12
3.2 Council’s Corporate GHG Inventory	13
3.2.1 Emissions Profile Summary by Sector - 2018/19	13
3.2.2 Emissions Projections to 2030/31	14
4. Goals, Targets and Objectives	15
4.1 Science-derived Target	15
4.1.1 Target Methodology	16
4.1.2 Council’s Science-derived Target	16
4.2 Plan Objectives	18
5. Actions to Reduce Emissions	19
5.1 Buildings and Facilities	20
5.1.1 Horsham Aquatic Centre.....	20
5.1.1.1 Energy Efficiency	20
5.1.1.2 Transitioning from Gas	21
5.1.2 Energy Efficiency for Council Buildings	22
5.1.3 Onsite Solar for Council Buildings	23
5.2 Public Lighting	23
5.3 Fleet 24	
5.3.1 Mitigating Risk	24
5.3.2 Sustainable Fleet Strategy	25
5.4 Infrastructure	27
5.4.1 Irrigation Pumps	27
5.4.2 Construction of Roads and Pathways.....	27
5.5 Procurement	28
5.5.1 Electricity Procurement	28
5.5.2 Products and Services	28
5.6 Waste 29	
6. Innovative Solutions	30
6.1 Smart Street Lighting	30
6.1.1 Smart Controls for Street Lights	31
6.1.2 Early Results from Australia	31

6.2 Facility Battery Storage	32
7. Greenhouse Gas Reduction Pathway	34
7.1.1 Including 100% Green Electricity from PPA	35
7.2 Cost of Achieving GHG Reduction Pathway	35
7.3 Carbon Offsets	37
8. Monitoring, Evaluation and Learning	38
Appendix A: Methodology	39
General Assumptions	39
Energy Prices	39
Emissions Factors	40
Business-as-usual Projections	40
Energy Efficiency Actions.....	40
Appendix B: Implementation Plan	43
Tables	
Table 1: Summary of cost benefit analysis for key action areas	6
Table 2: Goals of relevance as outlined in the HRCC Council Plan 2019-2023	11
Table 3: Calculation of carbon budget for Council’s corporate emissions	16
Table 4: Interim science-derived targets.....	17
Table 5: Cost benefit analysis metrics summary	19
Table 6: Impact of actions for Horsham Aquatic Centre	21
Table 7: Impact of actions for energy efficiency in buildings.....	22
Table 8: Impact of actions for onsite solar PV systems	23
Table 9: Impact of actions for public lighting	24
Table 10: Impact of actions for fleet.....	26
Table 11: Action summary for irrigation pumps	27
Table 12: Action summary for construction of roads and pathways	27
Table 13: Action for procurement of goods and services	28
Table 14: Action for waste	29
Table 15: Potential benefits of smart lighting (major roads example from Victorian Council, illustrative only).....	32
Table 16: Energy price assumptions.....	39
Figures	
Figure 1: HRCC GHG emissions pathway incorporating emissions reduction actions and 50% zero emissions electricity through PPA.....	7
Figure 2: Cost pathway for achieving the GHG emissions reduction pathway outlined in this plan	8
Figure 3: Cash flow pathway to 2030/31	9
Figure 4: Emissions profile by sector 2018/19	13
Figure 5: Business-as-usual trajectory for HRCC's corporate emissions.....	14
Figure 6: Image of core values taken from the HRCC Council Plan 2019-2023	15
Figure 7: Emissions Reduction Hierarchy	18

Figure 8: HRCC GHG emissions pathway incorporating emissions reduction actions and 50% zero emissions electricity through PPA..... 34

Figure 9: HRCC GHG emissions pathway incorporating emissions reduction actions and 100% zero emissions electricity through PPA..... 35

Figure 10: Cost pathway for achieving zero net emissions, including efficiency actions, 100% green power and carbon offsets 36

Figure 11: Cash flow pathway to 2030/31..... 36

1. Executive Summary

Horsham Rural City Council (HRCC) has expressed interest in achieving the target of becoming a zero net emissions council. In doing so, HRCC have made a firm commitment to action in mitigating the impacts of climate change from corporate operations. This plan is focused on the emissions of HRCC as an organisation and the steps that can be taken by Council to reduce these emissions demonstrating leadership within the community and, the broader Wimmera Southern Mallee and Grampians regions.

Through implementing the Horsham Rural City Council Zero Net Emissions Plan, Council aims to achieve the following objectives:

- Demonstrate leadership to the community in emissions reductions and climate change management
- Pursue opportunities that are evidence-based and potentially innovative or unique to Horsham
- Implement projects that demonstrate cost-savings and good value to Council
- Follow the emissions reduction hierarchy, as outlined at Figure 7
- Participate in collaborative efforts for emissions reduction initiatives with regional council groups, State Government and other key stakeholders where strategic alignment, efficiency or an opportunity to play a leadership role is demonstrated

A cost benefit analysis has been carried out to explore the opportunity presented by different emissions reduction actions across Council’s operations. The analysis calculated the estimated capital costs, cost savings and emissions savings for each action, as well as assessing each action based on the objectives of the plan as outlined above. The cost benefit analysis has identified the following key areas shown in Table 1 upon which HRCC will focus emissions reduction efforts and budget. This plan should be read in conjunction with Appendix B which outlines the full implementation plan including details of individual actions within each focus area and a cost benefit analysis for each action.

Table 1: Summary of cost benefit analysis for key action areas

Action Area	Impact (tCO ₂ e/year)	Cost	NPV Savings over Lifetime
Energy Efficiency for buildings and facilities	753	\$909,000	\$2,768,000
Low emissions vehicle fleet	531	\$3,203,000	\$1,907,000
Solar for buildings and facilities	298	\$390,000	\$467,000
Energy Efficiency for public lighting	213	\$860,000	\$458,000

Based on HRCC’s corporate inventory for the year 2018/19, a science-derived target (SDT) has been developed which maps an emissions reduction trajectory to zero emissions by 2050. The target has been calculated in alignment with Australia’s national carbon budget and is supported by international climate science. This plan outlines emissions reduction actions to be implemented over the period to 2030/31. These actions will enable HRCC to meet the interim target of 42% reductions against the 2018/19 baseline by 2030/31 and set Council on a trajectory to achieve zero net emissions by 2050 if not sooner.

By implementing all activities outlined in this document and the accompanying implementation plan, and purchasing 50% zero emissions power (through council’s existing commitment to the local government power purchase agreement), Council will reduce overall emissions by around 47% on 2018/19 levels by the year 2030/31. This pathway would see Council achieving just beyond the reduction of 42% by 2030/31 (or 221 tCO₂e per year) as outlined by the science-derived target. The pathway and progress against the science-derived target is shown in Figure 1.

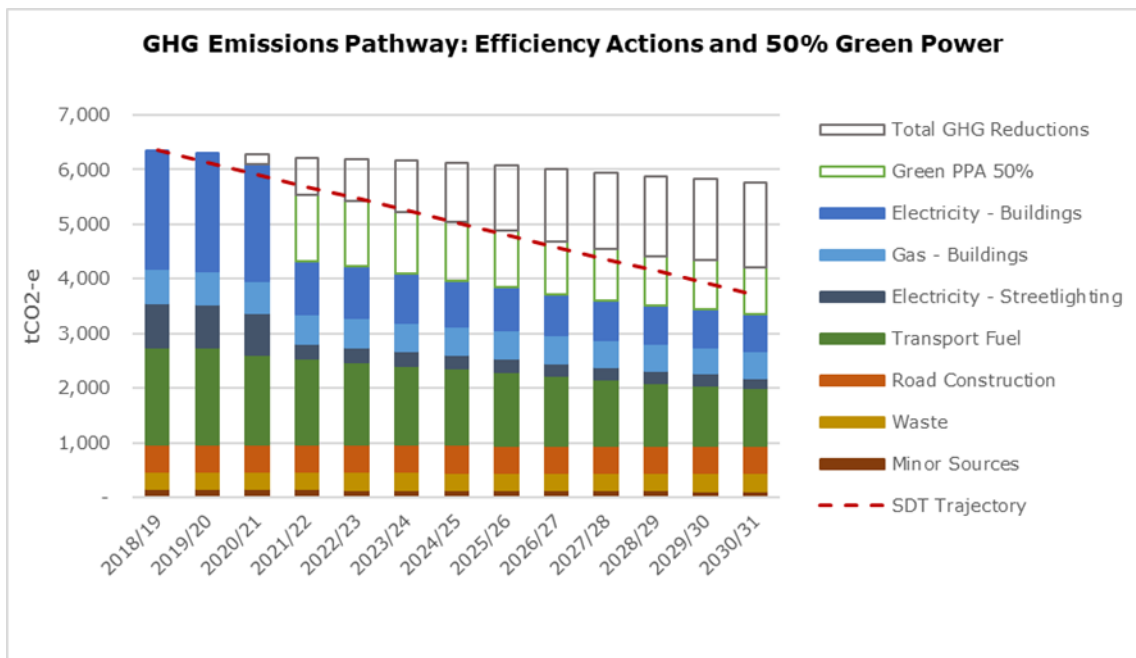


Figure 1: HRCC GHG emissions pathway incorporating emissions reduction actions and 50% zero emissions electricity through PPA

Even with extensive emissions reduction activities and the purchasing of green electricity through a PPA there are still around 3,400 tCO₂e that must be accounted for before Council can achieve net zero emissions. To achieve net zero emissions Council will need to purchase carbon offsets to cover the remaining emissions. The implications of purchasing offsets are discussed in section 7.3, however the purchase of offsets has not been included as part of this plan to 2030/31. At this time, and in line with the emissions reduction hierarchy (see Figure 7), there is greater value in directing Council’s budget toward actions that will generate actual emissions reductions and cost savings for HRCC.

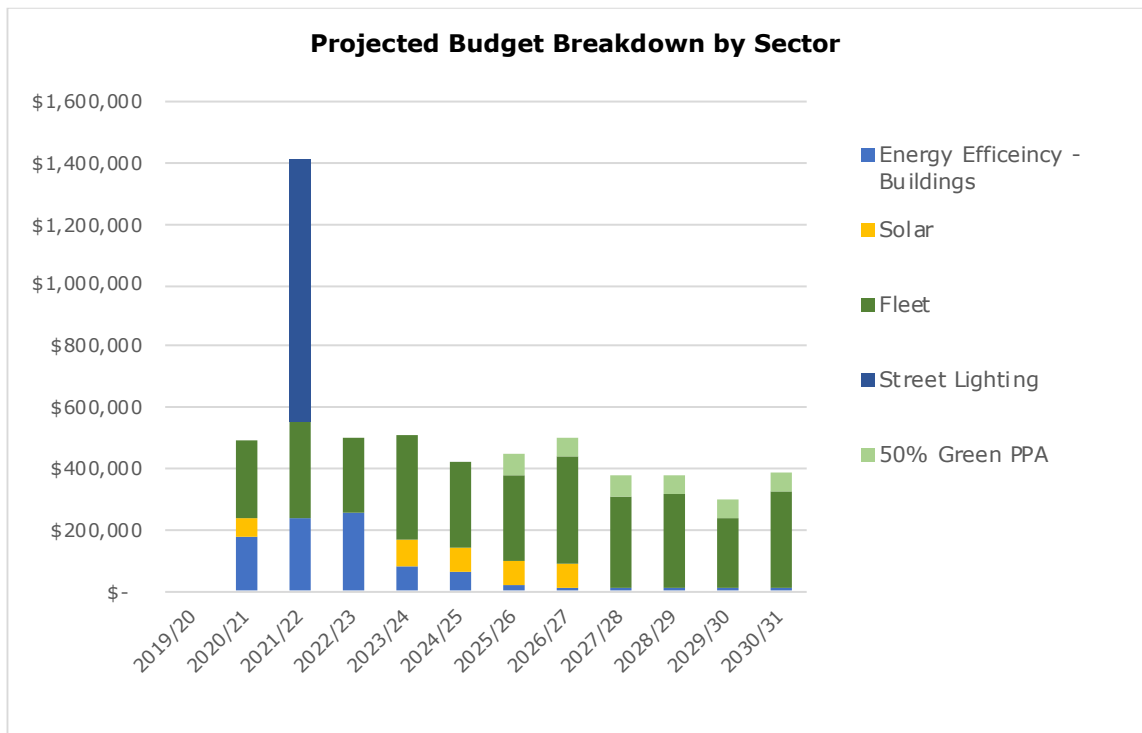


Figure 2: Cost pathway for achieving the GHG emissions reduction pathway outlined in this plan

illustrates the projected budget for achieving the pathway outlined in the ZNET Action Plan. Apart from a significant spike in 2021/22, which is the result of investment in the major roads lighting upgrade, the budget required is spread evenly across the period of the plan. The average annual budget required to implement this plan is approximately \$410k/pa (excluding public lighting). The major areas for investment are energy efficiency in buildings and upgrades to transport fleet. Solar is also notable in some years.

The cost and impact of purchasing 100% green power as part of the LGPPA has also been modelled to illustrate the opportunity presented by electricity procurement as an action. This addition to the pathway is detailed in section 7.1.1.

The cash flow pathway (Figure 3) shows that the initial capital outlays at the front end of the plan begin to pay back around 2028/29. HRCC will explore the option of managing cash flows associated with the Zero Net Emissions Plan through a revolving sustainability fund.

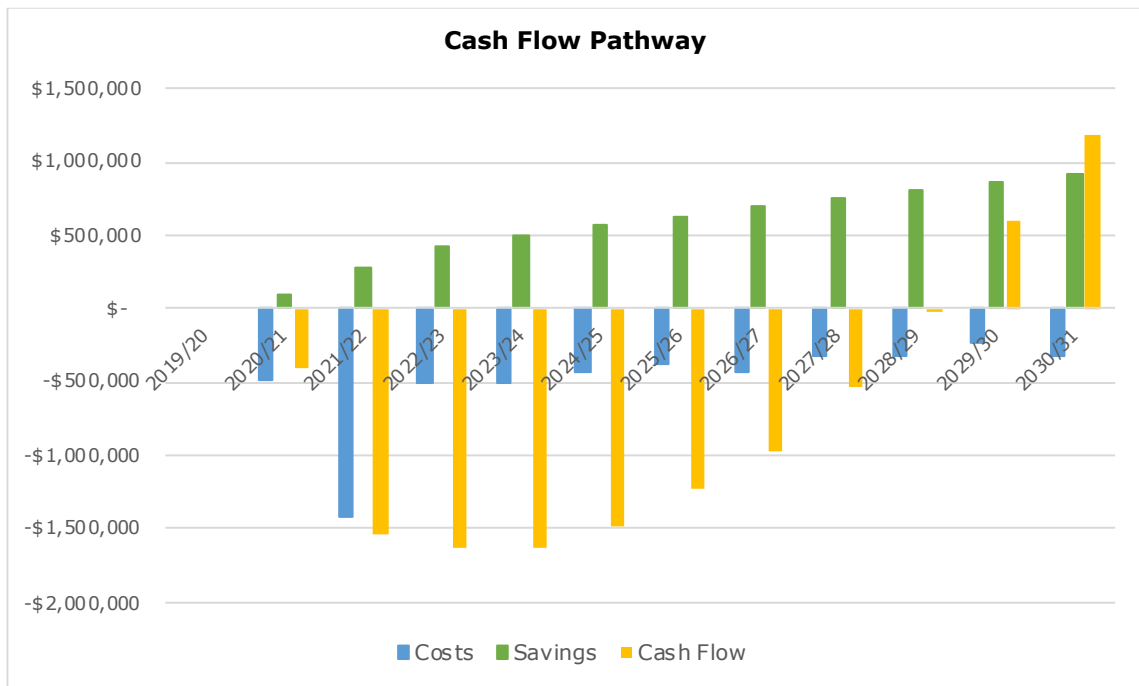


Figure 3: Cash flow pathway to 2030/31

This Zero Net Emissions Action Plan for HRCC presents a cost-effective pathway for achieving the emissions reductions required by the science-derived target. Through implementing this plan Council will achieve the objectives outlined above, generate positive cashflow for Council within ten years and establish an emissions reduction trajectory towards achieving zero net emissions by 2050.

2. Introduction

Within the Victorian Local Government Act 2020, an overarching governance principle is *'the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted'*. This establishes a requirement for councils to consider and reduce the emissions of both the whole municipality and their own operations. This plan is focused on the emissions of Horsham Rural City Council (HRCC) as an organisation, and the steps that can be taken by Council to reduce these emissions and show leadership within the community and to the broader Wimmera Southern Mallee and Grampians regions.

HRCC has expressed interest in achieving the target of becoming a zero net emissions council. In doing so, HRCC have made a firm commitment to action by mitigating the impacts of climate change from corporate operations. The establishment of the zero net emissions target also demonstrates strong leadership within the community. The Environment Sustainability Strategy 2010 acknowledges that because HRCC expects the citizens of Horsham to lower their energy consumption and emissions, Council too must "walk-the-talk". This Zero Net Emissions Action Plan outlines the actions required to execute the mandate outlined in the 2010 Strategy to *"incorporate sustainability into all operations as a "way of doing business"*.

This Plan maps out emissions reduction and offsetting opportunities for HRCC covering the period to 2030/31 and establishes an emissions reduction trajectory that will take HRCC to zero net emissions by 2050. The plan presents a practical and costed investment pathway which will result in net cost savings for Council as well significant emissions reductions over the lifetime of the investments. The cost-benefit analysis carried out in preparing this plan has assessed opportunities within but not limited to the following key areas of Council's operations; energy efficiency improvements in buildings, renewable energy generation, low emissions technology upgrades in buildings and fleet, and green power purchase agreements (PPAs). The pathway also includes options for offsetting remaining emissions to achieve zero net emissions status.



3. Background

HRCC have developed two key public strategy documents which address operational sustainability; the Environment Sustainability Strategy 2010 (due to be updated), and the Council Plan 2019-2023. The Zero Net Emissions Action Plan aims to align with and support the achievement of the goals and objectives set out in these two documents.

HRCC’s Environment Sustainability Strategy 2010 states that:

“Horsham Rural City Council (HRCC) has a mandate to incorporate sustainability into all operations as a “way of doing business”. This means buying smart, upgrading to cleaner fleets, building social capacity, enacting policies that support sustainable best practices, implementing a sustainable economic strategy and protecting the environment”.

These values have also been incorporated into the latest Council Plan 2019-2023 in which specific goals are outlined in relation to improving the sustainability of Council’s assets and operations. Goals of notable relevance to the development and implementation of this plan are listed in Table 2.

Table 2: Goals of relevance as outlined in the HRCC Council Plan 2019-2023

Goal No.	Detail
3.4	Deliver works to develop and maintain Council’s physical assets for long term sustainability, amenity and safety
5.1.01	Investigate opportunities for the use of renewable energy for Council facilities including solar panels where feasible on Council buildings and facilities
5.1.02	Review Council’s Environment Sustainability Strategy and lead the community in environmentally sustainable practices to improve management of our natural environment
5.1.03	Develop a Climate Change Response Strategy for Council operations.
5.1.05	Establish a sustainability reserve for the ongoing funding of sustainability related projects

Looking outwards, HRCC is an active member of The Grampians New Energy Taskforce (GNET) which is a regional organisation addressing emissions at the community scale. GNET has set an ambitious goal to reduce the community greenhouse gas emissions of the Grampians region to zero by 2050. This plan aims to support HRCC as a corporate entity in demonstrating strong leadership and making a fair contribution to reducing and offsetting its share of emissions within the region.

3.1 Achievements

Since the development of the Environment Sustainability Strategy 2010 HRCC have undertaken several successful emissions reduction projects. Notable projects and achievements include:

- Local Government Energy Savers Program - In 2018 HRCC took part in the Local Government Energy Savers Program managed through Sustainability Victoria. This program involved an initial assessment of Council's GHG emissions impacts and emissions reduction opportunities.
- Type 1 and 2 energy audits at target sites and facilities - The second stage of the LGES program involved Council undertaking Type 1 and 2 audits of key facilities to identify and quantify further opportunities.
- Implementation of energy efficiency measures across key sites - Optimization of controls and lighting at the Civic Centre and Library have been carried out which should save an estimated 50 tCO₂e per year.¹
- Partner role within the Lighting the Regions Project (<http://www.cvga.org.au/lighting-the-regions.html>). In 2014-2016 this project replaced over 22,600 old and inefficient street lights to LEDs across an area covering almost 45% of regional Victoria. The project resulted in an estimated reduction of 180,000 tonnes of greenhouse gas emissions over a 20-year period, saving local councils and their rate payers up to \$57 million in operating and energy costs. Horsham was responsible for early project leadership and assisting getting the other 15 councils on board for the regional roll out.
- Installation of solar PV at key sites – Solar has been installed at the Aquatic Centre (65kw), Library (40kw), Civic Centre (100kw), Kalkee Road Children's Hub (40kw) and Town Hall (100kw), with an additional 100kw being installed in 2020 as part of the Horsham Livestock Exchange roof renovation.
- Commitment to purchasing green power– In 2019 HRCC agreed to a 50% green energy commitment through the Local Government Power Purchase Agreement (LGPPA) to come in to effect in 2021.
- Exploration of innovative opportunities – council has undertaken a business case for replacement of a gas boiler at the aquatic centre with a biomass boiler as part of the Sustainability Victoria (SV) C&I Organics Processing Business Case project in 2014.
- Collaboration at the community and regional level – HRCC is an active member of The Grampians New Energy Taskforce (GNET) which has set an ambitious goal to reduce the community greenhouse gas emissions of the Grampians region to zero by 2050.

This plan builds on the work already undertaken and incorporates opportunities already identified but not implemented, as well as providing a cost benefit analysis of new opportunities.

¹ Based on data provided in the Carbonetix audit report.

3.2 Council’s Corporate GHG Inventory

3.2.1 Emissions Profile Summary by Sector - 2018/19

Council’s total emissions for the period 2018/19 have been calculated as 6,350 tonnes of CO₂ equivalent (tCO₂-e). Figure 4 provides the break down by emissions sector as a percentage.

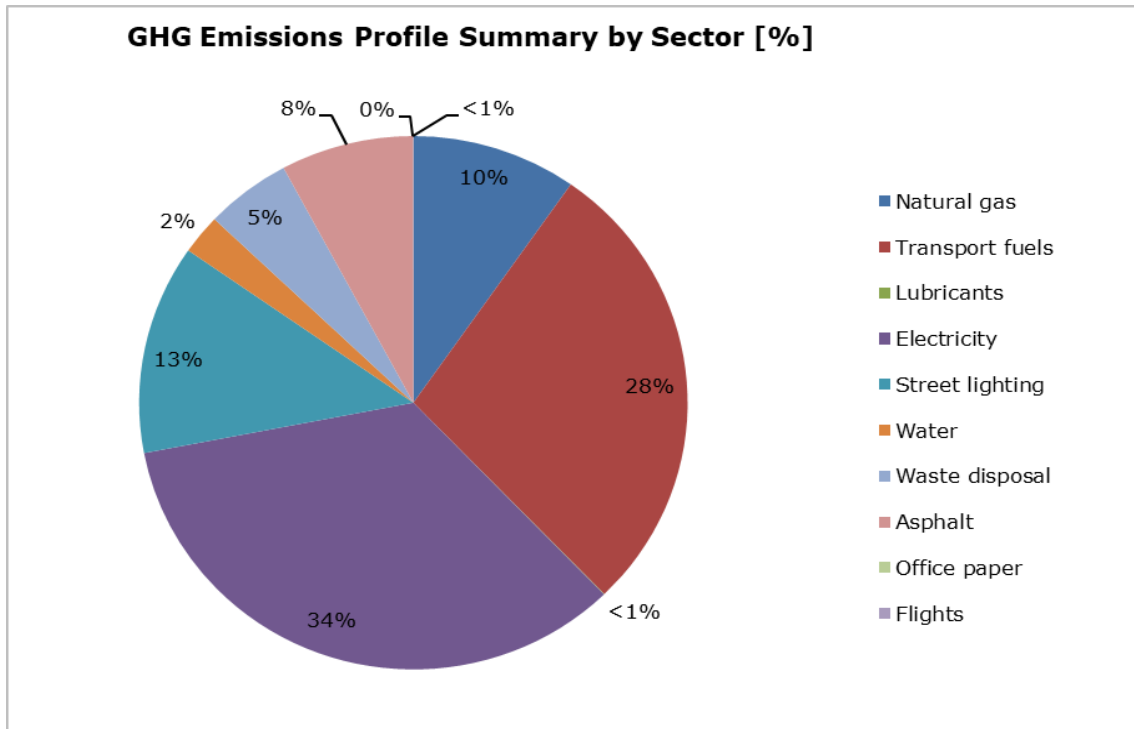


Figure 4: Emissions profile by sector 2018/19

The majority of Council’s measured emissions come from electricity consumption (34%), which includes Council’s own corporate electricity consumption, as well as consumption by community and commercial organisations utilising Council-owned assets. The second most significant emissions source is Council operated transport fuels, which accounts for 28% of total emissions. This figure covers emissions from diesel, petrol, and LPG consumed by Council’s fleet of vehicles and plant, with 20% of the total emissions profile generated by diesel fleet vehicles. Electricity consumption from public street lighting is the third most significant emissions source and makes up 13% of emissions. This is followed by natural gas from buildings (10%) and emissions from road making materials (8%). Emissions from waste disposal (5%) and water (2%) are relatively minor, while the contribution of emissions from all other sources is negligible.

Note that emissions from the Dooen Landfill site have been excluded from the inventory total and Figure 4. Emissions from landfill will instead be addressed in a separate waste strategy, the plan for which is outlined in section 5.6. If they were to be included, emissions from landfill would account for 14,411 tCO₂-e or 70% of the inventory.

3.2.2 Emissions Projections to 2030/31

The business as usual trajectory for HRCC’s corporate emissions has been modelled to provide an understanding of the impacts of planned works within Council, as well as external factors that may affect HRCC’s emissions profile.

The modelling indicates that overall emissions will likely decrease over the next decade. This will be driven largely by decreases in the emissions intensity of grid supplied electricity and standardised improvements to energy efficiency in buildings and vehicle design. Horsham is not currently a high growth area. While the impacts of new buildings and ongoing road making have been incorporated into the projection, significant increases in these areas are not expected at this point.

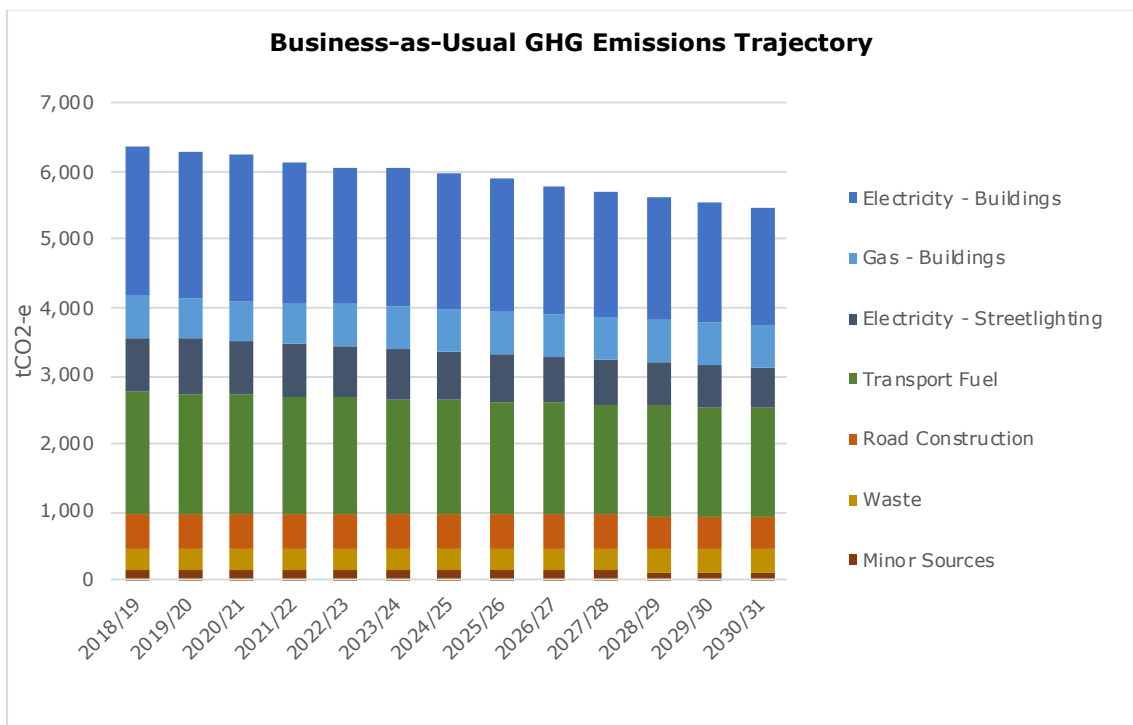


Figure 5: Business-as-usual trajectory for HRCC’s corporate emissions

4. Goals, Targets and Objectives

The Council Plan 2019-2023 identifies the core values for HRCC illustrated in Figure 6. This Zero Net Emissions Action Plan seeks to stay true to these principles as it maps out a pathway to achieving the goal of zero net emissions for HRCC’s corporate operations by 2050. The science-derived target and plan objectives outlined in the following sections provide the framework for selecting and justifying the actions included within this plan. The objectives, target and resultant plan aim to reflect in particular the core values of “Accountable, Proactive, Open, Innovative, and Progressive”.



Figure 6: Image of core values taken from the HRCC Council Plan 2019-2023

4.1 Science-derived Target

At the United Nations Framework Convention for Climate Change (UNFCCC) Paris Conference in 2015, the Australian Government signed an international agreement between 195 countries to keep any temperature rise “well below 2°C”, and to drive efforts to keep warming below 1.5°C higher than pre-industrial levels. This Paris Agreement, entered into force on 4 November 2016, explicitly recognises and engages local and subnational governments and their critical role in supporting the transformation, including setting goals and strategies aligned with the science.

Climate science tells us that warming beyond 1.5°C threshold is likely to have increasingly severe social, economic and environmental impacts, not least on a water scarce continent like Australia. As of October 2018, the IPCC announced that there were no longer any scenarios for remaining within this temperature increase-range without the use of carbon removal technologies.

In becoming a signatory to the Paris Agreement, Australia has a limited, established carbon budget within which to operate in order to meet its commitment to remaining within 2°C of warming on pre-industrial levels. The development of a science-derived target for a council or

organisation enables us to understand the scale of action that is required to stay within this budget.

An emissions reduction target for an organisation, entity or community is considered “science-derived” or “science-based” when it is aligned with the broader emissions reduction required to keep global temperature increase below 2°C compared to preindustrial temperatures, as described in the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC).

4.1.1 Target Methodology

The IPCC, the leading authority on current climate change scientific knowledge, has developed long-term emission scenarios which show a range of potential emissions trajectories and impacts based on highly detailed and rigorous modelling. These scenarios indicate the maximum total emissions allowable to limit the increase in global average temperatures to 2°C, which is considered the threshold for avoiding dangerous climate change.

Based on the above, the world’s “carbon budget” is the total volume of greenhouse gases that can be emitted while providing a degree of confidence that temperature rise will be limited to a relatively safe and manageable 2°C. The accepted global carbon budget established by the IPCC is 1,701 GtCO₂-e for the period 2000-2050.

This budget has then been scaled to Australia by the Australian Government’s Climate Change Authority (CCA). The 2018/19 GHG inventory presented in Section 3.2 is used to connect the activities of HRCC to the national carbon budget developed by the CCA through apportioning the national budget. It is important to note that because landfill emissions have been excluded from the corporate GHG inventory, they have also been excluded from the target. This means that if Council were to incorporate the landfill into the corporate GHG inventory in coming years, the target could (and should) be recalculated to reflect this.

4.1.2 Council’s Science-derived Target

A science-derived carbon budget for a council’s corporate emissions provides a framework for setting targets and demonstrating that a fair share of action is being undertaken. It allows a clear understanding of the scale of action that is genuinely required and helps define responsibility for action.

Based on Council’s emissions in 2018/19 of around 6.3 ktCO₂-e, the budget of 91.2 ktCO₂-e would be expended in 14 years or by the year 2035. We have termed this duration Council’s carbon “Runway”.

Table 3: Calculation of carbon budget for Council’s corporate emissions

Calculation of budget	National	HRCC	Units
Total carbon budget	5,554,964	91.2	ktCO ₂ e
Annual emissions	420,226	6,350	tCO ₂ e
Runway	13.2	14.4	years
Required per annum reduction	3.8%	3.5%	% per year
	15,895	221	tCO ₂ e/year

The *Remaining budget* for HRCC is 91.2 ktCO₂-e. This is the total amount of emissions that Council can release whilst remaining within their fair share towards limiting warming to 2°C of pre-industrial levels.

The *Remaining years without change* (14.4 years) calculates how long this carbon budget would last, based on the emissions released in 2018/19.

The *Required annual reduction* and *Required rate of reduction* shows that HRCC’s emissions need to reduce by 221 tCO₂-e (3.5%) per year until 2050, if the carbon budget is to be used in a linear fashion.

A set of interim targets, outlined in Table 4, have been developed to ensure the Zero Net Emissions Action Plan achieves the required emissions reduction trajectory in the medium term (over the next ten years). The required per annum reduction rate and interim targets will be used to monitor the progress of the action plan against the science-derived target through calculation of HRCC’s annual corporate inventory. Interim targets will enable council to assess the efficacy of the plan at regular intervals, celebrate successes or adjust the action plan if required.

Table 4: Interim science-derived targets

Interim targets		
Year	No. years	Interim reduction target
2020/21	2	7%
2025/26	7	24%
2030/31	12	42%

It is important when pursuing a science-derived target to understand that it is substantially different from other types of targets. Key differences which will be central to communications are that:

- the target is independent of any political or social considerations
- the methods used for determining the target are transparent and available for review

This science-derived target will be used to assess the impact of HRCC’s actions relative to the emissions reductions required by the Paris Agreement and to communicate and engage with key stakeholders to drive the actions outlined in this plan.

4.2 Plan Objectives

Objectives for the Plan were developed in consultation with Council’s Sustainability Team and have been designed to align with the core values of the Council Plan 2019-2023 and the commitments outlined in the Environment sustainability Strategy 2010.

Through implementing the Horsham Rural City Council Net Zero Emissions Action Plan, Council will:

- Demonstrate leadership to the community in emissions reductions and climate change management
- Pursue opportunities that are evidence-based and potentially innovative or unique to Horsham
- Implement projects that demonstrate cost-savings and good value to Council
- Follow the emissions reduction hierarchy, as outlined at Figure 7
- Participate in collaborative efforts for emissions reduction initiatives with regional council groups, State Government and other key stakeholders where strategic alignment, efficiency, or an opportunity to play a leadership role is demonstrated

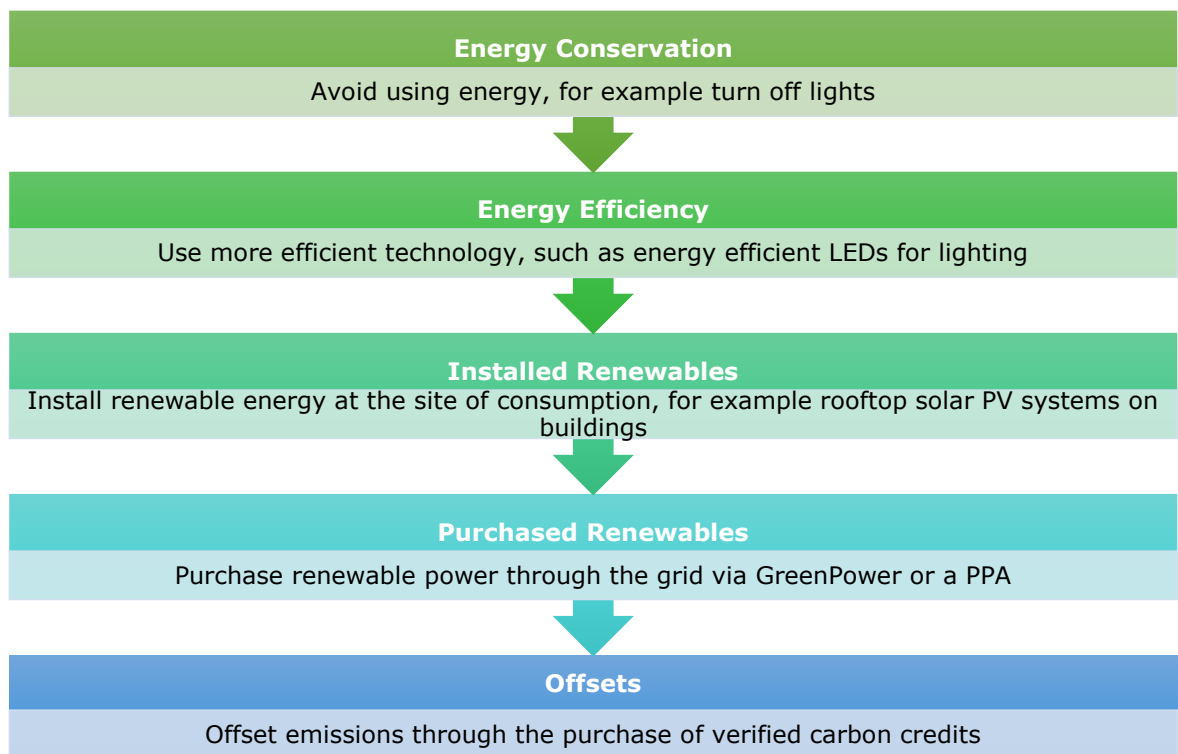


Figure 7: Emissions Reduction Hierarchy

5. Actions to Reduce Emissions

This section outlines the key actions to be undertaken by Council to achieve the goal, targets and objectives outlined in this plan. The actions have been broken out into key sectors, as follows:

1. Buildings and facilities
2. Public Lighting
3. Fleet
4. Infrastructure
5. Procurement
6. Waste

A cost-benefit analysis has been prepared that explores the costs, savings and abatement opportunity for the key opportunities outlined in this Plan. The metrics used to analyse the projects are outlined in Table 5.

Table 5: Cost benefit analysis metrics summary

Total Cost	This is the total cost-differential from business-as-usual. This includes the capital cost of any materials or infrastructure above what would have been spent anyway, as well as any increases to operation or maintenance costs. For example, when looking at fleet upgrades, the cost is the difference between a petrol vehicle and an electric vehicle.
Net Present Value (NPV) Savings over Lifetime	This is the net present value of the savings that a measure will incur over the lifetime of the investment.
Impact (tCO ₂ e)	This is the average annual emissions abatement that will be achieved by implementing an action. The average annual abatement has been used because opportunities will be implemented at different times and impact will change over time as changes to the emissions intensity of activities occur. For example, as the state emissions factor reduces, the impact of implementing buildings energy efficiency measures will reduce.

5.1 Buildings and Facilities

At around 45% of emissions in 2018/19, energy consumed by Council buildings is the single largest source of emissions for Council's corporate operations. Addressing these emissions is straightforward and falls into four key categories:

1. Energy efficiency measures
2. Onsite renewables
3. Purchased renewables
4. Transition away from fossil fuels, such as natural gas or LPG in buildings

The Horsham Aquatic Centre has been drawn out as a significant facility for HRCC in the management of emissions from buildings. All other buildings and facilities have been addressed under one section.

5.1.1 Horsham Aquatic Centre

The Horsham Aquatic Centre is a key focus site for reduction in GHG emissions for Council. Currently, the site is responsible for 66% of Council's natural gas consumption, 35% of Council's electricity consumption and 31% of Council's water consumption.

Three key documents relate to developments at the Horsham Aquatic Centre.

1. **Horsham Aquatic Centre Masterplan Report (2017)**. This report details a five stage, major redevelopment of the Horsham Aquatic Centre. At the time of developing this Plan, implementation of the redevelopment was at stage 2 of 5.
2. **Type 2 Energy Audit Report – Horsham Aquatic Centre (2018)**. This report details a comprehensive audit of energy consumption and proposed efficiency measures for the Horsham Aquatic Centre. At the time of developing this Plan, the recommendation for onsite solar had been implemented.
3. **C&I Organics Processing Business Case – Horsham Aquatic Centre (2014)**. This report provides a comprehensive business case for the replacement of one of two gas boilers for pool heating at the Horsham Aquatic Centre with a biomass boiler.

5.1.1.1 Energy Efficiency

Council will continue to implement the recommendations outlined in the Type 2 Energy Audit Report, which includes an advanced building optimisation system and controls optimisation. In addition, the Horsham Aquatic Centre Masterplan Report requires a targeted ecologically sustainable design (ESD) assessment be undertaken specific to the redevelopment. This will ensure that the renewed Centre will meet a high standard of sustainable design. The ESD assessment should be completed prior to the implementation of the building optimisation system, to ensure it aligns with the proposed technologies to be installed during the redevelopment of the Centre.

5.1.1.2 Transitioning from Gas

Horsham Aquatic Centre is heated by two gas boilers and a solar thermal system. As part of this Plan, Council is pursuing opportunities to transition Council assets away from natural gas.

In 2014 a feasibility study for installation of a biomass boiler was prepared as part of a program run by SV. This study calculated a capital cost of around \$250,000 with a payback period of nine years for the replacement of one of the two boilers currently used for pool heating. Whilst this presents a favourable business case, an internal review of the proposed project and the assumptions applied resulted in a revised payback period of 25 years. The internal review also identified that there was a high level of risk associated with the following elements of the project:

- Availability of suitable feedstock
- Cost of feedstock
- Cost of ongoing operation
- Cost of maintenance and repairs

Whilst there are examples of successfully functioning biomass boilers for similar applications in Australia, the technology is not widely used. For the reasons outlined above HRCC will not be pursuing the option of biomass for the Aquatic Centre further.

In transitioning the Aquatic Centre away from gas consumption, HRCC will investigate options for electrifying the heating load at the Horsham Aquatic Centre through heat pump technology. Heat pumps are a widely used technology with significantly lower capital outlay than biomass and have been successfully applied in the aquatic centre setting in Australia. They also have the option of being powered by either on-site renewables such as rooftop solar, or by renewable energy purchased through a PPA. Should renewable electricity be sourced, this would significantly reduce emissions generated by the Horsham Aquatic Centre.

HRCC will prepare a detailed feasibility study into the installation of an electric heat pump at the Horsham Aquatic Centre. This study will be conducted as part of the ESD assessment to ensure that any specifications necessary for optimizing the efficiency of the heat pump can be incorporated into the Horsham Aquatic Centre renewal.

Table 6: Impact of actions for Horsham Aquatic Centre

Action	Impact (tCO ₂ e/year)	Cost	NPV Savings over Lifetime
Implement recommendations from Type 2 Energy Audit Report – Horsham Aquatic Centre	120	\$200,000	\$162,000
ESD Assessment for Horsham Aquatic Centre Renewal	250	\$343,000	\$1.5 million
Prepare a feasibility study for heat pump installation as part of the Horsham Aquatic Centre Renewal	NA	NA	NA

5.1.2 Energy Efficiency for Council Buildings

In 2018 HRCC participated in the SV Local Government Energy Savers Program (LGES). Through this program detailed energy audits were conducted, resulting in specific recommendations for reducing energy consumption from key sites. This includes the type 2 energy audits for the Horsham Aquatic Centre.

These audits showed that there are 380 tCO₂-e per year to be saved through energy efficiency measures to key sites. Recommendations from the audits, including delamping and controls optimization, have already been implemented across the Town Hall, Civic Centre and Library saving an estimated 50 tCO₂e per year. There are further measures still to be implemented from the LGES audits, and together with a broader program of energy efficiency upgrades on large sites (those with an annual electricity consumption of greater than 10,000 kWh) there are significant savings to be gained.

It is expected that by making simple upgrades such as gap sealing and lighting upgrades, savings of up to 20% of emissions per site could be generated. To ensure effective energy efficiency measures can be identified across Council’s portfolio an initial type 1 sample audit of 2 sites has been costed into the plan. These audits will serve as a training opportunity for Council staff so further assessments can be carried out internally.

The impact assessment of energy efficiency measures at small sites (those with an annual consumption of less than 10,000 kWh) concluded that the costs of implementation outweighed the benefits of any cost and carbon savings generated. Improvements to energy efficiency at these sites will continue to be pursued through ongoing maintenance and sustainability considerations within Council’s Procurement Policy (for example the purchasing of the most energy efficient appliances and lighting as applicable) but will not be directly addressed within this plan.

Finally, ensuring that energy efficiency is considered at the design stage of any new buildings or major renovations is crucial. This will be achieved through the development of an Ecologically Sustainable Design (ESD) Policy for Council. Features of this Policy would include minimum NABERs ratings for all new buildings and renewals and supporting a transition away from natural gas or LPG in buildings.

Table 7 outlines the predicted impact of actions addressing energy efficiency in Council buildings. The GHG impact is calculated per year, while the capital cost and savings (net present value) are calculated over the lifetime of the investment.

Table 7: Impact of actions for energy efficiency in buildings

Action	Impact (tCO ₂ e/year)	Cost	NPV Savings over Lifetime
Energy efficiency measures – high consuming sites (>10,000kWh/annum)	80	\$165,000	\$89,000
ESD Policy	300	\$201,000	\$1.1 million

5.1.3 Onsite Solar for Council Buildings

Installing solar photovoltaics (PV) at the point of use, for example on the rooftop of a building, presents a simple opportunity for reducing emissions and generating clean, cheap energy. Due to the costs savings resulting from reduced grid-purchased energy, these projects typically have favourable payback periods.

Solar PV systems have already been installed at key sites, including the Horsham Town Hall, Horsham Library and the Horsham Aquatic Centre. By bringing attention to smaller sites such as Jubilee Hall and the Nexus Youth Resource Centre, further savings in costs and emissions will be found.

Council will look to install around 300kW of rooftop solar capacity across assets with a total electricity consumption of more than 3,000kWh. This action will include installation at new sites as well as expansion of the existing Town Hall solar array by 20kW. In addition to the existing Town Hall system it may be feasible to install 70kW on the old Town Hall roof. Works on the older section of the site would however need approval from Heritage Victoria.

Council’s capital expenditure budget for 2020/21 has earmarked \$55,000 for community halls solar roofing. This will support the first stage of this action which is the installation of approximately 50kW capacity.

Feasibility studies will be carried at potential sites to ensure investments are only made where the business case is favorable. As part of the solar PV assessments Council may wish to assess the feasibility of solar hot water heating.

Table 8: Impact of actions for onsite solar PV systems

Action	Impact (tCO ₂ e/year)	Cost	NPV Savings over Lifetime
300kw Solar PV on select facilities	300	\$390,000	\$467,000

5.2 Public Lighting

Through participation in the Lighting the Regions Project since 2013, Council has already achieved significant emissions reductions from the bulk replacement of residential streetlights with LED technology. Participation in this regional initiative has achieved savings of hundreds of tonnes of greenhouse gases as well as significant cost savings through reduced energy and maintenance expenditure.

Lighting the Regions councils are once again collaborating on the transition of major road lighting to LEDs. Business cases and design work has been completed for this project, with upgrades yet to be undertaken. Major road lighting presents significant opportunities for savings for HRCC and also enables Council to explore smart lighting controls.

In addition, there are residual residential streetlights that were not changed in the initial bulk replacement, that will require replacement within the coming 10-year period due to the inability to maintain these older assets. Changing over these lights to LED presents another opportunity

for emissions savings as well as consistency across Council assets. As part of this action Council will undertake an asset mapping exercise for public lighting assets.

Table 9: Impact of actions for public lighting

Action	Impact (tCO _{2e} /year)	Cost	NPV Savings over Lifetime
Bulk replacement of 206 major road lights with LED - 100% Council owned	57	\$228,000	\$148,000
Bulk replacement of 400 major road lights with LED – cost shared Vic Roads	110	*\$442,000	\$286,000
Bulk replacement of 204 residential streetlights with LED	46	\$190,000	\$24,000

**Note that total costs for replacement of major road lights assumes that Council funds 100% of upfront project costs. The Department of Transport have agreed to refund around \$230,000 in Council costs through their operating budget. Delivery of the overall program can be managed through the MAV street lighting program.*

5.3 Fleet

Currently, transport fuels are responsible for 28% of HRCC’s emissions. Replacing an internal combustion engine vehicle with an electric vehicle (EV) can dramatically reduce greenhouse gas emissions and overall operational cost over the course of the vehicle’s lifetime. Moreover, EVs have no exhaust emissions, which brings health and other environmental benefits to the broader community.

There has been significant advancement in the Australian EV market over the past few years with a number of state and industry trials taking place, a more evident network of recharge stations being established and the release of electric vehicle standards. Most recently, HRCC participated in a regional study together with 43 regional Victorian councils led by the Central Victorian Greenhouse Alliance, which explored possibilities for the development of a regional charging network.

5.3.1 Mitigating Risk

As of June 2020, more than 14 countries have proposed banning the sale of Internal Combustion Engine passenger vehicles and over 20 cities around the world have proposed banning ICE passenger vehicles within their city centres². Timelines range from 2025 to 2040 but the direction of change is clear. While Australia has not yet set any targets for banning the sale of ICE vehicles, both national and international pressure is mounting, and it is likely that similar targets will come into effect within the next decade. Regardless of whether such targets

² International Energy Agency (IEA), Clean Energy Ministerial, and Electric Vehicles Initiative (EVI) (June 2020). And "Global EV Outlook 2020: Enter the decade of electric drive?". IEA Publications. Retrieved 15 June 2020. See Table 2.1

are adopted in Australia, there will nonetheless be a shift in international markets and car manufacturing away from ICE and towards EV.

HRCC manages a large vehicle fleet. It is therefore critical that Council acknowledges the implications of these trends and incorporates them into the Sustainable Fleet Strategy. As well as demonstrating leadership within the region, taking a proactive approach to transitioning away from ICE vehicles will mitigate the real risk to Council of locking in an obsolete fleet. It will also enable Council to manage the transition strategically, allowing for the costs of vehicles and charging infrastructure to be spread over a number of years.

5.3.2 Sustainable Fleet Strategy

The Sustainable Fleet Strategy will set a trajectory for Council to significantly reduce fleet emissions. This will be achieved through:

- A staged upgrade of all passenger vehicles first to hybrid, then to EV
- Upgrade of all utility vehicles and 4WDs to most efficient/low emissions alternative
- More efficient management of heavy vehicle fleet through installation of telematics
- Incorporation of EVs into the heavy vehicle fleet where feasible
- Regular driver training for all employees to ensure safe and efficient driving

The plan will look at initially upgrading all passenger vehicles to hybrid rather than full battery EV. This action supports Council's trajectory toward a fully electric passenger fleet but allows for more budget to be directed to incorporating EV into the heavy vehicle fleet. EVs in the heavy vehicle fleet present an opportunity for greater emissions savings and a more favourable return on investment.

It should be noted that hybrid vehicles are currently still more expensive than equivalent ICE vehicles and implementing this action will most likely incur a loss for Council. This loss has been estimated at around \$1,300 per vehicle. This loss is being justified on the grounds that the upgrade to hybrid vehicles is an important interim step in Council's strategic transition away from ICE vehicles and is part of Council's wider strategy to mitigate the risks associated with this inevitable transition. The intention is that savings accrued through the other fleet actions will cover this loss, resulting in a net gain for Council from the Sustainable Fleet Strategy overall.

Implementation of a hybrid vehicle fleet also demonstrates Council's willingness to make an investment, as members of the community are being encouraged to do, in the non-monetary benefits of lower emissions vehicles. This satisfies the first objective of this plan which is to "Demonstrate leadership to the community in emissions reductions and climate change management".

HRCC runs a three-yearly upgrade cycle for passenger vehicles, with the majority of Council's passenger fleet needing replacement within the next 5 years. Council will begin the upgrade of all passenger vehicles to hybrid at the second upcoming replacement cycle, which will begin around 2023/24. However, where a hybrid vehicle is considered the most appropriate choice the purchase of hybrid vehicles may be brought forward into the first upgrade cycle.

The phasing-in of EVs for the passenger fleet will be reassessed at the third replacement cycle around 2028/29. The decision to begin the phase in of EVs will be made based on:

- The cost differential between a hybrid replacement and an EV (it is assumed that costs for EVs will decrease over this period). A trigger point for cost differential will be set as part of the Sustainable Fleet Strategy, beyond which EVs will be considered financially viable as an upgrade option. This assessment will also take into account vehicle depreciation.
- The accessibility of charging infrastructure throughout the area where the passenger vehicles will need to operate. Council will continue to advocate for improvements to charging infrastructure through regional collaborations.

Council also has a unique opportunity presented by the ownership of waste trucks that service the municipality. The upgrade of these trucks as well as select light-medium trucks in Council’s fleet to EVs will save emissions and demonstrate innovation and leadership to the local government sector. In addition to emissions savings, the electric trucks will be quieter to run, making early morning waste collections less disruptive to residents. There are various options for financing and low-interest loans available for technology such as electric waste trucks that Council could explore to reduce the impact of high up-front capital costs. Waste trucks and select heavy vehicles will be upgraded to EV in line with the asset register replacement schedule, as funding allows.

Table 10: Impact of actions for fleet

Action	Impact (tCO ₂ e/pa)	Cost	NPV Savings over Lifetime
Sustainable Fleet Strategy, including driver training over 10 years	41	\$37,000	\$147,000
Telematics installed on heavy vehicle fleet	43	\$169,000	\$34,000
Passenger Fleet Upgrade of 28 vehicles to hybrid*	23	\$72,000	-\$35,000
Utility Vehicle Upgrade of 41 vehicles**	64	***\$0	\$77,000
Waste Truck and Select Heavy Fleet Upgrades**	360	\$2.9 million	\$1.7 million

**The costs and savings present one upgrade cycle for all existing passenger vehicles and include costs recovered through the sale of the vehicle after three years.*

***Costs and savings for heavy vehicle and utilities fleet assume a 10-year upgrade cycle and do not include costs recovered through resale.*

****Costs of most efficient models are equivalent to less efficient models.*

5.4 Infrastructure

5.4.1 Irrigation Pumps

Council’s two largest irrigation pumps are responsible for 11% of electricity consumed by small market sites. The efficiency of these pumps can be improved in a couple of ways, depending on their usage patterns. The installation of variable speed drives regulates the power needed to drive the pumps and can therefore improve energy efficiency by between 25-50%. If the pumps are used largely during the day and appropriately located, the installation of solar panels to power the pumps could also reduce their purchased energy consumption.

Table 11: Action summary for irrigation pumps

Action
Explore appropriate energy reduction measures for Council’s largest irrigation pumps and implement measures where financial feasibility is demonstrated.

5.4.2 Construction of Roads and Pathways

Councils are responsible for a wide range of hard surface infrastructure construction repair and specification, that includes for the following:

- Roads
- Footpaths and driveway cross overs
- Shared paths
- Car parks
- Drainage and water infrastructure
- Outdoor sporting courts such as tennis, netball, basketball and skating

HRCC’s General Infrastructure Specification (2012) details the requirements for use of materials for road building and maintenance, including levels for the incorporation of recycled materials. At 8% of Council’s corporate GHG inventory, emissions from asphalt are a significant source of emissions.

A review of the General Infrastructure Specification against a leading sustainable specification from the Victorian Department of Transport will ensure that Council is achieving maximum emissions savings from this source.

Table 12: Action summary for construction of roads and pathways

Action
Review HRCC’s General Infrastructure Specification to ensure alignment with leading sustainable specification by the Department of Transport.

5.5 Procurement

5.5.1 Electricity Procurement

A power purchase agreement (PPA) is a contract between an electricity buyer and seller. In the context of this Plan, PPAs refer to an agreement that the buyer will ensure that a certain amount of energy is generated from renewable sources, such as large-scale solar or wind farming.

The Victorian Greenhouse Alliances have established a Local Government Electricity Contract Working Group to help Victorian councils save money and reduce greenhouse gas emissions through their electricity contracting. The Working Group is developing a PPA for Victorian councils to procure low-cost renewable energy from 2020/21, at the conclusion of the current retail contracts.



HRCC has agreed to include 100% of electricity consumption in the Victorian Local Government PPA. Large-scale Generation Certificates (LGCs) associated with this energy will be purchased for 50% of HRCCs corporate energy use, meaning that 50% will be considered zero emissions energy. For the remaining 50% of energy, the LGCs will be sold to other buyers as offsets, meaning that Council cannot claim this energy as zero emissions.

5.5.2 Products and Services

With a budget of around \$25 million for materials and services in the 2019/20 financial year, Council has significant influence over local suppliers and service providers. Ensuring sustainability considerations are embedded in Council’s standard procurement processes minimises the impact of purchases and provides incentives for suppliers to improve their own systems and practices.

HRCC’s Procurement Policy, revised annually, currently outlines considerations for sustainable procurement, including steps to minimise GHG emissions, consider transport requirements, understand product life-cycles and consider fair trade and ethics. Whilst this reflects the overall ambitions of Council, it does not translate to metrics that are simple to understand, apply and analyse by Council’s Governance and Procurement Team.

Through ongoing revisions Council’s Sustainability Team will work closely with the Governance and Procurement Team to ensure that the Procurement Policy reflects best practice in procurement of goods and services that meet Council’s goals for GHG emissions reductions. Changes will ensure that all goods and services are assessed against metrics that indicate improved sustainability of products and services, such as energy star ratings for appliances or environmental policies for suppliers.

Table 13: Action for procurement of goods and services

Action
Work with Council’s Governance and Procurement Team to ensure that HRCC Procurement Policy reflects best practice in sustainable procurement.

5.6 Waste

HRCC manages a number of transfer stations as well as a major landfill – the Dooen Landfill. Waste has intentionally been excluded from the corporate GHG inventory underpinning this plan. A separate, targeted strategy will instead be developed to address emissions from landfill through, but not limited to, avoidance, diversion from landfill and consideration of various treatment options.

The reason for developing a separate strategy for landfill emissions is twofold. Firstly, waste is unique both in its scale when compared to other emissions sources within the corporate inventory and in terms of the site-specific nature of any recommendations. Any changes to waste treatment would first require in depth feasibility studies and may constitute significant long-term changes to the infrastructure of the landfill, and significant investment. Secondly, waste to landfill is a community emissions source rather than solely a corporate one. While Council has direct control over the treatment of the waste on site, since waste is captured not only from Horsham but also from other municipalities, Council’s control overall is limited. A separate waste strategy will ensure waste receives the detailed attention that is required for an emissions source of this scale and scope.

In development of a Waste Strategy for HRCC, Council will be able to consider the science-derived target for emissions reductions related to waste. This will ensure synergy between the Zero Net Emissions Action Plan and the Waste Strategy.

Table 14: Action for waste

Action
Develop a Waste Strategy that aims to reduce emissions from waste.

6. Innovative Solutions

There are a number of emerging innovative solutions that can be pursued in the mitigation of Council's corporate emissions. These areas have not been included in the cost modelling nor emissions pathways at Section 7. This section provides high-level business cases and recommended next steps, however each of these areas requires further feasibility analysis before being confirmed in Council's action planning.

6.1 Smart Street Lighting

The idea of "Smart cities" or "smart networks" is one that is eliciting great interest from communities worldwide. There are many definitions of smart cities, including one from the UK Department for Business, Innovation and Skills (BIS), who are developing standards for smart city technology. They define a smart city as one where there is "effective integration of physical, digital and human systems in the built environment to deliver a sustainable, prosperous and inclusive future for its citizens".



A number of attributes of streetlights make them an ideal component within a smart city:

- The lights' physical location high on a pole means there is good ability for clear communication
- Their ubiquitous presence anywhere that there are reasonable densities of people means the light can reinforce the network where the need for data is greatest
- The presence of power at the light means that connecting the smart networks communication device to electricity is easy

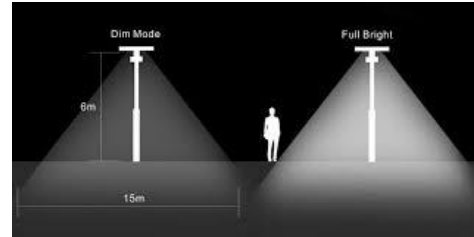
The streetlight can be used as a relay for other information (in a smart grid network). This increases the effectiveness of the entire network and can reinforce and improve the way the network operates. Alternatively, the street lighting communications devices can be part of a standalone street lighting control network, without reference to other smart networks within a city. It is possible to install these communications devices on street lighting networks today.

Smart lighting functions, particularly the data that can be harvested, present a myriad of uses and have the potential to bring numerous social, economic and environmental benefits to councils and their communities. The benefits of smart lighting that have been identified up to now are just the tip of the iceberg.

6.1.1 Smart Controls for Street Lights

Smart controls, in their most basic and most utilitarian form, present councils with two main benefits:

1. They allow remote monitoring of whether a street light is functioning correctly, thus allowing for automated fault reporting.
2. They allow the light output of a street light either to increase or decrease lighting levels depending on the varying conditions of an area over the duration of the night.



These functionalities can be associated with significant cost and energy savings for major roads lights in particular. As well as reducing maintenance costs, savings can also arise from the ability to use dimming and trimming³ to reduce the energy usage of major roads street lights; this includes maintaining a constant light output over the lifetime of the asset (rather than maintaining constant energy input and having initial lighting levels higher than required to compensate for the degradation of lighting levels over time).

Smart controls for street lights are now available for use on a handful of distribution network service providers, and considerations around data access and data governance are still in negotiation. While their use is still in its infancy, early results indicate that the savings for Council from using smart controls could be substantial.

6.1.2 Early Results from Australia

Nationally, there are many recent trials completed by councils that seek to understand the value of smart lighting and how to deliver this value during a planned large-scale LED program. These trials are diverse, spanning road safety (focusing on compliance and maintenance improvements), asset management, energy management (including dimming), monitoring air quality, temperature sensing, and the use of cameras, wifi and telecommunications.

For example, a partnership between a council and distributor is currently obtaining and analysing luminaire ambient temperature sensor data to develop an urban heat map. The project's main objective is to determine whether the temperature readings in the smart cell in the street light can be used to calculate the ambient air temperature at person level.

Another pertinent example is from a council in Victoria that is currently assessing dimming and adaptive lighting in major road street lighting. Results to-date show significant energy savings, particularly from dimming street lights to lower compliance levels during certain hours of the day. Preliminary results from the smart lighting value analysis based on this project are outlined in Table 15, below. As these are based on a single council area, they cannot be used to confirm the savings potential in other council areas. However, they do indicate significant potential savings that warrant further investigation.

³ Whereby the time the light is on is "trimmed" such that the lighting level is reduced until it meets the relevant lighting standard as per AS/NZS 1158.

Table 15: Potential benefits of smart lighting (major roads example from Victorian Council, illustrative only)

Summary 20-year savings per light	Trimming	Constant light output (CLO)	Dimming	Traffic safety	Maintenance cost reduction
Total Cumulative Project Cost	\$200-\$400				
Cumulative Simple Net Savings	\$100 to \$400	\$80 to \$170	\$100 to \$400	\$1,100 to \$3,700	\$0 to \$250
Cumulative GHG savings	1 to 3 tCO ₂ -e	1 to 2 tCO ₂ -e	1 to 3 tCO ₂ -e	N/A	N/A
Average GHG savings per year	75 to 150 kgCO ₂ -e	50 to 100 kgCO ₂ -e	75 to 150 kgCO ₂ -e	N/A	N/A
Payback period (years)	5 to 14 years				N/A

6.2 Facility Battery Storage

For most applications batteries are a ‘financial mechanism’, as they do not generate energy, they just move it around, ideally in ways that save or generate money. Battery storage can also change the business case fundamentals for the size of a solar system.

As part of the Carbonetix audit reports delivered in 2018, a recommendation for installing 3 x 16kWh/3kW capacity of battery storage was made. Further investigation by Council deemed the investment not currently viable. HRCC understands that as the technology develops, and the costs of batteries reduce this action may become increasingly viable for certain Council sites. As part of the five-year review of this plan Council will revisit the opportunity for battery storage through undertaking a feasibility study at sites where applicable. The assessment of feasibility will consider the following mechanisms for financial viability.

There are three primary mechanisms for financial viability for embedded battery storage. Any analysis would consider the interaction between each mechanism.

- Time of use migration.** This is where a battery storage system is used to shift electricity consumption from high cost time of use tariffs to low cost ones. This involves high levels (typically daily) discharge cycles and will look to undertake deep discharge to maximise this shift of capacity. The cost effectiveness of this application will depend on the consumption profile for the site and the variance of the peak to off-peak pricing.
- Peak demand reduction.** This approach is designed to reduce the capacity charges for the site, and therefore require capacity charging for it to be viable, thus lending itself to Council’s large sites. Depending on the ‘peakiness’ of the site, it will typically require less storage capacity, instead more focused on the delivery capacity of the battery system. Also, depending on the site characteristics, there will likely be less cycling of the battery and fewer deep discharges.
- Solar generation augmentation.** This is where the battery is being used to take up any excess capacity from an on-site solar PV system, enabling this energy to be used onsite

rather than exported to the grid. The benefit of this approach is that it will typically be able to offset higher cost electricity than what would have been obtained from a feed-in tariff.

Each of these approaches have different demands for the technology solution. Additionally, some or all of them may be applied to the same situation, however different focuses will likely change the parameters of battery size or even technology.

Other considerations for battery storage feasibility are the levelized cost of energy (LCOE) and additional storage requirements. LCOE is the per-unit net present value of the systems being compared and presents the best way to understand and compare approaches with different capital and operational cost profiles.

There may be additional uses and benefits of battery storage for specific sites as well, such as uninterruptable power supply or other continuous supply/backup supply requirements. For example, key community infrastructure that can be used as heat refuges in summer, such as facilities for the elderly or very young are more commonly being considered as critical infrastructure. The addition of battery storage can ensure these sites are available to vulnerable community members when there is most need, but also when there is most risk of electricity outages. If such solutions are required, these can be investigated at the same time as the financial and technical analysis for facility battery storage.

7. Greenhouse Gas Reduction Pathway

By implementing all activities outlined in this Plan and purchasing 50% zero emissions power (that is, from renewable sources via a PPA and including LGCs), Council will reduce overall emissions by 47% on 2018/19 levels by the year 2030/31. This pathway would see Council achieving just beyond the reduction of 42% by 2030/31 (or 221 tCO₂e per year) as outlined by the science-derived target. The pathway and progress against the science-derived target is shown in Figure 8.

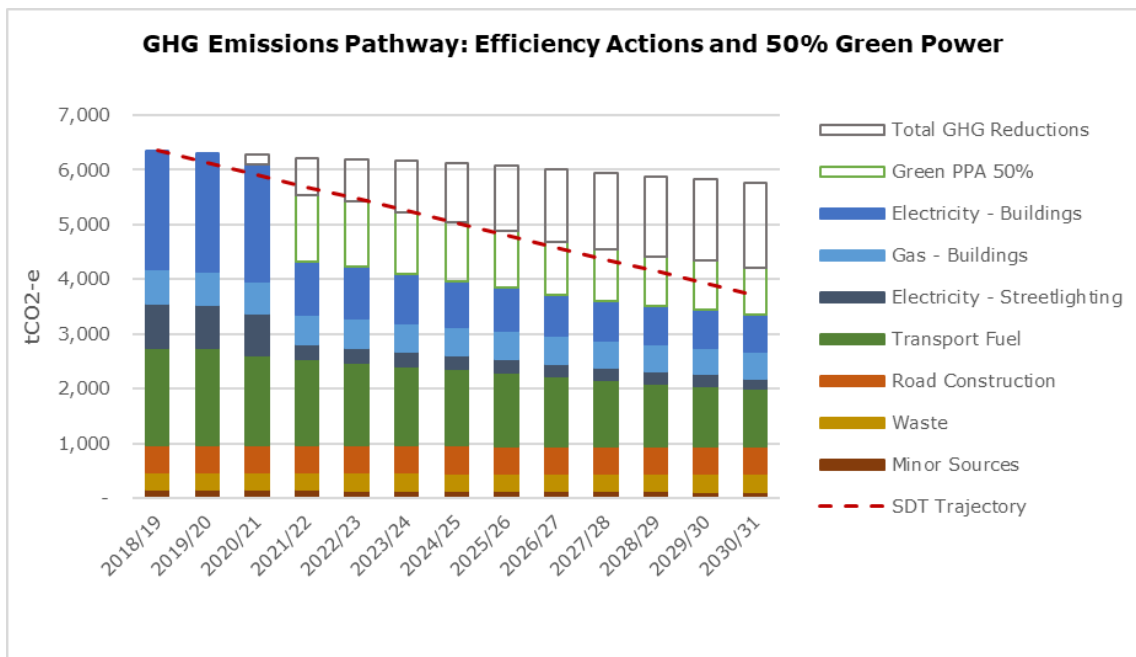


Figure 8: HRCC GHG emissions pathway incorporating emissions reduction actions and 50% zero emissions electricity through PPA

Through this pathway, detailed feasibility studies have been recommended that will explore select emissions reduction projects in more detail. If these feasibility studies demonstrate a positive outcome in terms of emissions reductions, cost savings and payback period, they may also be implemented, further reducing Council’s corporate GHG emissions. These projects would impact emissions from road construction through exploring leading sustainable standards, emissions from gas in buildings through heat pumps at the Aquatic Center and leading ESD standards, and emissions from electricity in buildings through battery storage.

Even with extensive emissions reduction activities and purchasing electricity through a PPA there are still around 3,400 tCO₂e that must be accounted for before Council can achieve net zero emissions. These are typically from sources that are difficult to reduce or eliminate through efficiency projects, such as emissions from waste disposal, or fleet and plant that do not have viable electric alternatives. To achieve net zero emissions Council will need to purchase carbon offsets to cover the remaining emissions. The implications of purchasing offsets are discussed in section 7.3, however the purchase of offsets has not been included as part of this plan to 2030/31. It is felt that, in line with the emissions reduction hierarchy (see Figure 7), there is greater value in directing Council’s budget toward actions that will generate actual emissions reductions and cost savings for Council.

7.1.1 Including 100% Green Electricity from PPA

An alternative pathway towards achieving zero net emissions is to increase the purchase of green power through the Victorian LGPPA up to 100%. Figure 9 illustrates the pathway if HRCC increase from a 50% green power PPA to 100% green power PPA in 2025/26. This pathway would see Council exceeding the reduction required by the science-derived target by almost 20% at 2030/31. It should however be noted that while the reduction target will continue its trajectory, beyond 2030/31 many of the low hanging fruit for achieving emissions reductions through assets will have been implemented. Moving forward Council will need to consider purchasing 100% green power in order to continue to keep emissions in line with the science-derived target beyond 2030/31.

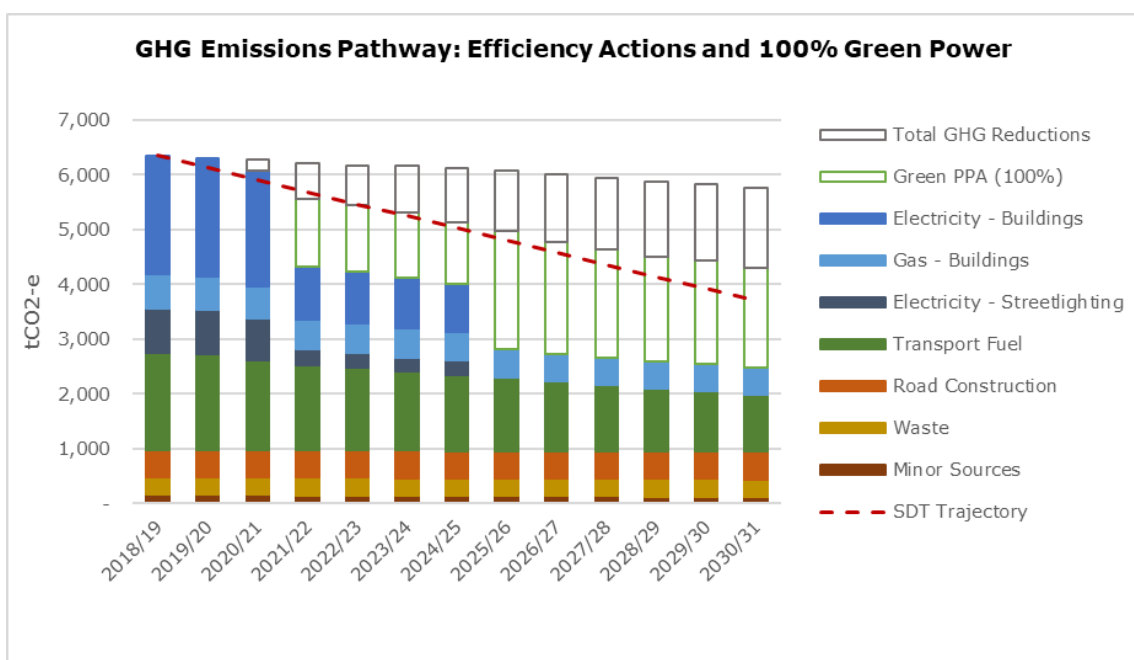


Figure 9: HRCC GHG emissions pathway incorporating emissions reduction actions and 100% zero emissions electricity through PPA

7.2 Cost of Achieving GHG Reduction Pathway

Figure 10 illustrates the projected budget for achieving the pathway outlined in this plan. Apart from a significant spike in 2021/22 which is the result of investment in the major roads lighting upgrade, the budget required is spread evenly across the period of the plan. The average annual budget required to implement this plan is approximately \$410k/pa. The major areas for investment are energy efficiency in buildings, and upgrades to transport fleet. Solar is also significant in some years.

For reference, Figure 10 also includes the following additional costs:

- Purchasing Australian Carbon Credit Units (ACCUs) to offset the remaining emissions at 2025/26 with a 50% green power PPA in place. As Council has already committed to and budgeted for the 50% PPA there are no additional costs for the PPA included.

- Purchasing ACCUs to offset the remaining emissions at 2025/26 with a 100% green power PPA in place. The additional costs of purchasing 100% green power through the agreed LGPPA are also illustrated.

Based on initial investigation the cost of purchasing 100% green power as part of the LGPPA has marginally lower costs than the purchase of ACCU offsets to cover the same emissions. However, the purchasing of green power presents a direct investment in Australia’s green energy transition and holds greater value for HRCC from a reputational perspective than the purchase of offsets.

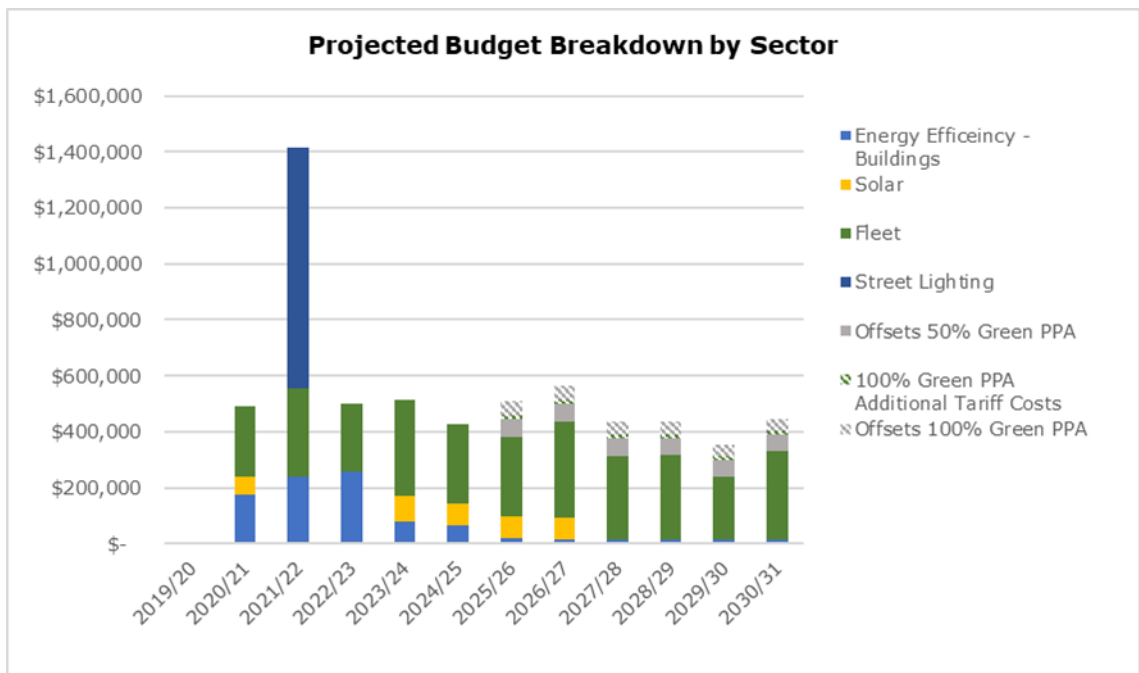


Figure 10: Cost pathway for achieving zero net emissions, including efficiency actions, 100% green power and carbon offsets

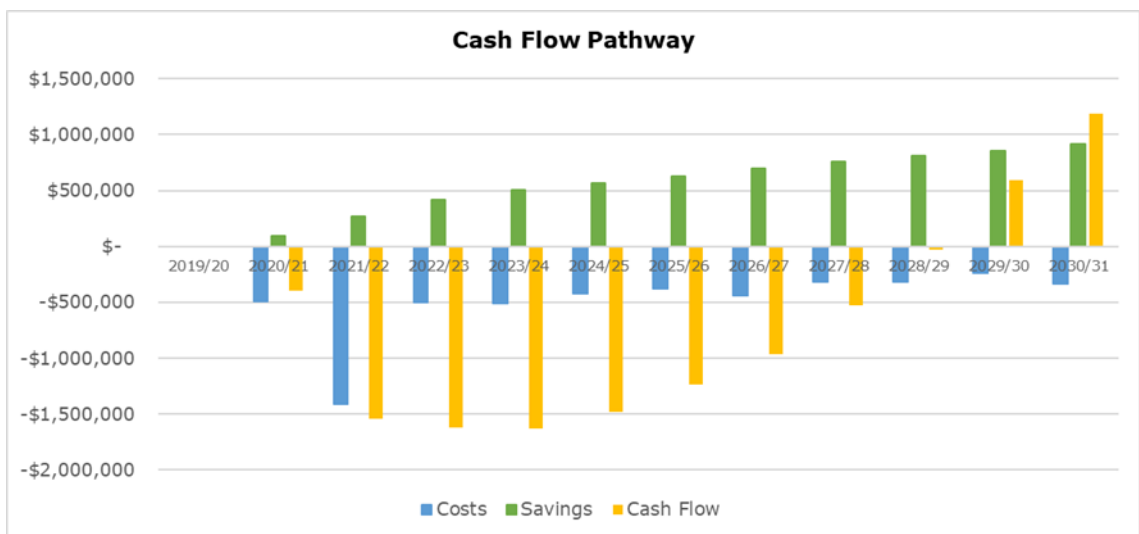


Figure 11: Cash flow pathway to 2030/31

The cash flow pathway (Figure 11) shows that the initial capital outlays at the front end of the plan begin to pay themselves back around 2028/29. HRCC will explore the option of managing cash flows associated with the Zero Net Emissions Action Plan through a revolving sustainability fund.

7.3 Carbon Offsets

Carbon offsets fall at the bottom of the emissions reduction hierarchy and have not been incorporated into Council's GHG reduction pathway for the life-cycle of this Plan. This is because Council is able to remain within the science-derived target trajectory through energy efficiency actions and purchased renewables. At such a time where Council pursues a zero net emissions target or a carbon neutral target, which will be required by 2040 according to the science-derived target, it is likely that carbon offset purchases will be required to cover all remaining emissions.

When offsetting carbon emissions there are a number of options available. The most obvious and common way to offset emissions is to purchase offsets through a certified provider. These offsets vary greatly in price and in quality, but there are a number of reputable providers. This is the only way to offset emissions that is allowed under Climate Active, the Australian Government's carbon neutrality certification program.

Council may choose to purchase ACCUs, international Verified Carbon Offsets (VCUs) or a combination of both. At the time of preparing this report, the latest spot price published by the Clean Energy Regulator for ACCUs was \$16.40/tCO₂e⁴.

Many councils have a preference for purchasing Australian offsets due to perceived superior quality and because there is greater knowledge of the regulation surrounding the production of these offsets. However, VCUs can typically be purchased at a much cheaper rate than ACCUs and are also subject to regulation and approval. The price for international offsets can vary greatly, but at the time of preparing this report, Australian councils had secured offsets for prices varying from \$2/tCO₂e - \$3.50/tCO₂e.

The purchase of carbon offsets should be considered as part of the five-year review of this Plan. Offsets should be considered the final option for emissions abatement, following energy conservation, energy efficiency, onsite renewables and purchased renewables, in line with the emissions reduction hierarchy.

⁴ Clean Energy Regulator (2020), *Quarterly Carbon Market Report – March 2020*, Australian Government, Canberra

8. Monitoring, Evaluation and Learning

There are two types of monitoring that will be undertaken during the implementation of this Plan: progress monitoring and impact monitoring.

Progress monitoring ensures that the Plan is being implemented within the expected timeframes, quality and budget. Council will track whether projects have been implemented within the expected timeframes and whether actual expenditure aligns with the budgeted amount.

Impact monitoring aims to understand whether the projects have resulted in the predicted reduction in emissions and costs. Impact monitoring for this plan will be done in two ways. Firstly, the annual review of Council's corporate GHG inventory will provide an understanding of changes to actual emissions, and can be measured against the GHG pathways shown in Section 1 of this plan to understand if they are at the expected level. Secondly, periodic review of energy bills for selected sites before and after relevant projects are implemented will demonstrate where cost savings are occurring. In some cases, a full year of billing data may be required to allow for seasonal usage patterns.

At five years this Plan will also undergo a full program evaluation that takes a deeper dive into what has made each project successful (or not) and share these learnings internally and externally. This is particularly important for this Plan where some innovative approaches are being considered, such as electric waste trucks and facility battery storage. Understanding what does and doesn't work with real data is incredibly useful to local governments across Australia and will present HRCC as a leading council, regardless of whether the shared learnings present wins or losses.

Appendix A: Methodology

General Assumptions

Energy Prices

It is assumed that the PPA contract will come into effect in 2021 and will constitute 50% green power and 50% brown power as the default allocation.

Table 16: Energy price assumptions

Council energy contract	Unit	Most recent value	Year	Reference
Large Market - Grid Electricity	\$/kWh	\$0.1496	2019/20	Council questionnaire. Average from AGL bills provided by Council.
Large Market - PPA - Green	\$/kWh	\$0.2966	2020	Council questionnaire. \$81.00/MWh plus standard network charges.
Large Market - PPA - Brown	\$/kWh	\$0.2806	2020	Council questionnaire. \$65.00 MWh plus standard network charges.
Small Market - Grid Electricity	\$/kWh	\$0.2202	2019/20	Average from AGL bills provided by council.
Small Market - PPA - Green	\$/kWh	\$0.2926	2020	Council questionnaire. \$77.00 MWh plus standard network charges.
Small Market - PPA - Brown	\$/kWh	\$0.2846	2020	Council questionnaire. \$69.00 MWh plus standard network charges.
Street Lighting (unmetered) - Grid Elec	\$/kWh	\$0.1496	2019/20	Council questionnaire. Same as Large Market.
Street Lighting (unmetered) - PPA - Green	\$/kWh	\$0.2866	2020	Council questionnaire. \$71.00 MWh plus standard network charges.
Street Lighting (unmetered) - PPA - Brown	\$/kWh	\$0.2736	2020	Council questionnaire. \$58.00 MWh plus standard network charges.
Natural Gas	\$/MJ	\$0.0196	2019/20	Average from AGL bills provided by council.
Petrol	\$/L	\$1.4470	2019/20	Australian Institute of Petroleum Weekly Price Report, February 23 2020, p.6, "National Average Last 12 months",
Diesel	\$/L	\$1.3750	2019/20	Bulk diesel price provided by Council.

Emissions Factors

Emissions factors are sourced from the National Greenhouse Accounts Factors – August 2019.

Business-as-usual Projections

Business-as-usual (BAU) ten-year emissions projections include the following assumptions:

- Buildings efficiency improvements (electricity and gas) of 0.1% per year
- Street lighting efficiency improvements of 0.1% per year
- Vehicle efficiency improvements of 1.0% per year
- Improvements to state emissions factor, in line with targets proposed by the Victorian State Government
- Increase in energy portfolio in line with Council’s new works budget and with consultation with Council’s Sustainability Team. This includes additional loads from two new buildings:
- Wesley Performing Arts Centre: load assumed to be similar to existing multi-function building
- Proposed new depot: load assumed to be similar to existing depot
- Population growth rate of 0.03% in line with projections by .id Consulting

Energy Efficiency Actions

Area	Assumptions
Street Lighting	<p>As per detailed business case prepared by Ironbark as part of the CVGA regional project in 2019:</p> <p>Standard CatP (x50) - Replace 10 x 80W MV, 40 x 2x14W T5 with 17W StreetLED. Majority of CatP lights have been replaced through Lighting the Regions.</p> <p>Decorative CatP (x154) - Replace 112 x 80W MV Bourke Hill, 42 x 42W CFL and 2 x 125W MV decorative lights with Bourke Hill 17W LED (no 125W MV equivalent decorative available). CVGA report states council waiting for Powercor approval of decorative lighting before proceeding to replace 87 x 150W HP Sodium lights. These have been excluded from recommendations.</p> <p>CatV 100% Council Owned - Replace 206 full cost major road streetlights to LED: 2 x 250MV with RoadLED Midi 70W, 1 x 150HPS with ROTATE_RoadLED Midi 70W, 142 150HPS with RoadLED Midi 70W, 54 250HPS with RoadLED Midi 150W, 7 x RoadLED Midi 70W new lights for compliance.</p> <p>CatV Cost Shared - Replace 400 cost shared major road streetlights to LED. Total project costs include \$230K of DoT project costs which can be refunded over a ten-year program. 1 x 150HPS with ROTATE_RoadLED Midi 70W, 237 x 150HPS with RoadLED Midi 70W, 156 x 250HPS with RoadLED Midi 150W, 5 x 400HPS with 275W RoadLED, 1 x 18W LED with MODIFIED_RoadLED Midi 70W.</p>

<p>Buildings and Facilities Energy Efficiency</p>	<p>Only sites with an electricity consumption of >10,000 kWh per annum have been included to maximise the cost benefit ratio.</p> <p>It is assumed that “low hanging fruit” for building efficiency such as gap sealing, LED lights, etc. have not yet been implemented at sites not included in the Carbonetix audits.</p> <p>Building efficiency measures at sites have only been assumed to have been implemented if this has been noted by Council in the Audit Actions Summary document provided or the questionnaire.</p> <p>Where available, costs and savings have been taken from existing audit reports and business cases. Where audits have not been conducted, estimated savings for energy efficiency improvements have been calculated based on benchmarks for savings achievable within the available budget for similar building types:</p> <p>Large Facility Electricity (>10,000kwh/pa) – costs and savings taken from the Carbonetix audit reports where applicable, other sites budget of <\$15k per site and savings of 20% assumed.</p> <p>Large Facility Gas – costs and savings taken from the Carbonetix audit reports.</p> <p>Small Facility Electricity (<10,000kwh/pa)– cost of \$5K per site and savings of up to 20% assumed. Analysis indicated that this was not a cost effective option.</p> <p>Small Facility Gas – cost of <1K per site and savings of 10% assumed.</p> <p>The cost of 2 Type 1 audits has been included within the Large Facilities Electricity costs. These audits will be used to train internal staff identify effective energy efficiency measures.</p> <p>Larger scale energy efficiency investments are assumed to be included by the additional costs and savings generated by the ESD policy for renewals.</p>
<p>Buildings and Facilities Solar PV</p>	<p>Solar PV installation costs are \$1.30/Watt.</p> <p>Conversion rate for solar is 3.6kWh/kW/day.</p> <p>90% of onsite solar generation directly translates to a reduction in grid-supplied electricity.</p> <p>Sites included in the solar PV analysis have been selected based on electricity consumption with higher consuming sites being prioritised based on the assumption that these sites will have both a larger roof space and electricity demand.</p> <p>Sites with solar PV already installed have been excluded.</p> <p>The suitability of selected sites for solar PV has not been assessed as part of the cost benefit analysis.</p>
<p>Buildings and Facilities ESD Policy</p>	<p>An ESD Policy would be applied in the following scenarios and have the following impact:</p> <p>10% reduction in emissions from new minor buildings</p> <p>3% increase in capital cost for new buildings</p> <p>20% reduction in emissions through renewal of existing buildings</p>

	<p>Existing buildings are renewed at a rate of 5% per year (i.e. 20-year lifespan)</p> <p>3% increase in capital cost for renewals</p> <p>BAU costs for new builds assume \$545k per build in line with the expected costs of the WPACC as outlined in the 2020/21 CAPEX report provided by Council.</p> <p>BAU costs for renewals are assumed to be \$515K per annum in line with the expected costs for renewals for as outlined in the 2020/21 CAPEX report provided by Council.</p>
Fleet	<p>The cost benefit analysis uses the consumption data and cost data provided as part of the 2018/19 inventory.</p> <p>The vehicle numbers used in the recommendations refer to the active vehicles on the 2019/20 asset list provided by council.</p> <p>Note that there is not direct alignment with the vehicles currently in circulation and the consumption data used to drive the savings estimates. It is assumed that fuel consumption will not have changed significantly between 2018/19 and 2019/20 despite turn over in vehicles during this period.</p> <p>Electric passenger vehicle example models and related efficiency and cost information have been sourced from https://fleets.chargetogether.org/vehicle-guide/</p> <p>Electric truck assumptions have been sourced from SEA Electric and include the following:</p> <p>Costs 2.5 x standard replacement costs.</p> <p>On average a vehicle can travel 200k on a 100kwh–220 kwh charge.</p> <p>Heavy vehicle and utility vehicle recommendations assume a 10-year life span of the vehicles and do not include any costs recovered from resale.</p> <p>Passenger vehicle recommendations assume a 3-year life span of the vehicle and include costs recovered from resale.</p> <p>The turnover period of vehicles should be assessed as part of the Sustainable Fleet Policy to ensure Council can maximise the savings recouped.</p> <p>Resale costs recovered assume 49% of costs are recovered at three years based on standard depreciation rates for hybrid vehicles for example: https://www.whichcar.com.au/car-advice/ev-depreciation https://hendersontoyota.com/hybrid-depreciation-vs-non-hybrid-vehicles</p> <p>Installation of telematics is based on installing the system in 32 trucks at a cost of \$40/mth/unit. An annual fuel saving of 7.5% has been assumed based on conservative industry averages (10%-20%) for example: https://www.eroad.com.au/five-ways-telematics-can-save-on-your-fleets-fuel-costs/</p>
Discount Rate	<p>The Net Present Value figures have been calculating by applying a discount rate of 2.75% ^ lifetime of investment</p>

Appendix B: Implementation Plan

Details of the implementation schedule and cost benefit analysis (CBA) used to prepare this plan can be found in the following document:

HRM_STR_001_Appendix_B_Implementation_Plan_Detailed_CBA_v1a

Corporate Greenhouse Gas Emissions Inventory Horsham Rural City Council



Prepared for Horsham Rural City Council

Version	Author	Date	Description of changes
V0a	Rachel Armstead	29/04/20	First draft
V0b	Hannah Preece	02/06/2020	Review
V1a	Rachel Armstead	03/06/20	Final

Prepared by

Ironbark Sustainability

Suite 8, 70-80 Wellington St, Collingwood 3066

ABN: 51 127 566 090

Ph: 1300 288 262 | info@realaction.com.au | www.realaction.com.au

© 2020 Ironbark Group Pty. Ltd.

The information contained in this document produced by Ironbark Group Pty. Ltd is solely for the use of the client identified on this page for the purpose for which it has been prepared and Ironbark Group Pty.

Ironbark undertakes no duty to or accepts any responsibility to any third party who may rely upon this document. All rights reserved. No section or element of this document may be removed from this document, reproduced, electronically stored or transmitted in any form without the written permission of Ironbark Group Pty. Ltd.

About Ironbark Sustainability

Ironbark Sustainability is a specialist consultancy that works with government and business around Australia by assisting them to reduce energy and water usage through sustainable asset and data management and on-the-ground implementation.

Ironbark has been operating since 2005 and brings together a wealth of technical and financial analysis, maintenance and implementation experience in the areas of building energy and water efficiency, public lighting and data management. We pride ourselves on supporting our clients to achieve real action regarding the sustainable management of their operations.

Our Mission

The Ironbark mission is to achieve real action on sustainability for councils and their communities.

Contents

1. Introduction	5
1.1 Background	5
1.2 Benefits of Taking Action	5
1.3 Carbon Management System.....	6
2. Best Practice in Corporate GHG Inventory Reporting	7
2.1 World Resources Institute Greenhouse Gas Protocol Corporate Standard (WRI GHG Protocol)	7
2.2 ISO 14064	7
2.3 National Greenhouse and Energy Reporting Guidelines (NGERs)	8
2.4 Climate Active Carbon Neutral Standard	8
3. Methodology	9
3.1 Reporting Framework	9
3.2 Reporting Boundaries	9
4. Council’s Corporate Emissions Inventory	11
4.1 Emissions Summary	13
4.2 Overview by Emissions Source	18
5. Reduction Targets	25
5.1 Setting Science-Derived Targets.....	25
5.2 Targets for Corporate Emissions.....	26
6. Recommended Next Steps	28
6.1 Improve data quality and completeness.....	28
6.2 Develop an Emissions Reduction Strategy.....	30
Appendix 1 – Glossary	31
Appendix 2 - Policy Context	34
International/Federal	34
State	34
Local	35
Appendix 3 - Assumptions	36
NMI//MIRN/Account Number not in Site_List	36
Site List Assumptions	36
Electricity Assumptions.....	36
Natural Gas Assumptions	37
Transport Fuels and Stationary Fuels Assumptions.....	37

Lubricants Assumptions	37
Water Assumptions	37
Waste Disposal Assumptions	37
Asphalt Assumptions.....	38
Office Paper Assumptions	38
Flights Assumptions	38
 Appendix 4 – Attachments	 38

Figures

Figure 1: Carbon Management System for Local Government	6
Figure 2: Emissions scope summary.....	10
Figure 3: Emissions profile by sector incl. landfill	14
Figure 4: Emissions profile by sector 2018/19	17

Tables

Table 1: Emissions sources included in the 2018/19 inventory	11
Table 2: Emissions profile by sector and scope	15
Table 3: Calculation of carbon budget for Council’s corporate emissions	26
Table 4: Interim science-derived targets.....	27

1. Introduction

1.1 Background

Horsham Rural City Council is committed to reducing its greenhouse gas emissions and taking action on climate change. In 2010 Council developed its Environment Sustainability Strategy which included targets for energy efficiency and renewables, water and waste. A decade on, Council acknowledges that a strong climate change response is now a matter of much greater urgency and import. Council has initiated this step change by agreeing in 2019 to a 50% green energy commitment through the Local Government Power Purchase Agreement (LGPPA); and by expressing ambition to become a NetZero emissions council. The overarching objective of this project is to present a practical and cost-effective pathway for council to realise this ambition.

In 2018 Horsham Council took part in the Sustainability Victoria run Local Government Energy Savers programme (LGES). Through LGES a corporate inventory covering the 2016/17 period and an initial emissions reduction action plan were developed for Horsham. Monitoring and evaluation of emissions reduction projects is key, and a reliable and comprehensive emissions inventory baseline is an essential first step. Council therefore felt it necessary to re-baseline the corporate inventory before embarking on the NetZero plan.

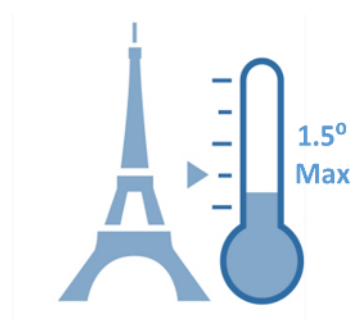
The first stage of this project will establish a new baseline for Council's corporate emissions and set a science-derived target to guide Council in reducing its emissions to zero by 2050. Based on the 2018/19 inventory, the science-derived target has been established for Council which indicates the scale and rate of reduction necessary if Horsham Rural City Council is to take responsibility for its share in keeping global temperatures below 2 degrees Celsius. In the second stage of the project, we will explore the pathways available to Horsham Council to achieve the reductions required by the science-derived target and ultimately to achieve its ambition of becoming a NetZero emissions Council.

This report presents Horsham City Council's corporate inventory for the financial year 2018/19, establishing a reliable baseline upon which to measure emissions reductions year on year. The inventory is presented alongside the science-derived target for Council. Taking lessons learned from this year's process the recommendations presented in sections 4.2 and 6.1 will support Council in standardising its corporate emissions reporting framework and adopting best practice emissions reporting protocols for corporate level emissions moving forward. This report and the attached corporate inventory tool and manual (see Appendix 4) will form the foundations of a robust emissions management system and provide Council with the tools to take carriage to their emissions monitoring and reporting moving forward.

1.2 Benefits of Taking Action

For decades, Australian local governments have been at the forefront of climate action, even in the face of challenging federal and state policy environments (refer to Appendix 2 - Policy Context). Councils have implemented energy efficiency and renewable energy projects that have resulted in millions of tonnes of GHG emission abatement and have worked with and mobilised communities to join the challenge at the grass-roots level.

Fast forward to 2018 and the successful international Paris Agreement adopted in December 2015 represented a historic turning point in the international fight against climate change. To date over 171 nations have ratified this Agreement. Central to the adoption of the Paris Agreement are items of critical importance to Australian councils. The first is around how Australian councils set localised emissions reductions targets that align with the ambitious target of the Paris Agreement to limit the increase in global average temperature to 2°C. The second is that the Paris Agreement explicitly recognises and engages local and sub-national governments, which is a significant success for councils and regions around the world.



Climate change poses a significant threat both to the environment and economy in Victoria – with rising temperatures, increasing drought, and higher energy costs being just some of the issues arising. In response there is a movement across the state which is seeing local councils acting to ensure that they are contributing to global targets and building up the resilience of their communities to the impacts of climate change.

The benefits of taking action in the context of global climate change and its impacts on Victoria are two-fold. Improving resource efficiency within Council’s operations will result in reduced costs, and improved energy security for Council, freeing up limited resources for use elsewhere. This ultimately benefits not only Council but also their community.

1.3 Carbon Management System

In order to contextualise this inventory, it is valuable to consider its place within an overarching Carbon Management System (CMS). There are many ways to depict this however Figure 1 illustrates the framework using a common approach for local government to establish a carbon management system. This approach builds upon the learnings from hundreds of Australian councils and outlines a pathway that can lead to a consistent and strategic carbon management outcome. This project is best implemented when considering this overall system.

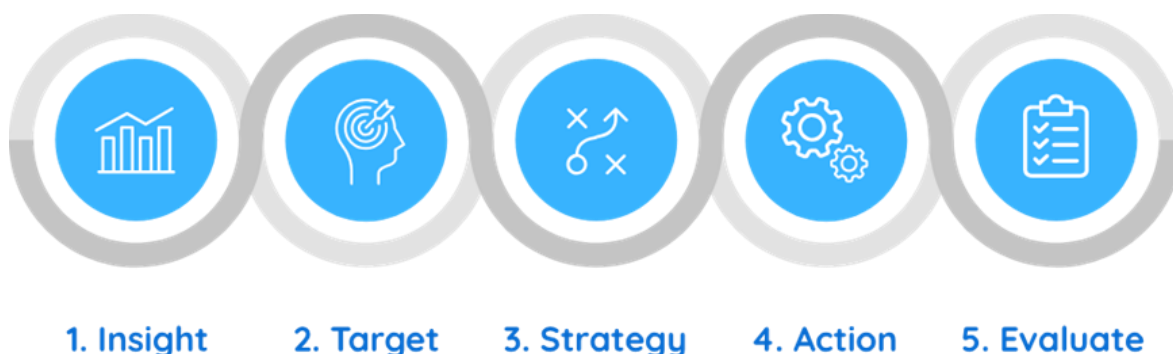


Figure 1: Carbon Management System for Local Government

2. Best Practice in Corporate GHG Inventory Reporting

This inventory has been developed in line with NGERs reporting guidelines. The following sections provides an overview of national and international best practice in GHG inventory calculation and reporting.

2.1 World Resources Institute Greenhouse Gas Protocol Corporate Standard (WRI GHG Protocol)

The GHG Protocol Corporate Accounting and Reporting Standard is *the* international standard for GHG reporting for companies and other organizations preparing a GHG emissions inventory. The requirements and guidance provided in the protocol form the basis of many national reporting standards – including NGERs.

The WRI states that GHG accounting and reporting shall be based on the following principles:

- **Relevance:** Ensure the GHG inventory appropriately reflects the GHG emissions of the company and serves the decision-making needs of users – both internal and external to the company.
- **Completeness:** Account for and report on all GHG emission sources and activities within the chosen inventory boundary. Disclose and justify any specific exclusions.
- **Consistency:** Use consistent methodologies to allow for meaningful comparisons of emissions over time. Transparently document any changes to the data, inventory boundary, methods, or any other relevant factors in the time series.
- **Transparency:** Address all relevant issues in a factual and coherent manner, based on a clear audit trail. Disclose any relevant assumptions and make appropriate references to the accounting and calculation methodologies and data sources used.
- **Accuracy:** Ensure that the quantification of GHG emissions is systematically neither over nor under actual emissions, as far as can be judged, and that uncertainties are reduced as far as practicable. Achieve sufficient accuracy to enable users to make decisions with reasonable assurance as to the integrity of the reported information.

2.2 ISO 14064

The ISO 14064 standard (published in 2006) is part of the ISO 14000 series of International Standards for environmental management. The ISO 14064 standard provides governments, businesses, regions and other organisations with a complimentary set of tools to quantify, monitor, report and verify greenhouse gas emissions. Whilst a highly respected and internationally recognised standard, ISO is impractical for 99% of Australian councils. The additional administrative overheads (in particular life-cycle analysis) are a large burden since data on life-cycle up/down stream emissions is scarce in Australia. ISO may be relevant for large major city councils such as Sydney or Melbourne. As they are participating in the international C40 council field, ISO would allow consistency and comparison with other leading cities worldwide. However, for smaller councils such as Horsham ISO is not a relevant standard.

2.3 National Greenhouse and Energy Reporting Guidelines (NGERs)

NGERs is the national framework (and Act) for reporting and disseminating organisational information about greenhouse gas emissions, energy production, and energy consumption. NGERs provides a common national reporting platform and tool for assessing corporate emissions.

The National Greenhouse and Energy Reporting (NGER) Scheme was introduced in 2007 to provide data and accounting in relation to greenhouse gas emissions and energy consumption and production. The Scheme's legislated objectives are to:

- inform policy-making and the Australian public
- meet Australia's international reporting obligations
- provide a single national reporting framework for energy and emissions reporting.

NGERs guidelines have been developed in line with the World Resource WRI GHG Protocol.

2.4 Climate Active Carbon Neutral Standard

The Climate Active Carbon Neutral Standard (previously the National Carbon Offset Standard or NCOS) for Organisations (Organisation Standard) is a voluntary standard to manage greenhouse gas emissions and to achieve carbon neutrality. It provides best practice guidance on how to measure, reduce, offset, report and audit emissions that occur as a result of the operations of an organisation.

Climate Active provides the methodology for organisations voluntarily seeking to be carbon neutral and a benchmark on how to account for emissions. Climate Active sets minimum requirements for calculating, auditing and offsetting the carbon footprint of an organisation, product, service or event.

Climate Active is built on the NGERs guidelines and as such the requirements of the two are very closely aligned. For Climate Active, you need a GHG emissions inventory that follows the NGERs guidelines plus additional requirements to state that Council is carbon neutral. Climate Active places emphasis on the same best practice carbon accounting principles¹ as detailed in the WRI GHG Protocol and ISO14064.

Climate Active Carbon Neutral certification provides credibility to carbon neutral claims and gives stakeholders assurance that the inventory and offsets meet the highest standards of accountability. Should council wish to pursue Climate Active Carbon Neutral certification down the track, the 2018/19 inventory would provide a good foundation to meet Climate Active requirements for a GHG inventory, however some current exclusions would need to be addressed; most notably scope 1 emissions from Council operated landfill sites.

¹ National Carbon Offset Standard for Organisations

3. Methodology

3.1 Reporting Framework

Council's corporate emissions have been calculated based on the guidelines provided by the Australian NGER methodology and the WRI GHG Protocol Corporate Standard. To align with best practice, the inventories have been developed with the view to meet Climate Active requirements as much as possible which include Scopes 1, 2 and 3 emissions, with an emphasis on completeness². The objective of the inventory is to achieve the level of reliability and accuracy required to inform sound decision making in the action planning stage of the project, as opposed to achieving full compliance with the reporting frameworks.

3.2 Reporting Boundaries

3.2.1 Organisational Boundary

The development of the 2018/19 corporate emissions inventories are based on an **Operational Control** approach to reporting.

Under the operational control approach, Council accounts for 100 percent (scopes 1, 2 and 3) of the GHG emissions from operations over which it has operational control. Emissions from sites for which Council does not have operational control, such as leased sites, will be reported under scope 3.

Operational control can be defined in accordance with the National Greenhouse and Energy Reporting Act as whether Council:

- was paying the utility costs for the facility
- had the ability to set operating policies, health and safety policies and environmental policies

Operational control was assessed at all Council facilities and buildings which included:

- Council owned and operated facilities
- Council facilities leased out to third party
- Facilities Council leased from a third party

All sites that are owned and operated by Council or are leased from third parties and operated by Council are under Council's control. Sites where Council facilities are leased to third parties were under Council's operational control only where Council was paying the utility costs.

3.2.2 Operational Boundary - Scopes

The operational boundary of Horsham Rural City Council is defined using the scopes framework. In line with NGER, and the Global Greenhouse Gas Protocol, corporate emissions have been divided into three scopes. These are outlined below and illustrated in:

² Note that the 2018/19 inventory presented in this report does not currently meet Climate Active requirements.

- **Scope 1** emissions are defined as “direct emissions from owned or controlled sources” and are emissions created when Council burns a fuel in an owned asset such as fleet burning diesel, E10 or petrol, or a building using natural gas. Emissions from council owned landfill sites also fall into scope 1.
- **Scope 2** emissions are defined as “indirect emissions from the generation of purchased energy” and include electricity purchased for Council-owned and operated assets.
- **Scope 3** emissions are defined as “all indirect emissions (not included in scope 2) that occur in the value chain of the reporting entity (Council)” these include electricity purchased for Council owned but not occupied buildings, electricity purchased for street lighting, emissions associated with water use and emissions from the extraction and production of fuels (including diesel, E10 or petrol, natural gas and electricity).

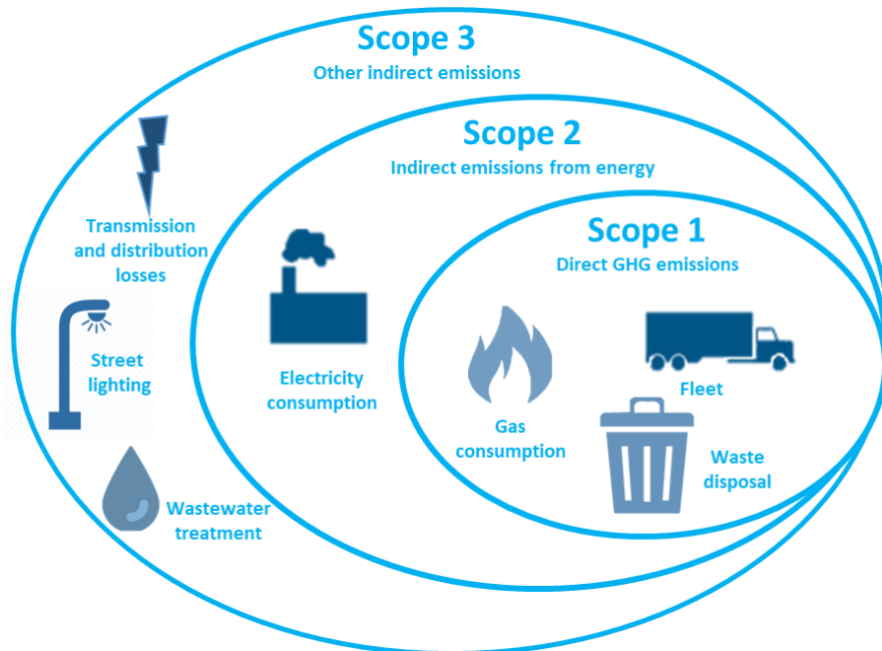


Figure 2: Emissions scope summary

4. Council's Corporate Emissions Inventory

Council's corporate emissions are those resulting from Council's own operations. The following emission sources have been included using data provided by Council and/or their suppliers:



Table 1: Emissions sources included in the 2018/19 inventory

Emissions Sources Included in the 2018/19 Inventory		
Stationary Energy:		
Electricity - Council	Emissions produced through the electricity used by buildings that Council owns and operates.	Included
Electricity Community	Emissions produced through the electricity used by buildings that Council owns but which are operated by other organisations such as community groups.	Included Elsewhere – under Electricity Council
Electricity Commercial	Emissions produced through the electricity used by buildings that Council owns but which are leased for commercial purposes.	Included Elsewhere – under Electricity Council
Electricity – Street Lighting	Emissions produced through the electricity used by streetlights that Council pays the bills for.	Included
Natural Gas - Buildings	Emissions produced through the natural gas used by buildings that Council operates.	Included
Lubricants	Petroleum based oils and greases purchased by Council.	Included
Diesel	For emissions created through diesel fuel consumed at facilities.	Included Elsewhere – under Transport Fuels
Petrol	For emissions created through petrol/unleaded fuel consumed at facilities.	Included Elsewhere – under Transport Fuels
LPG -	for emissions created through LPG fuel consumed at facilities.	Included Elsewhere – under Transport Fuels
Transport Fuels:		
Diesel - fleet	Emissions created through the diesel fuel consumed by Council's fleet.	Included
Petrol - fleet	Emissions created through the petrol/unleaded fuel consumed by Council's fleet.	Included
LPG - fleet	Emissions created through the LPG fuel consumed by Council's fleet.	Included
Diesel - Plant	Emissions created through the diesel fuel consumed by Council's transport plant.	Included

Petrol - Plant	Emissions created through the petrol/unleaded fuel consumed by Council's transport plant.	Included
LPG - Plant	Emissions created through the LPG fuel consumed by Council's transport plant.	Included
Water:		
Water - Council	Emissions produced through the processes associated with delivery of water to Council facilities, and disposal of wastewater.	Included
Water - Community	Emissions produced through the processes associated with delivery of water to sites that Council owns but which are operated by other organisations such as community groups.	Included Elsewhere - under Water - Council
Water -Commercial	Emissions produced through the processes associated with delivery of water to sites Council owns but which are leased for commercial purposes.	Included Elsewhere - under Water - Council
Waste:		
Waste Disposal	Emissions produced through the treatment of waste generated by council's corporate operations.	Included - Estimated
Business travel:		
Flights	Emissions created through air travel by council employees for Council business.	Included
Procurement:		
Office paper	Emissions created through the paper supply chain by paper purchased by Council.	Included
Other:		
Asphalt	Emissions created through the supply and application of asphalt for Council purposes.	Included

4.1 Emissions Summary

Council's total emissions for the period 2018/19 have been calculated as 6,349.99 tonnes of CO₂-equivalent (t CO₂-e). Table 2 shows emissions for both reporting periods broken down by emission source and scope.

4.1.1 Material Data Gaps

Data for the following NGERs and Climate Active specified emissions sources was not provided:

- fugitive emissions (refrigerants)
- bottled gas
- accommodation
- hire car and taxis
- public transport
- contractor fuels

Fugitive emissions (refrigerants) and bottled gas are scope 1 emissions and must be included if Council's inventory is to meet the minimum standard outlined in the NGERs guidelines. It is recommended that council sources fugitive emissions data and bottled gas use data, not only for the next reporting period of 2019/20 but also for 2018/19 so that Council can re-baseline with all relevant scope 1 and 2 emissions sources included if required. Note that in line with Climate Active, Council is only required to re-baseline if new data sources amount to a greater than 10% change in the total. It is still however valuable to have a full data set in the baseline year for monitoring purposes.

Emissions from contractor fuels, public transport, hire car and taxis, and accommodation are all scope 3 emissions. They are therefore considered acceptable omissions in respect of the NGERs guidelines which stipulate that council need only report of scope 1 and 2 emissions as a minimum requirement. However, if Council were to pursue carbon neutrality via Climate Active certification, all relevant scope 3 emissions would need to be included (as well as all relevant scope 1 and 2 emissions sources).

While Council has not expressed interest in Climate Active certification, it is still important from a reputational risk perspective that Council is seen to be striving for best practice reporting standards if they are to publicly pursue a NetZero target. Reporting on scope 3 emissions sources is considered best practice in council greenhouse gas emissions reporting, and in the interests of completeness and accountability it is recommended that Council develop as comprehensive an inventory as possible. The greater the number of emissions sources reported, the greater Council's understanding of its impacts, and the greater the number of opportunities for measurable reductions as Council moves towards emissions reduction action planning.

4.1.2 Council Owned and Operated Landfill

Horsham Rural City Council owns and operates the Dooen landfill site. In accordance with NGERs, emissions from this site are considered as scope 1 and must therefore be reported. For the purpose of this project Council has opted to treat landfill emissions separately from the remainder of the inventory. Emissions from the Dooen site have been calculated using the NGERs methodology and are presented in Table 2 and Figure 3, however these emissions have been excluded from the inventory totals, science-derived target, and subsequent NetZero action plan.

This exclusion is justified on the grounds that emissions from the landfill site are of a different magnitude to emissions from other sources as they include emissions from community activity, and that inclusion would result in the dwarfing of important opportunities in other areas such as buildings and transport. It was felt that the scale and nature of landfill emissions would be better addressed by a separate waste emissions reduction strategy outside of the corporate NetZero plan.

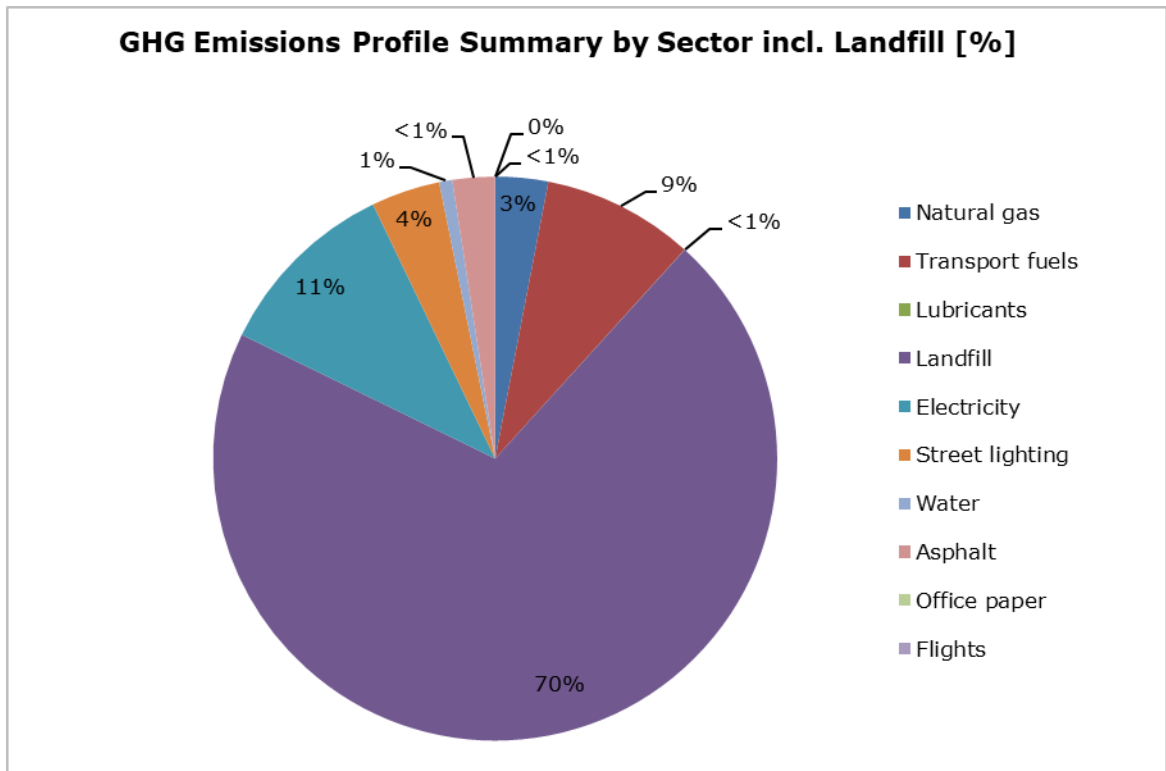


Figure 3: Emissions profile by sector incl. landfill

Table 2: Emissions profile by sector and scope

Emissions source	Scope	Emissions t CO₂-e 2018/19	Percentage of Inventory %
Natural gas buildings	1	574.59	9.05%
Transport - Diesel for plant	1	322.97	5.09%
Transport - Diesel for fleet	1	1,276.15	20.10%
Transport - Gasoline for plant	1	16.08	0.25%
Transport - Gasoline for fleet	1	74.01	1.17%
Transport - LPG for fleet	1	2.26	0.04%
Stationary fuels - Diesel	1	Included Elsewhere	-
Stationary fuels - Gasoline	1	Included Elsewhere	-
Stationary fuels - LPG	1	Included Elsewhere	-
Lubricants - Petroleum based oils	1	1.43	0.02%
Lubricants - Petroleum based greases	1	0.04	0.00%
Fugitive Emissions	1	Not Estimated	-
Council-owned and operated landfills	1	14,411.00	N/A
Total direct emissions (scope 1)		2,268	35.71%
Electricity (Council)	2	1,978	31.16%
Electricity (Community)	2	Included Elsewhere	-
Total indirect emissions (scope 2)		1,978	31.16%
Natural gas - Emissions from extraction, production and transport for buildings	3	43.49	0.68%
Electricity (Street Lighting)	3	734.37	11.56%
Electricity (Commercial)	3	Included Elsewhere	-
Water (Council)	3	153.06	2.41%
Water (Community)	3	Included Elsewhere	-
Water (Commercial)	3	Included Elsewhere	-
Emissions from manufacture, transmission and other losses electricity for Council sites	3	193.96	3.05%
Emissions from manufacture, transmission and other losses electricity for Commercial sites	3	Included Elsewhere	-

Emissions source	Scope	Emissions t CO₂-e 2018/19	Percentage of Inventory %
Emissions from manufacture, transmission and other losses electricity for Community sites	3	Included Elsewhere	-
Emissions from manufacture, transmission and other losses electricity for public streetlights	3	72.00	1.13%
Stationary fuels - Emissions from diesel extraction, production and transport	3	Included Elsewhere	-
Stationary fuels - Emissions from gasoline extraction, production and transport	3	Included Elsewhere	-
Stationary fuels - Emissions from LPG extraction, production and transport for buildings	3	Included Elsewhere	-
Transport fuels - Plant - Emissions from diesel extraction, production and transport	3	16.49	0.26%
Transport fuels - Fleet - Emissions from diesel extraction, production and transport	3	65.16	1.03%
Transport fuels - Plant - Emissions from gasoline extraction, production and transport	3	0.86	0.01%
Transport fuels - Fleet - Emissions from gasoline extraction, production and transport	3	3.94	0.06%
Transport fuels - Fleet - Emissions from LPG extraction, production and transport	3	0.13	0.002%
Lubricants - Petroleum based oils	3	0.37	0.01%
Lubricants - Petroleum based greases	3	0.04	0.001%
Contractor Fuels	3	Not Estimated	-
Waste disposal	3	321.73	5.07%
Asphalt	3	497.91	7.84%
Office paper	3	0	0.00%
Flights	3	0.55	0.01%
Hire cars and taxis	3	Not Estimated	-
Accommodation	3	Not Estimated	-
Total indirect emissions (scope 3)		2,104.05	33.13%
Total emissions (scope 1+2+3)		6,349.99	100.00%
Total emissions (including landfill)		20,439.25	100.00%

4.1.3 Emissions Profile Summary by Sector - 2018/19

Figure 4 provides the break down by sector as a percentage.

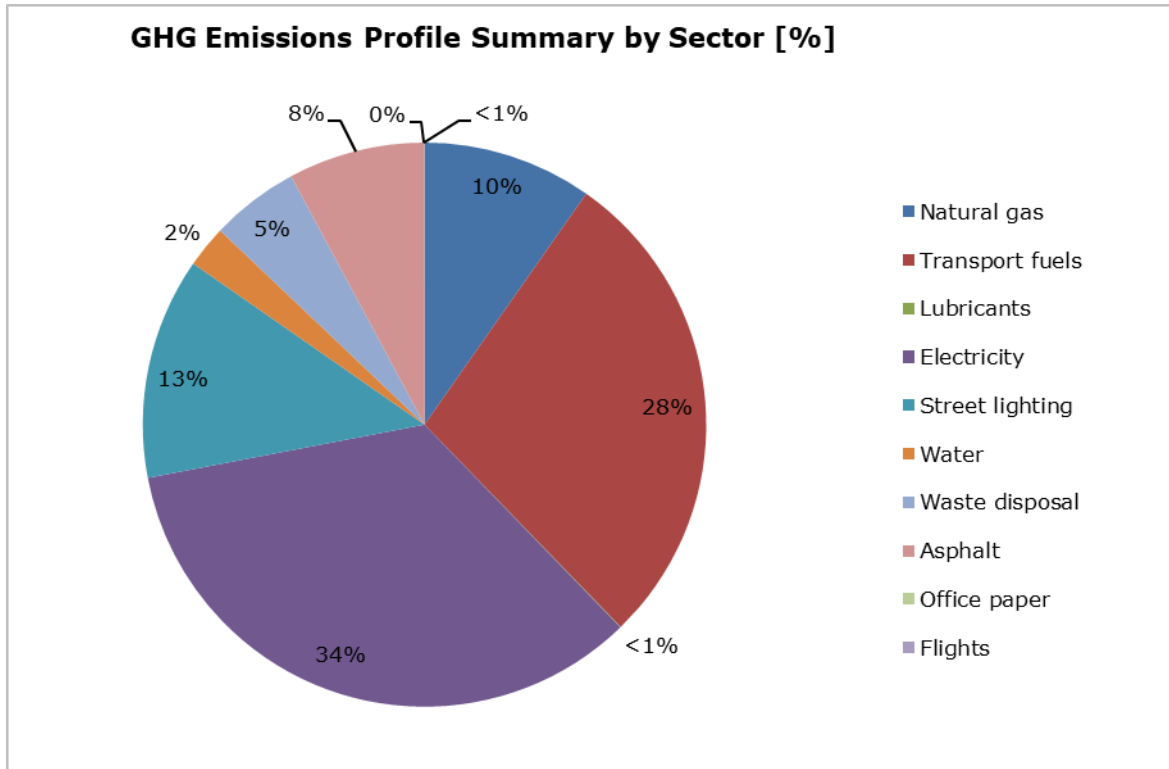


Figure 4: Emissions profile by sector 2018/19

The majority of Council’s measured emissions come from electricity consumption (34%) which includes Council’s own corporate electricity consumption, as well as consumption by community and commercial organisations utilising Council owned assets. The second most significant emissions source is Council operated transport fuels which accounts for 28% of total emissions. This figure covers emissions from diesel, petrol, and LPG consumed by Council’s fleet of vehicles and plant, with 20% of the total emissions profile generated by diesel fleet vehicles. Electricity consumption from public street lighting is the third most significant emissions source and makes up 13% of emissions. This is followed by Natural gas from buildings (10%), and emissions from asphalt and road making materials (8%). Emissions from waste disposal (5%) and water (2%) are relatively minor, while the contribution of emissions from all other sources is negligible.

4.2 Overview by Emissions Source

This Section provides an overview of each emissions source captured. Specifically, it provides:

- a description of the emissions source
- a summary the data quality and issues
- specific recommendations to improve emissions reporting going forward.

4.2.1 Electricity

4.2.1.1 Description

Emissions from electricity fall under both the scope 2 and scope 3 emissions categories.

Scope 2 electricity emissions are defined as “indirect emissions from the generation of purchased energy” and includes electricity (including Greenpower) purchased for Council-owned and operated assets. Where council owns an asset but the leaser receives the bill, consumption at such sites has been excluded.

Scope 3 electricity emissions are calculated for the following emissions sources:

- Transmission and distribution – these are emissions that result from the manufacture, transmission losses and other losses of electricity consumed directly by Council sites.
- Street Lighting – electricity consumption from street lighting, and emissions resulting from manufacture, transmission and other losses.
- Commercial – electricity consumption from commercial facilities, and emissions resulting from manufacture, transmission and other losses. (Note that commercial electricity emissions are not currently separately out and are included under Scope 2 for the 2018/19 inventory)

The emissions factors for electricity (both consumption and transmission) change year on year as they are calculated based on the energy mix and other factors which are highly changeable. This is in contrast to the emissions factors for some other sources such as fuels which remain constant.

4.2.1.2 Data Quality and Issues

While the accuracy of electricity data sourced from actual utility meter readings is high, there were some issues with completeness. These issues are summarised for both reporting periods below:

- Data was partially estimated to cover the full reporting period for 93 accounts. This amounts to 5% of council electricity consumption, and 0.5% of street lighting. To identify these NMIs, apply the following filters in the “Electricity - Facilities&Lights” sheet: Estimate = “Gap Reconciled”.
- Council is being billed for 7 unmetered supply sites. To identify these NMIs, apply the following filters in the “Electricity - Facilities&Lights” sheet: Unmetered Supply = Yes. Consumption for these assets was estimated based on the power rating of the equipment and operating hours and amounted to 1% of street lighting consumption.
- There were 7 sites for which no electricity data was available. Consumption for these sites has been excluded for the 2018/19 period. To identify these NMIs, apply the following filters in the “Site_List” sheet: Electricity Account No = not equal to blank;

Report Grouping/ Operational Control = Council; Average usage Electricity/day (kWh) = None

- There were 3 NMIs that were in the consumption data provided by the utilities that were not in the site list provided by Council. To identify these NMIs, apply the following filters in the "Electricity - Facilities&Lights" sheet: Asset Name = TBC

4.2.1.3 Recommendations

To improve the quality of future reporting Ironbark recommends the following:

- Use the Data Issues Log 2018/19³ provided by Ironbark to investigate and resolve the following issues:
 - assets in the site list but which have no accounts.
 - accounts being billed for which are not on the site list.
- Perform an annual update on Council's site list to:
 - Review sites are marked correctly as under Council operational control (Council) or not under Council operational control (Commercial) – see column M of site list.
 - Ensure all NMIs which are being billed for are clearly linked to a council site.
- Establish a utilities billing review process to ensure bills are being received for all sites under council control, and that bills are not being received for sites which are not under Council control. If Council is receiving the electricity bills and then billing the tenant, include a note and mark as not under Council operational control (Commercial).
- Discuss with Council's electricity retailer options for improving Council's access to clear, reliable, and complete billing data reports. Work to ensure that this is setup in a standard format that can be easily exported on an annual basis.

4.2.2 Natural Gas

4.2.2.1 Description

Emissions from natural gas fall under both the scope 1 and scope 3 emissions categories.

Scope 1 emissions are defined as "direct emissions from owned or controlled sources" and are emissions created when Council burns a fuel in an owned asset; in this case a building using natural gas.

Scope 3 emissions are generated from the extraction, production and transport of natural gas for buildings.

Natural gas is largely consumed for heating so consumption is therefore heavily dependent on weather. For this reason, it is normal for gas consumption to fluctuate year on year.

4.2.2.2 Data Quality and Issues

Overall data quality for gas was high. The accuracy of gas data sourced from actual utility meter readings is high, and the data provided was complete bar some minor gaps. These issues are summarised for both reporting periods below:

³ Full document name: HRM_STR_001_Data_Issues_Log_v1a

- Data for 4 sites has been annualised to cover the full reporting period. This amounts to 3% of gas consumption. To identify these MIRNs, apply the following filters in the “Natural Gas - Facilities” sheet: Estimate = “Gap Reconciled”.
- Data was provided by Energy Australia for 2 sites which were not on Council’s gas list. These are listed in the Data Issues Log.

4.2.2.3 Recommendations

Natural gas reporting will benefit from improvements to Council’s overall assets and utilities records management as suggested in Section 4.2.1.3. To improve the quality of future reporting Ironbark recommends the following:

- Ensure all meters which are being billed for are clearly linked to a site.
- Ensure MIRNs in Council’s records match those being provided by the utility company.
- Establish a utilities billing review process to ensure bills are being received for all sites under council control, and that bills are not being received for sites which are not under Council control.
- Discuss with your gas retailer options for improving Council’s access to clear, reliable, and complete billing data reports. Work to ensure that this is setup in a standard format that can be easily exported on an annual basis.

4.2.3 Transport Fuels and Stationary Fuels

4.2.3.1 Description

Emissions from transport and stationary fuels fall under scopes 1 and 3. Scope 1 emissions cover emissions from the burning of fossil fuels (gasoline, diesel, and LPG) in assets under Council’s direct control. Scope 3 emissions are generated from the extraction, production and transport of fuels.

Emissions from fuel consumption are divided into Transport Fuels and Stationary Fuels. Transport fuels covers Council’s vehicle fleet, and off-road (plant) vehicles. Stationary energy includes emissions from fuel consumption for electricity generation (diesel generators), fuels consumed in construction, and other sources like domestic heating, and plant that consumes fuel.

4.2.3.2 Data Quality and Issues

Council provided consumption data in litres for each individual fuel type which is the most accurate approach. Minor data issues were as follows:

- There was some uncertainty in allocating fuels to transport or stationary energy. For the purpose of this inventory fuel consumption provided through the DataFuel fleet management system has been assumed to be for transport plant. However, Council will need to identify any stationary energy plant within this data set if stationary fuel is to be recorded separately.
- If stationary fuel consumption is being recorded elsewhere and has therefore not been included in the 2018/19 inventory Council will need to establish a data collection process for the next reporting period. Council will need to consider re-baselining if additional stationary fuel consumption amounts to greater than 10% of the total inventory.
- Cost data was missing from the DataFuel output, so an average unit rate has been used as a placeholder to estimate this item.

4.2.3.3 Recommendations

To improve the quality of future reporting Ironbark recommends the following:

- Continue requesting standard fuel consumption reports from the fleet manager and maintain existing reporting systems for fuel consumption in litres ensuring fuel type and category (transport or stationary) are clearly marked, and costs are recorded alongside consumption volumes.

4.2.4 Lubricants

4.2.4.1 Description

Emissions from lubricant use fall under scope 1 and scope 3. Scope 1 covers emissions from lubricant use by council, whereas scope 3 covers emissions from extraction, production and transport. There are two emissions factors available for lubricants; one for oils and one for greases. It is therefore important that the lubricant type is reported as well as the volume consumed.

4.2.4.2 Data Quality and Issues

Data provided for the 2018/19 period appears complete and of high quality.

4.2.4.3 Recommendations

To improve the quality of future reporting Ironbark recommends the following:

- The current data format is acceptable. Council to maintain existing reporting systems, ensuring that both the type (oil or grease) and the volume (grams or litres) of lubricant that is consumed or purchased by council is documented.
- Ensure that table headings are clear in Council's reporting as to whether the quantity refers to a measure of volume (e.g. litres) or the number of products (e.g. oil cans).

4.2.5 Water

4.2.5.1 Description

Council's emissions from water supply and disposal fall under scope 3 indirect emissions. This figure includes water supplied to Council owned and controlled buildings and facilities. No differentiation has been made between council buildings and commercial or community buildings, nor for non-building consumption such as irrigation.

4.2.5.2 Data Quality and Issues

The accuracy of water data sourced from actual utility meter readings, as provided by GWM, is high. There were however some issues with completeness which are summarised below:

- Data gaps were found for 55 accounts. These gaps have been reconciled by annualising using the existing data and amount to 9% of water consumption. To identify these accounts, apply the following filters in the "Water - Facilities" sheet: Estimate = "Gap Reconciled"
- There were 4 accounts included on the site list for which no billing data was available. Accounts with no meter serial numbers were not accounted for. To identify these water accounts, apply the following filters in the "Site_List" sheet: Water Account No = not equal to blank; "Meter Serial Number" = "blank". They are also noted in the Data Issues Log

- Data was provided for 69 meter serial numbers that were not on the site list and where it is unclear if the site is within Council control or not. As Council is being billed for these sites, consumption has been included within the inventory.

4.2.5.3 Recommendations

To improve the quality of future reporting Ironbark recommends the following:

- Use the Data Issues Log 2018/19⁴ provided by Ironbark to investigate and resolve the following issues.
 - assets in the site list but which have no water accounts.
 - accounts being billed for which are not on the site list.
- Update Council's asset list to:
 - Ensure water consumption for sites is clearly marked as under Council control, for community use or for commercial use.
 - Ensure all meters which are being billed for are clearly linked to a site
 - Ensure Meter Numbers and Account Numbers in Council's records match those being provided by the utility company.
- Establish a utilities billing review process to ensure bills are being received for all sites under council control, and that bills are not being received for sites which are not under Council control.
- Discuss with your water retailer options for improving Council's access to clear, reliable, and complete billing data reports. Work to ensure that this is setup in a standard format that can be easily exported on an annual basis.

4.2.6 Waste Disposal

4.2.6.1 Description

Disposal of waste generated by Council facilities is a scope 3 emissions source. This emissions source covers municipal solid waste generated by Council buildings and inert waste generated by municipal activities. Importantly this total excludes emissions from Council's Dooen landfill site which are discussed in the following section.

4.2.6.2 Data Quality and Issues

The data provided for the 2018/19 reporting period solid waste generated by Council buildings was of low quality. No actual data was available for waste generated by Council facilities, so this emissions source was entirely estimated based on the number of full-time employee equivalents. The data provided for inert waste was from the landfill report and is considered high quality.

4.2.6.3 Recommendations

To improve data quality and facilitate future reporting Ironbark recommends the following:

- Discuss with your waste service provider options for improving Council's access to clear, reliable, and complete waste reports for buildings generated waste. Work to ensure that this is setup in a standard format that can be easily exported on an annual basis.
- Waste service providers are generally able to provide this information. If actual waste data is not available Council could consider running a waste audit for one standard week to generate a figure for average consumption per week which is specific to Horsham Council.

⁴ Full document name: HRM_STR_001_Data_Issues_Log_v1a

4.2.7 Waste Landfill

4.2.7.1 Description

Emissions from the treatment of landfill waste are considered to be scope 1 if the facility is owned and operated by Council, as is the case for the Doon landfill site. Emissions from the landfill for the 2018/19 period have been calculated using the NGERs Solid Waste Calculator with default settings applied (see Appendix 4). The figures quoted in this report are a combination of legacy and non-legacy emissions.

4.2.7.2 Data Quality and Issues

The data used to calculate the landfill emissions was of medium quality. Actual data was available for tonnage of waste received by the landfill from 2005. The tonnage received in the years prior to this has been partially estimated; the estimations are consistent with those made for the LGES programme 2018.

4.2.7.3 Recommendations

To improve data quality Ironbark recommends the following:

- Maintain current reporting process for obtaining future tonnage to landfill as the quality of the data provided for the 2018/19 period was high.
- If Council looks to develop an independent emissions reduction strategy for landfill waste emissions, it would be recommended that Council seek actual data for historical tonnage to landfill (pre 2005). This will ensure that the baseline for landfill emissions is as accurate as possible.

4.2.8 Asphalt

4.2.8.1 Description

Asphalt is a scope 3 emissions source and covers asphalt and gravel aggregate used for road reconstruction or road works which have been contracted by Council during the reporting period. Asphalt use can vary significantly depending on the works executed during the reporting period. This emissions source may be more significant in future years.

4.2.8.2 Data Quality and Issues

The data provided for the 2018/19 reporting period was of medium quality; data was partially estimated but appeared to be complete.

4.2.8.3 Recommendations

To maintain the data quality and facilitate future reporting Ironbark recommends the following:

- Inform the procurement or road projects team that they will be required to provide data on asphalt usage for Council reporting.

4.2.9 Office Paper

4.2.9.1 Description

Office paper is a scope 3 emission source and includes all printer/copier paper purchased during the reporting period. Council purchased 100% Carbon Neutral certified paper for the 2018/19 period which results in a 0% contribution to the emissions total from paper consumption.

4.2.9.2 Data Quality and Issues

The quality of the data provided was high and appeared complete. Where there were uncertainties Ironbark made the following assumptions:

- Paper gsm was assumed to be 80gsm unless specified other
- Paper source was assumed Domestic unless specified other
- Recycled paper conversion factor was applied where any % recycled content is stated

4.2.9.3 Recommendations

To maintain the data quality and facilitate future reporting Ironbark recommends the following:

- Maintain existing reporting systems to request a report from the procurement team or paper supplier.
- Work with the procurement team to provide data on paper usage for Council reporting in a standard format on an annual basis.

4.2.10 Flights

4.2.10.1 Description

Flights for business travel is a scope 3 emissions source and covers all flights taken by council employees, and non-council staff on Council business.

4.2.10.2 Data Quality and Issues

Data provided for this emissions source was medium quality as there was some uncertainty over completeness.

4.2.10.3 Recommendations

To maintain the data quality and facilitate future reporting Ironbark recommends the following:

- Inform the finance or corporate strategy team that they will be required to provide detailed data annually in a standard format on flights for Council reporting. Data on accommodation for business travel may also be collected by the same team.
- The data collection guide, or the data entry sheet of the Corporate Inventory Tool provided by Ironbark can be used as a template to ensure the correct data is recorded.

5. Reduction Targets

5.1 Setting Science-Derived Targets

As a signatory to the United Nations Framework Convention on Climate Change's (UNFCCC) Paris Agreement, Australia has committed to limiting the increase in global average temperature to at least 2°C by the end of the 21st century. Based on detailed modelling completed by the IPCC, a "carbon budget" has been developed that outlines the maximum amount of emissions that can be released into the atmosphere for catastrophic climate change to be averted. Subsequently, the (Australian) Climate Change Authority (CCA) has taken this global carbon budget and developed Australia's carbon budget to quantify national commitments. The carbon budget provides the basis for the development of a "science-derived" emissions reduction target (SDT) for Australia, and indeed all nations.

As well as providing a global framework for tackling climate change, the Paris Agreement is particularly important for councils because it officially recognises the importance and role of councils and other sub-national governments in fighting climate change as well as their role in target setting. An SDT for a council's corporate and community emissions provides a logical and defensible framework for setting targets that is fair, equitable and robust. It is consistent with the international carbon budgeting methodology and aligned with international best-practice target setting.



For councils to play their part and remain inside their budget, they must move away from the traditional approach of setting targets based on criteria such as available budget, community expectations, executive support and known actions. While these factors are still important, councils must consider a scientifically-derived approach to setting targets that is based on analysis completed by the IPCC and the Australian CCA. This means that councils need to establish their own budgets and set their targets accordingly.

5.2 Targets for Corporate Emissions

5.2.1 Science-Derived Target for Corporate Emissions

An emissions reduction target for an organisation is considered “science-derived” when it is aligned with the emissions reduction needed to keep the global temperature increase below a certain amount compared to preindustrial temperatures. In this context, science-derived targets aim to keep the global temperature rise to well below 2 °C. Climate science tells us that warming beyond that threshold is likely to have increasingly severe social, economic and environmental impacts, not least in a dry continent like Australia.

Detailed modelling has been carried out by the IPCC to allow us to understand the world’s “carbon budget”, which is the total volume of greenhouse gases that can be emitted while providing a degree of confidence that temperature rise will be limited to 2 °C. Setting science-derived targets involves calculating how much of the global carbon budget can be emitted by an individual organisation.

A science-derived carbon budget for a council’s corporate emissions provides a framework for setting targets and demonstrating that a fair share of action is being undertaken. It allows a clear understanding of the scale of action that is genuinely required and helps define responsibility for action.

To connect the activities of Council to the Science-Derived Target (SDT) from the national scale, the economic activity for the Council is used. Based on Council’s emissions in 2018/19 of around 6.3 kt CO₂-e, if Council were to keep emitting at this level, Council will expend its carbon budget of 91.2 kt CO₂-e in 14 years or by the year 2035 – we have termed this duration Council’s carbon “Runway”.

Table 3: Calculation of carbon budget for Council’s corporate emissions

Calculation of budget	National	Council Corporate	Units
Total carbon budget	5,554,964	91.2	kt CO ₂ e
Annual emissions	420,226	6,350	kt CO ₂ e
Runway	13.2	14.4	years
Required per annum reduction rate	3.8%	3.5%	% per year
	15,895	221.0	t CO ₂ e/year

When examining the carbon budget for Council’s corporate emissions, it appears Horsham’s emissions are marginally lower than the Australian average. What this means, from a SDT perspective, is that Council has more leeway in terms of the available carbon budget and runway. This is an opportunity for Council to design and implement a well-paced emissions reduction plan to 2050 that will be able to realistically achieve the SDT.

5.2.1.1 Recommended Interim Targets

To assist Council in developing an action plan that meets the emissions reduction targets set by the SDT, a set of interim targets have been provided in Table 4. These interim targets should also be used to monitor the progress of the action plan against the SDT. Interim targets enable council to assess the efficacy of the plan at regular intervals, celebrate successes or adjust the action plan if required.

Table 4: Interim science-derived targets

Interim targets		
Year	No. years	Interim target
2020.5	2	7%
2025.5	7	24%
2030.5	12	42%

5.2.2 Applying Science-Derived Targets

This science derived target can now be used by Horsham to assess the impact of Council’s carbon mitigation action plans relative to the emissions reductions required by the Paris agreement, and to communicate and engage with key stakeholders.

There are several important concepts that should be considered for communications internally and within the broader community. Most significantly, if pursuing the use of an SDT, understanding that they are substantially different from other types of targets is important. Key differences which are important in Council communications are that:

- they are independent of any political or activist considerations
- the methods used for determining them are transparent and available for review

These factors make SDTs a highly effective negotiation tool for bringing stakeholders to the table. Communicating this clearly will likely improve the outcomes for collaboration.

6. Recommended Next Steps

The 2018/19 inventory will form the baseline upon which Council can begin to monitor and reduce its emissions moving forward. There are however a number of steps that can be taken to improve the quality and completeness of Horsham's future greenhouse gas reporting. Looking outward from the inventory Council will now also begin to use this inventory as the foundation upon which to develop Horsham's corporate emissions reduction strategy.

6.1 Improve data quality and completeness

6.1.1 Source Data for Missing Emissions Sources

Source data for the following emissions sources for which actual data was not available for 2018/19 reporting period. The greater the number of emissions sources reported, the greater Council's understanding of its impacts, and the greater the number of opportunities for measurable reductions as Council moves towards emissions reduction action planning. The data collection guide that was provided at the start of the project will provide the data requirements. Emissions data to be sourced for future reporting:

Fugitive Emissions - Fugitive emissions are scope 1 emissions and must be included if Council's inventory is to meet the minimum standard outlined in the NGERs guidelines. It is recommended that council sources fugitive emissions data, not only for the next reporting period of 2019/20 but also for 2018/19 so that Council can re-baseline with all relevant scope 1 and 2 emissions sources included if required. Refrigerant emissions data include:

- The volume of fugitive emissions from HVAC, and the type of refrigerant used. Contact Council's refrigerant supplier for a list of refrigerant top ups for the reporting period
- Vehicle refrigerant use for AC. This can be sourced from the fleet manager. The fleet manager should be able to get this detail from the supplier

Bottled Gas – Bottled gas emissions are scope 1 emissions and must be included if Council's inventory is to meet the minimum standard outlined in the NGERs guidelines. It is recommended that council sources fugitive emissions data, not only for the next reporting period of 2019/20 but also for 2018/19 so that Council can re-baseline with all relevant scope 1 and 2 emissions sources included if required. The volume of bottled gas purchased should be available from your supplier upon request.

Waste Disposal - Data on the total volume of waste disposed of by Council in tonnes should be available from your waste contractor. Waste breakdown by material can be gathered through conducting a waste audit. The waste audit can be carried out by Council or be subcontracted to a service provider. Otherwise, in most cases your waste contractor should be able to conduct an audit on behalf of Council. Contact your waste contractor to discuss reporting and auditing options.

Public Transport - Register all of Council's travel cards if relevant, so that travel data should be available from the online account. Otherwise, public transport expenses can be tracked within the accounting department as part of the expenses log process. See the Data Collection Guide provided by Ironbark for information on the fields required. Council can make an

executive decision on whether public transport is material to Horsham Council or not, and therefore whether it is cost effective to track activity data for this emissions source.

Accommodation - Contact your corporate strategy team or finance team for expenses information for accommodation for the reporting period. See the Data Collection Guide provided by Ironbark for information on the fields required. It is recommended that Council discuss these reporting requirements with the appropriate team at the beginning of the reporting period to ensure the correct details are collected.

6.1.2 Improve Utilities Data Reporting

The following steps are recommended to improve quality and completeness of utilities data:

- Where there are electricity, water and natural gas data gaps for the financial year, these have been annualised using the average consumption per day. This method is generally utilised to ensure completeness if site specific information is not available. There are various reasons for incomplete data which include disposed sites, closure of account, switching utility retailer, etc. Ideally where there is incomplete annual data, Council should investigate each specific site – this will ensure inventory accuracy but would also require more staff resources.
- Use the Data Issues Log 2018/19 provided to investigate:
 - assets in the site list but which have no accounts.
 - accounts being billed for which are not on the site list.
- Update Council's asset list to:
 - ensure sites are clearly marked as under Council control or leased.
 - ensure all meters which are being billed for are clearly linked to a council site.
 - ensure site closures or changes of operational control which occur mid-year are clearly marked in the comments column AE on the Site_List.
- Establish a utilities billing review process to ensure bills are being received for all sites under Council control, and that bills are not being received for sites which are not under Council control. If Council is receiving the bills and then billing the tenant, include note and mark as not under Council operational control (Commercial).
- Discuss with Council's utility retailer/or the Finance team options for improving Council's access to clear, reliable, and complete billing data reports. Work to ensure that this is setup in a standard format that can be easily exported on an annual basis.

6.1.3 Maintain High Quality Reporting in Other Areas

Informing the relevant teams or contractors of Council's reporting requirements at the beginning of the reporting period will help those responsible know what information they need to document and when they will need to provide this to the Sustainability team. To assist in this process:

- Maintain a document listing relevant contacts for emission sources data.
- Communicate reporting frequency and desired format to the contact at the beginning of each reporting period.

This will make data collection at the end of the year a much smoother process and ensure that all the necessary information is being documented.

6.2 Develop an Emissions Reduction Strategy

6.2.1 Agree on an Appropriate Target

The science-derived target provided in this report will be the driver of Council’s action plan, and Council’s corporate climate strategy communications. An official target provides a goal for Council to aim for and a benchmark against which to assess progress. The sustainability team will need to agree on how best to communicate the target both internally and externally in order to gain buy in from key stakeholders. For example the public target may be NetZero 2050, while the SDT interim targets are kept internal to council.

6.2.2 Develop an Action Plan

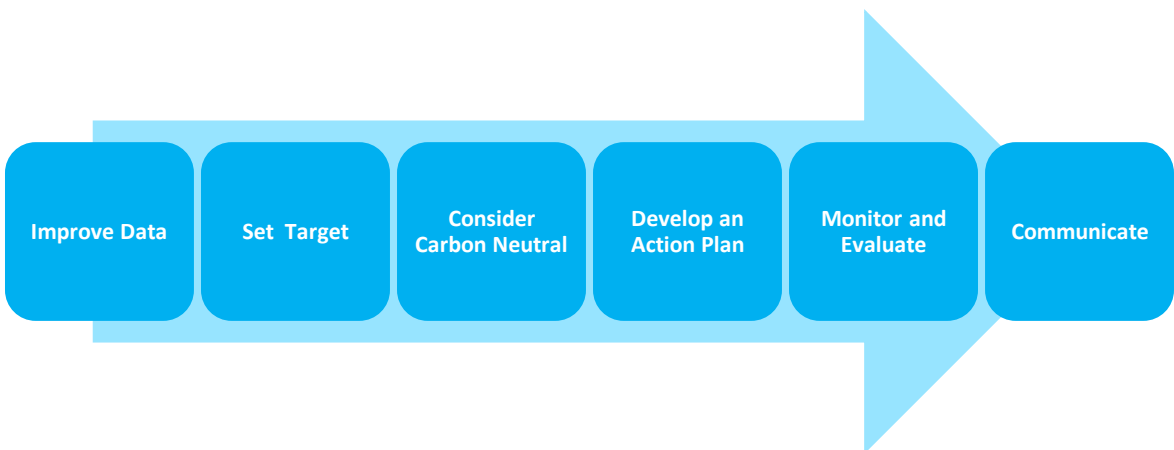
The targets, both public and internal will then be used to frame Council’s action plan. Council will develop, with support from Ironbark, a pathway to NetZero 2050 which will identify the carbon emissions reduction opportunities that are available and assess the financial and practical feasibility of these actions, as well as the carbon mitigation impact.

6.2.3 Consider Carbon Neutrality

As part of Horsham’s target setting, Council is considering a NetZero target. This is equivalent to carbon neutrality but is not a certified or independently verified standard. The Australian Government’s Carbon Neutral Program is used to certify organisations such as local governments to be in compliance with the Climate Active Standard. Becoming certified carbon neutral is an excellent communication tool, providing a platform for robust emissions reporting and third-party verification. However, Council is advised to consider carbon neutral certification carefully, as there are some important, long-term implications to Council’s budget.

6.2.4 Communicate Council’s Actions

This inventory and target can be used in communications both internally and externally to support Council in engaging staff and the wider community with their climate change mitigation strategy.



Appendix 1 – Glossary

Term	Definition
CCA	Climate Change Authority
CFL	Compact fluorescent lamp
CH ₄	Methane
CMS	Carbon Management System
CO ₂	Carbon dioxide
CO ₂ -e	Carbon dioxide equivalent. The universal unit of measurement to indicate the global warming potential (GWP) of each GHG, expressed in terms of the GWP of one unit of carbon dioxide. It is used to evaluate the climate impact of releasing (or avoiding releasing) different GHGs on a common basis.
COAG	Council of Australian Governments
CVGA	Central Victorian Greenhouse Alliance
DNSP	Distribution Network Service Provider, also known as Energy Distribution Business (DB) also known as distributors.
Emissions Factor (EF)	An emissions factor is a measure of the mass of Emissions relative to a unit of activity.
ERF	Emissions Reduction Fund
FOGO waste	Food and garden organic waste
GBGA	Goulburn Broken Greenhouse Alliance
GHG	Greenhouse gas
Greenhouse Gas Protocol	The Greenhouse Gas Protocol, developed by World Resources Institute and World Business Council on Sustainable Development, sets the global standard for how to measure, manage, and report Emissions.
Global Covenant of Mayors	Global Covenant of Mayors for Climate & Energy is a coalition of city leaders addressing climate change by pledging to reduce their greenhouse gas emissions, tracking their progress and preparing for the impacts of climate change. It was formed through a merger of the Compact of Mayors and the Covenant of Mayors.

Term	Definition
GWP	Global Warming Potential. The Global Warming Potential was developed to allow comparisons of the global warming impacts of different gases. Specifically, it is a measure of how much energy the emissions of one tonne of a gas will absorb over a given period of time, relative to the emissions of one tonne of carbon dioxide
HPS	High pressure sodium lamp
ICLEI	International Council for Local Government Initiatives
IPCC	Intergovernmental Panel on Climate Change
kt	Kilotonne
Lamp	The light bulb in a luminaire
LED	Light emitting diode
Luminaire	The lamp, fitting and control gear of the light
Major road lighting	Lighting that is designed in accordance with AS/NZS 1158.1.1, for Vehicular traffic (V-category) lighting. For the purpose of this business case. V-category is considered existing lighting 150W or higher or any cost-share lighting between councils and VicRoads.
MAV	Municipal Association of Victoria
MH	Metal halide lamp
MSW	Municipal solid waste - Solid waste generated from municipal and residential activities, and including waste collected by, or on behalf of, a municipal council. MSW does not refer to waste delivered to municipal disposal sites by commercial operators or waste from municipal demolition projects.
Mt	Megatonne
MV	Mercury vapour lamp
NA	Not available
NGER	National Greenhouse and Energy Reporting Scheme
PV	Photovoltaic
SDT	Science-Derived Targets, sometimes also referred to as Science-“Based” Targets.
Street lighting	Street lighting found in residential streets and main roads

Term	Definition
TS	Transfer Station – Facilities where collection vehicles deposit waste and/or recyclables collected from elsewhere. (Waste or recyclables are then put into larger transfer vehicles for transport to a landfill site, MRF or resource recovery facility.) Transfer stations may be used by both individuals and vehicles and may include recycling facilities and facilities for compacting and baling waste and recyclable materials.
UNFCCC	United Nations Framework Convention on Climate Change
Waste	Any discarded, rejected, unwanted, surplus or abandoned matter including material intended for recycling, reprocessing, recovery, purification or sale. In this document, the term 'solid waste' refers to non-hazardous, non-prescribed, solid waste materials ranging from municipal garbage to industrial waste.
WRI	World Resources Institute
WRRG	Waste and Resource Recovery Group – Statutory authority established under the Environment Protection Act 1970 responsible for preparing the regional implementation plan for their region.

Appendix 2 - Policy Context

International/Federal

Globally, many countries, states and cities are making significant changes to the way they live and work to reduce their contribution to human induced climate change. In some countries, such as Australia, it has been cities and communities that are leading the way with policies and programs to seize the opportunity of sustainability.

Australia has seen significant policy uncertainty over more than a decade through the introduction and repeal of policies such as the price on carbon and the protracted review of the Renewable Energy Target. Nationally, uncertainty regarding the Renewable Energy Target and carbon pricing continues to stifle investment in large-scale renewable energy to the detriment of consumer prices.

Until recently, the major Federal policy influencing council decision-making has been "Direct Action" and the cornerstone Emission Reduction Fund (ERF). The methodologies and abatement pricing structures announced through the ERF provide limited opportunities for councils to participate, and this has been proven by the small number of local government projects successful in the ERF, with the exception of councils that own or operate large landfills. The Australian Renewable Energy Agency and Clean Energy Finance Corporation are still attempting to fund innovation and tailored project finance to support the development of the industry irrespective of limited political support.

The Federal Government commissioned a review into Australia's energy markets and the role for renewable energy and emissions. The review, led by Chief Scientist Alan Finkel developed a national reform blueprint to maintain energy security and reliability. The Government accepted 49 of the 50 recommendations, rejecting only the development of a "Clean Energy Target". In October 2017, the Government proposed a "National Energy Guarantee" (NEG) which would include setting of emission standard and likely drive (or stall) the uptake of emissions reduction. The NEG is now under negotiation between the federal and state governments and unlikely to be legislated until well into 2018 and 2019, if at all.

State

The Victorian Government has committed to legislating a long-term target for Victoria of net zero greenhouse gas emissions by 2050. This was a key recommendation of the Independent Review of the Climate Change Act 2010. To drive emissions reduction efforts prior to the legislated targets, the Victorian Government has also committed to reduce Victoria's emissions by 15 to 20 per cent below 2005 levels by 2020, and reduce emissions from government operations by 30 per cent below 2015 levels by 2020.

To support the state in achieving its targets a package of policy reforms has been developed which are designed to deliver investment and employment in a sustainable economy Victoria. This package includes the:

- Renewable Energy Action Plan
- Climate Change Act 2017

- TAKE2 pledge program
- New Energy Jobs Fund
- The Solar Homes Program

Initiatives being implemented under the Renewable Energy Action Plan include:

- \$48.1 million for renewable energy certificate purchasing, including powering Victoria's tram fleet. This has also brought forward the development of two new wind farms totalling 100MW and a new 75MW solar farm, resulting in over \$350 million of investment and 500 new regional jobs.
- \$15.8 million for smart software system, solar and battery storage microgrid initiatives across the state, and
- \$25 million to deploy grid-scale battery storage facilities in the west of Victoria by Summer 2018.

The Victorian Government has now increased the Victorian Renewable Energy Target (VRET) to 50% by 2030. The increased target of 50% by 2030 will now be embedded in the Renewable Energy (Jobs and Investment) Act 2017 (Vic), building on the existing, legislated renewable energy generation targets of 25% by 2020 and 40% by 2025. The Victorian Renewable Energy Target 2018-19 Progress Report finds that Victoria is well on track to meet the first VRET target for 25% renewable energy generation by 2020.

The Victorian Government has also launched the TAKE2 pledge program which is a state-wide pledging system for all levels of government, business and community to pledge their contributions to reduce emissions and help set Victoria on the pathway to achieve our 2050 target.

Local

At the local level, a number of councils across Australia have shown strong leadership in climate action and derived great benefits by reducing their operational costs, carbon exposure and improving productivity. In addition, this has provided a great basis for community engagement and leadership. Examples of council leadership in Victoria include:

- **City of Melbourne, City of Port Philip, City of Greater Geelong:** Zero Net Emissions Strategy by 2020
- **City of Yarra:** Victoria's first carbon neutral council
- **Maribyrnong:** Commitment to net zero corporate CO₂ emissions since 2015
- **City of Monash:** Committed to achieving net zero emissions by 2025
- **City of Frankston:** Target of achieving zero net emissions by 2025
- **City of Greater Bendigo:** Implementing a One Planet Living strategy including commitments to zero waste, zero carbon, and becoming an electric vehicle friendly city
- **Strathbogie Shire:** Target of zero net emissions by 2025
- **City of Ballarat:** Carbon Neutrality and 100% Renewables by 2025

The targets set by the Victorian state government will serve as a reference to what local government should be aiming for to support the broader state, national and global initiatives.

⁵ In late 2017, Ironbark worked with ICLEI Oceania and Beyond Zero Emissions (BZE) to survey councils throughout Australia on existing targets, strategies and actions.

Appendix 3 - Assumptions

NMI//MIRN/Account Number not in Site_List

The spreadsheet uses the NMI/MIRN/Account Number to “look up” data from the “Site_List” worksheet such as the Asset name and Asset Code. If the NMI/MIRN/Account Number is not listed in the Site_List then this lookup will fail and you’ll get a “TBC” in the Asset Name column of the Site_List and on the relevant data entry sheet. See the Data Issues Log 2018/19 for the full listing of meters to be reviewed.

This could mean a number of things such as you have a new NMI/ MIRN/Account Number or possibly you are paying bills for someone else!

Check with the Asset Services Dept or Building Maintenance Dept to see whether they know anything about this NMI/ MIRN/Account Number or contact the supplier. Review the site list and adjust the Report Grouping/ Operational Control column as needed.

Site List Assumptions

- All consumption has been allocated to the “Council” report grouping unless Council has indicated otherwise.
- Consumption data for meters not included in the original site list has been included in the inventory calculations as these meters appear to be under Council’s operational control; this applies to electricity, gas, and water.

Electricity Assumptions

Consumption data has been sourced from utility bills and represents actual meter readings in most cases.

The NMI numbers provided by Council were trimmed from 11 digits to 10 digits so as to match with the numbers provided by the utility provider. Retailers tend to use the 10 or 11 digit NMI numbers interchangeably. Using the first 10 digits is sufficient to identify the unique NMI and should be a standard process.

The following data checks were carried out to identify anomalies and gaps:

- Scan for duplicate data
- Check records that have a high variance compared to the average
- Check against Council asset list

Where data was incomplete - e.g. utility data covering the full reporting period was not available – existing data has been annualised to cover the full reporting period. Where data has been estimated as such, this has been recorded in the Inventory Tool under the “Estimate” column.

Natural Gas Assumptions

Consumption data has been sourced from utility bills and represents actual meter readings in most cases. The following data checks were carried out to identify anomalies and gaps:

- Scan for duplicate data
- Check records that have a high variance compared to the average
- Check against Council asset list

Where data was incomplete - e.g. utility data covering the full reporting period was not available – existing data has been annualised to cover the full reporting period. Where data has been estimated as such, this has been recorded in the Inventory Tool under the “Estimate” column.

Transport Fuels and Stationary Fuels Assumptions

Fuel consumption was provided by Council in litres per fuel type. Emissions from each fuel type are calculated by converting fuel consumption in L into energy consumption in GJ. An emissions factor is then applied to convert the energy data into greenhouse gas emissions.

Assumptions made as follows:

- There was some uncertainty in allocating fuels to transport or stationary energy.
- 2018/19 Cost data was missing for DataFuel accounts, so a BP average unit rate as placeholder to estimate this item.

Lubricants Assumptions

Emissions from each lubricant type are calculated by converting volume consumption in grams or litres, into energy consumption in GJ. An emissions factor is then applied to convert the energy data into greenhouse gas emissions.

Water Assumptions

Emissions from water have been calculated by multiplying the volume of water supplied to Council’s buildings and facilities by an emissions factor. The emissions associated with the supply of water can vary significantly depending on the geographical area and its water supply infrastructure. Therefore, Ironbark has used an emissions factor specific to Victoria.

Where data was incomplete - e.g. utility data covering the full reporting period was not available – existing data has been annualised to cover the full reporting period. Where data has been estimated as such, this has been recorded in the Inventory Tool under the “Estimate” column.

Waste Disposal Assumptions

This emissions source covers municipal solid waste generated by Council buildings and inert waste generated by municipal activities but excludes emissions from green waste and municipal concrete disposal since concrete is recycled. Emissions from landfill cover for inert waste have been excluded since these emissions result from processes of the Dooen Landfill which have

been deemed out of scope of this inventory. Importantly this total excludes emissions from Council's Dooen landfill site.

Asphalt Assumptions

The volume of asphalt used is provided in tonnes. This mass is then allocated as either aggregate or crude oil in a ratio of 95:5 respectively. A different emissions factor is applied to each element. The total emissions for the two elements are then summed to calculate the total asphalt emissions figure. The aggregate emissions factor only was applied to data on gravel aggregate used in road making for the 2018/19 period.

Office Paper Assumptions

Procurement data provided as a quantity of bulk packages (e.g. reams, boxes or cartons) is converted into the number of sheets. An emissions factor is then applied depending on the weight of the paper (gsm), the paper size (A4,A3 etc.), recycled content or carbon neutral status, and source (domestic or international).

Where there were uncertainties Ironbark made the following assumptions:

- Paper gsm was assumed to be 80gsm unless specified other
- Paper source was assumed Domestic unless specified other
- Recycled paper conversion factor was applied where any % recycled content is stated

Flights Assumptions

Data provided on the origin and destination is converted into distance in km. A different conversion factor is then applied depending on the class of the flight, and the haul type. Where specific information was not provided flights are assumed to be economy class.

Appendix 4 – Attachments

The full Corporate Inventory Tool including data and calculations:

HRM_STR_001_GHG_Inventory_Tool_201819_v2a

The accompanying guidance manual for the Inventory Tool:

HRM_STR_001_Ironbark_GHG_Inventory_Tool_Manual_v2a

The NGERs Solid Waste Calculator used to calculate the emissions for Horsham Rural City Council's Dooen Landfill site 2018/19:

HRM_STR_001_NGER_Solid_Waste_Calculator_2018-19_v1a

The Data Issues Log 2018/19 which lists all sites/meters to be queried as [part of the next periods reporting:

HRM_STR_001_Data_Issues_Log_v1a

HORSHAM RURAL CITY COUNCIL

COUNCILLOR
CODE OF CONDUCT

2021



TABLE OF CONTENTS

1	INTRODUCTION	3
2	ROLES AND RESPONSIBILITIES	5
3	STANDARDS OF CONDUCT	9
4	OTHER CATEGORIES OF MISCONDUCT	12
5	PROHIBITED CONDUCT	15
6	GOOD GOVERNANCE	20
7	INTERPERSONAL DISPUTES BETWEEN COUNCILLORS	24
8	ALLEGATIONS OF CONTRAVENTION OF THE CODE	26
9	ADOPTION OF THIS CODE	32

1 INTRODUCTION

INTRODUCTION

1.1 Legislative framework

The *Local Government Act 2020* (Act) requires a council to develop and maintain a Councillor Code of Conduct. The Councillor Code of Conduct is required to be periodically reviewed. This Councillor Code of Conduct (Code) has been adopted by Council to comply with the requirements of the Act.

A Councillor Code of Conduct:

- a) must include the Standards of Conduct prescribed by the Local Government (Governance and Integrity) Regulations 2020 (Regulations) expected to be observed by Councillors; and
- b) must include any provisions prescribed by the Regulations; and
- c) must include provisions addressing any matters prescribed by the Regulations; and
- d) may include any other matters which Council considers appropriate, other than any other Standards of Conduct.

The Standards of Conduct with which Councillors are required to comply are specified in Schedule 1 to the Regulations.

Failure by a Councillor to comply with the Standards of Conduct constitutes misconduct under the Act, which may be pursued in accordance with the processes set out in this Code.

1.2 Council's Vision, Mission and Values

Councillors acknowledge that Council's Vision, Mission and Values provide important context and guidance in relation to ethical decision-making and Councillor behaviour.

Horsham Rural City Council's Vision

A vibrant, inclusive community to live, work, play and invest.

Horsham Rural City Council's 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 natural environment.

Horsham Rural City Council's Values

Accountable	Inclusive	Friendly
Caring	Proactive	Receptive
Honest	Flexible	Reliable
Passionate	Innovative	Open and
Fair	Progressive	Transparent

1.3 Purpose of this Code

The purpose of this Code is to set out the Standards of Conduct with which Councillors must comply and to:

- a) foster good working relationships between Councillors to enable Councillors to work constructively together in the best interests of the municipal community;
- b) maintain a high standard of behaviour of Councillors during Council meetings, Councillor briefings and any other meetings which Councillors participate in from time to time; and
- c) establish benchmarks for Councillor conduct designed to:
 - o build public confidence in the integrity of local government; and
 - o give effect to Council's Vision, Mission and Values.

2 ROLES AND RESPONSABILITIES

ROLES AND RESPONSIBILITIES

2.1 Role of Council

The role of Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community (see s 8 of the Act). Council provides good governance if:

- a) it performs its role in accordance with the Overarching Governance Principles in s 9 of the Act; and
- b) the Councillors perform their roles in accordance with s 28 of the Act.

In performing its role, Council may:

- c) perform any duties or functions and exercise any powers conferred on it under the Act or any other Act; and
- d) perform any other functions that it determines are necessary to enable that performance.

Good governance is fundamental to Council being able to perform its role. Good governance relies on, among other things, good working relationships between Councillors.

2.2 Role of Councillors

Section 28 of the Act provides that the role of a Councillor is:

- a) to participate in the decision-making of Council; and
- b) to represent the interests of the municipal community in that decision-making; and
- c) to contribute to the strategic direction of Council through the development and review of key strategic documents of the Council, including the Council Plan.

In performing the role of a Councillor, a Councillor must:

- d) consider the diversity of interests and needs of the municipal community; and
- e) support the role of Council; and
- f) acknowledge and support the role of the Mayor; and
- g) act lawfully and in accordance with the oath or affirmation of office; and
- h) act in accordance with the Standards of Conduct; and
- i) comply with Council procedures required for good governance.

The role of a Councillor expressly excludes the performance of any responsibilities or functions of the Chief Executive Officer.

2.3 Role of the Mayor

Section 18 of the Act provides that the role of the Mayor is to:

- a) chair Council meetings;
- b) be the principal spokesperson for Council;
- c) lead engagement with the municipal community on the development of the Council Plan;
- d) report to the municipal community, at least once each year, on the implementation of the Council Plan;
- e) promote behaviour among Councillors that meets the Standards of Conduct set out in the Councillor Code of Conduct;
- f) assist Councillors to understand their role;
- g) take a leadership role in ensuring the regular review of the performance of the Chief Executive Officer;
- h) provide advice to the Chief Executive Officer when the Chief Executive Officer is setting the agenda for Council meetings; and
- i) perform civic and ceremonial duties on behalf of Council.

ROLES AND RESPONSIBILITIES

2.4 Role of the Chief Executive Officer

Section 94A of the *Local Government Act 1989* sets out the functions of the Chief Executive Officer, which include:

- a) establishing and maintaining an appropriate organisational structure for Council;
- b) ensuring Council decisions are implemented without undue delay;
- c) day to day management of Council's operations in accordance with the Council Plan;
- d) developing, adopting and disseminating a Staff Code of Conduct;
- e) providing timely advice to Council;
- f) ensuring that Council receives timely and reliable advice about its legal obligations under the *Local Government Act 1989*;
- g) supporting the Mayor in the performance of the Mayor's role;
- h) carrying out Council's obligations as an employer with respect to Councillors as deemed employees under the workplace health and safety legislation; and
- i) performing any other function or duty of the Chief Executive Officer specified in the *Local Government Act 1989* or any other Act.

From 1 July 2021, s 94A of the *Local Government Act 1989* will be replaced by s 46 of the Act. The Chief Executive Officer's functions will then include:

- j) supporting the Mayor and the Councillors in the performance of their roles;
- k) ensuring the effective and efficient management of the day to day operations of the Council;
- l) ensuring that Council receives timely and reliable advice about its legal obligations;

- m) supporting the Mayor in the performance of the Mayor's role;
- n) setting the agenda for Council meetings after consulting the Mayor;
- o) when requested by the Mayor, reporting to Council in respect of the implementation of a Council decision;
- p) carrying out Council's obligations as an employer with respect to Councillors as deemed employees under the workplace health and safety legislation;
- q) establishing and maintaining an organisational structure for Council;
- r) being responsible for all staffing matters, including appointing, directing, managing and dismissing members of Council staff; and
- s) managing interactions between members of Council staff and Councillors and ensuring that policies, practices and protocols that support arrangements for interaction between Council staff and Councillors.

Councillors acknowledge that these day to day functions are entirely the domain of the Chief Executive Officer and that they have no power to direct the Chief Executive Officer in the fulfilment of these functions. It follows that the Chief Executive Officer will determine the extent to which Councillors will be informed of decisions made in pursuit of these day to day functions, with a view to maintaining good working relationships.

It is neither the role nor the responsibility of the Chief Executive Officer to mediate disagreements arising between Councillors, or to draft, or otherwise assist in the drafting of, an application under this Code or the Act.

2.5 Role of Councillor Conduct Officer

The Chief Executive Officer will from time to time appoint a member of Council staff as the Councillor Conduct Officer under s 150 of the Act.

The Councillor Conduct Officer must:

- a) assist Council in the implementation and conduct of the internal arbitration process;
- b) assist the Principal Councillor Conduct Registrar to perform their functions; and
- c) assist the Principal Councillor Conduct Registrar in relation to any request for information.

It is neither the role nor the responsibility of the Councillor Conduct Officer to draft, or to otherwise assist in the drafting of, an application under this Code or the Act.

2.6 Role of the Principal Councillor Conduct Registrar

The Principal Councillor Conduct Registrar is appointed by the Secretary Department of Jobs, Precincts and Regions under s 148 of the Act and is employed by the State Government under Part 3 of the *Public Administration Act 2004*. The role of the Principal Councillor Conduct Registrar relevantly includes:

- a) receiving applications for the appointment of an arbiter;
- b) appointing an arbiter from the panel list as required; and
- c) publishing guidelines in relation to processes and procedures relating to internal arbitration process applications as considered necessary.

3 STANDARDS OF CONDUCT

STANDARDS OF CONDUCT

The Standards of Conduct to be observed by Councillors are set out in the Regulations. Failure to comply with the Standards of Conduct constitutes 'misconduct' for the purposes of the Act. If allegations of misconduct cannot be resolved between Councillors informally, they will be referred to the internal arbitration process, which may result in the imposition of sanctions.

3.1 Treatment of others

A Councillor must, in performing the role of a Councillor, treat other Councillors, members of Council staff, the municipal community and members of the public with dignity, fairness, objectivity, courtesy and respect, including by ensuring that the Councillor:

- a) takes positive action to eliminate discrimination, sexual harassment and victimisation in accordance with the *Equal Opportunity Act 2010*;
- b) supports Council in fulfilling its obligation to achieve and promote gender equality;
- c) does not engage in abusive, obscene or threatening behaviour in their dealings with members of the public, Council staff and Councillors; and
- d) in considering the diversity of interests and needs of the municipal community, treats all persons with respect and has due regard for their opinions, beliefs, rights and responsibilities.

3.2 Performing the role of Councillor

A Councillor must, in performing the role of a Councillor, do everything reasonably necessary to ensure that the Councillor performs the role of a Councillor effectively and responsibly, including by ensuring that the Councillor:

- a) undertakes any training or professional development activities that Council decides it is necessary for all Councillors to undertake to effectively perform the role of a Councillor;
- b) diligently uses Council processes to become informed about matters which are subject to Council decisions;
- c) is fit to conscientiously perform the role of a Councillor when acting in that capacity or purporting to act in that capacity; and
- d) represents the interests of the municipal community in performing the role of a Councillor by considering and being responsive to the diversity of interests and needs of the municipal community.

3.3 Compliance with good governance measures

A Councillor, in performing the role of a Councillor, to ensure the good governance of Council, must diligently and properly comply with the following:

- a) any policy, practice or protocol developed and implemented by the Chief Executive Officer in accordance with s 46 of the Act for managing interactions between members of Council staff and Councillors;
- b) the Council expenses policy adopted and maintained by Council under s 41 of the Act;
- c) the Governance Rules developed, adopted and kept in force by Council under s 60 of the Act; and
- d) any directions of the Minister for Local Government issued under s 175 of the Act (governance directions).

STANDARDS OF CONDUCT

3.4 Councillor must not discredit or mislead Council or public

In performing the role of a Councillor, a Councillor must:

- a) ensure that their behaviour does not bring discredit upon Council; and
- b) not deliberately mislead Council or the public about any matter related to the performance of their public duties.

3.5 Standards do not limit robust political debate

Councillors acknowledge that nothing in the Standards of Conduct is intended to limit, restrict or detract from robust public debate in a democracy. So, while Councillors must always meet these Standards of Conduct, participation in vigorous debate of matters before Council for decision should not be viewed as being inconsistent with them.

4 OTHER CATEGORIES OF MISCONDUCT

OTHER CATEGORIES OF MISCONDUCT

Councillors acknowledge that the Act creates two other categories of misconduct, being 'serious misconduct' and 'gross misconduct'. In the case of allegations of conduct constituting:

- a) 'serious misconduct', application can be made to convene a Councillor Conduct Panel to hear the allegation by a Councillor, a group of Councillors, a Council resolution or the Chief Municipal Inspector; and
- b) 'gross misconduct', application can be made to the Victorian Civil and Administrative Tribunal by the Chief Municipal Inspector.

Although allegations of conduct constituting 'serious misconduct' and 'gross misconduct' might not be addressed as a contravention of this Code, Councillors acknowledge and commit to the following with respect to:

- c) bullying; and
- d) sexual harassment,

each of which constitutes 'serious misconduct' for the purposes of the Act.

4.1 Bullying

The Act provides that 'bullying' by a Councillor means:

...the Councillor repeatedly behaves unreasonably towards another Councillor or a member of Council staff and that behaviour creates a risk to the health and safety of that other Councillor or member of Council staff.

A Councillor who bullies another Councillor or a member of Council staff engages in 'serious misconduct' and may be the subject of an application to convene a Councillor Conduct Panel. Councillors agree that bullying is

unacceptable under any circumstances and each commit to avoiding conduct which might constitute bullying, and to calling out their fellow Councillors when they exhibit conduct which might constitute bullying, whether directed at another Councillor or at a member of Council staff.

4.2 Sexual harassment

The Act provides that 'sexual harassment' has the meaning given by s 92 of the *Equal Opportunity Act 2010*, which provides that:

- (1) For the purpose of this Act, a person sexually harasses another person if he or she—
 - a) make an unwelcome sexual advance, or an unwelcome request for sexual favours, to the other person; or
 - b) engage in any other unwelcome conduct of a sexual nature in relation to the other person—

in circumstances in which a reasonable person, having regard to all the circumstances, would have anticipated that the other person would be offended, humiliated or intimidated.

- (2) In subsection (1) conduct of a sexual nature includes—
 - a) subjecting a person to any act of physical intimacy;
 - b) making, orally or in writing, any remark or statement with sexual connotations to a person or about a person in his or her presence; or
 - c) making any gesture, action or comment of a sexual nature in a person's presence.

OTHER CATEGORIES OF MISCONDUCT

A Councillor who engages in sexual harassment towards another Councillor or a member of Council staff engages in 'serious misconduct' and may be the subject of an application to convene a Councillor Conduct Panel.

Councillors agree that sexual harassment is unacceptable under any circumstances and each commit to avoiding conduct which might constitute sexual harassment, and to calling out their fellow Councillors when they exhibit conduct which might constitute sexual harassment, whether directed at another Councillor or at a member of Council staff.

It is acknowledged that Councillors may also be subjected to sexual harassment from outside Council, for example from members of the public.

Councillors acknowledge that a Councillor who feels that they have been subjected to bullying or sexual harassment by another Councillor may not be comfortable pursuing any of the informal or internal dispute resolution procedures set out in this Code. Those informal and internal dispute resolution procedures are not compulsory in the case of alleged 'serious misconduct' or 'gross misconduct' and there is no expectation that they will be followed in those circumstances.

4.3 Addressing bullying and sexual harassment

A Councillor who feels that they have been subjected to bullying or sexual harassment by another Councillor, a member of Council staff or a member of the public may:

- a) access Council's Employee Assistance Program for confidential support, with contact details available from the Councillor Conduct Officer;
- b) make an allegation of 'serious misconduct' by way of an application to convene a Councillor Conduct Panel in accordance with the Act, with details of that process available from the Councillor Conduct Officer; and/or
- c) make a complaint to an appropriate external body, such as the Local Government Inspectorate, the Victorian Equal Opportunity and Human Rights Commission and Victoria Police.

5 PROHIBITED CONDUCT

PROHIBITED CONDUCT

In addition to observing the Standards of Conduct, Councillors acknowledge that the Act prohibits them from engaging in certain conduct and that doing so constitutes a criminal offence. This conduct relates to:

- a) misuse of position;
- b) improper direction and improper influence;
- c) confidential information;
- d) conflict of interest; and
- e) electoral conduct.

Councillors acknowledge that, while these matters are not Standards of Conduct and are not to be addressed as a contravention of this Code, they undertake to comply with them.

In the case of non-compliance, these matters could be the subject of an application to a Councillor Conduct Panel made by the Chief Municipal Inspector, or of a complaint to the Local Government Inspectorate, the Independent Broad-based Anti-corruption Commission or Victoria Police, depending on the nature of the allegation.

5.1 Misuse of position

A Councillor must not misuse their position:

- a) to gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; or
- b) to cause, or attempt to cause, detriment to Council or another person.

Circumstances involving the misuse of position by a Councillor include, but are not limited to:

- c) making improper use of information acquired as a result of the Councillor's position (current and past);

- d) disclosing information that is confidential information;
- e) directing, or improperly influencing, or seeking to direct or improperly influence, a member of Council staff;
- f) exercising or performing, or purporting to exercise or perform, a power, duty or function that the Councillor is not authorised to exercise or perform;
- g) using public funds or resources in a manner that is improper or unauthorised; or
- h) participating in a decision on a matter in which the Councillor has a conflict of interest.

5.2 Directing a member of Council staff

A Councillor must not intentionally direct, or seek to direct, a member of Council staff:

- a) in the exercise of a delegated power, or the performance of a delegated duty or function of Council;
- b) in the exercise of a power or the performance of a duty or function exercised or performed by the staff member as an authorised officer under the Act or any other Act;
- c) in the exercise of a power or the performance of a duty or function the staff member exercises or performs in an office or position the staff member holds under the Act or another Act; or
- d) in relation to advice provided to Council or a delegated committee, including advice in a report to Council or delegated committee.

PROHIBITED CONDUCT

5.3 Confidential information

A Councillor must not intentionally or recklessly disclose information that the Councillor knows, or should reasonably know, is confidential information.

5.3.1 Councillors acknowledge that, in accordance with the above, they are responsible for the safekeeping of any confidential information in their possession.

5.3.2 For the purposes of the Act 'confidential information' means the following information:

- a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released;
- b) security information, being information that if released is likely to endanger the security of Council property or the safety of any person;
- c) land use planning information, being information that if prematurely released is likely to encourage speculation in land values;
- d) law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person;
- e) legal privileged information, being information to which legal professional privilege or client legal privilege applies;
- f) personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs;
- g) private commercial information, being information provided by a business, commercial or financial undertaking that:
 - o relates to trade secrets; or
 - o if released, would unreasonably

expose the business, commercial or financial undertaking to disadvantage;

- h) confidential meeting information, being the records of meetings closed to the public under the Act;
- i) internal arbitration information, being information specified in s 145 of the Act;
- j) Councillor Conduct Panel confidential information, being information specified in s 169 of the Act;
- k) information prescribed by regulations to be confidential information for the purposes of the Act; and
- l) information that was confidential information for the purposes of s 77 of the *Local Government Act 1989*.

5.3.3 A Councillor may disclose information that would be considered 'confidential information' if the information that is disclosed is information that Council has determined should be publicly available.

Otherwise, a Councillor may disclose information that they know is confidential information in the following circumstances:

- a) for the purposes of any legal proceedings arising out of the Act;
- b) to a court or tribunal in the course of legal proceedings;
- c) pursuant to an order of a court or tribunal;
- d) in the course of an internal arbitration and for the purposes of the internal arbitration process;
- e) in the course of a Councillor Conduct Panel hearing and for the purposes of the hearing;
- f) to a Municipal Monitor to the extent reasonably required by the Municipal Monitor;
- g) to the Chief Municipal Inspector to the extent reasonably required by the Chief Municipal Inspector;

PROHIBITED CONDUCT

- h) to a Commission of Inquiry to the extent reasonably required by the Commission of Inquiry; and
- i) to the extent reasonably required for any other law enforcement purposes.

5.3.4 Councillors acknowledge that they will have access to confidential information in many forms and that it will not always be labelled as being 'confidential'. Councillors will take reasonable steps to inform themselves about the confidential nature of any Council information before discussing it outside the organisation.

5.4 Conflict of interest

If a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting of Council or a delegated committee, a meeting of a community asset committee, or any other meeting held under the auspices of Council, the Councillor must, if the Councillor is attending the meeting, disclose the conflict of interest in accordance with the Governance Rules (unless any of the exemptions apply).

A Councillor may have a 'general' or a 'material' conflict of interest in a matter being considered at a meeting.

A Councillor has a 'general' conflict of interest in a matter if an impartial, fair-minded person would consider that the Councillor's private interests could result in the Councillor acting in a manner that is contrary to their public duty.

For the purposes of general conflict of interest:

- a) 'private interests' means any direct or indirect interest of a Councillor that does not derive from their public duty and does not include an interest that is only a matter of personal opinion or belief; and
- b) 'public duty' means the responsibilities and obligations that a Councillor has to members of the public in their role as a relevant person.

A Councillor has a 'material' conflict of interest in respect of a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.

The benefit may arise or the loss incurred:

- c) directly or indirectly; or
- d) in a pecuniary or non-pecuniary form.

For the purposes of a material conflict of interest, any of the following is an 'affected person':

- e) the Councillor;
- f) a family member of the Councillor;
- g) a body corporate of which the Councillor or their spouse or domestic partner is a Director or a member of the governing body;
- h) an employer of the Councillor, unless the employer is a public body;
- i) a business partner of the Councillor;

PROHIBITED CONDUCT

- j) a person for whom the Councillor is a consultant, contractor or agent;
- k) a beneficiary under a trust or an object of a discretionary trust of which the Councillor is a trustee; or
- l) a person from whom the Councillor has received a disclosable gift (i.e. exceeding \$500 in value).

Councillors acknowledge that they must be clear about their associations with parties external to Council and to avoid conflicts between those associations and their role as Councillors.

5.5 Other legislative requirements

The Act includes requirements relating to eligibility to be a Councillor, electoral conduct and the election period ('caretaker period'). Allegations in relation to contravention of these provisions should be directed to the Victorian Electoral Commission or the Local Government Inspectorate, depending on the nature of the allegation, for investigation and any consequent action.

Councillors acknowledge that they are responsible for complying with the various provisions relating to these matters.

6 GOOD GOVERNANCE

GOOD GOVERNANCE

Nothing in this part of the Code is intended to impose a binding Standard of Conduct on Councillors. These matters are expressed as operating in addition to the Standards of Conduct. Further, nothing in this part of the Code is intended to modify or derogate from the Standards of Conduct.

This part of the Code sets out conduct that the Councillors agree will contribute to the good governance, integrity and responsible operation of Council.

6.1 Overarching Governance Principles

Councillors will support the role of Council by ensuring that Council gives effect to the overarching governance principles when participating in Council's decision-making functions.

The overarching governance principles are set out in s 9(2) of the Act and are as follows:

- a) Council decisions are to be made and actions taken in accordance with the relevant law;
- b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- d) the municipal community is to be engaged in strategic planning and strategic decision making;
- e) innovation and continuous improvement is to be pursued;
- f) collaboration with other councils and governments and statutory bodies is to be sought;
- g) the ongoing financial viability of Council is to be ensured;
- h) regional, state and national plans and

policies are to be taken into account in strategic planning and decision making; and

- i) the transparency of Council decisions, actions and information is to be ensured.

6.2 Use of Council resources

Councillors commit to using Council resources effectively, economically and only for proper purposes connected with their role as a Councillor, consistent with relevant Council policies and procedures.

In particular, Councillors will:

- a) maintain adequate security over Council property, facilities and resources provided by Council to assist in performing their role;
- b) comply with any legislation and Council policies and procedures applying to the use of Council property, facilities and resources provided by Council to assist in performing their role;
- c) not use Council resources, including the services of members of Council staff, for private purposes, unless authorised to do so, and paying for those resources where required to do so; and
- d) not use public funds or resources in a manner that is improper or unauthorised.

6.3 Gifts and benefits

Councillors will avoid situations giving rise to the appearance that a person or body, through the provision of gifts, benefits or hospitality of any kind, is attempting to gain favourable treatment from an individual Councillor or from Council.

Councillors will take all reasonable steps to ensure that their immediate family members do not receive gifts or benefits

GOOD GOVERNANCE

that give rise to the appearance of an attempt to gain favourable treatment. Councillors will only accept gifts that exceed the gift disclosure threshold (currently, \$500) if:

- a) the name and address of the person making the gift are known to them; or
- b) at the time when the gift is made, they reasonably believe that the name and address provided are the true name and address of the person making the gift.

Anonymous gifts that exceed the gift disclosure threshold will be disposed of to Council within thirty (30) days of receiving the gift.

Councillors will comply with the Gifts, Benefits and Hospitality Policy, once adopted, and any other policies and procedures adopted by Council from time to time relevant to the acceptance of gifts.

6.4 External communications

Councillors recognise that, as representatives of the local community, they have a primary responsibility to be responsive to community views and to adequately communicate the position and decisions of Council.

Councillors are committed to respecting the function of the Mayor as the spokesperson of Council in accordance with the Act.

Councillors undertake to comply with Council's Media and Communication Policies, as adopted from time to time, including recognition of and respect for the role of the Chief Executive Officer in communicating with the media on behalf of Council.

Councillors acknowledge that individual Councillors are entitled to express their personal opinions through the media. In doing so, Councillors will make it clear that such comment is their personal view and does not represent the position of Council. Councillors will ensure that such comments avoid being derogatory, offensive or insulting of Council, Councillors, members of Council staff, members of the community and others.

When Council has adopted a position, Councillors retain their entitlement to make public comment in their personal capacity. However, Councillors should consider whether the benefits of doing so would outweigh the benefit of Councillors being perceived as uniting behind majority decisions of Council.

6.5 Personal dealings with Council

When Councillors deal with Council in their private capacity (eg as a ratepayer, recipient of a Council service or applicant for a permit), they will not expect or request preferential treatment in relation to any such private matter. Councillors will avoid any action that could lead members of Council staff or members of the community to believe that they are seeking preferential treatment.

GOOD GOVERNANCE

6.6 Occupational health and safety

Councillors acknowledge that meeting Council's obligations as an employer under the *Occupational Health and Safety Act 2004* by, among other things, providing a safe workplace for members of Council staff and visitors to Council premises is essential.

Councillors are committed to working in ways that protect and promote the health and safety of members of Council staff and visitors to Council premises and to minimise risks to them.

6.7 Council decision-making

Councillors are committed to ensuring a high level of transparency in Council's decisions and Council's decision-making processes. Councillors acknowledge that Council decisions cannot be made other than by resolutions made at properly constituted Council meetings following fulsome public debate in the Council Chamber. While Councillors will engage in informal discussion of matters coming before Council for decision, they acknowledge that these informal discussions are not decision-making forums, and that a final position on such matters cannot be reached before the Council meeting.

6.8 Elections

Councillors may nominate as candidates in elections at all levels of government. If nominating as a candidate in an election, or assisting in the campaign of a candidate in an election, Councillors commit to not using their position as a Councillor for purposes associated with their campaign, or the campaign of any other candidate.

7 INTERPERSONAL DISPUTES BETWEEN COUNCILLORS

INTERPERSONAL DISPUTES BETWEEN COUNCILLORS

Councillors acknowledge that interpersonal differences and disputes (as distinct from allegations of contravention of the Standards of Conduct) may arise from time to time. Councillors commit to taking reasonable steps to resolve any interpersonal difference or dispute that arises without recourse to formal processes with a view to maintaining effective working relationships.

In resolving interpersonal differences or disputes, Councillors will consider pursuing informal steps, including:

7.1 Informal discussions between Councillors

Councillors will first consider discussing their interpersonal difference or dispute informally with a view to resolving it.

7.2 Facilitated discussion

If Councillors are unable to discuss their interpersonal difference or dispute informally, or their informal discussions are unsuccessful, they will consider approaching a fellow Councillor, chosen with the agreement of both Councillors, to facilitate a discussion with a view to resolving their interpersonal difference or dispute.

If the interpersonal difference or dispute cannot be resolved informally, the Councillors will consider whether any of the conduct giving rise to it constitutes a contravention of the Standards of Conduct. If they consider that it does, they may choose to pursue it as such under part 7 of this Code.

8 ALLEGATIONS OF CONTRAVENTION OF THE CODE

ALLEGATIONS OF CONTRAVENTION OF THE CODE

An allegation that the Standards of Conduct have been breached by a Councillor can be made by:

- a) Council, by resolution;
- b) a Councillor; or
- c) a group of Councillors.

Where an allegation is made by Council or by a group of Councillors, a single Councillor must be nominated to act as the representative of Council or the group of Councillors (as the case may be) in the internal resolution process. Only that Councillor will be entitled to participate in the internal resolution process.

When an allegation of a breach of the Standards of Conduct is alleged, the Councillors who are party to the allegation undertake to use their best endeavours to resolve it in a courteous and respectful manner without recourse to formal processes under this Code or under the Act. If, after these endeavours have been exhausted, the allegation remains unresolved, either or both of the Councillors may have recourse to any or all of the internal resolution processes set out in this Code.

Councillors accept the following three-phase internal resolution process:

- d) Formal discussion between the Councillors, facilitated by the Mayor or, if the Mayor is involved in the allegation, the Deputy Mayor or, if both the Mayor and the Deputy Mayor are involved in the allegation or the office of Deputy Mayor is vacant, the most recent past Mayor
- e) Formal mediation between the Councillors, facilitated by a qualified mediator
- f) Formal internal arbitration process.

Councillors recognise that the first and second phases are voluntary and that they are not obliged to agree to either of them but will endeavour to resolve allegations without resorting to the mandatory internal arbitration process.

8.1 The application

An application alleging a breach of the Standards of Conduct must:

8.1.1 include the:

- a) name of the Councillor alleged to have breached the Standards of Conduct;
- b) clause(s) of the Standards of Conduct that the Councillor is alleged to have breached;
- c) particular misconduct, or behaviour, that the Councillor is alleged to have engaged in that resulted in the breach; and
- d) phase of the internal resolution process being pursued by the Councillor making the allegation at the first instance; and

8.1.2 be submitted to the Councillor Conduct Officer for:

- a) action, if the application seeks engagement in the first or second phase of the internal resolution process; or
- b) referral to the Principal Councillor Conduct Registrar, if the application seeks a formal internal arbitration process.

If an application received by the Councillor Conduct Officer does not meet the requirements of this Part 8.1, the Councillor Conduct Officer will return it to the Councillor submitting it with a brief statement of the ways in which the application is deficient.

A Councillor may revise and resubmit to the Councillor Conduct Officer a deficient application, provided that

ALLEGATIONS OF CONTRAVENTION OF THE CODE

the Councillor submits the revised application no later than 3 months after the alleged breach of the Standards of Conduct occurred (see s 143(3) of the Act).

8.2 Process on receiving an application

8.2.1 Application for a facilitated discussion

On receiving an application from a Councillor which meets the requirements of Part 8.1 of this Code and which seeks a facilitated discussion, the Councillor Conduct Officer will take the following steps:

- a) notify Mayor or, if the Mayor is involved in the allegation, the Deputy Mayor or, if both the Mayor and the Deputy Mayor are involved in the allegation or the office of Deputy Mayor is vacant, the most recent past Mayor (as the case may be) and the Chief Executive Officer (CEO) (for the CEO's information only) and provide them with a copy of the application;
- b) notify the Councillor the subject of allegation in the application and provide them with a copy of the application;
- c) request the Councillor the subject of the application to advise whether they will participate in the facilitated discussion within 5 days of receiving the application and, if no advice is received, the Councillor will be taken to have declined;
- d) if the Councillor agrees to participate in the facilitated discussion:
 - (i) the Councillor Conduct Officer will, with the cooperation of the Councillors involved in the application and the Mayor or, if the Mayor is involved in the application, the Deputy Mayor or, if both the Mayor and the Deputy Mayor are involved in the application, the most recent past Mayor (as the case may be), arrange a suitable time and place for the facilitated discussion, to be no later than 5 days from the date of the advice provided under paragraph (c);
 - (ii) the facilitated discussion must be completed with the Mayor or, if the Mayor is involved in the application, the Deputy Mayor or, if both the Mayor and the Deputy Mayor are involved in the application, the most recent past Mayor (as the case may be) providing a record of the outcome to the Councillors involved in the application and the CEO no later than 5 days after the discussion takes place; and
 - (iii) if the facilitated discussion is not complete within 5 days of the date nominated for it to take place, the Councillors will be taken as not having agreed to participate in a facilitated discussion, unless both Councillors agree to extend the time for completion;
- e) if the facilitated discussion is not completed in accordance with this Part 8.2.1 for whatever reason, or if the facilitated discussion does not resolve the allegation the subject of the application, the Councillor Conduct Officer will advise the:
 - (i) Councillor making the application and ask the Councillor to advise whether they wish to escalate the matter to another phase of the internal resolution process and, if so, which phase;
 - (ii) Councillor the subject of the application; and
 - (iii) CEO; and
- (f) the Councillor Conduct Officer will make arrangements to close or to escalate the application, according to the advice of the Councillor making the application.

ALLEGATIONS OF CONTRAVENTION OF THE CODE

8.2.2 Mediation:

On receiving an application from a Councillor which meets the requirements of Part 8.1 of this Code and which seeks a mediation, or on escalating an application where a facilitated discussion has not been completed or has not resolved the allegation, the Councillor Conduct Officer will take the following steps:

- a) notify the CEO and provide them with a copy of the application;
- b) notify the Councillor the subject of allegation in the application and provide them with a copy of the application;
- c) request the Councillor the subject of the application to advise whether they will participate in mediation within 5 days of receiving the application and, if no advice is received, the Councillor will be taken to have declined;
- d) if the Councillor agrees to participate in mediation:
 - (i) the CEO, or a member of Council staff nominated by the CEO for the purpose (the CEO's nominee), will engage a mediator, to be chosen by the CEO (or the CEO's nominee);
 - (ii) the CEO (or the CEO's nominee) will, with the cooperation of the Councillors involved in the application, arrange a suitable time and place for the facilitated discussion, to be no later than 5 business days from the date of the advice provided under paragraph (c); and
 - (iii) if the mediation is not complete within 5 business days of the date nominated for it to take place, the Councillors will be taken as not having agreed to participate in the mediation, unless both Councillors agree to extend the time for completion;

- e) if the mediation resolves the application, the mediator will document the agreement reached by the Councillors involved and provide a copy of the agreement to both Councillors and to the CEO;
- f) if the mediation is not completed in accordance with this Part 8.2.2 for whatever reason, the CEO (or the CEO's nominee) will advise the:
 - (i) Councillor making the application and ask the Councillor to advise whether they wish to escalate the matter to another phase of the internal resolution process and, if so, which phase; and
 - (ii) Councillor the subject of the application; and
- g) the Councillor Conduct Officer will make arrangements to close or to escalate the application, according to the advice of the Councillor making the application.

8.2.3 Internal arbitration

A breach of the Standards of Conduct constitutes 'misconduct' for the purposes of the Act and may be referred to an arbiter for determination. The process for internal arbitration is prescribed by Part 6 of the Act and r 11 of the Regulations.

Internal arbitration may be commenced either after the first two phases of the internal resolution process prove unsuccessful in resolving the allegation, or as the first step in an application.

On receiving an application from a Councillor which meets the requirements of Part 8.1 of this Code and which seeks an internal arbitration process, or on escalating an application where a facilitated discussion and/or mediation has not been completed or has not resolved the allegation, the Councillor Conduct Officer will:

ALLEGATIONS OF CONTRAVENTION OF THE CODE

- a) refer the application to the Principal Councillor Conduct Registrar;
- b) notify the Councillors involved in the application of the referral; and
- c) notify the CEO of the referral (for the CEO's information only);
- d) await advice from the Principal Councillor Conduct Registrar about the application; and
- e) take such steps as are necessary to give effect to the Principal Councillor Conduct Registrar's advice, in accordance with any instructions received.

Councillors recognise that an application for internal arbitration for an allegation of a breach of the Standards of Conduct will only be accepted by the Principal Councillor Conduct Registrar, and an arbiter will only be appointed, if the Principal Councillor Conduct Registrar is satisfied that:

- f) the application is not frivolous, vexatious, misconceived or lacking in substance; and
- g) there is sufficient evidence to support an allegation of a breach of the Councillor Code of Conduct.

It is for the Councillor or Councillors submitting an application to ensure that the application meets these requirements.

If the Principal Councillor Conduct Registrar is satisfied that an application for internal arbitration should be accepted, the Principal Councillor Conduct Registrar will appoint an arbiter from a panel list compiled by the Secretary to the Department of Jobs, Precincts and Regions.

In conducting an arbitration, the arbiter must:

- h) ensure that the parties involved are given an opportunity to be heard;
- i) ensure that a Councillor who is a party does not have a right to representation, unless the arbiter considers that representation is necessary to ensure that the process is conducted fairly;
- j) conduct the hearing with as little formality and technicality as the proper consideration of the matter permits; and
- k) ensure that the hearing is not open to the public.

Additionally, in conducting an arbitration the arbiter:

- l) may hear each party to the matter in person or solely by written or electronic means of communication;
- m) is not bound by the rules of evidence and may be informed in any manner the arbiter sees fit;
- n) may at any time discontinue the hearing if the arbiter considers that the:
 - (i) application is vexatious, misconceived, frivolous or lacking in substance; or
 - (ii) Councillor making the application, or representing the group of Councillors making the application, has not responded, or has responded inadequately, to a request for further information.

If, at the completion of the internal arbitration process, the arbiter determines that a Councillor has breached the Standards of Conduct, the arbiter may make a finding of misconduct against the Councillor and impose any one or more of the following sanctions:

- o) direct the Councillor to make an apology;
- p) suspend the Councillor from the office of Councillor for a period specified by the arbiter (not exceeding one month);

ALLEGATIONS OF CONTRAVENTION OF THE CODE

- q) direct that the Councillor be removed from any position where the Councillor represents Council for the period determined by the arbiter;
- r) direct that the Councillor is removed from being the chair of a delegated committee for the period determined by the arbiter; and/or
- s) direct a Councillor to attend or undergo training or counselling specified by the arbiter.

The arbiter must provide a written copy of the arbiter's findings and statement of reasons to:

- t) Council;
- u) the applicant(s) and the respondent; and
- v) the Principal Councillor Conduct Registrar.

A copy of the arbiter's decision and statement of reasons must be tabled at the next Council meeting after the arbiter's findings and statement of reasons are provided. If the arbiter's decision and statement of reasons contain any confidential information, the confidential information must be redacted before it is tabled.

Councillors recognise that a failure to participate in and comply with the internal arbitration process or a direction given to the Councillor by an arbiter is 'serious misconduct' for the purposes of the Act. Allegations of 'serious misconduct' are heard by a Councillor Conduct Panel.

8.3 Responsibility of Councillors

It is the responsibility of a Councillor or Councillors submitting an application to prepare the application, including by identifying and collating the evidence which supports it.

While members of Council staff may provide some administrative support, that support will not extend to assisting Councillors with the preparation of the substance of an application.

9 ADOPTION OF THIS CODE

ADOPTION OF THIS CODE

9.1

This Code was adopted by a resolution of Council made at the Council meeting held on [##insert date], with a majority of at least two thirds of all Councillors voting in favour of it.

9.2

This Code may be reviewed at any time during the Council term but need not be reviewed until after the general election to be held in October 2024.



1 PURPOSE

This policy is to provide guidance and support for Councillors and Council Staff in the performance of their duties.

It complements the Councillor and Staff Codes of Conduct and supports compliance with Section 124 Directing a member of Council staff, and Section 46 (3)(1)(b)(c) Managing interactions between members of Council staff and Councillors, provisions of the *Local Government Act 2020* (the Act)

This policy seeks to ensure that Councillors understand their responsibilities under the Act and do not improperly direct or influence Council staff and to ensure that Horsham Rural City Council is efficient and effective, with high standards of governance and transparency.

2 INTRODUCTION

The objectives of this policy are to:

- Recognise the respective roles and responsibilities of Councillors and Council Staff, in particular the Chief Executive Officer (CEO), in accordance with the Code of Conduct
- Ensure Councillors have access to advice, information and documentation to help them fulfil their role in an effective manner
- Assist Councillors and Council Staff in respecting the roles and responsibilities of others in the organisation
- Incorporate good governance principles to information sharing, including transparency, accessibility and accountability
- Support compliance with relevant legislation including the *Local Government Act 2020* Section 124 Directing a member of Council staff and Section 46 (3)(1)(b)(c) Managing interactions between members of Council staff and Councillors, *Occupational Health and Safety Act 2004*, *Privacy and Data Protection Act 2014* and the *Equal Opportunity Act 2010*.

3 SCOPE

The policy applies to all Councillors, staff, volunteers, contractors, sub-contractors and individuals involved in Horsham Rural City Council services or activities. Reference to interactions includes contact between Councillors and staff where the content or matter relates to the business of Council and includes Councillor's requests for information and service requests. Channels of contact may include, but are not limited to, phone (including text), in person, by email or online and through digital and social media platforms.

4 PRINCIPLES

Councillors will generally interact with staff for the following reasons:

1. Requests for information
2. Requests for service (generally on behalf of others)
3. General discussion about Council matters.

Interactions can be written or verbal and may occur at a range of events such as Councillor Briefings, committee meetings, civic receptions, workshops, informal meetings or other formal and informal opportunities.

If any Councillor or staff member has concerns about interactions between Councillors and staff, the matter will be referred to the CEO who is responsible for the management of such interactions.



Councillors may contact the CEO on any matter as required.

4.1 Allowable Interactions

Interactions between Councillors and staff should occur with the CEO or Directors (who together form the Executive Management Team (EMT)).

It is also appropriate for Councillors to contact the following staff in relation to their roles and functions:

- Executive Assistant to CEO and Councillors
- Governance Team
- Community Relations & Advocacy Team

The following officers may contact Councillors directly, at the request of members of the EMT, or to provide acknowledgment or reference to service requests for the information of Councillors:

- Executive Assistant to CEO and Councillors
- Governance Team
- Community Relations & Advocacy Team

Notwithstanding the above, Councillors should direct their enquiries directly to Directors to lodge or follow up on service requests or requests for information.

Staff other than the CEO and Directors or those listed above are to advise their Director if a Councillor has contacted them without the prior approval of their relevant Director. Correspondingly, staff should not seek to make direct contact with Councillors without their Director's consent.

4.2 Improper or Undue Influence

Under the Act, it is the responsibility of the Council to appoint the CEO. The CEO is then responsible for employing staff for the successful operation of the organisation. As Council does not employ the staff, Council, or individual Councillors, cannot direct or manage staff, and are responsible for the performance of the CEO only. Further to this, Councillors are prohibited under Section 124 of the Act from improperly directing or interacting with Council Staff.

A Councillor must not direct, or seek to direct, a member of Council staff:

- a) In the exercise of a delegated power, or the performance of a delegated duty or function of the Council; or
- b) In the exercise of a power or the performance of a duty or function exercised or performed by the member as an authorised officer under this Act or any other Act; or
- c) In the exercise of a power or the performance of a duty or function the member exercises or performs in an office or position the member holds under this Act or any other Act; or
- d) In relation to advice provided to the Council or a delegated committee, including advice in a report to the Council or delegated committee.

Improper or undue influence can include:

- Disrespecting the professional opinion, skills or expertise of staff through intimidatory, bullying, harassing or disrespectful behaviour
- Using rank or position to seek information outside the processes outlined in this Policy
- Pressuring staff to make a decision outside the formal Council decision making processes



- Pressuring staff to provide information, services or assistance to one person, group or part of the community over another, outside a formal decision of Council
- Pressuring staff to make a decision to take action outside normal business process timeframes
- Pressuring staff to change a recommendation in a Council Report.

4.3 Communication channels

All communication between Councillors and Council Staff should go through the Chief Executive Officer or relevant Director as appropriate.

The Mayor, or another Councillor who is filling in for the Mayor at an event or function, may liaise with Council's Community Relations Team for advice in relation to speeches, media releases and official statements to the media.

Councillors can also communicate with Council Staff through a range of standard business processes including:

- Council Meetings and Briefing Sessions
- Committees with both Councillor and Council Staff members.

Contact with other Council Staff will be in accordance with this Policy.

Where possible all communication should be via email. This allows for appropriate record keeping in accordance with relevant legislation. However e-mail should not be taken as received and read, therefore important or time critical matters should be supported by face to face or telephone communications.

4.4 Councillor Requests from the Community

Council recognises the responsibility Councillors have to represent their constituents and in achieving the strategic priorities of the community which requires access to information and resources.

In the first instance Councillors should encourage community members to contact Council directly (via phone, email or Customer Request System) to register service requests or operational matters. Where a community member is unwilling to contact Council directly the Councillor may forward the request so it can be lodged and a response provided to the customer.

Direct engagement between community members and Council will reduce delays and enable the most appropriate support or advice to be provided directly to the customer and enable accurate corporate records to be maintained.

Councillors should not expect that just mentioning an issue at a Briefing Meeting or Council Meeting will mean that the issue will be formally recorded and actioned.

These requests are then logged in Council's Records Management System and distributed to the appropriate staff member. Councillors should include sufficient information to enable staff to respond, for example, the name and contact details of a resident if staff are required to contact them. Councillors should indicate in the request whether they would like to respond to the member of the public, or whether they would like the appropriate staff member to do so.

4.5 Councillor Requests for advice or information

Councillors should consider any likely cost implications in making requests for advice or information, and not make requests where the costs cannot be justified as being in the public interest.

Where a Councillor's request requires the allocation of resources or expenditure of funds, the Councillor will be requested to consider a Notice of Motion.



4.6 Responses to Councillors

4.6.1. Notifying all Councillors and the CEO

If a request from a Councillor relates to matters which is of a whole of Council significance or relevance then all the Councillors will be copied into the reply. The CEO should be copied in or otherwise informed of all communication between Council Staff and Councillors.

4.6.2 Refusal of Document Access

Where the CEO or a Director determines to refuse access to a document or information sought by a Councillor, they must act reasonably. In reaching this decision, they must take into account whether or not the document sought is required for the Councillor to perform his or her civic duty. The CEO or Director must state to the Councillor the reasons for the decision if access is refused.

4.6.3 Confidentiality of Documents

Councillors are required to treat all information provided by staff appropriately and to adhere to any confidentiality requirements. If a Councillor is unsure whether a document or advice is confidential, they should contact the CEO or relevant Director for clarification prior to releasing the information.

Where possible, staff will clearly identify information which is confidential to assist Councillors in the appropriate handling of such information, however it is the Councillors' responsibility to ensure they use the information in an ethical and legal manner.

4.7 Personal interaction between Councillors and Staff

While this Policy governs the interactions between Councillors and Council Staff in relation to Council work, it does not prevent Councillors and Council Staff from communicating generally.

From time to time, Councillors and Council Staff may be present at social and community events or may have previous personal relationships. In such situations, both parties must refrain from discussing matters relating to Council business.

It is also recognised that Councillors and staff often live in the same community and may form friendships, therefore the following applies:

- Social media friendships are not the appropriate channel for Council-related interactions and should not be used for this purpose
- Social events are not the appropriate place for Council-related interactions
- Councillors should not engage with staff with whom they have friendships in any discussion about operational or personnel matters
- If Council-related matters are discussed in these situations then the staff member should treat the matter as if it is a verbal request for information

4.8 Verbal requests for information (inclusive of face-to-face, phone calls, meetings or events)

4.8.1 Where Councillors and staff discuss Council issues verbally:

- The staff member should make a brief note capturing the important elements of the discussion and create a corporate record with appropriate security levels relevant to the nature of the privacy considerations
- Circulation or sharing of the information will only occur through consultation with the CEO and/or relevant Director



4.8.2 Where the matter is of broad interest to Council or Councillors, or may result from, or be expected to be brought to a Councillor Briefing or Council Meeting:

- It is appropriate to share information with all Councillors to support informed discussion and decision-making
- The staff member will advise the relevant Director or CEO of the discussion between Councillor and staff member
- The staff member will provide an overview of the discussion to all Councillors either through:
 - Email with relevant details
 - Inclusion in a Communication Report to be emailed or included in a Councillor Briefing agenda
 - Inclusion of relevant advice provided to a Councillor in a Council Report, if the matter is progressing directly to a Council meeting.

4.9 Contact contradictory to this policy

Where any Councillor or staff member has concerns in regard to communications between Councillors and Council staff, the matter will be referred to the CEO. Council staff are to inform their Director or the CEO of any conduct made directly to them by a Councillor.

5 COMMUNICATION

Website, Intranet, Leadership team meetings, Councillor Code of Conduct, Staff Code of Conduct, Councillor Briefing.

6 RESPONSIBILITY

Policy Owner: Director Corporate Services

7 DEFINITIONS

Definition	Meaning
The Act	Local Government Act 2020

8 SUPPORTING DOCUMENTS

Document	Location
Councillor Code of Conduct	Internet
Staff Code of Conduct	Intranet
The Local Government Act (2020)	Internet

9 DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	** March 2021	Council	New Policy	March 2024



1. PURPOSE

The purpose of the policy is two fold. Firstly, to ensure that Council effectively engages with the community when required and when the community expects to be engaged, and secondly, to outline expectations for Council's engagement practice. This will be achieved by:

- Ensuring that Council engages with the community using a deliberative methodology on important strategic plans, including the Community Vision, the Council Plan, the Financial Plan and the Asset Plan
- Providing a guide to the kinds of engagement that will produce better outcomes for Council's projects and operations and ensure that this engagement meets the expectations of the community
- Ensuring that the community is effectively engaged by Council and that barriers to participation are minimised
- Ensuring that the appropriate level of engagement is used by Council
- Providing a consistent approach to community engagement across the organisation through the use of the engagement toolkit that provides tools for planning, conducting, evaluating, and recording of engagement.

In addition, this policy will ensure that Council complies with the community engagement requirements of the *Local Government Act 2020* (Part 3 – Council decision making, Division 1 – Community Accountability, Sections 55 and 56).

2. INTRODUCTION

Community engagement is a vital function for Council because by effectively engaging with our community:

- We will develop solutions using the knowledge and experience of our community
- We will hear comments and be able to implement recommendations from the community on our plans, strategies and operations
- We will be able to inform the community about decisions, plans and strategies that Council intends to adopt or implement.

The benefits of successful engagement can include:

- Community input that improves the quality of policy being developed, making it more practical and relevant
- Community input that ensures services are delivered in a more effective and efficient way for that community
- Community input that ensures Council-owned community facilities are developed and maintained in a more effective and efficient way for the community
- Early notice of emerging issues that puts Council in a better position to deal with those issues in a proactive way, instead of reacting as anger and conflict arise
- Good engagement that enhances the reputation of the Council as open, accountable, transparent and willing to listen
- Engagement that can foster a sense of belonging to community and considerable benefits from working together on behalf of the community.

3. SCOPE

Councillors and Council staff should be aware of the importance of engagement, for both ongoing operations and one-off projects, and those circumstances where it is required or desirable.



Councillors and Council staff that are involved in engagement should understand the standards and principles that govern effective engagement. Staff must use Council's engagement toolkit and the tools within, to assess the need to engage, to plan, conduct, review and record the engagement.

Contractors conducting projects or ongoing operations on Council's behalf should adhere to this policy when conducting engagement activities. Contracts, requests for quotation and tenders are constructed to make this an obligation.

4. PRINCIPLES

When engaging the community in a decision-making process, Council promises to:

- Provide a genuine opportunity for the community to have input and an influence on decisions that are the subject of the engagement
- Actively seek out and encourage contributions from people who may be affected by or interested in a decision
- Provide relevant, timely and balanced information, including project funding sources (where available), so people can contribute in a meaningful way including clearly defining negotiable and non-negotiable elements of any subject of engagement and an explanation of why elements are non-negotiable
- Provide a variety of appropriate and accessible ways for people to have their say and to speak honestly
- Actively listen so that people's ideas and input assist in making the final decision
- Consider the needs and interests of all people in the decision-making process
- Inform the community about the final decision, and how their input was considered
- Effectively record engagement plans, methodologies, community responses, outcomes and evaluations.

The following principles will guide Horsham Rural City Council's engagement practice:

4.1 Clear objectives and scope – Council will provide clear statements about the objectives and scope of each community engagement activity.

4.2 Representative engagement – Council will seek participants for each community engagement that are representative of the persons and groups affected by the matter that is the subject of the community engagement.

4.3 Genuine – Council will be upfront and explain how each community engagement process will influence Council decision making and will highlight the negotiable and non-negotiable elements of any community engagement.

4.4 Inclusiveness and accessibility – Council will provide reasonable support to enable meaningful and informed engagement processes for a diverse range of perspectives to be heard. Community engagement processes will recognise that there are a number of groups within the community who have particular requirements to enable them to participate effectively in engagement processes and will seek to accommodate and include these groups.



- 4.5 Provision of information and feedback** – Council will provide objective, relevant and timely information that is easy to read and accessible to give community members the opportunity to provide informed input in the engagement. People participating in a community engagement process will be advised on issues of interest or concern and of the outcome and how community input affected the outcome and/or how community input was considered. The outcome of the engagement process will be communicated to the community and participants in the engagement using public means of communication (e.g. Council's website, newsletter, public notices and social media) and where contact information has been collected in an engagement process directly to participants.
- 4.6 Proportionate** – Engagement will be in proportion to the impact of the decisions being made, plans or projects that have widespread impacts (i.e. affect more people) and/or greater impacts will have engagement methods that have scope for more engagement and greater influence on the decision makers. The Community Vision, Council Plan, Asset Plan and Long Term Financial Plan shall have engagement that uses deliberative methods.
- 4.7 Timing** – Council will ensure that community engagement is timed so that results are able to influence the policy, planning, decision making process and the implementation of those decisions. Engagement should be undertaken as early in a project as practical so as to promote community ownership. Council will, by using the Engagement Tracker, ensure that the risk of engagement fatigue is reduced by co-ordinating engagement activities when possible.
- 4.8 Transparency** – Council will communicate in an open and transparent way with the community to ensure meaningful input into Council's planning and prioritisation processes.
- 4.9 Evaluation** – Council will evaluate community engagement processes against the goals as articulated in each community engagement plan.
- 4.10 Resourcing** – Council will consider the effective resourcing for community engagement at the start of each new project and when ongoing operations are reviewed allowance should be made for the resources required for any community engagement that is warranted. Council will, by using the Engagement Tracker, ensure that where practical engagement activities will be conducted together.

5. COMMUNICATION

Executive Management Team, managers and staff directly involved in engagement will be briefed on the policy and the associated procedure.

This policy will be communicated to Councillors, all HRCC employees, and the community via the Intranet and Council website.

Project briefs that are prepared to engage contractors for work that includes community engagement must contain the obligation to conform to this policy. The policy will be made available via the tender portal when required.

6. RESPONSIBILITY

Policy Owner: Community Facilitator



7. DEFINITIONS

Term	Meaning
Community	Horsham Rural City is made up of many communities, including: <ul style="list-style-type: none"> • Those centred around a town, neighbourhood or region • those based on a particular interest, such as agriculture, sustainability, arts or sport • Those based on life stages, lifestyles or population groups such as senior citizens, people with a disability or youth, and • Those based on a particular unifying event, such as the drought or the Remlaw fire.
Community Engagement	A planned process with the specific purpose of working across organisations, stakeholders and communities to shape the decision or actions of the members of the community, stakeholders or organisation in relation to a problem, opportunity or outcome.
Deliberative Engagement	Mutual communication that involves weighing and reflecting on preferences, values, and interests regarding matters of common concern that produces a decision.
Stakeholders	Individuals or groups who are likely to be affected either physically or financially or with interest in, the project, policy or program e.g. adjacent residents, ratepayers, ethnic groups, absent owners, community groups, sporting clubs, agencies and Council's other departments or directorates. Council's projects, policies and operations do have varying impacts on the community and different stakeholders will be affected in different ways to account for these differences varying degrees of engagement will be appropriate depending on the circumstances.
The International Association for Public Participation (IAP2) recognises the following levels of engagement:	
Inform	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. Inform promise- We will keep you informed.
Consult	To obtain public feedback on analysis, alternatives and/or decisions. Consult promise- We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.
Involve	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. Involve promise- 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 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.
Collaborate	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. Collaborate promise- We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
Empower	To place final decision making in the hands of the public. Empower promise- We will implement what you decide.
© International Association for Public Participation www.iap2.org	

8. SUPPORTING DOCUMENTS

Document	Location
Community Development Framework	Intranet
Community Engagement Procedure (Engagement Kit)	Intranet
Engagement resources	Intranet
<i>Local Government Act 2020</i>	Internet
Local Government (Planning and Reporting) Regulations 2014	Internet

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
02	XX February 2021	Council	Improve definitions and update responsible officer	XX February 20XX

Horsham Rural City Council acknowledges Sunshine Coast Council, the City of Subiaco, Mt Alexander Shire Council, Adelaide City Council and the International Association for Public Participation whose publications have been used as guidance in the preparation of this policy.

'Community Engagement Policy' - Engagement Report

Contents

Executive summary

Summary of submissions and proposed actions

Appendix 1 Submissions in full

Executive Summary

Council resolved at the meeting on the 14 December 2020 for the draft Community Engagement Policy to be released publicly for comments and feedback. The policy was available for comment from 15 December 2020 to 25 January 2021. Feedback could be provided in writing by mail or email or by completing an online form. Nine submissions were received with one of those arriving after the closing date. Forty individual suggestions or comments were made, some about the policy, some more generally about engagement and some about past engagements and unrelated matters.

The submissions are summarised in the next section with proposed changes to the policy where applicable.

Comments and suggestions unrelated to the policy may provide useful information to Councillors but have not been considered further in this report.

Overall Submission Statistics:

	No's
Submissions Received	9
Comments/Issues captured	40
Proposed Changes:	
Changes to Draft Policy	5
Referred to Council for further discussion	4
Referred to Waste Review	1
Referred to Committees review	2
No Actions proposed	27

Summary of submissions and proposed actions

Ref #	What we heard	Change	What we will do	Consideration given
1	g) "Tell the community about the final decision and how their input was considered". This has not been addressed in the principles.	Revise Draft Policy	Insert into Principle 4.5 "...and how community input affected the outcome and/or how community input was considered." Principle 4.5 will then read in full: "People participating in a community engagement process will be advised on issues of interest or concern and of the outcome and how community input affected the outcome and/or how community input was considered."	
2	Principle 4.5 does not include addressing and analysing the costs and benefits of the community's objections and suggestions.	No		This is implicit in commitment g) "Tell the community about the final decision and how their input was considered" and if the action on comment 1 is taken will be part of principle 4.5.
3	Add two sentences to Principle 4.5 as follows: "Objections, criticisms and suggestions will be summarised and reasons will be given for rejecting or accepting each one. Changes made to the original plans as a result of the engagement process will be described."	No		This is an alternative action as for Ref # 1. Having this phrase "reasons will be given for rejecting or accepting each one" in the principle may make the policy unworkable. If there a large number of submissions each suggestion and criticism may not in practise be able to be individually addressed without significant resource and cost.
4	The Council needs to show they have seriously considered the community's objections and suggestions, rather than just saying how many people "liked" or "disliked" the proposals. The "likes" and	No		Criticisms and suggestion do not carry more weight than compliments or likes. We should respond to both and say what if any impact they had on the decision.

Ref #	What we heard	Change	What we will do	Consideration given
	complimentary remarks are not as important as the criticisms and suggestions. Each substantial criticism or suggestion should be listed in the Engagement Report and the arguments for and against it should be given, as well as the final outcome.			We should also note that people who are supportive of the proposal put to the community will generally not make a submission.
5	I think the council must listen to the community on proposals put forward and make appropriate responses	No		Principle 4.5 Provision of information and feedback will ensure that the communities input is considered and a response provided. This will also demonstrate that concerns were heard even if there was no change as a result. Also note the response to Ref # 3 above. It is also important to recognise that the community often has a broad range of views which may markedly differ, these all need to be listened to.
6	Rate rises are of concern and the way money is spent and managed should be open and transparent. There seems to be some secrecy before when it comes to audits and consultations. This must not happen and no increase with rates under the current economic climate we are in at the present time.	No		Transparency is a principle of the Community Engagement Policy and is all so covered off in Council's Public Transparency Policy adopted 24 August 2020.
7	Council should remain within a budget to address fundamental requirements and be open and transparent about this expenditure and be mindful that it is ratepayers money	No		This comment is not relevant to the Community Engagement policy that is the subject of this engagement. Issues associated with the budget should be raised through the Budget Engagement process.
8	I would like to see a hard rubbish day provided to households each quarter of the year and a rubbish bin provided for green waste to help the environment	Refer to Future Waste Review	There will in the future be an engagement process on Council's future waste collection services	This comment is not relevant to the Community Engagement policy that is the subject of this engagement.

Ref #	What we heard	Change	What we will do	Consideration given
9	I hope the council works with and for all in the community and not just a selected few in the decisions it makes.	No		Inclusiveness is a principle of the policy
10	c. Provide relevant, timely, balanced and funding source (where possible) information.....	Revise Draft Policy	The inclusion of information regarding the funding of projects could be part of commitment c. It may be better to state it slightly differently to make it more readable: Provide relevant, timely and balanced information, including project funding sources (where available), so people can contribute in a meaningful way including clearly defining negotiable and non-negotiable elements of any subject of engagement	
11	g. Inform (rather than tell)	Revise Draft Policy	This change would make commitment g. read: Inform the community about the final decision, and how their input was considered	
12	4.5 When community feedback is required as seen on social media, a clear outline of how a particular project is going to be funded, needs to be clearly identified. Unnecessary frustration can be avoided if the source of the funding is promoted in the very first sentence. The community have been misled into thinking there is one pot of money that covers everything eg. footbridge funding is	No		The first part of this is addressed in response to Ref # 10 above. The second part is not really relevant to the policy. We do however through the budget engagement attempt to explain the sources of funds that are used to support services and deliver projects, and the impact on rates vs external funds

Ref #	What we heard	Change	What we will do	Consideration given
	different from a new vehicular bridge. City to river funding shouldn't be put on hold to fix the potholes in someone's road.			
13	<p>4.7 Timing. This principle should also include the whole timeline, not just the results. The opportunity to engage is lost.</p> <p>Timing – Council will ensure that community engagement is timed so that results are able to influence the policy, planning, decision making process and the implementation of those decisions CAN BE DERIVED FROM COMMUNICATION IN THE EARLY STAGES OF A PROJECT TO ENABLE COMMUNITY OWNERSHIP. Council will, by using the Engagement Tracker, ensure that the risk of engagement fatigue is reduced by co-ordinating engagement activities when possible.</p>	Revise Draft Policy	Add a sentence to 4.7 that says “Engagement should be undertaken as early in a project as practical so as to promote community ownership.”	
13a	<p>Outline WHAT the communication strategy is going to be. People want to know how and when they can engage with projects - not at the end. Will this be the first Monday of the month via Facebook? Letters to ratepayers? Compilation of a database where an SMS can be sent with a link to the council website, offering people the opportunity to engage. It's up to them if they choose to involve themselves in all matters or just one or two. But they're still given the opportunity.</p> <p>Outlining the communication strategy is key to connecting to the community.</p>	No		This is more of a procedural concern that is not suitable for a policy but our commitment to transparency in the policy will include sharing engagement and communication plans where and as appropriate.

Ref #	What we heard	Change	What we will do	Consideration given
	Overall the document should see more positive results in terms of community trust and engagement			
14	The draft policy talks a lot about engaging with the community but makes NO mention about Council taking ANY NOTICE of what the community are saying.	No		The policy contains the promise “Actively listen so that people’s ideas and input assist in making the final decision” The definitions of the levels of the IAP2 spectrum include a ‘promise’ for each level that says how we will use the information that we receive during engagements.
15	The policy talks about “fostering a sense of belonging” however NO mention of how this works given there is NO trust in how the current HRCC management structure works.	No		“a sense of belonging” is identified as a potential benefit of engagement but it cannot be a guaranteed outcome for all participants or for all engagements.
16	Transparency. The draft talks about transparent and this draft is an ideal opportunity for HRCC to release all the submissions received for this policy to the public as not everyone has the answers to one question and by releasing this submissions to the public, the public can gain a feel of the community and not being told by HRCC.	No		Transparency is one of the principles of the policy. There is also a Public Transparency Policy that takes this further. Submissions are all published where possible with the redaction of identifiers of individuals. It should also be noted that when providing pages and pages of responses this may not actually help the community better understand an issue as there is then too much information for the average person to get across. The need for a balance of information is required.
17	With the public feedback received from this policy HRCC, MUST make public the submissions received as this is the only way the public can be confident that their voices are been heard and its always positive to hear other thoughts on issues as this is how better outcomes are achieved.	No		This comment is not relevant to the Community Engagement policy that is the subject of this engagement, but as mentioned in Ref # 16 all submissions are made available to the public with all personal information redacted.
18	The HRCC must also review how it undertakes surveys such as this. Its reliance	No		This comment is not relevant to the Community Engagement policy that is the subject of this

Ref #	What we heard	Change	What we will do	Consideration given
	on the HRCC website to gain access MUST be reviewed. Not everyone has access to the net and not everyone looks on the HRCC website to see what happening with the HRCC.			engagement, but Council seeks to make information available through a range of mediums, and there are always hard copy options available for lodging submissions. It is difficult to reach everyone in the community but council effectively puts out through the papers a one page newsletter each week. In this day and age electronic means is becoming the preferred medium for most
19	I now the HRCC are governed by the state government time frame on this policy however in my view the HRCC engagement with the community on this policy and its time frame has been poor. Its ironic that this is a "COMMUNITY ENGAGEMENT POLICY" and HRCC has failed in the first step.	No		This comment is not relevant to the Community Engagement policy that is the subject of this engagement. Council has had to work within the time frames assigned by the State Government and the decisions of the previous council.
20	Councillors please sort this mess out. The "TRUST" in the HRCC is at an all time "LOW" and its now up to you to make the change. I realise that time is against you in making a decision on this policy however I strongly suggest that you call a 'TOWN HALL MEETING' with the CEO and MANAGERS present so the community can express their views on this policy and other current projects the HRCC has on it's books at present and not hide behind online surveys. The policy of online surveys must also be viewed as not everyone has a computer and not everyone looks on the HRCC website to know what was happening with the HRCC.	Refer to Council re Values	Trust can be eroded quickly but takes considerable time to build. It is through a collection of positive actions that trust is built and this is top of mind for current council and will remain a focus.	This comment is not relevant to the Community Engagement policy that is the subject of this engagement. Internet access at home is available to more than 70% of the community, paper based versions were available on request, newspaper ads and public notices contained a telephone number to facilitate access for those without the internet. The use of an online form simplifies the process of submission but emails and paper submissions were accepted.

Ref #	What we heard	Change	What we will do	Consideration given
21	<p>I do not believe the following examples were followed in recent years and hope the new Councillors will ensure genuine engagement, when deemed necessary, will occur in their term of office:</p> <ul style="list-style-type: none"> • Draft Engagement Policy (213.14KB) Empower To place final decision making in the hands of the public. Empower promise- We will implement what you decide. © International Association for Public Participation www.iap2.org; • Draft Commitments and Principles (71.65KB) When engaging the community in a decision-making process, Council promises to: a. Provide a genuine opportunity for the community to have input and an influence on decisions that are the subject of the engagement; • Local Government Act 2020- engagement sections (45.96KB) 4.7 Timing – Council will ensure that community engagement is timed so that results are able to influence the policy, planning, decision making process and the implementation of those decisions. Council will, by using the Engagement Tracker, ensure that the risk of engagement fatigue is 	No		<p>This comment is not relevant to the Community Engagement policy that is the subject of this engagement. It should be clear that not all decisions of council are made by empowering the community. The Community Vision, Council Plan, Asset Plans and Longterm Financial Plan are all required to be done through a deliberative process that will strongly engage the community in the future direction of these key planning documents.</p>

Ref #	What we heard	Change	What we will do	Consideration given
	reduced by co-ordinating engagement activities when possible. [note: this is a principle of the policy not part of the Act.]			
22	<p>The draft policy talks about engaging with the community but makes NO mention about Council taking ANY NOTICE of what the community are saying.</p> <p>As mentioned, in relationship to the City the River plan, the HRCC's own report on the surveys received on this plan had absolutely NO OVERWHELMING support for the Councils plan even with the Major at the time drumming up support from school kids.</p> <p>This is the main problem here, the community has absolute NO TRUST in the HRCC management team. Why should the community TRUST the HRCC now!!</p>	Refer to Council re Values	Trust can be eroded quickly but takes considerable time to build. It is through a collection of positive actions that trust is built and this is top of mind for current council and will remain a focus.	The draft policy already contains the promise "Actively listen so that people's ideas and input assist in making the final decision" The definitions of the levels of the IAP2 spectrum include a 'promise' for each level that says how we will use the information that we receive during engagements.
23	The policy talks about "fostering a sense of belonging" however NO mention of how this works given there is no trust in how the current HRCC management structure works. If HRCC are sincere about 'fostering a sense of belonging' they must conduct a "TOWN HALL MEETING" so the community can voice their views on this policy and the other actions the Council have undertaken recently.	No		"a sense of belonging" is identified as a potential benefit of engagement but it cannot be a guaranteed outcome for all participants or for all engagements.
24	Transparency. The draft talks about transparency and this draft is an ideal opportunity for HRCC to release all the submissions received for this policy to the	No		This comment is not relevant to the Community Engagement policy that is the subject of this engagement. See response to Ref # 16 & 17.

Ref #	What we heard	Change	What we will do	Consideration given
	PUBLIC as not everyone has the answers to one question and by releasing these submissions to the public, the public can gain a feel of the community and not being told by HRCC.			
25	Public consultations In the past HRCC have employed "COMMUNITY CONSULTATION GROUPS" as their response to involving the COMMUNITY in publicly funded projects. However the HRCC place "CONFIDENTIALITY AGREEMENTS" over the groups restricting their involvement with the community. There is NO MENTION of this in the policy.	Refer to Committee Review process	The terms of reference for committees formed during engagement are not a matter for the policy but this comment and Ref #40 indicate that greater transparency of community reference groups is wanted and can be included in future engagement activities. Committee review process will look at standard Terms of references.	
26	Councillors it's now up to you to sort this proposed policy out, however you MUST be very transparent about all the dealings with this policy as the community is demanding that the HRCC have an absolute change in its attitude to the community feeling.	No		This comment is not relevant to the Community Engagement policy that is the subject of this engagement. Transparency is a principle of the Community Engagement Policy and is all so covered off in Council's Public Transparency Policy adopted 24 August 2020.
27	The Policy is largely good and documents what Council is already trying to achieve. There is a community thirst for knowledge and Council should err on the side of providing too much information rather than not enough.....at the appropriate time.	No		Commitment "c. Provide relevant, timely and balanced information so people can contribute in a meaningful way including clearly defining negotiable and non-negotiable elements of any subject of engagement" has the effect of us promising to provide the right amount of information. No change recommended
28	For mine, a fundamental flaw is found in the 'Definitions' Section of Policy.	No		The IAP2 level is assigned to individual projects on a case by case basis. 'Empower' is not a level that is used often but occasionally it is. The community vision will be developed at this level. Largely it is true

Ref #	What we heard	Change	What we will do	Consideration given
	<p>Empower To place final decision making in the hands of the public. Empower promise- We will implement what you decide.</p> <p>Local Council is not run by referendum. The final 'policy' and 'governance' decisions are made by Councillors and 'operational' decisions are made by Staff. The members of the 'community' should be confident that they can have some 'influence' over decisions.</p> <p>The second part....'We will implement what you decide' is also unrealistic and creates expectations that can not be guaranteed. The members of the 'community' should be confident that decisions will be actioned in a timely and financially responsible manner and to match community expectations. For example....If we say we are going to improve ***** in the CBD and funds are allocated in the Budget.....the works should happen within the Budget year.</p>			<p>that Council is the final decision maker and this policy does not change that.</p>
29	<p>Hopefully, somewhere your Policy can include a reality statement. The fact is that if Council engages with the community and a large number and cross section of the community respond.....that is significant and must not be ignored. There will always be people in the community who disagree with nearly everything their local Council does and</p>	No		<p>The policy is intended to guide engagement practices within Council and is not really a suitable place for statements directed to the public.</p>

Ref #	What we heard	Change	What we will do	Consideration given
	others who are totally supportive of the local Council. Large and small voices need to be considered and the numbers/percentages do matter.			
30	Council may like to consider a hard copy community Newsletter when trying to engage with the wider community on large, important projects.	Refer to Councils Comm's Plan	Effectively a hardcopy newsletter is provided through the one page Public Notices page in the paper every week – maybe this could be renamed Community Newsletter. Will be referred to Councils Communications plan.	
31	'Language' could be picked up in the Policy. 'Government speak' is not always well received and can put people offside before they even get to the subject at hand. The term 'stakeholders', in my view, is over used. 'Interested and affected people' is a clearer description.	No		The target of the policy are Council staff who have responsibility for engagement and in that context 'stakeholder' is a well-defined and well understood term. It is noted that the community may understand less formal language more readily.
32	The Councillor Group could be used to 'test' engagement resources and activities before they are presented to the community.	No		This comment is not relevant to the Community Engagement policy that is the subject of this engagement. Community Engagement Plans are developed and provided to the Councillor Group through the Council Briefing process.
33	Council publish biographies and contact phone numbers as well as email addresses for all elected Councillors.	Refer to Councillors for consideration	This comment is not relevant to the Community Engagement policy that is the subject of this engagement, but refer to councillor group for further discussion	
34	The same occur for all aspiring registered candidates at each up coming election & by-election	No		This comment is not relevant to the Community Engagement policy that is the subject of this engagement, this is already a part of the Electoral Commission process

Ref #	What we heard	Change	What we will do	Consideration given
35	Names, bios & contact emails for all senior council employees be published & updated on appointment.	No		This comment is not relevant to the Community Engagement policy that is the subject of this engagement. Brief information of senior executives is already provided on council's website.
36	Council commence an open forum page on the website. No censoring & no blocking because of differing view points, ethnicity, religion, sex, sexual orientation, colour of skin, occupation, education level or age.	No		This comment is not relevant to the Community Engagement policy that is the subject of this engagement. Re Facebook and other social media they already provide this opportunity however censoring and blocking is required in order to comply with human rights and avoid liable claims. Open forums do not exist, Facebook, Twitter etc all moderate content in differing ways.
37	Similarly council and councillor Facebook, Twitter etc. pages be transparently open to all comments from all citizens.	No	Not relevant to the policy	This comment is not relevant to the Community Engagement policy that is the subject of this engagement.
38	In the definitions of 'Stakeholder' - I believe every ratepayer is a stakeholder as they all have a financial contribution as to where their rates are being directed. This is not clear. It is only indicated in the term 'or with Interest in'. Everyone needs to be assured they have a say as a ratepayer.	Revise Draft Policy	Will review the definition of stakeholders in the policy to ensure that it appropriately reflects this point. This needs to be carefully considered and worded as rates are taxes and are used to support objectives set by the Councillors. Rates are not payments for services.	Definition of stakeholder with the addition of 'ratepayers': "Individuals or groups who are likely to be affected either physically or financially or with interest in, the project, policy or program e.g. adjacent residents, ratepayers, ethnic groups, absent owners, community groups, sporting clubs, agencies and Council's other departments or directorates. Council's projects, policies and operations do have varying impacts on the community and different stakeholders will be affected in different ways to account for these differences varying degrees of engagement will be appropriate depending on the circumstances."
39	When suggestions or comments are being given on issues or policy, there needs to be a 'running sheet' broadcast on some form of media, possibly a document posted on Council's website, of what people are	No		This is appropriate for some engagement methods but not others and is a procedural matter that is not suitable for a policy. Publishing this information can create a divide in the community by allowing others to criticise and comment, it can also allow for

Ref #	What we heard	Change	What we will do	Consideration given
	<p>saying so that this gives open transparency and honesty of what people are saying and giving the community confidence in the final decision. This indicates that Council has actually listened to the community, and not formed a decision that conflicts with what people are saying and made their own decision. This allows everyone who wishes to be involved and have input.</p>			<p>personal grievances to be aired which in turn can stop people speaking out for fear of criticism. Public forums need to be moderated.</p>
40	<p>“That the committees, especially those that are of major policy decisions of Council, that are formed and initiated by Council should have their minutes publicly displayed on the HRCC website so that the community can have their input via the community member that stands on that committee.”</p> <p>This process mirrors the same procedure that Council operates, whereby the community can go to Councillors to bring their concerns. Likewise, the community must have some avenue with these committees to bring their concerns to these committees.</p>	<p>Refer to Committee Review process</p>	<p>This is a procedural matter and not suitable for a policy. The reporting of minutes is appropriate for some engagement methods but not others, but how they are shared should be considered further. Committee minutes of relevance are already a regular part of the Council agenda.</p>	

Appendix 1 – Copies of full submissions

Community Engagement Policy Feedback

Submission date: **24 January 2021, 11:01PM**

Receipt number:

Related form version:

Submitter's name

Comment on an existing commitment(s)

c. Provide relevant, timely, balanced and funding source (where possible) information.....

Propose additional commitment(s)

g. Inform (rather than tell)

Comment on an existing principle(s)

4.5 When community feedback is required as seen on social media, a clear outline of how a particular project is going to be funded, needs to be clearly identified. Unnecessary frustration can be avoided if the source of the funding is promoted in the very first sentence.

4.7 Timing. This principle should also include the whole timeline, not just the results. The opportunity to engage is lost.

Timing – Council will ensure that community engagement is timed so that results are able to influence the policy, planning, decision making process and the implementation of those decisions CAN BE DERIVED FROM COMMUNICATION IN THE EARLY STAGES OF A PROJECT TO ENABLE COMMUNITY OWNERSHIP. Council will, by using the Engagement Tracker, ensure that the risk of engagement fatigue is reduced by co-ordinating engagement activities when possible.

The community have been mislead into thinking there is one pot of money that covers everything eg. footbridge funding is different from a new vehicular bridge. City to river funding shouldn't be put on hold to fix the potholes in someone's road.

Propose additional principle(s)

Outline WHAT the communication strategy is going to be. People want to know how and when they can engage with projects - not at the end. Will this be the first Monday of the month via Facebook? Letters to ratepayers? Compilation of a database where an SMS can be sent with a link to the council website, offering people the opportunity to engage. It's up to them if they choose to involve themselves in all matters or just one or two. But they're still given the opportunity.

Do you have any other comment on the policy?

Outlining the communication strategy is key to connecting to the community. Overall the document should see more positive results in terms of community trust and engagement.

Would you like a copy of your submission?

No

Email address

Contact permission

Community Engagement Policy Feedback

Submission date: **20 January 2021, 3:18PM**

Receipt number:

Related form version:

Submitter's name

Comment on an existing commitment(s)

I think the council must listen to the community on proposals put forward and make appropriate responses

Propose additional commitment(s)

Rate rises are of concern and the way money is spent and managed should be open and transparent. There seems to be some secrecy before when it comes to audits and consultations. This must not happen and no increase with rates under the current economic climate we are in at the present time.

Comment on an existing principle(s)

Council should remain within a budget to address fundamental requirements and be open and transparent about this expenditure and be mindful that it is ratepayers money

Propose additional principle(s)

I would like to see a hard rubbish day provided to households each quarter of the year and a rubbish bin provided for green waste to help the environment

Do you have any other comment on the policy?

I hope the council works with and for all in the community and not just a selected few in the decisions it makes.

Would you like a copy of your submission?

Yes

Email address

Contact permission

I would like to be informed of other Council engagements

Community Engagement Policy Feedback

Submission date: **9 January 2021, 8:34PM**

Receipt number:

Related form version:

Submitter's name

Comment on an existing commitment(s)

g) "Tell the community about the final decision and how their input was considered".

This has not been addressed in the principles.

Propose additional commitment(s)

Comment on an existing principle(s)

Principle 4.5 does not include addressing and analysing the costs and benefits of the community's objections and suggestions.

Propose additional principle(s)

Add two sentences to Principle 4.5 as follows:
"Objections, criticisms and suggestions will be summarised and reasons will be given for rejecting or accepting each one. Changes made to the original plans as a result of the engagement process will be described."

Do you have any other comment on the policy?

The Council needs to show they have seriously considered the community's objections and suggestions, rather than just saying how many people "liked" or "disliked" the proposals. The "likes" and complimentary remarks are not as important as the criticisms and suggestions. Each substantial criticism or suggestion should be listed in the Engagement Report and the arguments for and against it should be given, as well as the final outcome.

Would you like a copy of your submission?

Yes

Email address

Contact permission

Community Engagement Policy

This is ironical that the State Government has put forward these requirements on all Councils to update their "Community Engagement Policy" as the way HRCC seem to be running at present is that they make the plans, ask the community what they think, but take absolutely **NO NOTICE** of what the **COMMUNITY** are saying.

This was no more evident than the recent survey on the City to River plan in which according to the Council report on the public survey there was **NO OVERWHELMING** approval to proceed with this plan. However **NO NOTICE** was taken of this survey.

In reading thru the 9 Sections of this document we clearly note the following:-

1. The draft policy talks a lot about engaging with the community but makes **NO** mention about Council taking **ANY NOTICE** of what the community are saying.

As mentioned, in relationship to the City to River plan, the HRCCs own report on the surveys received on this plan had absolutely **NO OVERWHELMING** support for the Councils plan even with the Major at the time drumming up support from school kids.

This is the main problem here, the community has absolute **NO TRUST** in the HRCC management team. Why should the community **TRUST** the HRCC now!!

2. The policy talks about "fostering a sense of belonging" however **NO** mention of how this works given there is **NO TRUST** in how the current HRCC management structure works.

If HRCC are sincere about "fostering a sense of belonging" they must conduct a **"TOWN HALL MEETING"** so the community can voice their views on this policy and the other actions the Council have undertaken recently.

3. Transparency. The draft talks about transparency and this draft is an ideal opportunity for HRCC to release all the submissions received for this policy to the **PUBLIC** as not everyone has the answers to one question and by releasing these submissions to the public, the public can gain a feel of the community and not being told by HRCC.

4. PUBLIC CONSULTATION

In the past the HRCC have employed **"COMMUNITY CONSOLATION GROUPS"** as their response to involving the **COMMUNITY** in publicly funded projects. However the HRCC place **"CONFIDENTIALITY AGREEMENTS"** over the groups restricting their involvement with the community.

There is **NO MENTION** of this in the policy

5. OVERVIEW

Councillors its now up to you to sort this proposed policy out, however you **MUST** be very transparent about all the dealings with this policy as the community is demanding that the HRCC have an absolute change in its attitude to the community feeling.

HORSHAM RURAL CITY COUNCIL	
FILE No.	F10/A04/000012
REFERRED :	Martin B
RECEIVED	
22 JAN 2021	
REG. No.	
COPIES	

From:
To: [Council Support](#)
Subject: Fwd: Community Engagement Policy
Date: Thursday, 28 January 2021 9:05:13 AM

*** Please Note - This email has come from an email source external to HRCC ***

Good Morning,

I know that the closing date has passed, but someone made a viable point with these committees, and I think that it is justified to have it included in the comments from the community.

“That the committees, especially those that are of major policy decisions of Council, that are formed and initiated by Council should have their minutes publicly displayed on the HRCC website so that the community can have their input via the community member that stands on that committee.”

This process mirrors the same procedure that Council operates, whereby the community can go to Councillors to bring their concerns. Likewise, the community must have some avenue with these committees to bring their concerns to these committees.

Many thanks

From:
Date: 26 January 2021 at 5:18:43 pm AEDT
To: council@hrcc.vic.gov.au
Subject: Re: Community Engagement Policy

I must apologise that I have sent this outside the final date, as we have been busy with a local fire at our back fence making the time to deliver on the day difficult.

To all Councillors,

I have read the Community Engagement Policy and have a couple of points I believe would enhance open transparency.

1. In the definitions of ‘Stakeholder’ - I believe every ratepayer is a stakeholder as they all have a financial contribution as to where their rates are being directed. This is not clear. It is only indicated in the term ‘or with Interest in’. Everyone needs to be assured they have a say as a ratepayer.
2. When suggestions or comments are being given on issues or policy, there

needs to be a 'running sheet' broadcast on some form of media, possibly a document posted on Council's website, of what people are saying so that this gives open transparency and honesty of what people are saying and giving the community confidence in the final decision. This indicates that Council has actually listened to the community, and not formed a decision that conflicts with what people are saying and made their own decision. This allows everyone who wishes to be involved and have input.

Many thanks

From:
To: [Council Support](#)
Subject: Re: Community Engagement Policy
Date: Tuesday, 26 January 2021 5:18:52 PM

*** Please Note - This email has come from an email source external to HRCC ***

I must apologise that I have sent this outside the final date, as we have been busy with a local fire at our back fence making the time to deliver on the day difficult.

To all Councillors,

I have read the Community Engagement Policy and have a couple of points I believe would enhance open transparency.

1. In the definitions of 'Stakeholder' - I believe every ratepayer is a stakeholder as they all have a financial contribution as to where their rates are being directed. This is not clear. It is only indicated in the term 'or with Interest in'. Everyone needs to be assured they have a say as a ratepayer.
2. When suggestions or comments are being given on issues or policy, there needs to be a 'running sheet' broadcast on some form of media, possibly a document posted on Council's website, of what people are saying so that this gives open transparency and honesty of what people are saying and giving the community confidence in the final decision. This indicates that Council has actually listened to the community, and not formed a decision that conflicts with what people are saying and made their own decision. This allows everyone who wishes to be involved and have input.

Many thanks

Community Engagement Policy HRCC

Responsible Officer: Martin Bride

Email: martin.bride@hrcc.vic.gov.au

Phone: 5382 9759

Dear Martin,

After promising myself I would never again reply to an invitation from HRCC to provide my input to any community engagement process, I wish to pass on my reaction to this particular request. My original decision was based on the City to River Masterplan process which I consider was and is a disgrace. The results of the Victorian Local Government community satisfaction survey of 2020 should have reinforced the general dissatisfaction from community members and HRCC ratepayers with the general direction of Council and in particular the City to River plan. The disconnect from previous years of planning and achievements is stark. Newspaper statements from Cr Les Power and Past Mayor Mark Radford suggest that local knowledge and plans for future development will continue to be usurped by Melbourne Planners and senior Council staff.

Could you please pass on to all current Councillors and relevant staff my feedback to this document? I do not believe the following examples were followed in recent years and hope the new Councillors will ensure genuine engagement, when deemed necessary, will occur in their term of office.

- Draft Engagement Policy (213.14 KB)

Empower To place final decision making in the hands of the public. Empower promise- We will implement what you decide. © International Association for Public Participation www.iap2.org

- Draft Commitments and Principles (71.65 KB)

When engaging the community in a decision-making process, Council promises to: a. Provide a genuine opportunity for the community to have input and an influence on decisions that are the subject of the engagement

- Local Government Act 2020- engagement sections (45.96 KB)

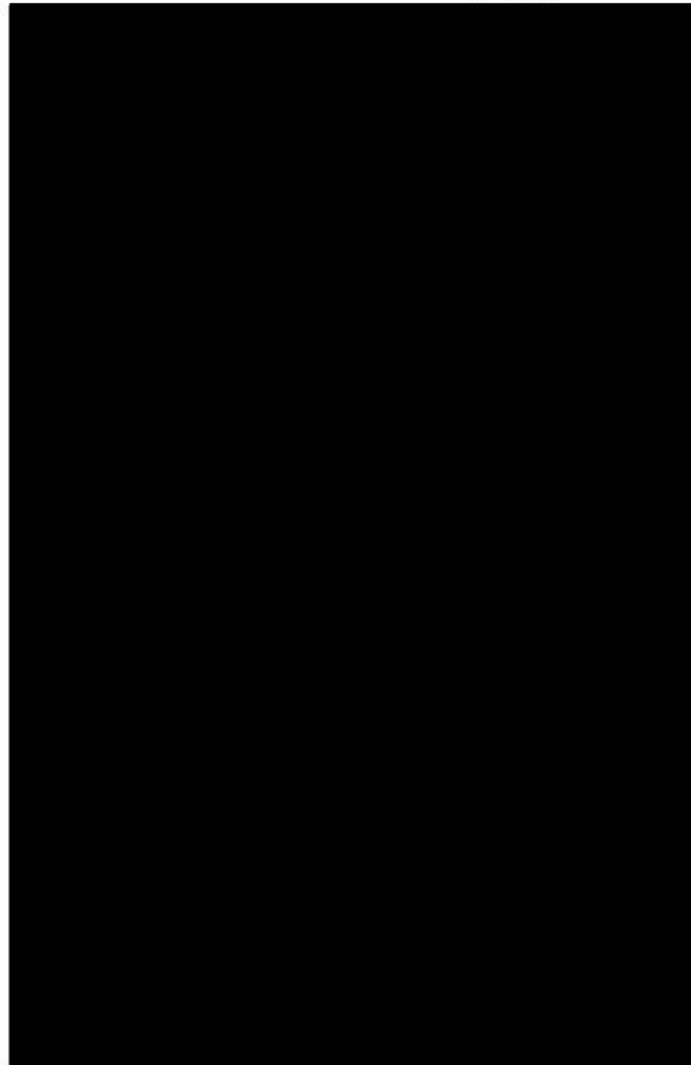
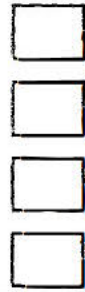
Timing – Council will ensure that community engagement is timed so that results are able to influence the policy, planning, decision making process and the implementation of those decisions. Council will, by using the Engagement Tracker, ensure that the risk of engagement fatigue is reduced by co-ordinating engagement activities when possible.

Thank you all for your service to HRCC and good luck with your decision making and actions to obtain a fair share of Government funds.

Yours



HORSHAM RURAL CITY COUNCIL	
FILE No.	F10/A04/000012
REFERRED TO	Martin B
RECEIVED	
15 JAN 2021	
REG. No.	
COPIES	



From:
To: [Council Support](#)
Subject: Community Engagement Policy Submission
Date: Monday, 28 December 2020 10:12:55 AM

*** Please Note - This email has come from an email source external to HRCC ***

G'day HRCC,
 Some thoughts on the DRAFT Community Engagement Policy.

The Policy is largely good and documents what Council is already trying to achieve. There is a community thirst for knowledge and Council should err on the side of providing too much information rather than not enough.....at the appropriate time.

For mine, a fundamental flaw is found in the 'Definitions' Section of Policy.

Empower To place final decision making in the hands of the public.
Empower promise- We will implement what you decide.

Local Council is not run by referendum. The final 'policy' and 'governance' decisions are made by Councillors and 'operational' decisions are made by Staff.
The members of the 'community' should be confident that they can have some 'influence' over decisions.

The second part....'We will implement what you decide' is also unrealistic and creates expectations that can not be guaranteed.
The members of the 'community' should be confident that decisions will be actioned in a timely and financially responsible manner and to match community expectations.
*For example....If we say we are going to improve ***** in the CBD and funds are allocated in the Budget.....the works should happen within the Budget year.*

**Hopefully, somewhere your Policy can include a reality statement.
 The fact is that if Council engages with the community and a large number and cross section of the community respond.....that is significant and must not be ignored.
 There will always be people in the community who disagree with nearly everything their local Council does and others who are totally supportive of the local Council. Large and small voices need to be considered and the numbers/percentages do matter.

**Council may like to consider a hard copy community Newsletter when trying to engage with the wider community on large, important projects.

**'Language' could be picked up in the Policy. 'Government speak' is not always well received and can put people offside before they even get to the subject at hand.
 The term 'stakeholders', in my view, is over used. 'Interested and affected people' is a clearer description.

**The Councillor Group could be used to 'test' engagement resources and activities before they are presented to the community.

Thank you for the opportunity to share some thoughts.

Community Engagement Policy

This is ironic that the State Government has put forward these requirements on all Councils to update their "Community Engagement Policy" as the way HRCC seem to be running at present is that they make the plans, ask the community what they think, but take absolutely **NO** notice of what they say.

This was no more evident than the recent survey on the City to River plan in which according to the Council report on the public survey there was **NO OVERWHELMING** approval to proceed with this plan. However **NO NOTICE** was taken of this survey.

In reading thru the 9 Sections of this document we clearly note the following:-

1. The draft policy talks a lot about engaging with the community but makes **NO** mention about Council taking **ANY NOTICE** of what the community are saying.
2. The policy talks about "fostering a sense of belonging" however **NO** mention of how this works given there is **NO** trust in how the current HRCC management structure works.
3. Transparency. The draft talks about transparent and this draft is an ideal opportunity for HRCC to release all the submissions received for this policy to the public as not everyone has the answers to one question and by releasing these submissions to the public, the public can gain a feel of the community and not being told by HRCC.
4. With the public feedback received back from this policy HRCC, **MUST** make public the submissions received as this is the only way the public can be confident that their voices are being heard and it's always positive to hear other thoughts on issues as this is how better outcomes are achieved.

The HRCC must also review how it undertakes surveys such as this. Its reliance on the HRCC website to gain access **MUST** be reviewed. Not everyone has access to the net and not everyone looks on the HRCC website to see what's happening with the HRCC.

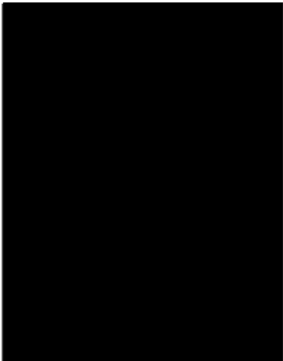
I know the HRCC are governed by the state government time frame on this policy however in my view the HRCC engagement with the community on this policy and its time frame has been poor. It's ironic that this is a "**COMMUNITY ENGAGEMENT POLICY**" and HRCC has failed in the first step.

5. Councillors please sort his mess out. The "**TRUST**" in the HRCC is at an all time "**LOW**" and it's now up to you to make the change.

I realise that time is against you in making a decision on this policy however I strongly suggest that you call a '**TOWN HALL MEETING**' with the CEO and MANAGERS present so the community can express their views on this policy and other current projects the HRCC has on its books at present

and not hide behind online surveys.

The policy of online surveys must also be viewed as not everyone has a computer and not everyone looks on the HRCC website to know was happening with the HRCC.



HORSHAM RURAL CITY COUNCIL	
FILE No.	F10/A04/000012
REFERRED TO	Martin B
RECEIVED	
22 JAN 2021	
REG. No.	
COPIES	

From: [REDACTED]
To: [Council Support: Susan Surridge](#)
Subject: Fwd: Feedback on Community Engagement Policy
Date: Tuesday, 19 January 2021 7:28:22 AM
Attachments: [Screenshot_20210118-172406_Brave.jpg](#)
[SmartSelect_20210118-171850_Xodo_Docs.jpg](#)

Hi. Can you please register this submission? Thanks. [REDACTED]

[REDACTED]

Begin forwarded message:

From: [REDACTED]
Date: 18 January 2021 at 4:50:04 pm AEST
To: [REDACTED]
Subject: Re: Feedback on Community Engagement Policy

Community Engagement & Feedback Policy:

1. Council publish biographies and contact phone numbers as well as email addresses for all elected Councillors.
2. The same occur for all aspiring registered candidates at each upcoming election & by-election.
3. Names, bios & contact emails of all senior council employees be published & updated on appointment.
4. Council commence an open forum page on the website. No censoring & no blocking because of differing viewpoints, ethnicity, religion, sex, sexual orientation, colour of skin, occupation, education level or age.
5. Similarly council & councillor Facebook, Twitter etc. pages be transparently open to all comments from all citizens.

[REDACTED]

On Wed, 6 Jan 2021, 2:25 pm [REDACTED]
wrote:

Hello [REDACTED]

Thank you for your feedback on our Community Engagement Policy Feedback form. I appreciate your interest in our draft policy and the feedback provided.

I have tested the form using my smartphone and had no difficulty accessing it. However, all phones can be different so I have attached a pdf copy of the feedback form and relevant documents. Below is a link to the same form. Feedback on the draft policy can also be made via email to council@hrcc.vic.gov.au if this works better for you. Hard copies are also available and can be posted to you if required.

[Community Engagement Policy Feedback Form](#)

[REDACTED]

[REDACTED]

18 Roberts Ave Horsham VIC 3400

[REDACTED] | TTY: 133 677 ask for 03 5382 9777

[Click to visit the HRCC website](#)



This message has been scanned for malware by Websense.
www.websense.com



Community Engagement Policy Feedback

Submission date: **31 December 2020, 10:08PM**

Receipt number:

Related form version:

Submitter's name

Comment on an existing commitment(s)

This form is not readily available when viewing on a mobile smartphone.

Propose additional commitment(s)

The above deficiency be rectified by stating how it can be obtained on the mobile phone and the site deficiency rectified by rewriting to full viewing as a mobile web page.

Comment on an existing principle(s)

Propose additional principle(s)

Do you have any other comment on the policy?

Probably many additional forms will be submitted but not at this point in time so as to not confuse you with multiple points.

Would you like a copy of your submission?

Yes

Email address

Contact permission

I would like to be informed of other Council engagements

Council Committees List As at 14 January 2021

No.	Committee Type	Committee Name	Facility/Asset Related
1	Advisory	Aerodrome	Yes
2	Advisory	Aquatic Centre	Yes
3	Advisory	Art Gallery	Yes
4	Advisory	Basketball Stadium Committee of Management	Yes
5	Advisory	Community College Oval	Yes
6	Advisory	Dudley Cornell Park	Yes
7	Advisory	Green Lake	Yes
8	Advisory	Haven Recreation Reserve	Yes
9	Advisory	Horsham Recreation Reserve	Yes
10	Advisory	Livestock Exchange	Yes
11	Advisory	Racecourse Reserve	Yes
12	Advisory	Sport and Recreation	Yes
13	Advisory	Sunnyside Park	Yes
14	Advisory	Wimmera Business Centre Advisory Board	Yes
15	Advisory	Wimmera Intermodal Freight Terminal	Yes
16	Advisory	Aboriginal Advisory Group	
17	Advisory	Audit & Risk Committee	
18	Advisory	Domestic Animal Management Advisory Group	
19	Advisory	Finance Performance and Reporting	
20	Advisory	Horsham Rural City Council Tourism	
21	Advisory	Local Advisory Fire Prevention	
22	Advisory	Municipal Emergency Management Committee	
23	Advisory	Parking Consultative Committee	
24	Advisory	Public Art Committee	
25	Advisory	Tidy Towns	
26	Community Asset Committee (CAC)	Community Halls Committee of Management	Yes
27	CAC - Sub Committee	Dadswells Bridge Hall	Yes
28	CAC - Sub Committee	Hamilton Lamb Hall	Yes
29	CAC - Sub Committee	Jung Hall	Yes
30	CAC - Sub Committee	Laharum Hall	Yes
31	CAC - Sub Committee	Mitre Hall	Yes
32	CAC - Sub Committee	Natimuk Community Centre (NC2)	Yes
33	CAC - Sub Committee	Natimuk Memorial Soldiers' Hall	Yes
34	CAC - Sub Committee	Sailors' Home Hall	Yes
35	CAC - Sub Committee	Taylor's Lake Hall	Yes
36	CAC - Sub Committee	Telangatuk East Hall	Yes
37	Event	Australia Day Committee	
38	Specific Project	Early Years Planning Committee	
39	Specific Project	Planning Sub-Committee	
40	Specific Project	Seasonal Conditions Committee	
41	Specific Project	Wartook Valley Strategic Working Group	
42	Specific Project	Wimmera Disability Access Forum	
1	External	Drug and Alcohol Taskforce	
2	External	Grampians Central West Local Government Forum	
3	External	Greater Grampians Roundtable	
4	External	Henty Highway Action Committee	
5	External	Municipal Association of Victoria	
6	External	Municipal Fire Management Planning Committee	
7	External	North Western Municipalities Association	
8	External	Police Community Consultative Committee	
9	External	Rail Freight Alliance	
10	External	Regional Cities Victoria	
11	External	Regional recreation Water Users' Group	
12	External	Victorian Local Governance Association	
13	External	Western Highway Action Committee	
14	External	Wimmera Development Association	
15	External	Wimmera Mallee Sustainability Alliance	
16	External	Wimmera Regional Library Corporation	
17	External	Wimmera River Improvement Committee	
18	External	Wimmera Southern Mallee Regional Transport Group	

**Committees Review Project Plan
As at 14 January 2021**

APPENDIX 9.7B

ID	Activity	Notes / Purpose	Start Date	End Date	Days	Responsibility	Status
1	Review the minutes of the committees for the previous 2 years						
	Develop template for summarising minutes and actions of committees	identify number of resolutions / actions / attendees / meetings held /	02-Feb-21	05-Feb-21	3	Project Manager	
	Source and review the minutes and summarise into template		08-Feb-21	26-Feb-21	18	Sue F	
	Identify Key meeting dates		02-Feb-21	05-Feb-21	3	Sue F	
2	Benchmarking with contemporary committee structures						
	Undertake a benchmarking exercise to develop best practice overview of contemporary committee structures in local government	Comparitive report - based on consultation with similar councils	02-Feb-21	15-Feb-21	13	Project Manager	
3	Develop Community engagement plan		01-Feb-21	30-Jun-21	149		
	Review and update Committee Review engagement plan					Susan Kerrie	
4	Survey Committee members						
	Contact Committees to advise project purpose and follow up survey (Develop script)	<ul style="list-style-type: none"> • Is this committee important to you? Why? • What do you perceive the purpose to the Committee? • What outcomes does the Committee achieve? • What about the current advisory committee works well? • What could be improved? • Do you feel connected to Council? • What would improve this connectedness? 	01-Mar-21	12-Mar-21	11	All	
	Develop Survey		01-Mar-21	05-Mar-21	4	All & Martin	
	Distribute survey		08-Mar-21	26-Mar-21	18	Admin	
	Collate survey results	(Easter)	29-Mar-21	16-Apr-21	18	Susan Martin	
	Discuss Survey results with EMT		27-Apr-21	27-Apr-21	0	All	
5	Propose a Committee structure including a model Terms of Reference						
	Draft report for EMT	POSSIBLE OPTIONS: Dissolve committee – no longer relevant or effective, create user groups i.e. Asset Committee, appoint a designated Council Contact person, hold regular user group meetings, combine suitable groups together retaining certain groups change terms of reference	26-Mar-21	04-May-21	39	Project Manager	
		Noting - Community engagement on all specific strategic decisions will involve short term, project specific reference groups with representatives of key stakeholders i.e. planning strategies and parking strategy					
6	Matching Committees to a structure (draft)				0		
	Discuss draft at EMT		26-Mar-21	04-May-21	39		
	Consult with Committees		05-May-21	28-May-21	23		
	Revise following feedback from stakeholders		31-May-21	04-Jun-21	4		
	Approval by EMT		8-Jun-21	8-Jun-21	0		
	council Briefing		15-Jun-21	15-Jun-21	0		
	Council for decision		28-Jun-21	28-Jun-21	0		
7	Implement structure				0		
	To be determined based on structure requirements	After 1 July					
8	Post implementation review				0		
	12 months after structure implemented follow up	After July 1 2022					

Community Engagement Plan

Name: Kerrie Bell/Susan SurrIDGE

Directorate: Community Services

Phone: 5382 9777

1. Project Engagement details

Name of project: Committee Review

Dates of engagement: 1 Feb 2021 – 30 Jun 2021

Purpose of engagement: **to make Council's committee structure as efficient as possible, providing appropriate community/business engagement as per IAP2 principles and improving community engagement**

Level of impact: **High**

Level of Engagement: **Consult / Involve**

Community Engagement goal: effectively engage with the community and key stakeholders to enable genuine influence in the outcomes of the project

Promise to the community: Involve- To work directly with the committee members throughout the process to ensure that their concerns and aspirations are consistently understood and considered.

Involve promise- 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.

Negotiables:

Non-negotiables:

- There will be an established and effective communication channel for all continuing Community Groups. \
- Council will determine the final model and terms of reference for Committees
- must be to improve engagement or at the least maintain current engagement levels
- must create efficiencies

2. Stakeholders- Use the stakeholder analysis tool below and then complete this section

The level of engagement will vary depending on the stakeholders identified.

Internal

Who	How will they be involved?	Done
Council	Report to Council and decision on committee structure	
EMT	Provide input, Review findings, make recommendations to Council	
Staff	Involve existing staff as part of the review of each Committee	

External

Engagement will be targeted to current Committee members and not expected to involve the broader community

Who	How will they be involved?	Done
Committee Members	Direct engagement with current Committee	

3. Engagement activities- Refer project Plan – **Individual Committee Engagement TBA below**

Event	Date	Brief Description	Tools and Techniques	Time	Venue

4. Equity of Access to Engagement

Some ways to improve access: Provide contact details in your publicity and a simple statement such as “If you have accessibility needs please contact...” or “For additional access requirements please specify with RSVP”. When selecting a venue for events ensure the venue is accessible, has accessible toilets and arrange the seating in such a way as to allow people using wheelchairs to fully participate. Ensure that written materials are in a clear sans serif font such as Arial and that the font is at least 14 pt.

For further accessibility information- [Inclusive_consultation_communication_guide.pdf](#) (link to intranet) or talk to the Rural Access Worker

What steps have been taken to facilitate the engagement of: Sight impaired, hearing impaired, mobility impaired or people with other disabilities?

To be developed for individual committees as required

Disability	Access improvement	If no improvement why not?	Notes

Some ways to reduce barriers to participation: Ask Nexus to put info on their Facebook page (to increase access for young people); Have a range of means of engagement e.g. online, public meeting/drop-in and one-to-one phone contact

For further information- 100 Ideas to Help Engage Hard to Reach People (link to intranet), Aboriginal and Torres Strait Islander Peoples Engagement toolkit (link to intranet) or talk to the Community and Cultural Development Unit

What steps have been taken to reduce the barriers to participation for: indigenous residents, people who have English as a second language, people with low literacy, young people?

To be advised – individual committee requirements

Group	Access improvement/extra engagement option	If no improvement why not?	Notes

5. Communications

Comms will involve info sheets, templates, surveys, summary report and relevant council reports.

Task	Audience	Who	Notes
Initial contact and/or letter	Committee Secretary	All	Completed and sent out
Summary report on Committee Review	Committees	MM	
Committee Structure tailored for each committee	Committees	MM	
Summary report on feedback and changes to proposal	Committee members	All	
Advise of formal council decision and roadmap for implementation	Committee members	MM	

6. Resources

Item	Due Date	Venue	Provider contact details	Notes	Who is responsible	Progress
Template for Committee Review	15/2/2021	NA	NA		PM	Complete
Script for initial contact with Committees	15/2/2021	NA	NA	Initial contact letter went out to all committees with current contact list	FK	Complete
Survey	5/3/2021	NA	NA	MB to develop survey with MM	MB/MM	
Committee Structure documentation	4/5/2021	NA	NA		MM	

7. Facilitator/presenter/Project Manager - **Not required**

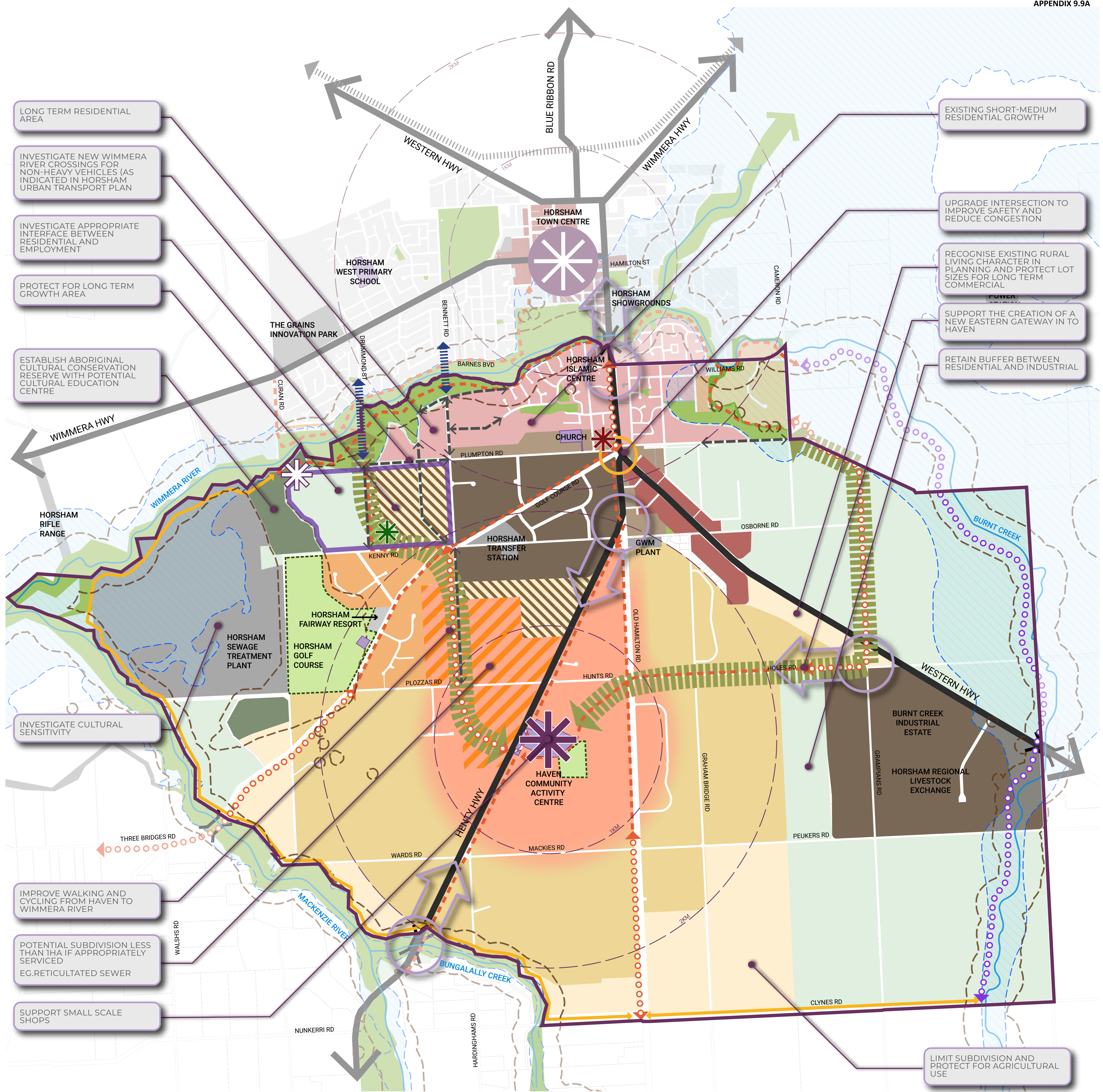
Name of Facilitator/presenter	Company	Contact details	Have they been briefed?	Notes

8. Additional Support (Staff, technical support, etc.)

Name	Company/Directorate	Contact details	Times and Dates	Notes
Kathy Newton	Corporate			
Martin Bride	Corporate			
Hannah French	Corporate			
Kerrie Bell	Corporate			
Susan SurrIDGE	Corporate			
Michael McCarthy	Consultant			

DRAWING KEY

- STUDY AREA BOUNDARY
 - HORSHAM CENTRAL ACTIVITY DISTRICT
 - HAVEN COMMUNITY ACTIVITY DISTRICT
 - 1KM/2KM CATCHMENTS FROM COMMUNITY DISTRICT
- MOVEMENT**
- POTENTIAL ROAD CONNECTIONS
 - INVESTIGATE FUTURE CONNECTIONS ALIGNED WITH HORSHAM URBAN TRANSPORT PLAN
 - EXISTING SHARED PATH
 - POTENTIAL SHARED PATH
 - ASPIRATIONAL SHARED PATH
 - ARTERIAL ROADS
 - ESTABLISHED LOCAL ROADS
 - BRIDGE
- RESIDENTIAL**
- SUBURBAN RESIDENTIAL (LESS THAN 1000M²)
 - SMALL LIFESTYLE RESIDENTIAL (1000M² - 1HA)
 - POTENTIAL LOTS LESS THAN 1HA
 - LARGE LIFESTYLE RESIDENTIAL (1HA - 2HA)
 - RURAL LIVING RESIDENTIAL (2HA - 10HA)
 - RURAL PROPERTIES (10HA OR MORE)
 - AGRICULTURAL PROPERTIES
 - OTHER ESTABLISHED RESIDENTIAL OUTSIDE STUDY AREA
 - LONG TERM INVESTIGATION AREA
- EMPLOYMENT + AGRICULTURE**
- HEAVY INDUSTRIAL
 - LIGHT INDUSTRIAL
 - INVESTIGATE INTERFACE TRANSITION
 - ESTABLISHED COMMERCIAL ZONE
 - POTENTIAL LOCAL CONVENIENCE CENTRE
- OPEN SPACE + AMENITY**
- AMENITY CORRIDOR
 - FUTURE OPEN SPACE
 - POTENTIAL OPEN SPACE UPGRADE
 - FUTURE CONSERVATION RESERVE (SUBJECT TO DETAILED CULTURAL HERITAGE ASSESSMENT)
 - POTENTIAL CULTURAL HERITAGE COMMUNITY FACILITY
 - GATEWAYS
 - EXISTING OPEN SPACE
 - PERCEIVED OPEN SPACE
 - COMMUNITY FACILITY
 - OTHER INFRASTRUCTURE (LABELED)
- OVERLAYS / BUFFERS**
- 1 IN 100 YEAR FLOODPLAIN (100 YEAR AVERAGE RECURRENCE INTERVAL - AS PER RECENT STUDY UNDERTAKEN BY WCMA)
 - ABORIGINAL SENSITIVE AREA (SOURCED FROM VIC DATA WEBSITE)



LONG TERM RESIDENTIAL AREA

INVESTIGATE NEW WIMMERA RIVER CROSSINGS FOR NON-HEAVY VEHICLES (AS INDICATED IN HORSHAM URBAN TRANSPORT PLAN)

INVESTIGATE APPROPRIATE INTERFACE BETWEEN RESIDENTIAL AND EMPLOYMENT

PROTECT FOR LONG TERM GROWTH AREA

ESTABLISH ABORIGINAL CULTURAL CONSERVATION RESERVE WITH POTENTIAL CULTURAL EDUCATION CENTRE

INVESTIGATE CULTURAL SENSITIVITY

IMPROVE WALKING AND CYCLING FROM HAVEN TO WIMMERA RIVER

POTENTIAL SUBDIVISION LESS THAN 1HA IF APPROPRIATELY SERVICED
EG. RETICULATED SEWER

SUPPORT SMALL SCALE SHOPS

EXISTING SHORT-MEDIUM RESIDENTIAL GROWTH

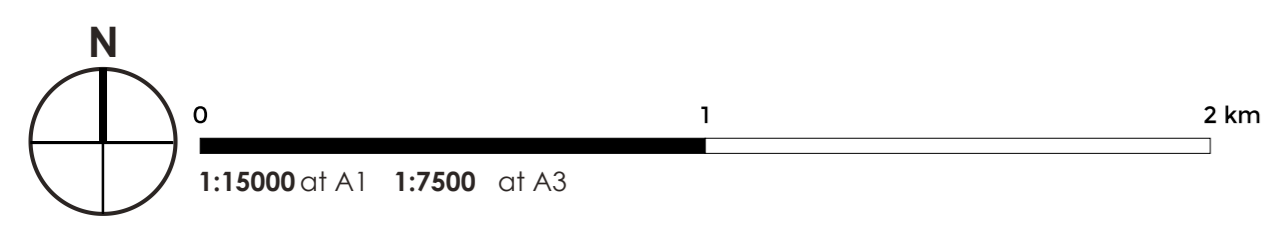
UPGRADE INTERSECTION TO IMPROVE SAFETY AND REDUCE CONGESTION

RECOGNISE EXISTING RURAL LIVING CHARACTER IN PLANNING AND PROTECT LOT SIZES FOR LONG TERM COMMERCIAL

SUPPORT THE CREATION OF A NEW EASTERN GATEWAY IN TO HAVEN

RETAIN BUFFER BETWEEN RESIDENTIAL AND INDUSTRIAL

LIMIT SUBDIVISION AND PROTECT FOR AGRICULTURAL USE



Horsham South Emerging Option

Discussion Paper for Stakeholder Engagement

March 2020



Copyright © Mesh Urban Planning and Design 2020

This document is subject to copyright. The use and copying of this document in whole or in part, other than as permitted by Mesh constitutes an infringement.

Disclaimer

All professional care has been taken to ensure that the content of this report is current and accurate. However, it is not purported that it is complete, and it is not guaranteed that the content of the report is free from errors. Mesh accepts no liability for error, loss, damages or other consequences arising from reliance on information contained in this report.

Horsham South Emerging Option

Discussion Paper for Stakeholder Engagement

March 2020

Prepared by:

mesh

Level 2, 299 Clarendon Street, South Melbourne, VIC 3205

phone. +61 3 9070 1166 website. meshplanning.com.au

Council has identified that a strategic approach to plan for future development in Horsham South is needed. Unplanned and uncoordinated development has placed pressure on services and infrastructure and created land use conflicts and amenity impacts in some areas.



Contents

WHAT IS THE HORSHAM SOUTH STRUCTURE PLAN?	1	Figures	
BACKGROUND	3	Transforming Horsham	1
WHAT IS THE EMERGING OPTION DISCUSSION PAPER?	5	Local Context Plan	4
Consultation Methodology	5	Strategic Direction 1	14
WHERE ARE WE NOW?	7	Strategic Direction 2	16
WHAT HAVE WE HEARD TO DATE?	8	Strategic Direction 3	18
TESTING THE VISION AND STRATEGIC DIRECTIONS	9	Strategic Direction 4	20
Vision Statement	9	Strategic Direction 5	22
Strategic Directions	11	Emerging Option Plan	24
1 - Coordinated growth that respects the existing character of the area	13	Potential Change Areas	26
2 - Appropriate interfaces between land uses	15		
3 - Interconnected transport network that is continuous, safe and efficient	17	Tables	
4 - Accessible social and community facilities	19	Community Consultation - Key Themes	8
5 - Efficient use of existing and new services (water, sewer and drainage)	21	Strategic Direction 1 Desired Actions	13
EMERGING OPTION PLAN	23	Strategic Direction 2 Desired Actions	15
Potential Change Areas	25	Strategic Direction 3 Desired Actions	17
Potential Lot Use Projections	29	Strategic Direction 4 Desired Actions	19
NEXT STEPS	30	Strategic Direction 5 Desired Actions	21
Structure Plan Priorities			

What is the Horsham South Structure Plan?

Horsham Rural City Council has identified that a strategic approach to plan for future development in Horsham South is needed. Unplanned and uncoordinated development has placed pressure on services and infrastructure and created land use conflicts and amenity impacts in some areas.

Horsham Rural City Council is in the first stages of preparing a Structure Plan for the area of Horsham South. As part of the “Transforming Horsham” program (see Figure 1), the Horsham South Structure Plan is one of four priority projects to reshape Horsham over the coming decades.

The Horsham South Structure Plan will be a strategic document that establishes a shared vision and framework for future growth, development and character of Horsham South.

The Horsham South structure planning process is intended to:

- › Coordinate future subdivision and development.
- › Identify the zoning of land and the layout of roads and open space for the area.
- › Identify and facilitate the resolution of strategic infrastructure issues.

Strategies and recommendations of the Horsham South Structure Plan will align with Council’s strategic vision to ensure Horsham remains:

*‘a vibrant, inclusive community
to live, work, play and invest.’*

This Emerging Option plan is a precursor to preparation of a formal Structure Plan. The Emerging Option Plan identifies a general direction for planned growth and development and identifies key issues to be resolved in Horsham South.

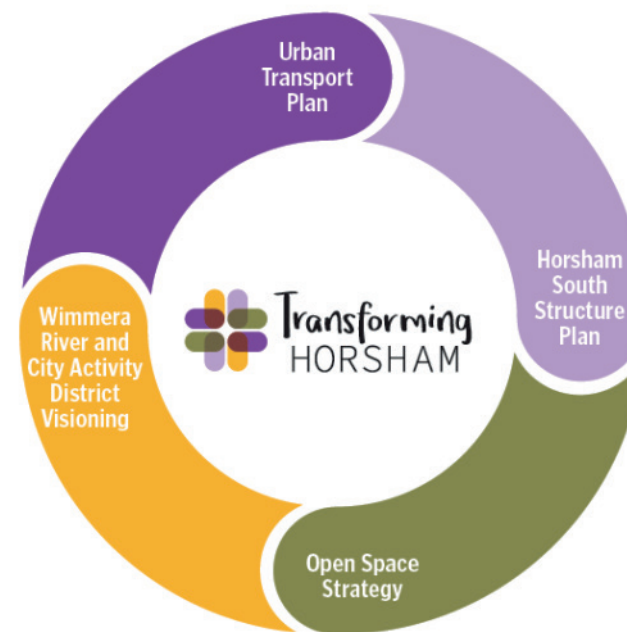


Figure 1 Transforming Horsham

The Emerging Option Plan identifies a general direction for planned growth and development in Horsham South.

Background

Horsham South and Haven are characterised by low density and rural living style residential development. Horsham South is home to the municipality's primary industrial areas, which are well located near the main roads of Henty Highway and Western Highway and provide significant employment for local residents. Protecting employment and providing rural living opportunities is of key importance to Council and the community.

A key feature of the Horsham area is the Wimmera River and the open space corridor along its banks that provide a valuable asset to the community. The river and adjacent area are a landscape of Aboriginal cultural heritage significance and any future development of the area needs to have regard to protecting the cultural heritage.

While the character of this area is valued, to date, there has been limited coordinated planning of the area. The unplanned development pattern has not allowed Council to strategically plan for infrastructure needs, particularly for sewerage and water. It has also placed pressure on Council services such as road maintenance and rubbish collection *and created landuse conflicts and amenity impacts in some areas.*

Growth has clearly been directed to the north of the Wimmera River reflecting the high level of service provision. The housing character to the north is older and smaller housing types, mostly detached houses, whilst the south of the river contains large scale modern homes and rural living is the dominant housing form around Haven.

Protecting employment and providing rural living opportunities is of key importance.

Whilst they are two distinct communities, residents and businesses to the north and south of the Wimmera River need to be connected to facilitate business and community relationships and for Horsham South residents to access community services.





These two distinct communities can be seen in the Local Context Plan (see Figure 2) on the following page. Horsham Central is characterised by a road network that provides a north, south, east and west grid in Central Horsham with radial connections focussed on Horsham Town Centre.

There is an openness and rural character in Horsham that continues into Horsham South. The Wimmera River provides the greatest open space network asset for the Horsham Rural City that is highly valued by the community.



The aim of Council is to now plan strategically for the area's growth so opportunities to maximise benefits for all the community are not lost, and development can occur in an orderly way. A Structure Plan will provide a long-term strategic vision and approach to ensure that it is well planned and serviced, and avoid the challenges associated with ad hoc development.

The aim of Council is to now plan strategically for the area's growth so opportunities to maximise benefits for the community are not lost.





DRAWING KEY

-  STUDY AREA BOUNDARY
-  2, 4 AND 6 KM CATCHMENTS FROM HORSHAM CBD
-  HORSHAM AIRPORT
-  WATERWAY

LAND USE

-  RESIDENTIAL
-  OPEN SPACE
-  PRIMARY ACTIVITY CENTRE
-  COMMERCIAL ZONE
-  INDUSTRIAL ZONE
-  SPECIAL USE
-  CENTRAL ACTIVITY DISTRICT

MOVEMENT

-  ARTERIAL ROAD
-  MAJOR ROAD
-  RAIL LINE
-  HORSHAM TRAIN STATION

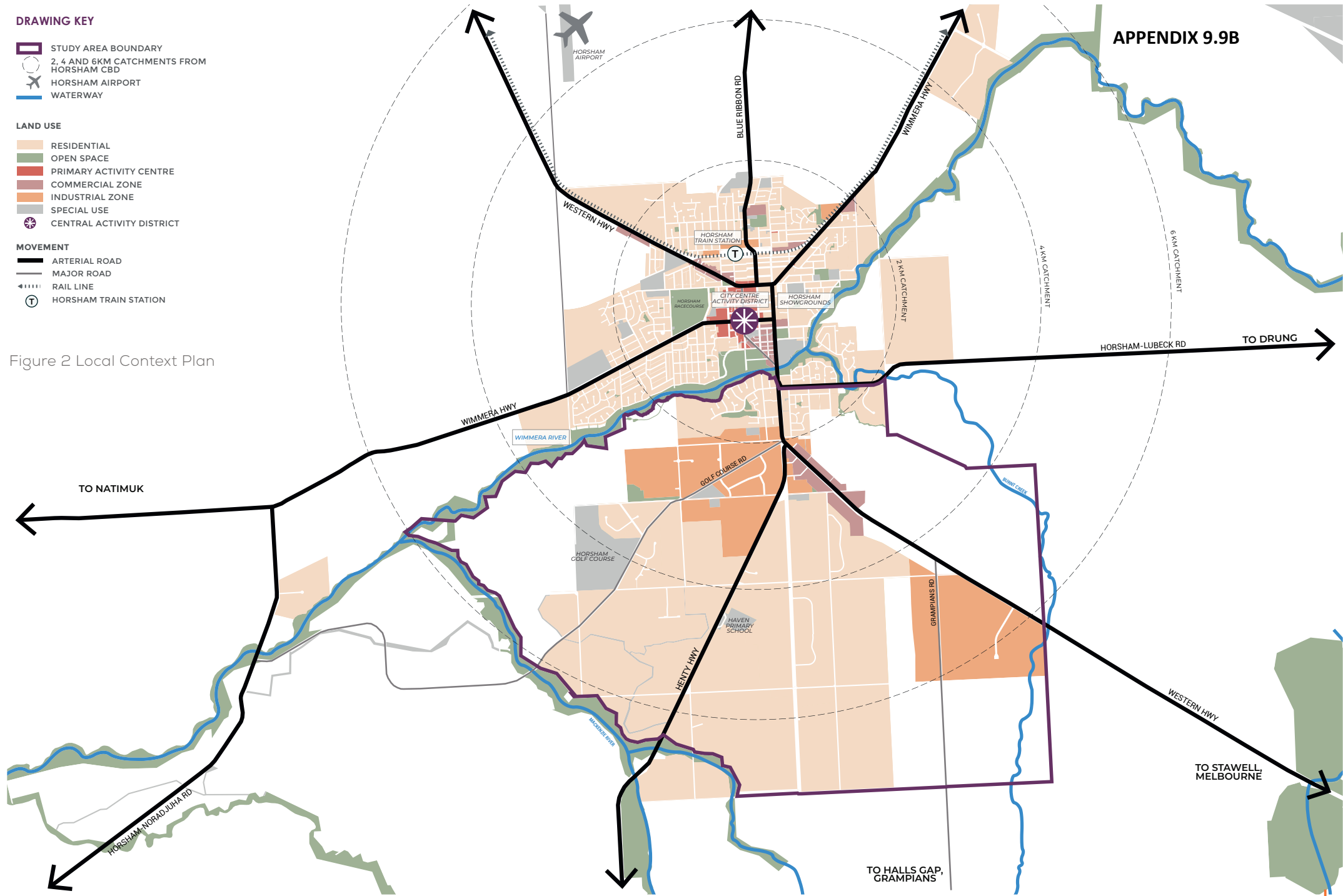


Figure 2 Local Context Plan

What is the Emerging Option Discussion Paper?

The Emerging Option Discussion Paper is a summary of feedback provided by the community on the Key Strategic Directions Discussion Paper for Community Engagement (November 2019).

Feedback to date comprised aspirational ideas and identified key issues. This paper sets out an emerging option plan for Horsham South in response to this feedback.

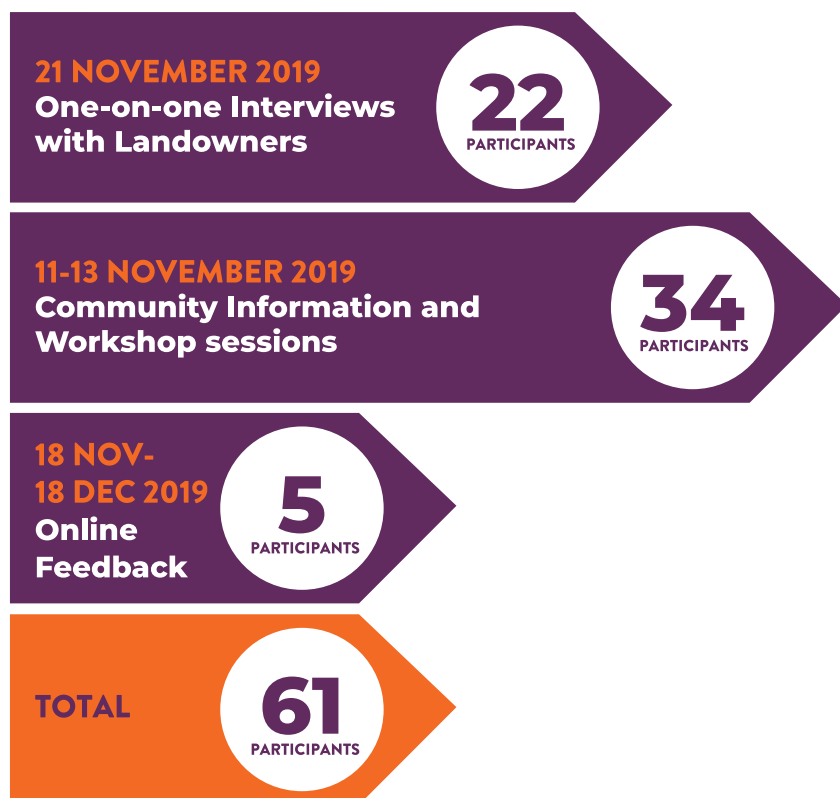
We will also explain next steps and opportunities for the community to engage with the development of the Horsham South Structure Plan moving forward.

Consultation methodology

A series of community information workshops and one-on-one interviews with landowners were held to start defining the Vision and help guide future development of the Strategic Directions for Horsham South.

The community also had the opportunity to submit their views via the Council feedback form in both hard and electronic versions.

Community consultation extended over 3 and half weeks (between 18 November 2019 to 13 December 2019) and attracted a total of 61 respondents across the various feedback methods as shown on the following page.



Key outcomes from this summary do not represent formal actions or a fixed proposal but instead will provide framework to guide preparation of the Horsham South Structure Plan.

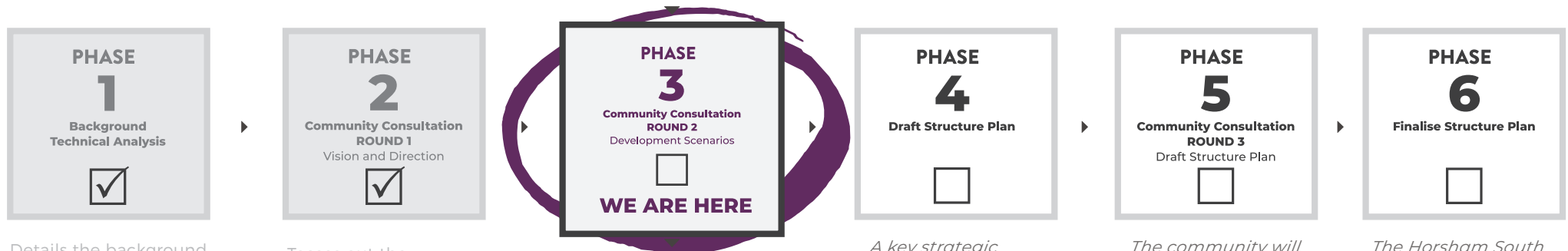
We will now be seeking your feedback on the emerging option plan.

This will form Phase 3 - Community Consultation (Round 2) - Emerging Option Report.

The engagement process will commence on 23 March 2020 and closes 5pm 18 May 2020 with further engagement activities with the community and other stakeholders occurring in Horsham on 21 April 2020 to 23 April 2020.

Where Are We Now?

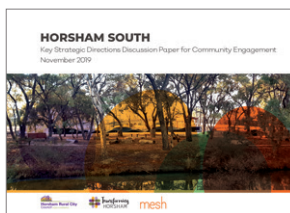
The Horsham South Structure Plan comprises six phases:



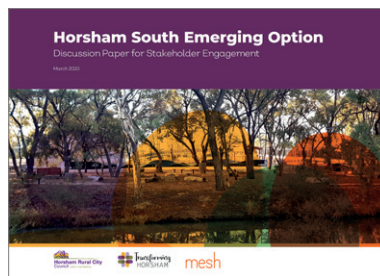
Details the background analysis of existing conditions and reviews previous studies to understand key issues in Horsham South.



Teases out the existing strategic work completed by Council, identifies trends within Horsham and sets the informal aspirations for Horsham South.



Explores key themes we heard from the community on the Vision and Strategic Directions in the form of an Emerging Option Plan. This plan will guide preparation of the draft Structure Plan.



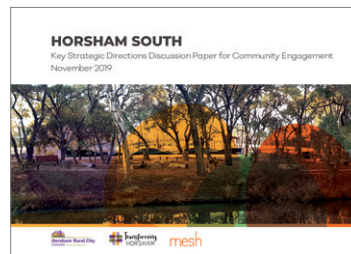
A key strategic tool to manage growth, facilitate change and guide infrastructure delivery in Horsham South, over the long term.

The community will be asked to provide comments on the draft Structure Plan prior to it being finalised.

The Horsham South Structure Plan will be updated to reflect the feedback from the community and will be implemented into the Horsham Rural City Council Planning Scheme.

What Have We Heard to Date?

PHASE
2
Community Consultation
ROUND 1



We received a number of valuable comments and a wide array of diverse and differing opinions in relation to the *Key Strategic Directions Discussion Paper for Community Engagement*.

Table 1 summarises the general comments received through surveys (online and written submissions), workshops and information sessions. Further details on the vision statement and the key strategic directions are explained in the next section.

Seven ‘Key Themes’ have emerged in response to the feedback received:

1. **Two distinct communities separated by the Wimmera River and the industrial precinct.**
2. **Support for increased residential densities that supports existing infrastructure.**
3. **Reduce land use conflict between the residential and industrial areas.**
4. **Insufficient connectivity impacting transport movement.**
5. **Maintain character preservation and celebrate Aboriginal cultural history.**
6. **Provision of community infrastructure to promote integration and accommodate future population growth.**
7. **Lack of servicing (water and sewerage) for new allotments.**

Key Themes	What you told us?
1. Two distinct communities separated by the Wimmera River and the industrial precinct.	Many highlighted two distinct communities in the Horsham area - there is the ‘suburban’ character north of the Wimmera, and in the growing area north of the industrial precinct, and the community around Haven, which is much more open and rural in character. Better connectivity between the two communities needs to be addressed so residents can access daily needs and shopping.
2. Support for increased residential densities that supports existing infrastructure.	A diverse range of allotment sizes to accommodate a range of housing that maximises existing infrastructure was supported by many, however, retention of the low-density character of the area was also important. There was support for a diverse range of housing types such as 2-3-bedroom housing and an aged care facility to accommodate the growth of an ageing population.
3. Reduce land use conflict between the residential and industrial areas.	There was consensus for the use of transitional interfaces and other design treatments to reduce land use conflict between the existing and future industry and residential areas. General to strong support for encouraging industries with heavy vehicle movements to establish at other industrial areas. Support for consolidating/rationalising Industrial land - especially undeveloped industrial adjoining/ surrounded by existing residential development.
4. Insufficient connectivity impacting transport movement.	Access could be improved by more frequent bus services, better cycling and pedestrian links and to explore an alternative truck route for improved road safety. There was general support for the proposed extension of pedestrian and cycle links. There was mixed support for a second river bridge for local traffic only (no trucks) to integrate the north and south of Horsham and support emergency evacuations. Concern regarding potential amenity and connectivity impacts of an alternative truck route through Horsham South on residence.
5. Maintain character preservation and celebrate Aboriginal cultural history.	Many valued the character and the culturally sensitive sites of Horsham and believe this should be preserved.
6. Provision of community infrastructure to promote integration and accommodate future population growth.	There were a range of suggestions for the provision for an aged care facility, multipurpose hall, a recreational facility and an Aboriginal Cultural Centre within the area.
7. Lack of servicing (water and sewerage) for new allotments.	Feedback identified land in Horsham South can be easily developed compared to the north Horsham however, there needs to be careful consideration of how further low-density subdivision can be serviced in terms of cost or the capability of the land to support septic systems.

Table 1. Community Consultation – Key Themes

Testing the Vision and Strategic Directions

The Vision and Key Strategic Directions have been informed by background investigations and community and stakeholder engagement.

Revisions to the draft vision following the consultation have included a number of changes and additions to the Strategic Directions providing more clarity on outcomes for each direction.

Vision Statement

Throughout consultation, the vision statement was informed by three key strategic planning frameworks of:

- › **Do you share this vision?**
- › **Is there anything else you would add?**
- › **Is there anything you would remove?**

The vision for Horsham South has been developed based on community feedback to reflect key aspirations for a transitional urban form and the desire to create the Wimmera and Mackenzie River as a key landscape asset and a key link between central Horsham and Haven that promotes safe, attractive, accessible and connected networks.

As such, the emerging vision statement for the Horsham South is that:

Horsham South will develop in a holistic and coordinated way, to rectify a previous history of ad hoc development.

Planned development will accommodate the urban growth of Horsham, encourage the continued operation of important industries and will protect and enhance the semi-rural character of Haven.

GROWTH

Horsham South will grow as a community with a character that offers a transition (in terms of lot size, housing and streetscape character, industrial and commercial types) between the commercial and urban form of Horsham and the agricultural landscape.

The amenity and connectivity offered by the Wimmera and MacKenzie River will be extended into the community through additional open space and movement networks.

EMPLOYMENT

Employment will remain a key strength of the area, with industrial, freight and other commercial uses encouraged in key locations that have good transport connections and that minimise conflict with residential land use.

LANDSCAPE / HERITAGE

Landscape of Aboriginal heritage significance will be respected and celebrated and will form a key component of the identity of the area.

So too will the landscape's natural values, with development to the south managed to retain a sense of open space and semi-rural character and lifestyle appeal.

COMMUNITY

The future community will be well connected to Horsham, by road and pedestrian links, and will be serviced by well-located facilities to meet the local needs of the residents.

Growth will be carefully planned and delivered so as to ensure services and infrastructure are available to the community in a timely and cost-effective manner.

Whilst well connected to central Horsham, Horsham South and Haven will be recognised as having its own distinctive character and community.

It is intended that this draft vision will be developed, reviewed and tested as part of targeted consultation associated with this Emerging Option Report and broader consultation associated with the draft Horsham South Structure Plan.

This vision is delivered through a number of Key Strategic Directions and Desired Actions that relate to the urban form, interface between land uses, transport network, community facilities and services.

Strategic Directions

Five key directions have been shaped through consultation with the community and key stakeholders that supports the vision for Horsham South:

- 1. COORDINATED GROWTH THAT RESPECTS THE EXISTING CHARACTER OF THE AREA.**
Strategic Direction 1.
- 2. APPROPRIATED INTERFACES BETWEEN LAND USES.**
Strategic Direction 2.
- 3. INTERCONNECTED TRANSPORT NETWORK THAT IS CONTINUOUS, SAFE AND EFFICIENT.**
Strategic Direction 3.
- 4. ACCESSIBLE SOCIAL AND COMMUNITY FACILITIES.**
Strategic Direction 4.
- 5. EFFICIENT USE OF EXISTING AND NEW SERVICES (WATER, SEWERAGE AND DRAINAGE).**
Strategic Direction 5.

These directions will provide an overarching story and future direction for what the Horsham South Structure Plan should achieve and will guide the recommendations in the draft Horsham South Structure Plan.



Horsham Golf Course



Haven Primary School

These directions will provide an overarching story and future direction for what the Horsham South Structure Plan should achieve.



1.

COORDINATED GROWTH THAT RESPECTS THE EXISTING CHARACTER OF THE AREA.

Strategic Direction 1.

community feedback

Key messages from the community were:

Many comments supporting allotments of 1-2 ha (minimum) to maintain the semi-rural character and open feel.

There was support diversity of allotments sizes around Haven (minimum 1 ha) and larger allotment sizes on the outer edges of Haven.

There was support for consolidation of development around the Haven Community Centre.

A number of respondents were in support of residential development around the golf course.

There were comments that 4 ha lots are too large to maintain and too small for farming uses.

Consistency in the residential subdivision pattern is important.

Many comments supporting the potential expansion of existing residential development along Wimmera River subject to flooding mitigation strategies.








There was minimal support for smaller residential lots south of the Industrial area.

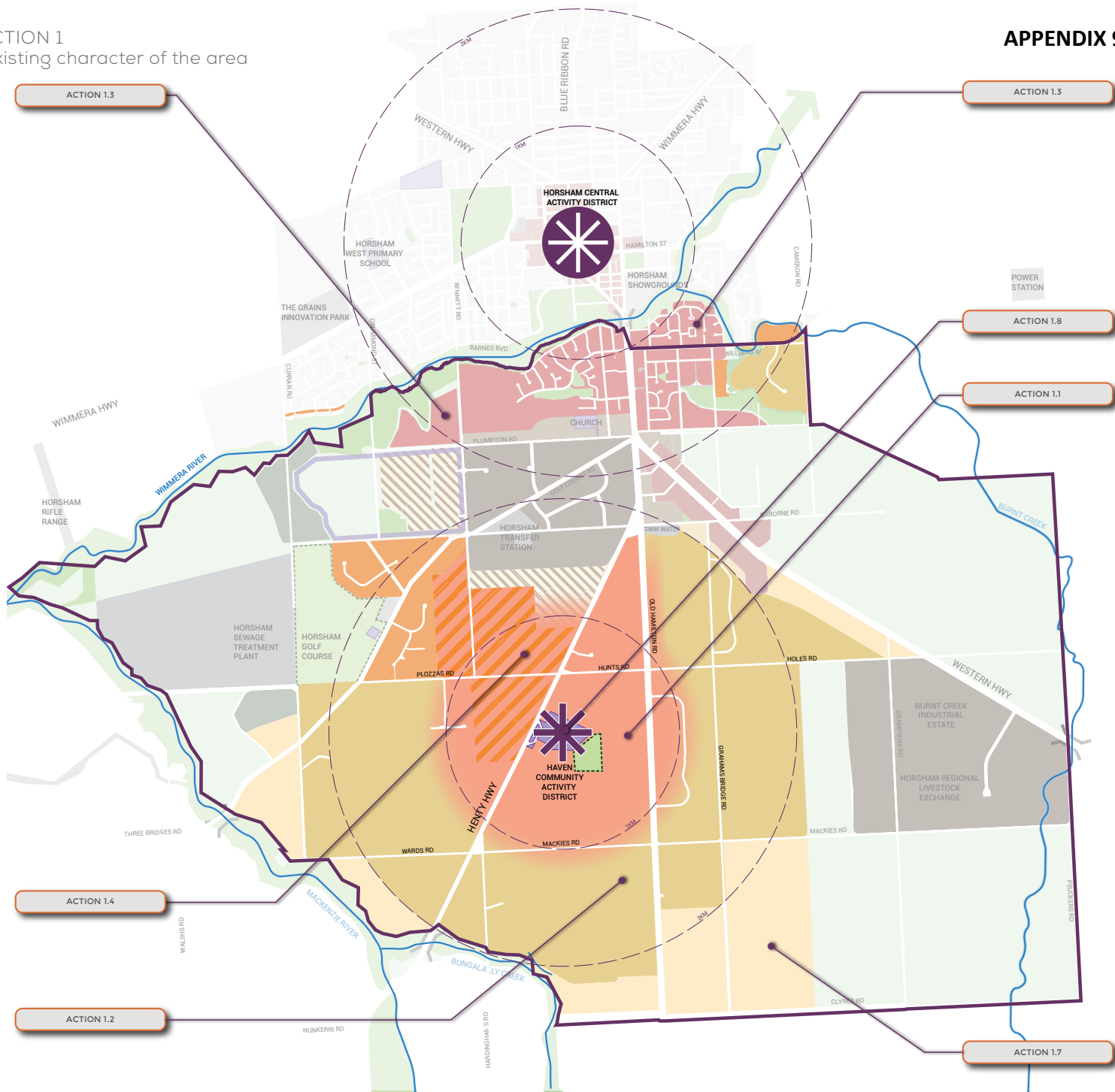
Desired Actions	
ACTION 1.1	Support coordinated development of lifestyle residential allotments (approx. 1ha - 2ha) within 1km of the Haven catchment to ensure optimal use of community facilities and infrastructure.
ACTION 1.2	Support coordinated development of rural living residential (approx. 2ha - 10ha) within 2km of the Haven catchment to ensure consistent residential subdivision pattern.
ACTION 1.3	Encourage expansion of existing residential development in the urban area around the Wimmera River and Burnt Creek Precinct with consideration of flooding.
ACTION 1.4	Investigate the potential subdivision of allotments less than 1ha north-west of the Haven Community Activity District.
ACTION 1.5	Ensure new residential development contributes to the character of the area through streetscape treatments, coordinated subdivision pattern and protection of biodiversity.
ACTION 1.6	Encourage provision of a range of housing options for a range of household sizes and forms.
ACTION 1.7	Limit subdivisions and protect land for agricultural use outside the 2km Haven Catchment.
ACTION 1.8	Protect the semi-rural character of Haven.

Table 2. Strategic Direction 1 Desired Actions

Figure 3 STRATEGIC DIRECTION 1
Urban form to reflect the existing character of the area

DRAWING KEY

-  STUDY AREA BOUNDARY
-  HORSHAM CENTRAL ACTIVITY DISTRICT
-  HAVEN COMMUNITY ACTIVITY DISTRICT
-  1KM/2KM CATCHMENTS FROM COMMUNITY DISTRICT
-  WATERWAY
-  BRIDGE
- RESIDENTIAL**
-  SUBURBAN RESIDENTIAL (LESS THAN 1000M²)
-  SMALL LIFESTYLE RESIDENTIAL (1000M² - 150A)
-  POTENTIAL LOTS LESS THAN 1HA
-  LARGE LIFESTYLE RESIDENTIAL (1HA - 2HA)
-  RURAL LIVING RESIDENTIAL (2HA - 10HA)
-  RURAL PROPERTIES (10HA OR MORE)
- OPEN SPACE + AMENITY**
-  PERCEIVED OPEN SPACE
-  COMMUNITY FACILITY



2.

APPROPRIATE INTERFACES BETWEEN LAND USES.

Strategic Direction 2.

community feedback

Key messages from the community were:

Landscaping treatments (such as mounding and planting) are the preferred means of managing the interface between residential and industrial land uses.

Support for consolidating/rationalising industrial land - especially undeveloped industrial adjoining/surrounded by existing residential development.

General to strong support for encouraging industries with heavy vehicle movements to establish at other industrial areas.

That there is a general feeling that the Bypass may create incentives for industry to establish at WIFT and Burnt Creek.

Further investigations into an economic development strategy to understand the economic value in the industry area.

Desired Actions

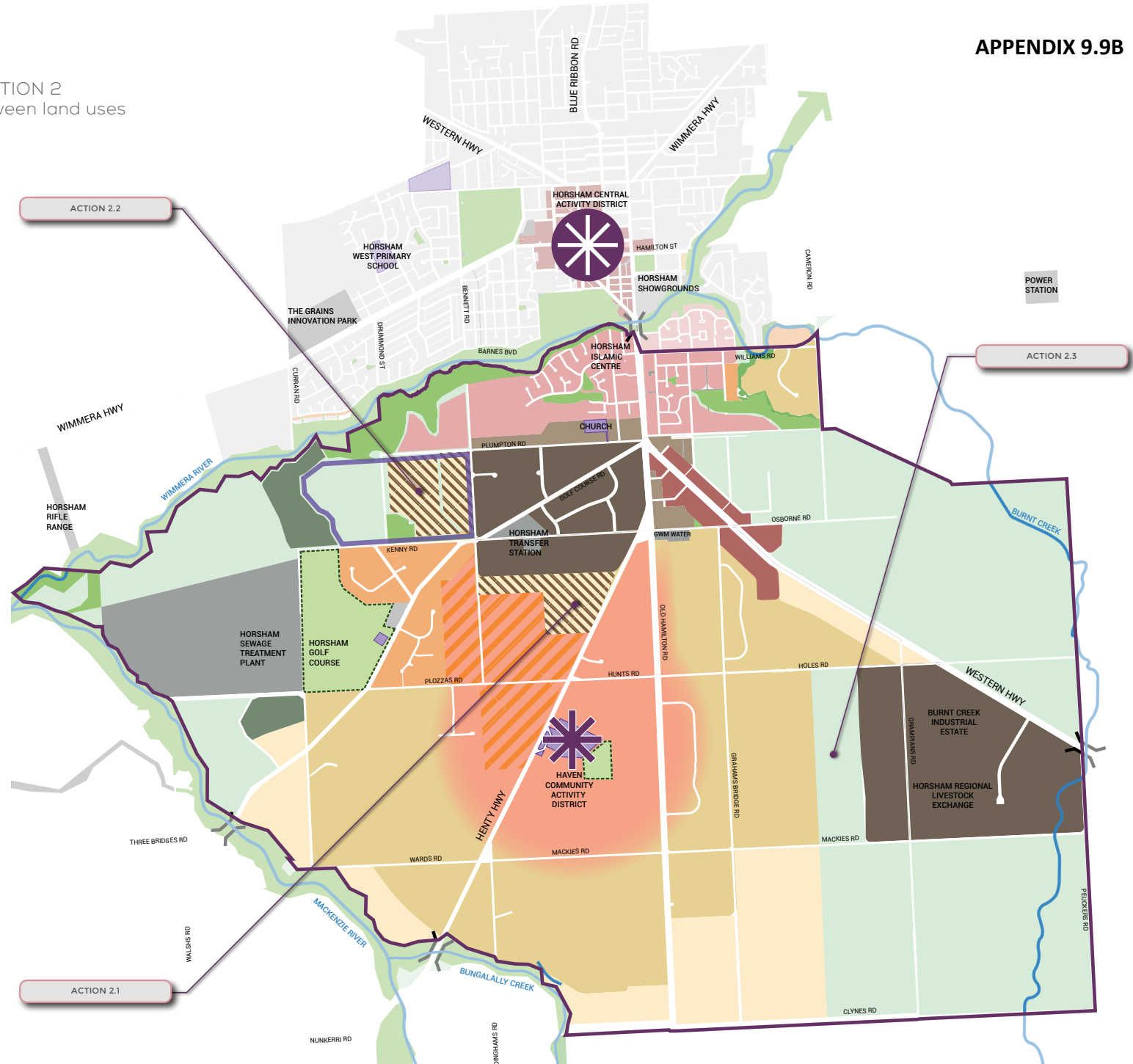
ACTION 2.1	Investigate preferred interface transition (landscaping or zoning treatments) between the industrial precinct and residential areas south of the Horsham Transfer Station.
ACTION 2.2	Investigate interface transition between the industrial precinct and employment areas west of Bennett Road.
ACTION 2.3	Retain current rural buffer between residential and industrial area north of Peuckers Road.
ACTION 2.4	Provide zoning interface transitions where there is an identified future potential conflict as shown on the plan.
ACTION 2.5	Encourage industries involving transport and logistics or heavy vehicle movements to locate to the Wimmera Intermodal Freight Terminal (WIFT) Industrial Precinct or Burnt Creek.

Table 3. Strategic Direction 2 Desired Actions

Figure 4 STRATEGIC DIRECTION 2
Appropriate interfaces between land uses

DRAWING KEY

-  STUDY AREA BOUNDARY
-  HORSHAM CENTRAL ACTIVITY DISTRICT
-  HAVEN COMMUNITY ACTIVITY DISTRICT
-  WATERWAY
-  BRIDGE
- RESIDENTIAL**
-  SUBURBAN RESIDENTIAL (LESS THAN 1000M²)
-  SMALL LIFESTYLE RESIDENTIAL (1000M² - 1HA)
-  POTENTIAL LOTS LESS THAN 1HA
-  LARGE LIFESTYLE RESIDENTIAL (1HA - 2HA)
-  RURAL LIVING RESIDENTIAL (2HA - 10HA)
-  RURAL PROPERTIES (10HA OR MORE)
-  AGRICULTURAL PROPERTIES
-  OTHER ESTABLISHED RESIDENTIAL OUTSIDE STUDY AREA
-  LONG TERM INVESTIGATION AREA
- EMPLOYMENT + AGRICULTURE**
-  HEAVY INDUSTRIAL
-  LIGHT INDUSTRIAL
-  INVESTIGATE INTERFACE TRANSITION
-  ESTABLISHED COMMERCIAL ZONE
- OPEN SPACE + AMENITY**
-  FUTURE CONSERVATION RESERVE (SUBJECT TO DETAILED CULTURAL HERITAGE ASSESSMENT)
-  EXISTING OPEN SPACE
-  PERCEIVED OPEN SPACE
-  COMMUNITY FACILITY
-  OTHER INFRASTRUCTURE (LABELED)



3. INTERCONNECTED TRANSPORT NETWORK THAT IS CONTINUOUS, SAFE AND EFFICIENT.

Strategic Direction 3.

community feedback

Key messages from the community were:

There was strong support for connected walking, cycling and public transport infrastructure.

There were many comments around better connectivity to Haven and Horsham central, east west connections to the school and Watson Lane link to Wimmera River.

There was strong support for connected walking, cycling and public transport infrastructure, including east west connections to the school and Watson Lane link to the Wimmera River.

Mixed support for a second river crossing needed for local traffic and emergencies.

Concern regarding potential amenity and connectivity impacts of an alternative truck route through Horsham South

East bypass option was raised, along with locating a truck and freight route to the north of Horsham

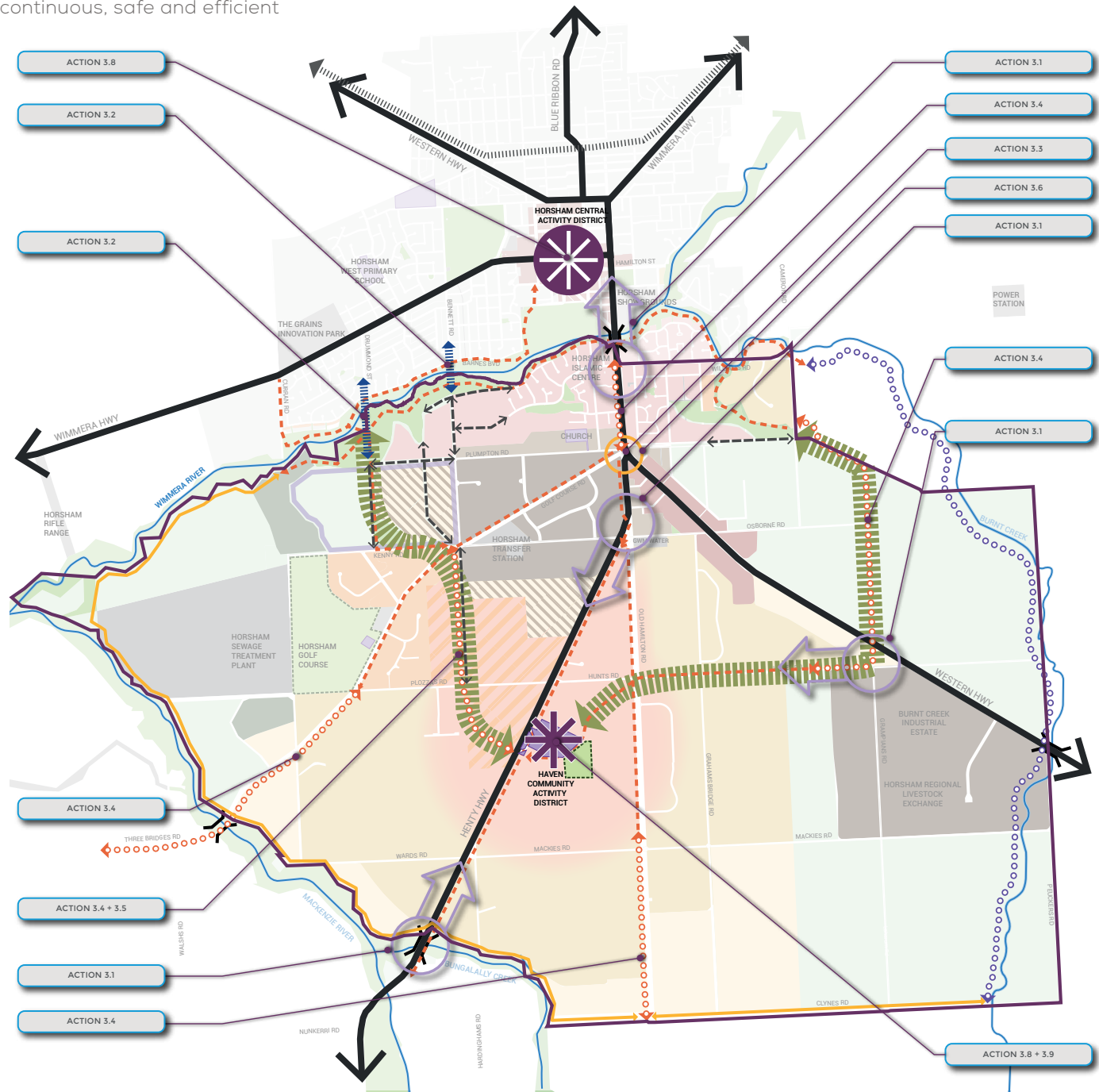
Desired Actions	
ACTION 3.1	Enhance existing gateways into Haven along Henty Highway and along Holes Road and into Horsham (Henty Highway and Williams Road intersection) to create a sense of arrival.
ACTION 3.2	Determine a potential new local vehicle river crossing that considers landscapes of Aboriginal cultural heritage significance as indicated in the Horsham Urban Transport Plan.
ACTION 3.3	Consider future transport movements and potential alternative truck route.
ACTION 3.4	Expand pedestrian and bicycle links through the study area to create safe circuits and connections to open spaces and community assets.
ACTION 3.5	Improve vehicle, pedestrian and bicycle connectivity from Haven to Wimmera River and east west connections to the school.
ACTION 3.6	Modify the Golf Course Road, Henty Highway and Western Highway intersection to reduce congestion and improve safety as indicated in the Horsham Urban Transport Plan.
ACTION 3.7	Enhance the operation of the existing public transport network as indicated in the Horsham Urban Transport Plan.
ACTION 3.8	Implement reduced speed limits within 'activity districts' to enhance pedestrian and bicycle safety.
ACTION 3.9	Provide for well-connected local road network in development around Haven.

Table 4. Strategic Direction 3 Desired Actions

Figure 5 STRATEGIC DIRECTION 3
Interconnected transport network that is continuous, safe and efficient

DRAWING KEY

-  STUDY AREA BOUNDARY
-  HORSHAM CENTRAL ACTIVITY DISTRICT
-  HAVEN COMMUNITY ACTIVITY DISTRICT
-  WATERWAY
- MOVEMENT**
-  POTENTIAL ROAD CONNECTIONS
-  INVESTIGATE FUTURE CONNECTIONS ALLIGNED WITH HORSHAM URBAN TRANSPORT PLAN
-  EXISTING SHARED PATH
-  POTENTIAL SHARED PATH
-  ASPIRATIONAL SHARED PATH
-  ARTERIAL ROADS
-  UNSEALED LOCAL ROADS
-  BRIDGE
-  KEY INTERSECTION
- OPEN SPACE + AMENITY**
-  AMENITY CORRIDOR
-  GATEWAYS
-  PERCEIVED OPEN SPACE
-  COMMUNITY FACILITY



4.

ACCESSIBLE SOCIAL AND COMMUNITY FACILITIES.

Strategic Direction 2.

community feedback

Key messages from the community were:

Many were interested in obtaining greater information on Cultural Heritage Significance.

There was strong support for celebrating Aboriginal cultural heritage.

Many suggested activation ideas for the Haven Community Activity District including converting the existing general store into a local activity centre/hub and developing a multi-use indoor facility for sports and recreation at Haven that connects to Horsham.

There were many comments for a well-connected high-quality public open space (POS).

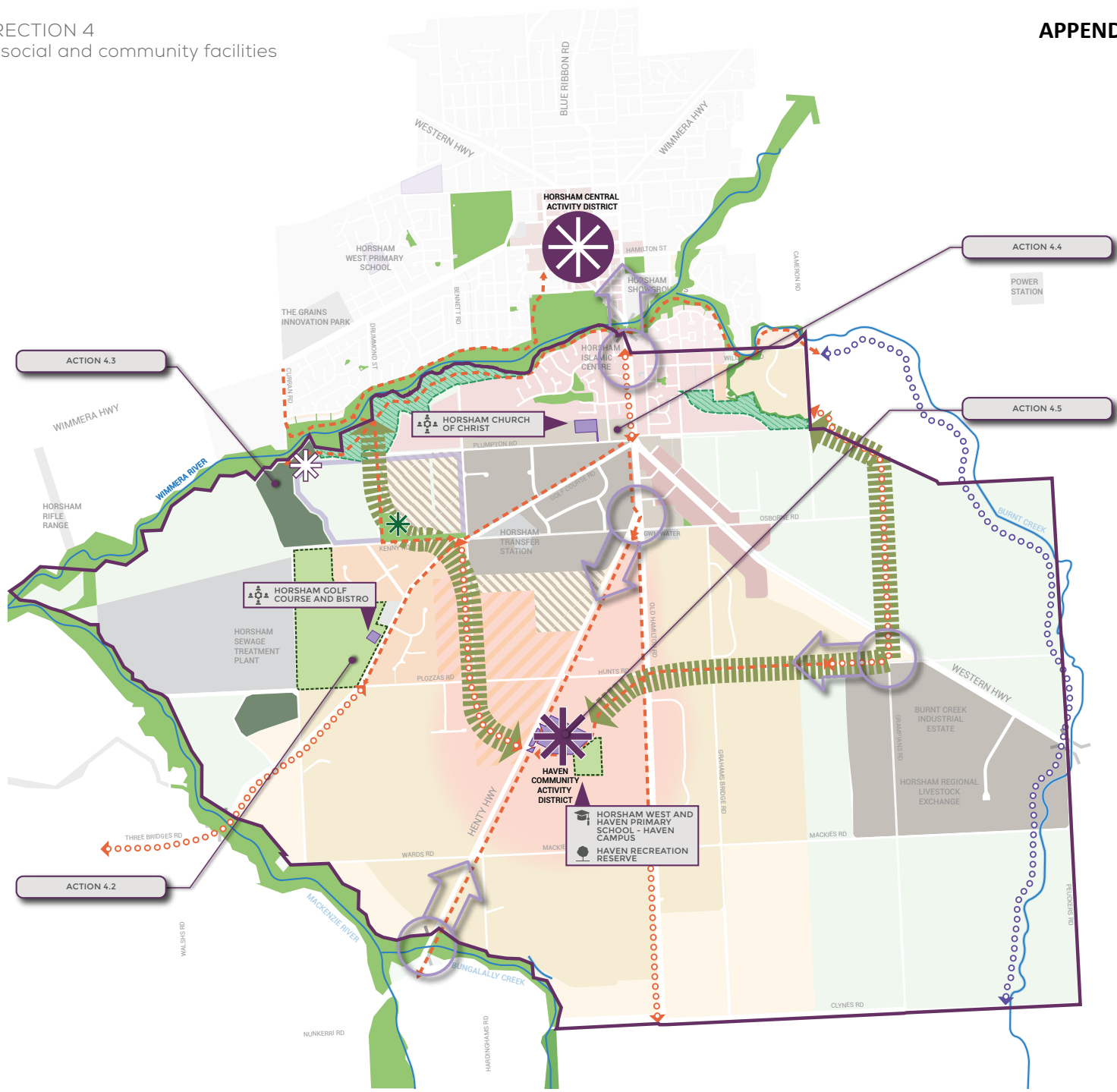
It was important to retain Haven as a key area for convenience retailing and community service needs only and Horsham Central Activity District as the main central area to access key services and retail needs.

Desired Actions	
ACTION 4.1	Prepare a Cultural Heritage Management Plan to protect and acknowledge Aboriginal heritage and other cultural and environmental sites.
ACTION 4.2	Investigate the cultural sensitivity around the Horsham Golf Course and Horsham Sewage Treatment Plant
ACTION 4.3	Establish an Aboriginal Cultural Conservation Reserve with the potential of a cultural education centre south of Wimmera River.
ACTION 4.4	Investigate potential for a local convenience centre on the intersection of Old Hamilton Road and Plumpton Road.
ACTION 4.5	Consolidate housing around Haven to facilitate sufficient demand to justify a hub of community services commensurate with need (subject to water and sewerage supply)
ACTION 4.6	Encourage aged care accommodation and services in proximity to public transport, retail and services.
ACTION 4.7	Provide high quality public open space that connects to the Wimmera River and integrates with new and existing subdivisions.
ACTION 4.8	Investigate creating public access through the Horsham Golf Course.

Table 5. Strategic Direction 4 Desired Actions

Figure 6 STRATEGIC DIRECTION 4
 Accessible and inclusive social and community facilities

- DRAWING KEY**
- STUDY AREA BOUNDARY
 - HORSHAM CENTRAL ACTIVITY DISTRICT
 - HAVEN COMMUNITY ACTIVITY DISTRICT
 - WATERWAY
 - BRIDGE
 - MOVEMENT**
 - EXISTING SHARED PATH
 - POTENTIAL SHARED PATH
 - ASPIRATIONAL SHARED PATH
 - OPEN SPACE + AMENITY**
 - AMENITY CORRIDOR
 - FUTURE OPEN SPACE
 - POTENTIAL OPEN SPACE UPGRADE
 - FUTURE CONSERVATION RESERVE
 - (SUBJECT TO DETAILED CULTURAL HERITAGE ASSESSMENT)
 - POTENTIAL CULTURAL HERITAGE COMMUNITY FACILITY
 - GATEWAYS
 - EXISTING OPEN SPACE
 - PERCEIVED OPEN SPACE
 - COMMUNITY FACILITY



5.

EFFICIENT USE OF EXISTING AND NEW SERVICES (WATER, SEWER AND DRAINAGE).

Strategic Direction 5.

community feedback

Key messages from the community were:

Sewage treatment can be an issue on blocks less than 1ha, as soil types and drainage vary across the area - but the soil is great for building foundations. There was consensus around drainage and sewerage upgrades around Haven in particular for allotments less than 1 hectare.

Concern about impacts of insufficient infrastructure for the delivery of new residential allotments.

The Sewage Treatment Plant cause amenity impacts.

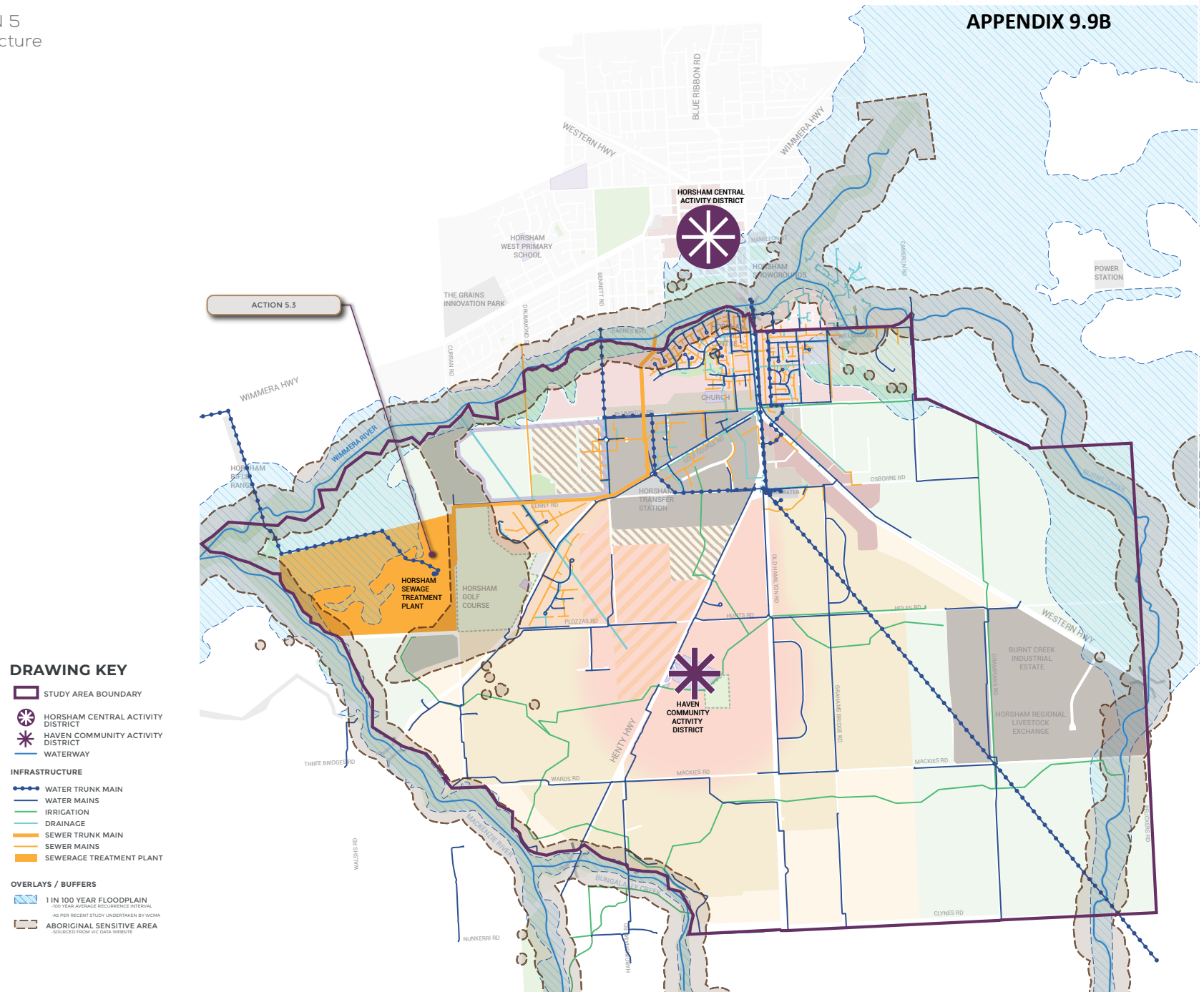
Development doesn't necessarily need to be restricted to areas that have existing services.

Desired Actions

ACTION 5.1	Ensure development maximises existing infrastructure to maximise infrastructure efficiency and contribute to cost effective service delivery.
ACTION 5.2	Investigate upgrading drainage networks and establishing wetlands to mitigate stormwater flooding (and provide an amenity asset), including future residential development along Wimmera River and Burnt Creek.
ACTION 5.3	Ensure development and road infrastructure does not inappropriately impact significant cultural heritage sites.
ACTION 5.4	Investigate extension of potable water to newly created allotments around Haven.
ACTION 5.5	Provide for an increase in infrastructure that responds to areas identified for development growth.
ACTION 5.6	Explore options for a shared funding arrangement for infrastructure provisions (roads, drainage, open space, community etc).
ACTION 5.7	Investigate an alternative sewage treatment for allotments that are unsuitable for septic tanks (e.g. establishing a 'local sewage collection/common disposal').
ACTION 5.8	Investigate alternative sewage treatment options for new subdivisions less than 1ha that are not connected to reticulated sewage (e.g. establishing a 'local sewage collection/common disposal').

Table 6. Strategic Direction 5 Desired Actions

Figure 7 STRATEGIC DIRECTION 5
Efficient use of existing infrastructure



Emerging Option Plan

The emerging option plan for Horsham South (see Figure 9) spatially represent how the vision and key Strategic Directions will work together to deliver a well-planned and serviced urban form for Horsham South.

The key features of the emerging option plan are:

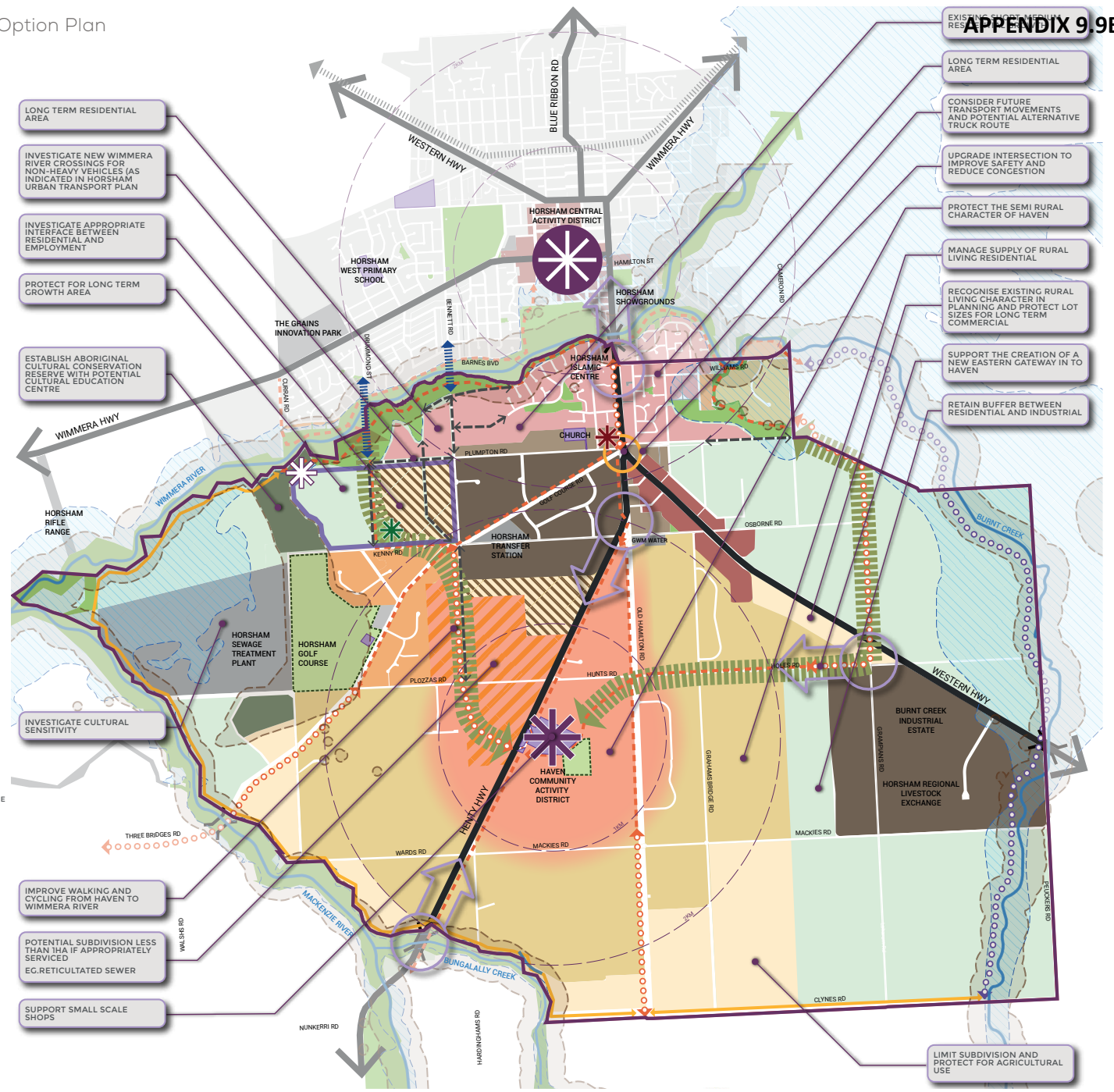
- › **Retaining the low-density and rural living style residential character** by guiding preferred location for further subdivision and protecting allotment sizes.
- › Delivering **density improvements** in targeted key locations where the market can be expected to invest.
- › A range of residential allotments sizes to cater for **a range of housing types**.
- › **Protecting and conserving culturally sensitive sites** through recognition.
- › **Continuous and safe connections** for pedestrians, cyclists and vehicles to improve safety and reduce congestions.
- › Creating identifiable **connections to Wimmera River** to strengthen integration and accessibility between Horsham and Haven.
- › **Investigations for infrastructure upgrades** to accommodate residential allotments and community facilities.
- › A **mix of land uses** including open space, employment and local services to serve the local population.
- › Reducing land use conflict through **appropriate buffers**.



Figure 8 Horsham South Emerging Option Plan

DRAWING KEY

- STUDY AREA BOUNDARY
 - HORSHAM CENTRAL ACTIVITY DISTRICT
 - HAVEN COMMUNITY ACTIVITY DISTRICT
 - 1KM/2KM CATCHMENTS FROM COMMUNITY DISTRICT
 - WATERWAY
- MOVEMENT**
- POTENTIAL ROAD CONNECTIONS
 - INVESTIGATE FUTURE CONNECTIONS ALIGNED WITH HORSHAM URBAN TRANSPORT PLAN
 - EXISTING SHARED PATH
 - POTENTIAL SHARED PATH
 - ASPIRATIONAL SHARED PATH
 - ARTERIAL ROADS
 - ESTABLISHED LOCAL ROADS
 - BRIDGE
 - KEY INTERSECTION
- RESIDENTIAL**
- SUBURBAN RESIDENTIAL (LESS THAN 1000M²)
 - SMALL LIFESTYLE RESIDENTIAL (1000M² - 1HA)
 - POTENTIAL LOTS LESS THAN 1HA
 - LARGE LIFESTYLE RESIDENTIAL (1HA - 2HA)
 - RURAL LIVING RESIDENTIAL (2HA - 10HA)
 - RURAL PROPERTIES (10HA OR MORE)
 - AGRICULTURAL PROPERTIES
 - OTHER ESTABLISHED RESIDENTIAL OUTSIDE STUDY AREA
 - LONG TERM INVESTIGATION AREA
- MOVEMENT + AGRICULTURE**
- HEAVY INDUSTRIAL
 - LIGHT INDUSTRIAL
 - INVESTIGATE INTERFACE TRANSITION
 - ESTABLISHED COMMERCIAL ZONE
 - POTENTIAL LOCAL CONVENIENCE CENTRE
- OPEN SPACE + AMENITY**
- AMENITY CORRIDOR
 - POTENTIAL OPEN SPACE UPGRADE
 - FUTURE CONSERVATION RESERVE SUBJECT TO DETERMINED CULTURAL HERITAGE ASSESSMENT
 - POTENTIAL CULTURAL HERITAGE COMMUNITY FACILITY GATEWAYS
 - EXISTING OPEN SPACE
 - PERCEIVED OPEN SPACE
 - COMMUNITY FACILITY
 - OTHER INFRASTRUCTURE (LABELED)
- OVERLAYS / BUFFERS**
- 1 IN 100 YEAR FLOODPLAIN (100 YEAR AVERAGE RECURRENCE INTERVAL AS PER RECENT STUDY UNDERTAKEN BY WDMA)
 - ABORIGINAL SENSITIVE AREA (SOURCED FROM VIC. GOV. WEBSITE)



- LONG TERM RESIDENTIAL AREA
- INVESTIGATE NEW WIMMERA RIVER CROSSINGS FOR NON-HEAVY VEHICLES (AS INDICATED IN HORSHAM URBAN TRANSPORT PLAN)
- INVESTIGATE APPROPRIATE INTERFACE BETWEEN RESIDENTIAL AND EMPLOYMENT
- PROTECT FOR LONG TERM GROWTH AREA
- ESTABLISH ABORIGINAL CULTURAL CONSERVATION RESERVE WITH POTENTIAL CULTURAL EDUCATION CENTRE

- INVESTIGATE CULTURAL SENSITIVITY
- IMPROVE WALKING AND CYCLING FROM HAVEN TO WIMMERA RIVER
- POTENTIAL SUBDIVISION LESS THAN 1HA IF APPROPRIATELY SERVICED EG. RETICULATED SEWER
- SUPPORT SMALL SCALE SHOPS

- EXISTING INDUSTRIAL RESERVE
- LONG TERM RESIDENTIAL AREA
- CONSIDER FUTURE TRANSPORT MOVEMENTS AND POTENTIAL ALTERNATIVE TRUCK ROUTE
- UPGRADE INTERSECTION TO IMPROVE SAFETY AND REDUCE CONGESTION
- PROTECT THE SEMI RURAL CHARACTER OF HAVEN
- MANAGE SUPPLY OF RURAL LIVING RESIDENTIAL
- RECOGNISE EXISTING RURAL LIVING CHARACTER IN PLANNING AND PROTECT LOT SIZES FOR LONG TERM COMMERCIAL
- SUPPORT THE CREATION OF A NEW EASTERN GATEWAY IN TO HAVEN
- RETAIN BUFFER BETWEEN RESIDENTIAL AND INDUSTRIAL

- LIMIT SUBDIVISION AND PROTECT FOR AGRICULTURAL USE

Potential Change Areas

Based on the analysis outlined in this report, four change areas have been identified as highlighted in purple. The change areas are based on potential changes to redirects growth and influences land use.

What 'tools' are used to facilitate changes (for example zones and overlays) will be explored as part of preparing the detailed Structure Plan.

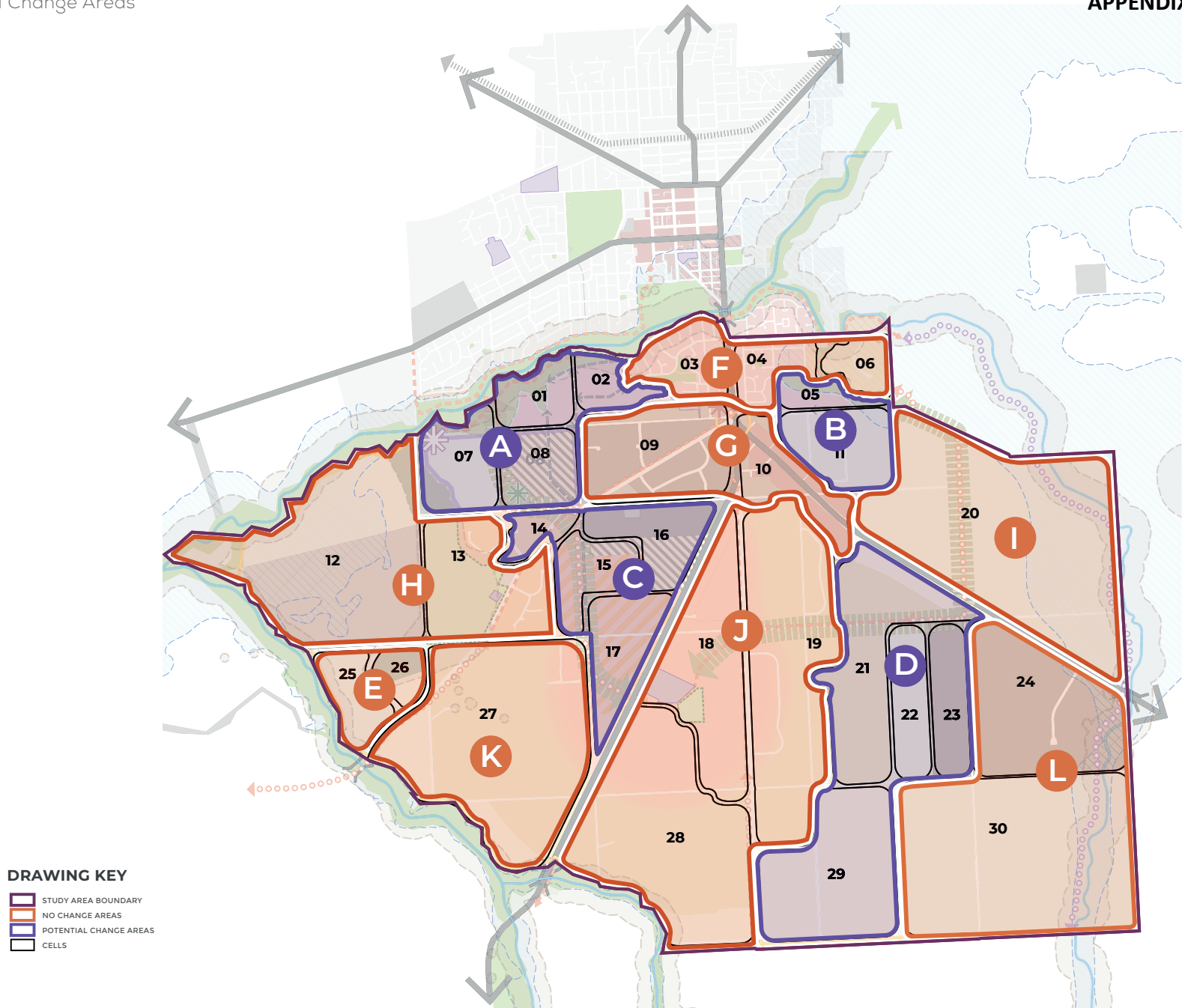
Each change area contains a number of cells that contain different development scenarios. The brown coloured areas are the areas that have no proposed changes.

The change areas were defined on the basis of road connections, zoning, land use change potential that consolidates growth in key areas that maximises use of existing infrastructure.

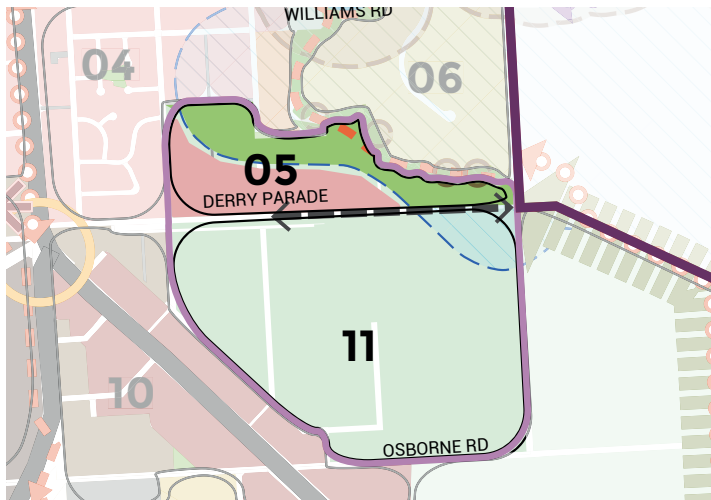
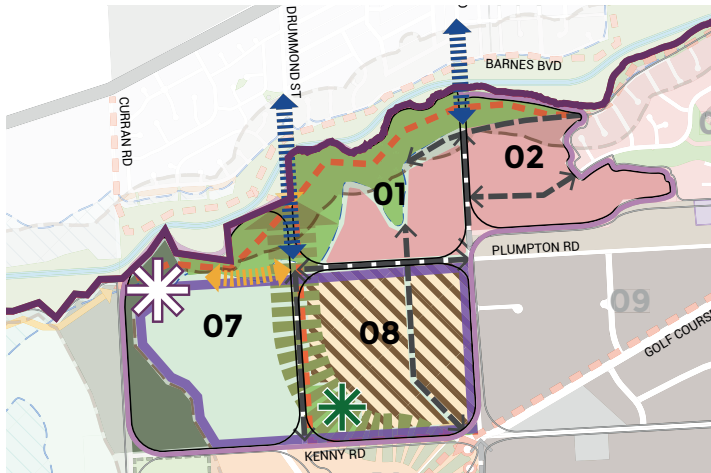
The no change areas (coloured orange) are those that have established development or are appropriately being used for rural living, farming practices or constrained land due to flooding or are disconnected from main arterial roads that don't allow for a more urban development form.

Areas A, B, C and D have been defined on a range of criteria as set out on the following pages.





Potential Change Areas

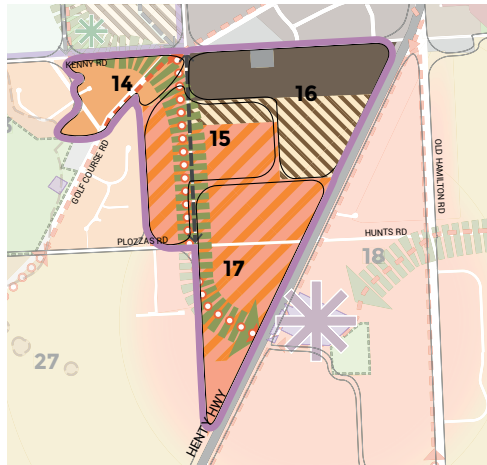


A

AREA A is the key river precinct change area that consolidates growth adjacent to Horsham Central. Cell 1 is flood prone and provides an opportunity for constructed wetlands that serve the dual role of providing public amenity as well as mitigating flood levels in severe storm events. Cell 2 currently includes an approved housing development.

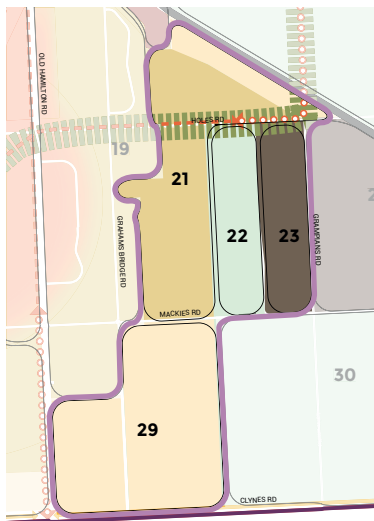
B

AREA B is the north eastern part of the study area adjacent to the established residential and commercial areas along the Western Highway. Cells 5 and 11 are partly flood prone farming land. The area provides an opportunity for a new drainage asset as well as residential development as it is close to the established built up areas and the Horsham Central Town Centre.



C

AREA C is the precinct that contains predominantly Industrial and rural living land and the location of amenity conflict between residential and industrial land uses. Further investigation is required to determine the most appropriate land use or landscaping treatment between these potentially conflicting land use.



D

AREA D is a precinct that is a mixture of land uses – industrial and most rural residential. There are opportunities to include some large lifestyle properties along old Hamilton Road while retaining the important agricultural buffer to the industrial land and livestock exchange.

Population and Land Use Projections

Based on the emerging option plan, the below graphics identifies the population and land use projections.



This indicates that the study area is likely to generate an **estimated increase of just over 2,000 persons** with an estimated net capacity **increase of approximately 970 residential allotments** (suburban residential and lifestyle blocks) at full residential development.

This population growth and increase in residential allotment capacity presents Horsham South a pivotal role in the delivery of:

- › Exploring further residential development opportunities;
- › Housing product diversity such as 2-bedroom dwellings to meet the ageing profile of the local population in accessible locations;
- › The development of public realm and infrastructure upgrades to create attractive, desirable and safe residential communities;
- › Increased accessibility through walking and cycling; and
- › Further provision of community facilities such as a multi-purpose facility that includes a community centre and serve multiple recreational activities to address the needs of the community and support amenity as the population grows.

We will keep you posted on this progress as we get closer to the draft Horsham South Structure Plan.

Next Steps

Structure Plan Priorities

PHASE 3

Community Consultation (Round 2) - Emerging Option

We would like to thank all those who have provided feedback on the project. This Emerging Option Report provides a snapshot of what we have learnt through the investigation phases (Phases 1 and 2) and provides a revision of the draft vision and key strategic directions as a result of consultation.

Council will be seeking feedback on the Emerging Options Report from Tuesday 14 April to COB 18 May 2020. Feedback can be provided by:

- › Submitting an online form available via Council's website.
- › Submitting a hardcopy feedback form to PO Box 511, Horsham VIC 3402
- › Feedback forms are available to collect from the Civic Centre 18 Roberts Avenue, Horsham.
- › Speaking to the project team at our Community Drop-In Session Open House on Tuesday 21 April 2020, between 10am – 6pm at the Church of Christ, 91 River Rd, Horsham.
- › Participating in one of two workshop on Wed. 22 April 2020, 1pm-4pm or 5.30pm-8.30pm at the Church of Christ, 91 River Rd, Horsham VIC 3400 (visit Council's website for booking details)

Once round 2 of the community and stakeholder engagement process has been completed and the draft vision, strategic directions and emerging option plan have been refined, we will be able to progress with a more detailed Draft Structure Plan.

The delivery and implementation of the Horsham South Structure Plan will require further investigations to provide a better understanding of key challenges facing Horsham South including:

An Economic Development Strategy:

- To understand and support existing businesses.
 - To diversify businesses to facilitate economic growth and attract business investment.
 - To explore the relocation of heavier industries with freight movements to the Western Interstate Freight Terminal (WIFT).
 - To clarify issues around bypass to help facilitate development.
 - To understand the economic value in the industry area.
 - To understand the prospects for growth in retail provision.
- + A biodiversity assessment to understand if there are any flora or fauna species that need to be protected.
- + A Cultural Heritage Management Plan to understand the sensitive Aboriginal values that require protection and to assist in determining the location of a new river crossing.

An infrastructure services analysis:

- To address the unlocking of the development potential within Horsham South.
- To gain a better understanding of water, drainage, stormwater and sewerage infrastructure within Horsham South.

A land capability analysis:

- To create certainty around development potential (from a servicing perspective) and facilitate 1hectare (or less) subdivisions and development due to soil type variation.
- To consider the establishment of a 'Local sewage collection/common disposal' in Haven to support 1 hectare lots (*eg. Schier drive*).

In addition, key actions and recommendations from the recent endorsement of the Horsham Urban Transport Plan (28 January 2020) will be considered within the draft Horsham South Structure Plan.

Overall, the Horsham South Structure Plan will show how the vision for Horsham South will be achieved in the future and will include proposals for changes to the Horsham Rural City Council Planning Scheme.



Prepared by:

mesh

Level 2, 299 Clarendon Street, South Melbourne, VIC 3205
phone. +61 3 9070 1166 website. meshplanning.com.au

Horsham South Emerging Option

Community Engagement Outcomes DECEMBER 2020

Why is the Horsham South Structure Plan needed?

Horsham Rural City Council has identified that a strategic approach to plan for future development in Horsham South is needed.

Unplanned and uncoordinated development has placed pressure on services and infrastructure and created land use conflicts and amenity impacts in some areas.

Horsham Rural City Council is in the first stages of the preparation of a Structure Plan for the area of Horsham South. The Horsham South Structure Plan will be a strategic document that establishes a shared vision and framework for future growth, development and character of Horsham South.

This Community Engagement Outcomes brochure summarises the feedback that will be used to help shape the draft Horsham South Structure Plan and outlines the next steps.

What was the feedback?

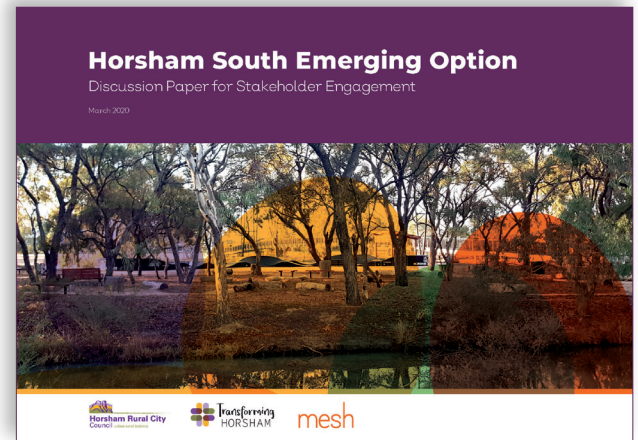
Community consultation in relation to the *Horsham South Emerging Option Paper* was conducted between 14 April 2020 and 19 September 2020 (note that the consultation period was extended due to COVID-19).

The community were contacted in the following ways:

- › Online feedback form via the Horsham Rural City Council website.
- › Direct mail to select landowners and members of the community.
- › Hard Copies of the Emerging Option Discussion Papers in office locations.
- › Public webinars via Zoom on 7 September 2020 (5:30pm – 7:00pm), 9 September 2020 (5:30pm – 7:00pm) and 10 September 2020 (5:30pm – 7:00pm).
- › Media release via social media.
- › Have your say Horsham South advertisement on Council's website.

A summary of the webinar series is provided at Council's Horsham South Structure Plan website page in the following link:

<https://oursay.org/horshamruralcitycouncil/horsham-south-structure-plan>



What is the Horsham South Emerging Option Paper?

The *Horsham South Emerging Option Paper* for the Horsham South Structure Plan is a precursor to the preparation of the formal Structure Plan that provides a summary of feedback provided by the community on the Key Strategic Directions Discussion Paper for Community Engagement (November 2019).

The paper sets out an emerging option plan for Horsham South in response to this feedback. The plan identifies a general direction for planned growth and development in Horsham South and key issues to be resolved during the structure planning process.

It is important to note that key outcomes from the *Horsham South Emerging Option Discussion Paper* will provide a framework to guide the preparation of the Horsham South Structure Plan.

Feedback to date has comprised aspirational ideas and identified key issues.

What did you tell us?

We received a number of valuable comments from you. There was a wide array of diverse and differing opinions in relation to the *Horsham South Emerging Options Discussion Paper*.

The comments below are a summary from a range of conversations as well as written and verbal responses. Below we have summarised the responses relating to the emerging vision and the five (5) Strategic Directions.

It is important to note that **all feedback** provided either through written submissions, phone calls or verbally via the webinar has been carefully analysed by Council and will feed into the preparation of the draft Horsham South Structure Plan.

Community Engagement Snapshot



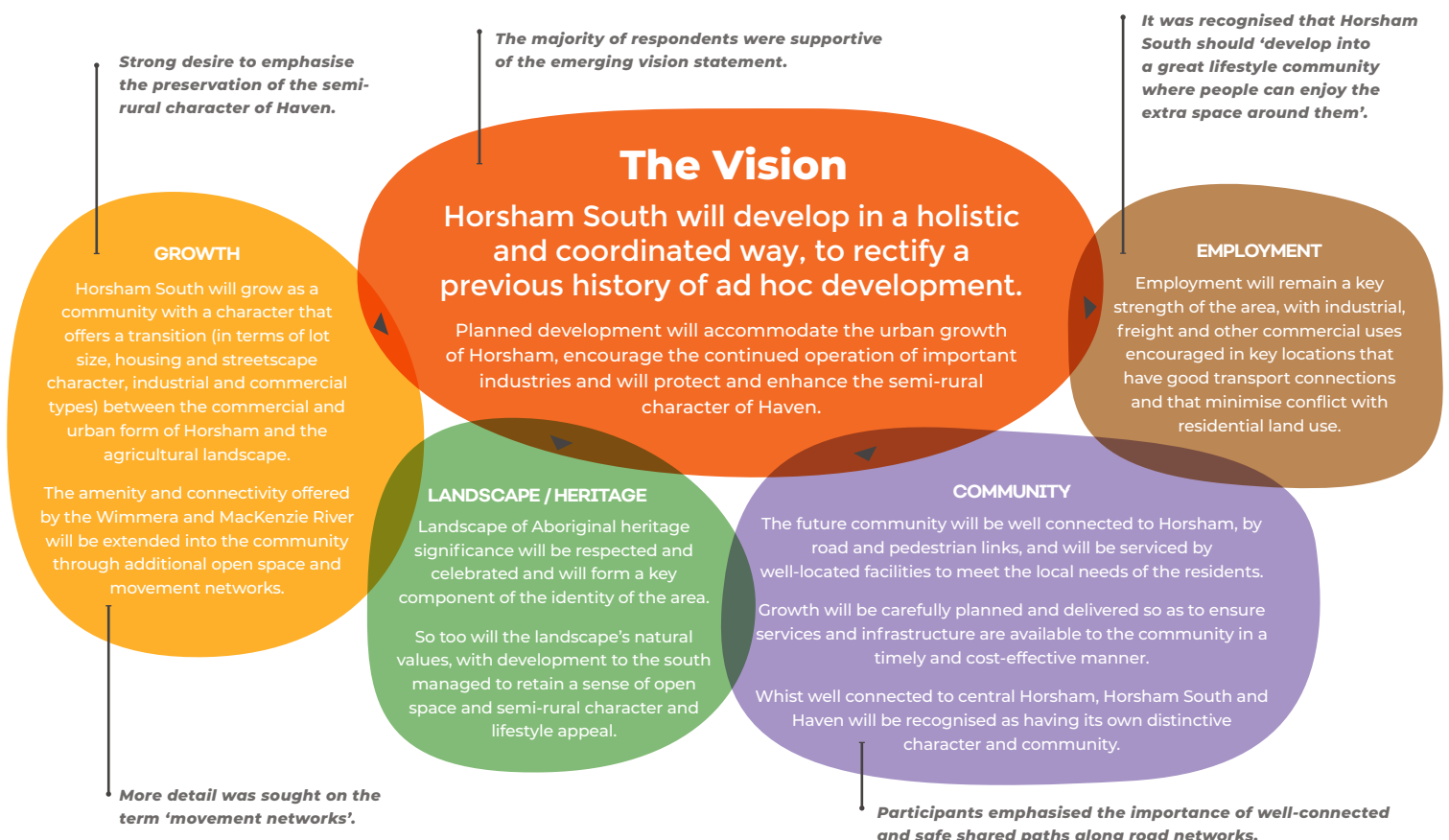
APPROXIMATELY 23 WRITTEN SUBMISSIONS IN RESPONSE TO THE EMERGING OPTION DISCUSSIONS PAPER.

APPROXIMATELY 50 PARTICIPANTS ATTENDED THE PUBLIC WEBINAR VIA ZOOM ACROSS THE THREE DAYS.



Emerging Vision

The vision for Horsham South has been developed based on community feedback to reflect key aspirations for a transitional urban form and the desire to create the Wimmera and Mackenzie River as a key landscape asset and a key link between central Horsham and Haven that promotes safe, attractive, accessible and connected networks. It is intended that this draft emerging vision will be developed, reviewed and tested again as part of broader consultation associated with the draft Horsham South Structure Plan.



Strategic Directions

Strategic Direction No. 1 COORDINATED GROWTH THAT RESPECTS THE EXISTING CHARACTER OF THE AREA.

Does Strategic Direction No. 1 support how you would like to see Horsham South grow and develop?

What you told us

There were mixed views towards increased housing density in Haven and Haven East. Some people wanted to develop, and others preferred to see no development and/or very little future subdivision.

There was concern as to what lots under 1 ha would look like.

There was a strong desire to increase the amenity of the area. Suggestions included shared paths, public toilets, playgrounds, outdoor gym facilities and upgrades to existing facilities.

It was recognised that there are limited crossings over the Wimmera River causing freight truck to use local roads prompting safety concerns.

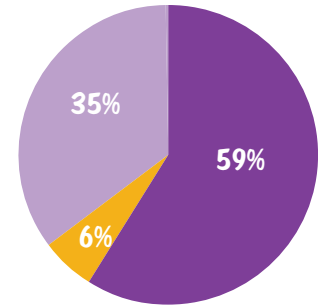
Participants acknowledged the need to coordinate future growth and infrastructure.

A number of people expressed strong desire to include a large sporting precinct in Haven.

There was wide recognition to consider Area J as a key change area to be rezoned into large lifestyle residential lots.

Feedback indicated to retain large lifestyle allotments (1ha-2ha allotments) north-east of Haven store and to reconsider of the proposed rezoning of existing larger lots as current landowners value larger sized lots.

Questions were raised in relation to the timing of the rezoning process.



■ VERY MUCH SO ■ SOMEWHAT ■ NOT AT ALL

Council's Response

Based on our analysis, there is existing potential to grow Horsham South as there is ample zoned land supply. Council recognised that the more easily developable land supply (i.e. along major roads) has been largely consumed and now the less accessible and more cost intensive land remains. The draft Horsham South Structure Plan will ensure zoned land is in the best location to create consolidation, enable a holistic co-ordinated approach to development and efficient use of facilities.

It is important to note that we are currently at Phase 3 of this structure planning process. The next stage is to draft the Structure Plan (Phase 4), consult the community (Phase 5) then finalise the Structure Plan (Phase 6). Next is Phase 6, the Planning Scheme Amendment process where Council formally puts forward the proposed rezoning. The timeframe is dependent on the complexity of issues raised in submissions as issues need to be resolved via an independent panel. This process could take a couple of years or more.

Strategic Direction No. 2 APPROPRIATE INTERFACES BETWEEN LAND USES.

Does Strategic Direction No. 2 support how you would like to see land use conflict managed in Horsham South?

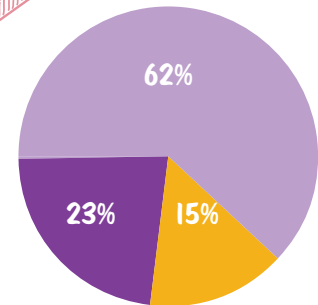
What you told us

It was recognised that there were concerns regarding the Horsham Transfer Station along Kenny Road including light pollution, noise, excessive truck movements and flooding.

The need to review the amount of industrial zoned land.

Suggestions included zoning the Industrial zoned area (Kenny Road, Ballinger Street and Plumpton Road) to a lighter industrial use with appropriate lot sizes (i.e. 2000m² – 4000m²) and create an earth buffer with landscaping features.

Participants questioned the Farming Zone buffer adjacent to the Burnt Creek Industrial Estate and the interface transition area south of the Horsham Transfer Station.



■ VERY MUCH SO ■ SOMEWHAT ■ NOT AT ALL

Council's Response

The Burnt Creek Industrial Estate is the primary area for heavy industrial development/land uses. The existing Farming Zone provides a built-in buffer and is important to retain the ability to appropriately develop Burnt Creek as a key industrial and employment area.

It is important to note that the delivery and implementation of the Horsham South Structure Plan will require further investigations to provide a better understanding of key challenges facing Horsham South. This includes a land capability analysis to confirm the most appropriate uses, zone and interface treatments.

Strategic Direction No. 3

INTERCONNECTED TRANSPORT NETWORK THAT IS CONTINUOUS, SAFE & EFFICIENT.

Does Strategic Direction No. 3 support how you would like to see Transport needs met in Horsham South?

What you told us

Improved walking and cycling infrastructure, connections to Haven Community Centre and upgrades to the Golf Course Road, Henty Highway and Western Highway intersection were highlighted as key priorities.

More detail was sought on the timing and consideration of the river crossings and bridge locations.

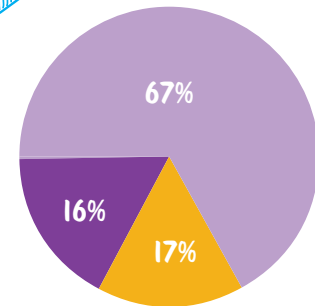
There were questions in relation to the green pathways their location/alignment along Golf Course Road and the amount of land acquired for the amenity corridor.

Participants emphasised the importance of having safe and well-connected roads. Suggestions included safe walking and cycling networks along key arterial and connector roads that are inter-connected such as Holes Road, Hunts Road, Plozzas Road, Old Hamilton Road and Grahams Bridge Road.

The need to incorporate shared paths that are connections and lead to key destinations inside and outside the Structure Plan area.

The need for further discussion on the implications of freight entering the town was noted.

Questions were raised in relation to how the design of the Golf Course Road, Western Highway and Henty Road intersection incorporates pedestrian friendly crossings and cycling priority (for all capabilities).



VERY MUCH SO SOMEWHAT NOT AT ALL

Council's Response

The amenity corridor (the green arrow) shown in the emerging option plan is indicative only and will be further refined. As such, the connection corridor can include a variety of forms including parks, irrigation channels or a chain of open spaces delivered as part of developments. Overall, these green links are to enable people to get around in a safe way. Careful consideration, planning and detailing of the crossing and green pathways will be addressed in the Structure Planning phase.

The Horsham Urban Transport Plan endorsed by Council in January 2020 sets directions and priorities for road networks and transport movements within Horsham. The document explores a range of transportation issues and opportunities including the possibility of redirecting industry vehicles in Horsham and as such river crossing and bridge locations will be further explored in the structure planning phase.

It is important to note that the structure plan will prioritise pedestrian and cyclist safety with a strong focus on walkability.



**Strategic Direction No. 4
ACCESSIBLE SOCIAL & COMMUNITY FACILITIES.**

Does Strategic Direction No. 4 support how you would like to see social and community facilities needs met in Horsham South?

What you told us

Questions were raised in relation to how the Haven School would be expanded as there has been in an increase in young families and student enrolments.

Further details were sought to understand what was happening to the Horsham Community hub and recreation reserve in terms of shops and retail.

The need to redevelop the recreation reserve into a Sporting Hub was clearly expressed.

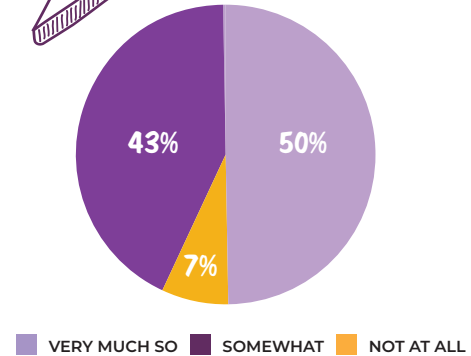
There was support for minor retail such as cafes, childcare centre/kindergarten, hairdressers etc. to be developed along Hamilton Road to the north of or opposite the school and include tennis courts to further create a community hub.

Linking the Golf Course to the Haven Community hub via Plozzas Road was noted.

Suggestions for additional social and community facilities include a nature play space, a public art trail and the inclusion of medical facilities.

The Bushland Reserve being land locked and a bushfire hazard for residential development near the area was noted.

There was support for the Emerging Option Plan to understand and protect cultural heritage.



Council's Response

The annotated star (identified as Haven Community Activity District) is not a key retail hub. This area is to provide an attractor for the community to gather with walkable access to small shops and other community uses, that is not intended to compete with Horsham Central. If the population grows to a threshold where it could support shops, then this would be a good location. No specific location has been identified at present, and this will be determined in the Structure Planning phase.

The next step of the Horsham South Structure Plan will include consultation of all key stakeholders and agencies including Department of Education, Department of Economic Development, Jobs, Transport and Resources, Country Fire Authority (CFA) and Barengi Gadjin Land Council Aboriginal Corporation. They will become more involved to provide recommendations and/or potential options in relation to location of the school and access of land.

**Strategic Direction No. 5
EFFICIENT USE OF EXISTING & NEW SERVICES (WATER, SEWER & DRAINAGE).**

Does Strategic Direction No. 5 support how you would like to see existing & new services managed in Horsham South?

What you told us

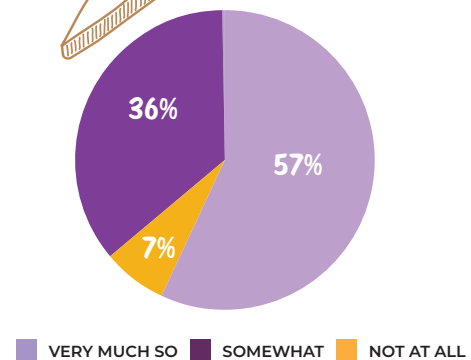
There was wide recognition of the drainage challenge in particular along the amenity link and around the Recreation Reserve.

It was recognised that the sewerage treatment plan is currently out of date and has bad odour.

There was support to secure land for infrastructure and services for future growth.

The need for good NBN internet connection as more people are working from home and for natural gas to be considered was noted.

There were comments to encourage lots of 1-2ha allotments to include septic tanks with reticulation wastewater.



Council's Response

Drainage will be considered in a holistic way however this can be quite challenging and an intensive process. The structure planning process will review various options and ways to manage drainage in a co-ordinated way. Council stated that drainage modelling has been prepared by Wimmera CMA which determines stormwater and flooding.

It was also noted that the Structure Plan will ensure utilities and services will respond to areas identified for development growth.

Horsham South Emerging Option

Community Engagement Outcomes NOVEMBER 2020

Can I still provide my comment?

Yes, Council welcomes the opportunity to meet the community on a one-on-one basis to discuss the *Horsham South Structure Plan - Emerging Options Discussion Paper* and or next steps.

Yes!

We want to hear your thoughts and how it may affect you, your property and any other interests you may have.

Meetings can be arranged by contacting

Stephanie Harder

Coordinator Strategic Planner

Phone: **03 5382 9777**

Next steps?

Council is keen to ensure the Horsham community continues to be involved in the future of your town.

The draft structure plan for Horsham South will be based on the priorities in the *Emerging Option Discussion Paper*, and a final development scenario. At each step of the way we will be consulting the local community and those potentially affected.

We would like to thank all people who participated in Council's webinar, completed the online feedback form and sent in submissions. It was clear that many people spent a great deal of time considering their responses, and we appreciate your efforts. Please continue to be involved in this project as it evolves and we will notify those of you who have indicated you would like us to do so.

The flow chart below outlines the next steps in the process, and where you can be involved.

Questions?

For any questions relating to this project, please do not hesitate to contact:

Coordinator Strategic Planner

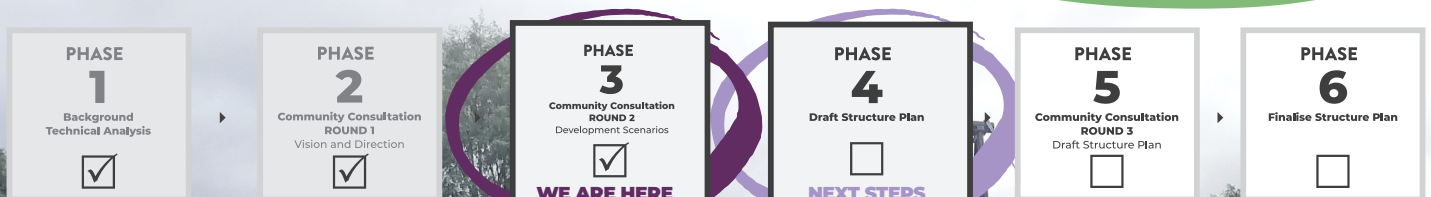
Email: strategic.planning@hrcc.vic.gov.au

Phone: **03 5382 9777**

Want to know more?

For more information about the Horsham South Structure Plan, please click here to visit the website:

<https://oursay.org/horshamruralcitycouncil/horsham-south-structure-plan>



CONTACT

Stephanie Harder Coordinator Strategic Planner

Email: Stephanie.Harder@hrcc.vic.gov.au

Phone: **03 5382 9777**



Horsham South Emerging Option

Webinar Series Summary Report – September 2020

December 2020



Horsham South Emerging Option

Webinar Series Summary Report – September 2020

December 2020

Prepared by:

mesh

Level 2, 299 Clarendon Street, South Melbourne, VIC 3205

phone. +61 3 9070 1166 meshplanning.com.au



Copyright © Mesh Urban Planning and Design 2020

This document is subject to copyright. The use and copying of this document in whole or in part, other than as permitted by Mesh constitutes an infringement.

Disclaimer

All professional care has been taken to ensure that the content of this report is current and accurate. However, it is not purported that it is complete, and it is not guaranteed that the content of the report is free from errors. Mesh accepts no liability for error, loss, damages or other consequences arising from reliance on information contained in this report.

This summary report captures the feedback and queries provided during the Horsham South Emerging Options Plan webinar series held online across three sessions (7 September 2020, 9 September 2020 and 10 September 2020) via Zoom.

Purpose of this Webinar Series Summary Report

Further written clarification has been provided to Council's responses to offer more certainty and information to questions and comments put forward by participants. Clear and direct community feedback provided through engagement has informed how the Emerging Option has evolved.

Webinar Series Structure

The webinars were set up for participants to engage in discussion on the emerging vision, the five Strategic Directions (listed below), the Emerging Option Plan and to answer any general queries about the Horsham South Structure Plan.

Horsham Rural City Council was required to enforce the Federal and State Governments' restrictions in regards to Horsham's community needs to be physical distancing and self-isolating.

As such, Round 2 of face-to-face community consultation planned for April 2020 was postponed to September 2020 while Council transitioned to an online platform. The webinars were facilitated and hosted by Council and Mesh. In future, Council hopes to pursue meetings and workshops where people meet together in the same location. We hoped the webinars still provided a rich, more targeted and more focused learning experience.

1. **Strategic Direction 1.**
COORDINATED GROWTH THAT RESPECTS THE EXISTING CHARACTER OF THE AREA.
2. **Strategic Direction 2.**
APPROPRIATED INTERFACES BETWEEN LAND USES.
3. **Strategic Direction 3.**
INTERCONNECTED TRANSPORT NETWORK THAT IS CONTINUOUS, SAFE AND EFFICIENT.
4. **Strategic Direction 4.**
ACCESSIBLE SOCIAL AND COMMUNITY FACILITIES.
5. **Strategic Direction 5.**
EFFICIENT USE OF EXISTING AND NEW SERVICES (WATER, SEWERAGE AND DRAINAGE).

Each webinar commenced with a presentation outlining the background and a summary of the current status of the project along with a general discussion on the emerging vision, strategic directions and the Emerging Option Plan.

Questions and comments were recorded live via a digital workspace tool called 'MURAL' as per the MURAL Workshop Screen Shot shown in Figure 1.B. The breakdown and structure of each webinar are illustrated in Figure 1.C.

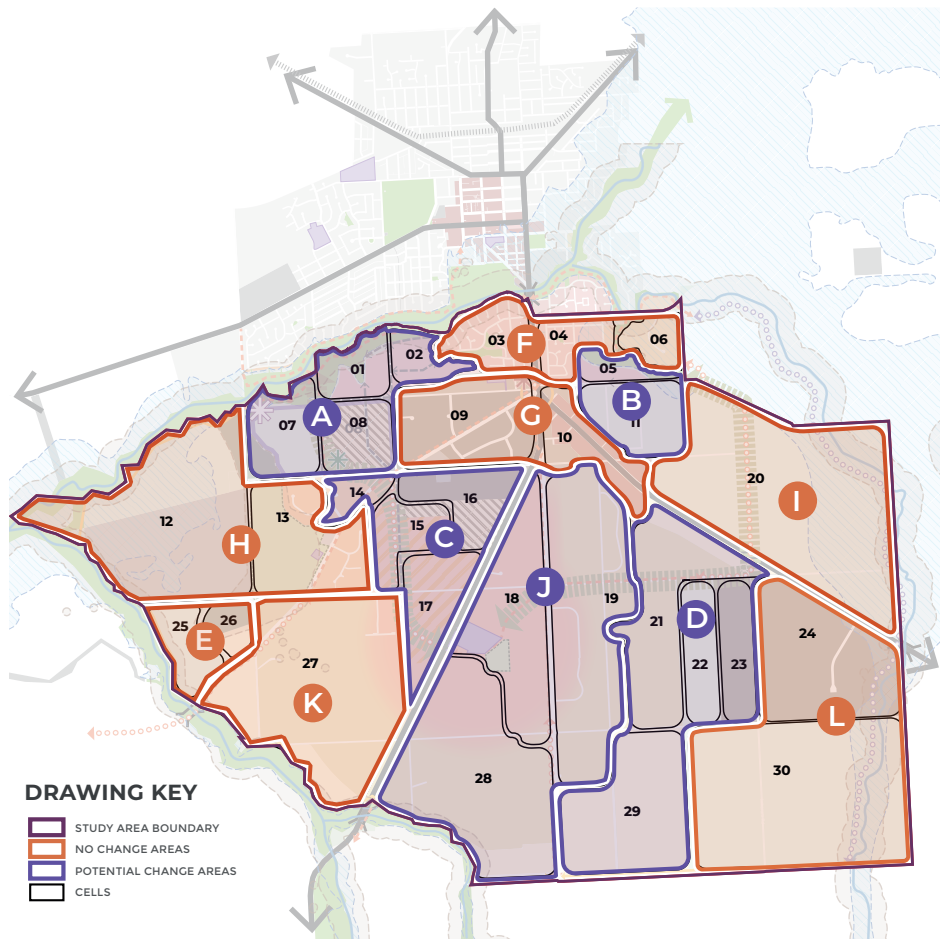


Figure 1.A New Change Area Plan

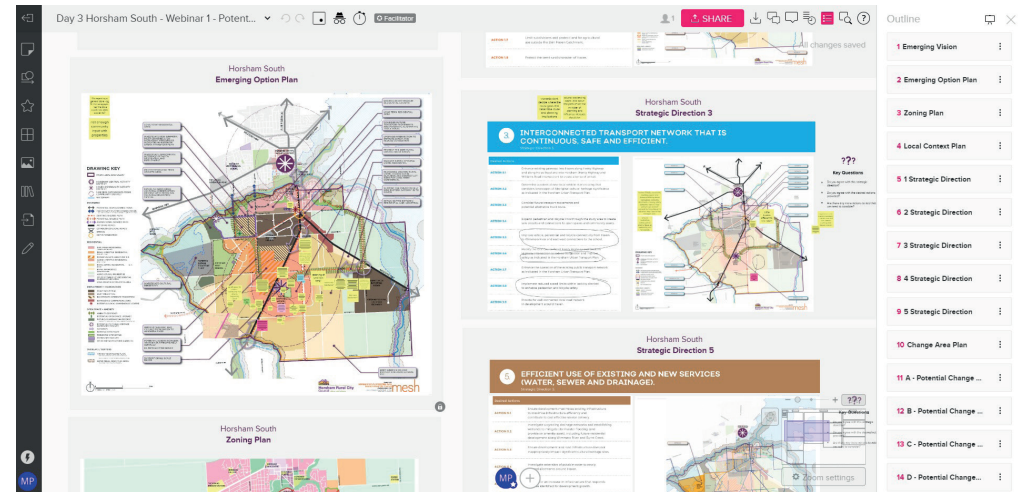


Figure 1.B MURAL Workshop Screen Shot

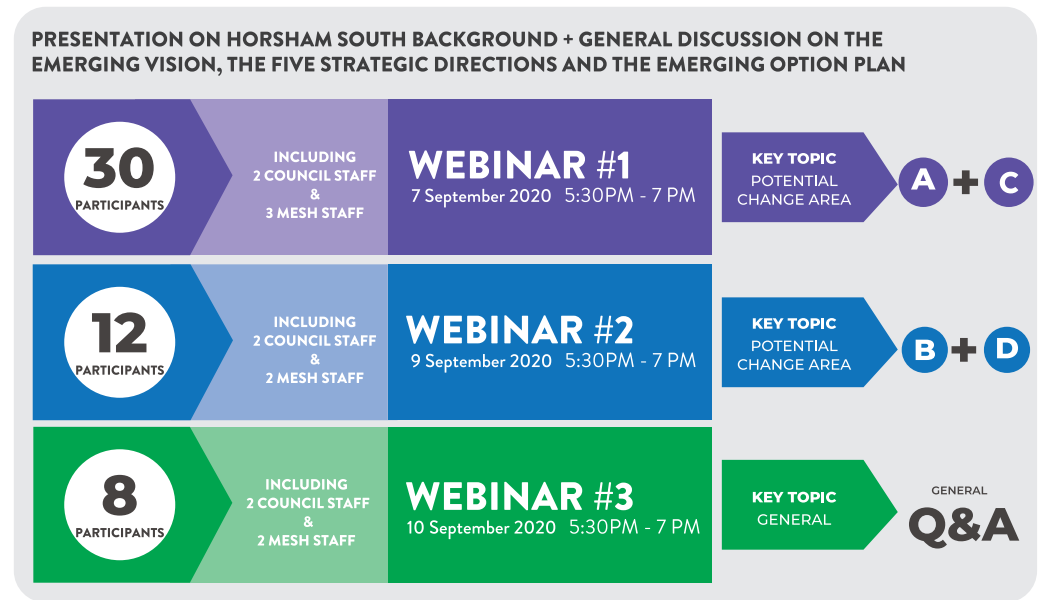


Figure 1.C Webinar Series Structure

WEBINAR #1
7 September 2020 5:30PM - 7 PM

KEY TOPIC
POTENTIAL
CHANGE AREA



The Emerging Option Plan considers the Horsham West & Haven Primary School and the Recreation Reserve as an opportunity to become a community hub that can facilitate local community interaction within Haven. Small lifestyle lots are proposed within a 1km radius.

With the decreasing importance of traditional retail, it seems illogical to establish another retail hub in Haven when the Horsham centre is under threat.

With Horsham Rural City Council's (HRCC) focus on strengthening Horsham City Centre, what is the logic in creating a second centre?
The continued expansion of Horsham from the city centre seems most logical and efficient for a small town.

The annotated star on the Emerging Option Plan (identified as Haven Community Activity District) is not a key retail hub.



This area is to provide an attractor for the community to gather with access to small

convenience shops (e.g. small office premises, hairdressers, take away food and grocery store) that is not intended to compete with Horsham. If the population grows to a threshold where it could support shops, this site has been identified as the preferred location and will improve access for residents on the fringes of centre catchments.

Is the Artist in Residence building still going ahead?

There has been no progression on the Artist in Residence building.

Comment: There are significant vacancies in the industrial centre. There is currently no industrial land available for sale. We are hitting a brick wall as there is a lack of commercial land. We need half an acre and 1ha industrial land now and not in five years.

Council acknowledges this and understands that there is a need to undertake an assessment of supply and demand of industrial land. The assessment will be prepared as part of the structure planning process.





Comment: Some industrial blocks were developed some time ago prior to HRCC developing their own industrial precinct.

This is part of the ad hoc development that needs to be closely looked at before any more industries are allowed to move into the Haven area.

Council will undertake an analysis of supply and demand of industrial land across Horsham township to determine if there is an adequate stock of zoned industrial land to meet future demand across Horsham.

The assessment will include an investigation of the location of industrial land, noting that industry will benefit from being in closer proximity to Horsham CAD, and will review site suitability, access to transport networks and industry types more suitably located in Wimmera Intermodal Freight Terminal (WIFT) Precinct.

**APPENDIX 9.9D
DRAWING KEY**

-  STUDY AREA BOUNDARY
-  NO CHANGE AREAS
-  POTENTIAL CHANGE AREAS
-  CELLS

Does the Emerging Option Plan for Horsham South identify development within Area J as high density?

Area J is currently zoned Low Density Residential Zone (minimum subdivision size 0.4ha) and Rural Living Zone (minimum subdivision size 2 ha). The Emerging Option Plan notes Area J for Large Lifestyle Lots (minimum subdivision size 1ha-2ha) and Rural Living Residential (minimum subdivision size 2ha-10ha).

Area J is located within the Structure Plan area and is subject to this strategic planning project.

Why is Area J not included in the study area when integral to the study's aims?

The Emerging Option plan promotes the creation of a community hub around the existing Horsham West & Haven Primary School and Recreation Reserve.

Are there lots less than 1ha in Area J near the Haven community centre?

At this point in time, nothing is set in stone and therefore there is scope to consider your feedback and to edit this plan before the Structure Plan process (see Figure 2).

The Emerging Option plan promotes the creation of a community hub around the existing Horsham West & Haven Primary School and Recreation Reserve. It is important to note that this Emerging Option Plan is indicative and not property specific.

The northern end of Area J contains many of the amenities as well as being close to Horsham with access roads to Horsham.

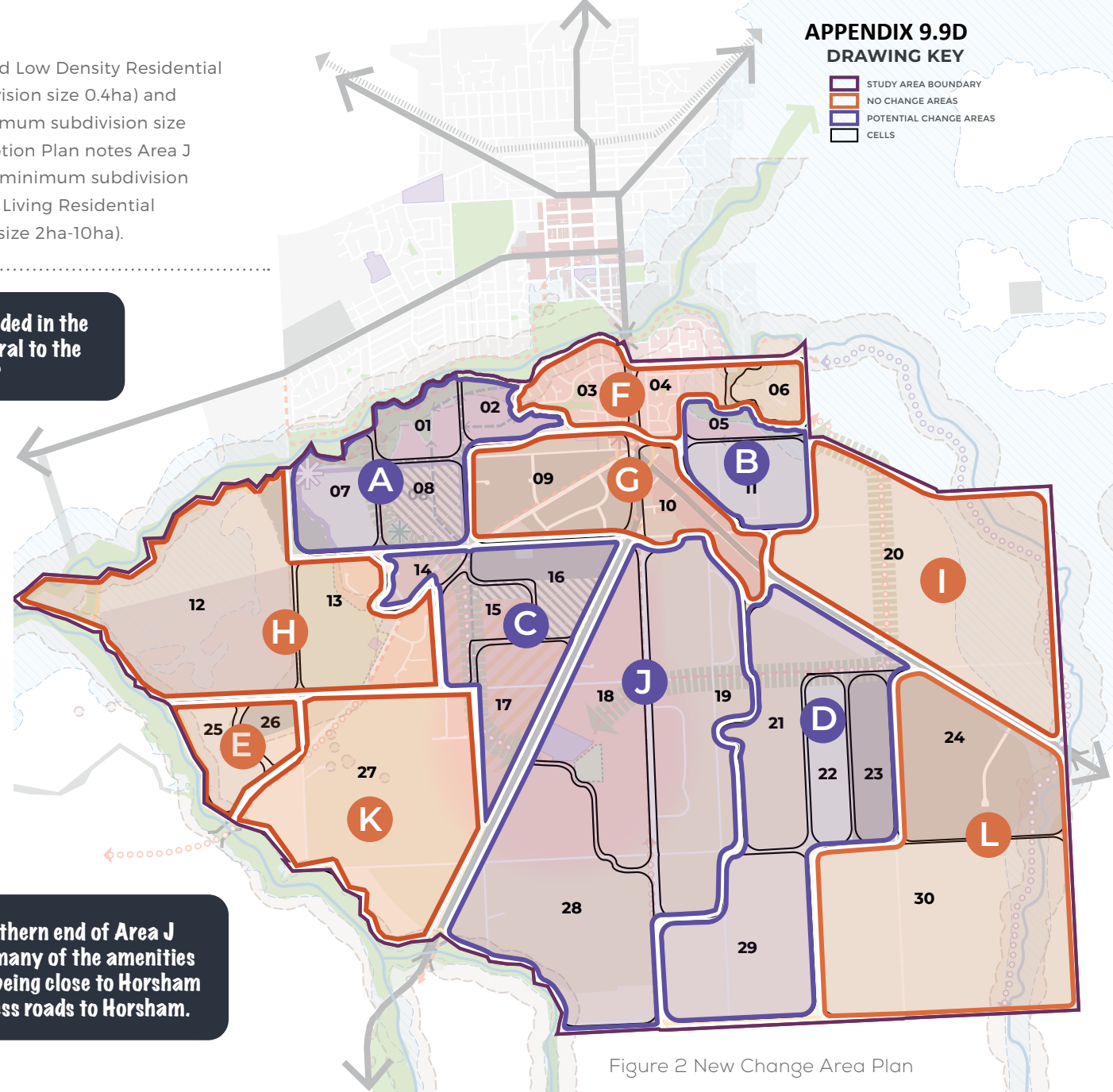


Figure 2 New Change Area Plan

Note: Area J will now be classified a potential change area. Targeted consultation with these land owners will be pursued early on into the structure planning process.

WEBINAR #1

7 September 2020 5:30PM - 7 PM

KEY TOPIC
POTENTIAL
CHANGE AREA



What does rezoning do to rates?

What are the implications for current ratepayers?

In regards to land rezoning and landholders who have purchased properties on the basis of future development in accordance to the current zones, who fits the bill with capital decrease if the land is devalued from its current state?

Will Council compensate the landholders?

What is the impact of changes on current ratepayers in these change areas?

Over the next 50 years?

Has a Cultural Heritage Impact Assessment been prepared for the area?

A Cultural Heritage Impact Assessment has not been undertaken, however, key investigations and background studies, including the preparation of an Aboriginal Cultural Heritage Impact Assessment, will be part of the structure planning process.

Comment: There needs to be more subdivision of land as Horsham is running out of land.

There is ample zoned land supply. We understand the key issue is that the more easily developable land supply (i.e. along major roads) has been largely consumed and now the less accessible and more cost intensive land is required to be developed.

The Horsham South Structure Plan will ensure land supply is developed in a co-ordinated way with infrastructure and services.

Rates are based on the property value relative to the value and recent sales history of other properties in the area. Any rezoning that may arise from the structure plan could potentially affect land values, however, it would be difficult to determine what impact it will have given the myriad of other matters that impact land value.

Property values are affected by macro-economic factors (such as interest rates, the availability of credit, and taxation policies), micro-economic and location factors (such as the location of the property, access to facilities, topography, planning requirements, and council policies and guidelines), and socio-economic and lifestyle factors (such as urban consolidation, and land use preferences).

Implications may vary, however, we are in the early stages of the project and are yet to determine any changes to existing land use zones in Horsham South. All landowners will be consulted on any proposed rezoning of land.

Compensation is generally payable for land that will be compulsorily acquired for future public use (such as open space, conservation and roads) under the provisions of the Planning and Environment Act 1987.

1.

Strategic Direction 1.
COORDINATED GROWTH THAT RESPECTS THE EXISTING CHARACTER OF THE AREA.

The area around the existing industrial land is still to be further investigated. The Emerging Option Plan indicatively shows the land south of the industrial land as potential allotments of less than 1ha with the interface transitions to be investigated.

There will also be consideration towards visual and sound buffer treatments such as tree screening and/or earth mounds.

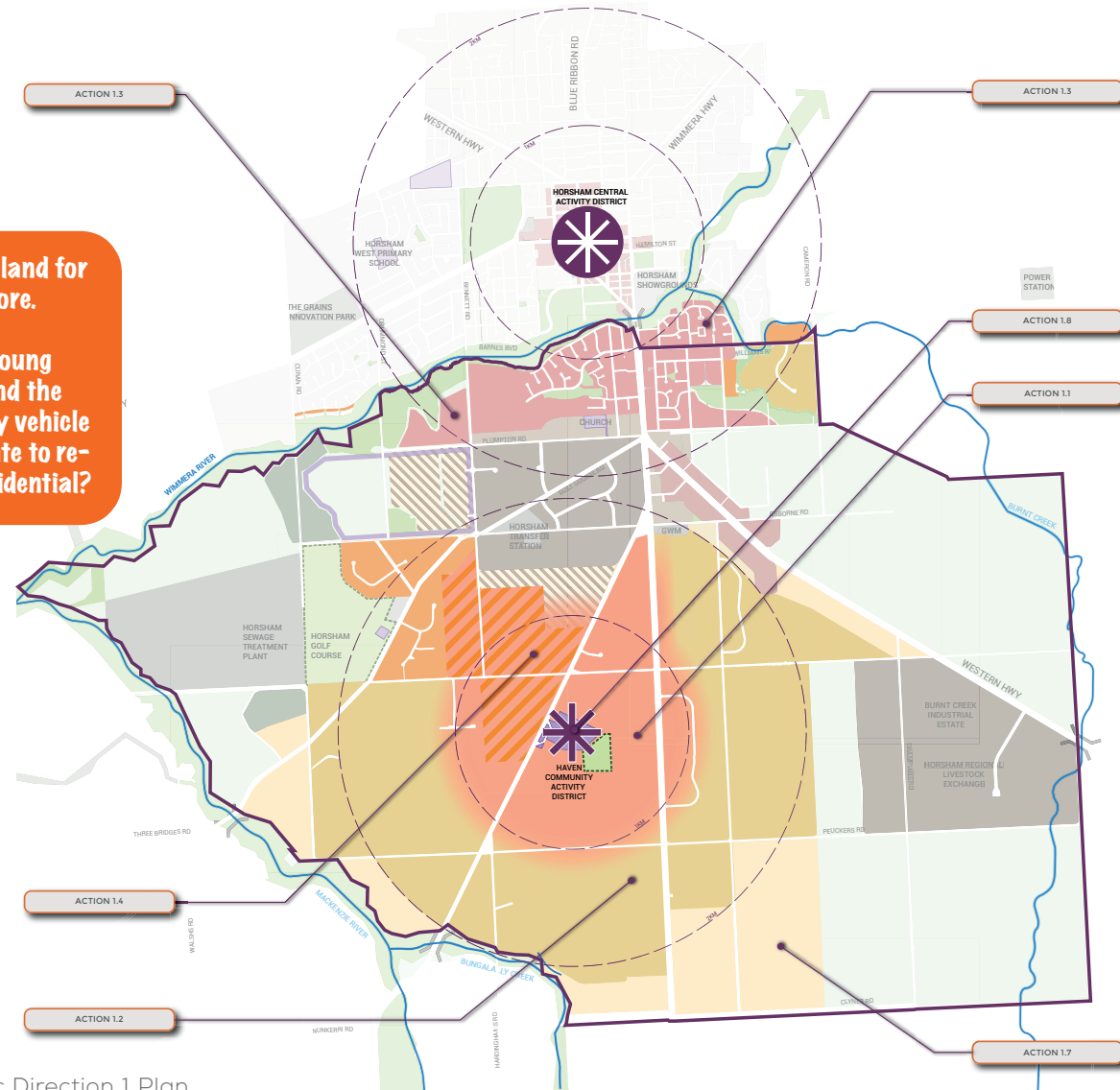
There is a large parcel of Industrial land for sale just north of the Haven Store.

With the increased number of young families moving into this area, and the issue with noise pollution and heavy vehicle movement, would it more appropriate to re-zone the industrial land back to residential?

How can dense residential development around the Haven Hall to maintain the rural feel for that area?

Large Lifestyle Lots (1ha-2ha) are proposed/ to be retained around the Haven Community Centre to preserve the character of the area.

The character of this area is very low density (spaciousness, large setbacks, low site coverage, vegetation and canopy trees) that enable long distance views along streets.



DRAWING KEY

- STUDY AREA BOUNDARY
- HORSHAM CENTRAL ACTIVITY DISTRICT
- HAVEN COMMUNITY ACTIVITY DISTRICT
- 1KM/2KM CATCHMENTS FROM COMMUNITY DISTRICT
- WATERWAY
- BRIDGE

RESIDENTIAL

- SUBURBAN RESIDENTIAL (LESS THAN 500M²)
- SMALL LIFESTYLE RESIDENTIAL (1000M² - 1HA)
- POTENTIAL LOTS LESS THAN 1HA
- LARGE LIFESTYLE RESIDENTIAL (1HA - 2HA)
- RURAL LIVING RESIDENTIAL (2HA - 10HA)
- RURAL PROPERTIES (10HA OR MORE)

OPEN SPACE + AMENITY

- PERCEIVED OPEN SPACE
- COMMUNITY FACILITY

Figure 3 Strategic Direction 1 Plan

2.

Strategic Direction 2.
APPROPRIATED INTERFACES BETWEEN LAND USES.
No comments or questions.

Strategic Direction 3.
INTERCONNECTED TRANSPORT NETWORK
THAT IS CONTINUOUS, SAFE AND EFFICIENT.

How do you propose crossing Golf Course Road with these green pathways?

How much land is involved in the shared path?

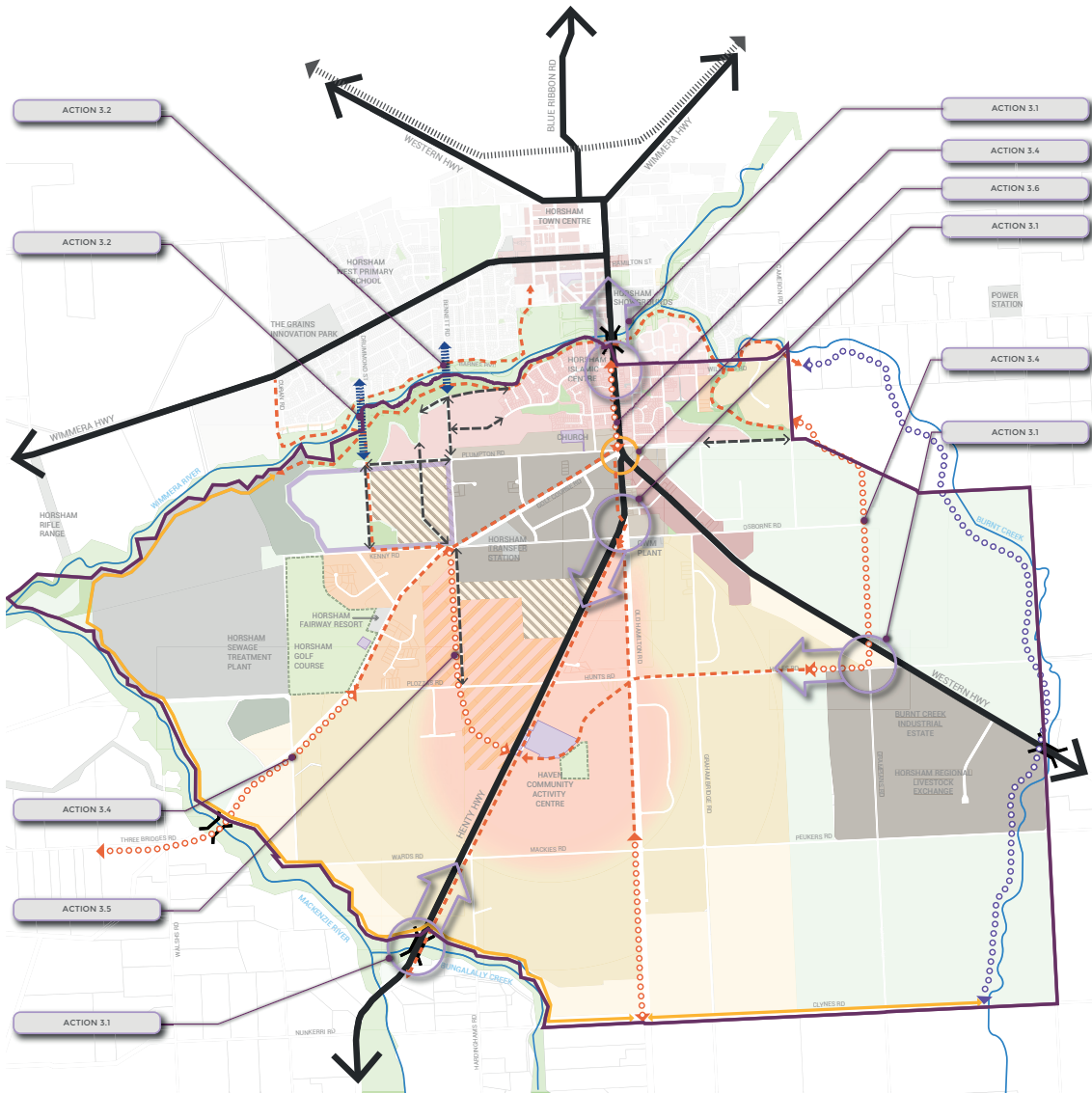


Figure 4 Strategic Direction 3 Plan

An off-road shared path would typically be 3m in width however, that level of detail will be determined in the preparation of the structure plan.

Overall, these green links are to enable people to move around in a safe, convenient and co-ordinated way. Careful consideration, planning and detailing of future road crossings and green pathways will occur at the Structure Planning phase.

Comment: Families will be looking for bike tracks that do not interface with large vehicles.

The Structure Plan process will investigate the suitability of on-road bicycle lanes and explore ways to reduce conflicts between trucks and bicycles.

Comment: Once the VicRoads Bypass is decided on (currently Option D is/was their priority), I would image if that goes ahead it would seem appropriate for industrial land to develop near the bypass which would/could free up land for residential south of the river.

The Horsham Urban Transport Plan endorsed by Council in January 2020 reviews key priorities for developing a transport system and the possibility of relocating certain industries and heavy vehicles. The Emerging Option Plan is high-level and details of this will be further explored in the structure planning phase.

AMENITY CORRIDOR

The amenity corridor (the green arrow) shown in the Emerging Option Plan is indicative at this point. An amenity corridor can connect and utilise various features such as parks, irrigation channels and/or a chain of open spaces delivered as part of development.

Can the land be compulsory acquired for a shared path?

It would be challenging to acquire shared paths through a compulsory process. In general, we will be looking to seek the delivery of shared paths through the subdivision and development process. However, there may be some parts of the network that will require alternative approaches, either due to the pace of development, or paths extending through land that has no potential for subdivision. Further investigation will be required in terms of shared paths across private property and this will be explored in the Structure Planning phase.

DRAWING KEY

- STUDY AREA BOUNDARY**
- HORSHAM CENTRAL ACTIVITY DISTRICT**
- HAVEN COMMUNITY ACTIVITY DISTRICT**
- 1KM/2KM CATCHMENTS FROM COMMUNITY DISTRICT**
- WATERWAY**
- MOVEMENT**
 - POTENTIAL ROAD CONNECTIONS
 - INVESTIGATE FUTURE CONNECTIONS
 - EXISTING SHARED PATH
 - POTENTIAL SHARED PATH
 - ASPIRATIONAL SHARED PATH
 - ARTERIAL ROADS
 - ESTABLISHED LOCAL ROADS
 - BRIDGE
 - KEY INTERSECTION
- RESIDENTIAL**
 - SUBURBAN RESIDENTIAL (LESS THAN 1000sqm)
 - SMALL LIFESTYLE RESIDENTIAL (1000sqm - 1HA)
 - POTENTIAL LOTS LESS THAN 1HA
 - LARGE LIFESTYLE RESIDENTIAL (1HA - 2HA)
 - RURAL LIVING RESIDENTIAL (2HA - 10HA)
 - RURAL PROPERTIES (10HA OR MORE)
 - AGRICULTURAL PROPERTIES
 - OTHER ESTABLISHED RESIDENTIAL OUTSIDE STUDY AREA
 - LONG TERM INVESTIGATION AREA
- EMPLOYMENT + AGRICULTURE**
 - HEAVY INDUSTRIAL
 - LIGHT INDUSTRIAL
 - INVESTIGATE INTERFACE TRANSITION
 - ESTABLISHED COMMERCIAL ZONE
 - POTENTIAL LOCAL CONVENIENCE CENTRE
- OPEN SPACE + AMENITY**
 - AMENITY CORRIDOR
 - POTENTIAL OPEN SPACE UPGRADE
 - FUTURE CONSERVATION RESERVE
 - POTENTIAL CULTURAL HERITAGE
 - COMMUNITY FACILITY
 - GATEWAYS
 - EXISTING OPEN SPACE
 - PERCEIVED OPEN SPACE
 - COMMUNITY FACILITY
 - OTHER INFRASTRUCTURE (LABELED)
- OVERLAYS / BUFFERS**
 - 1 IN 100 YEAR FLOODPLAIN
 - AS PER RECENT STUDY UNDERTAKEN BY WOCMA
 - ABORIGINAL SENSITIVE AREA
 - QUALIFIED FROM THE DATE HEREIN

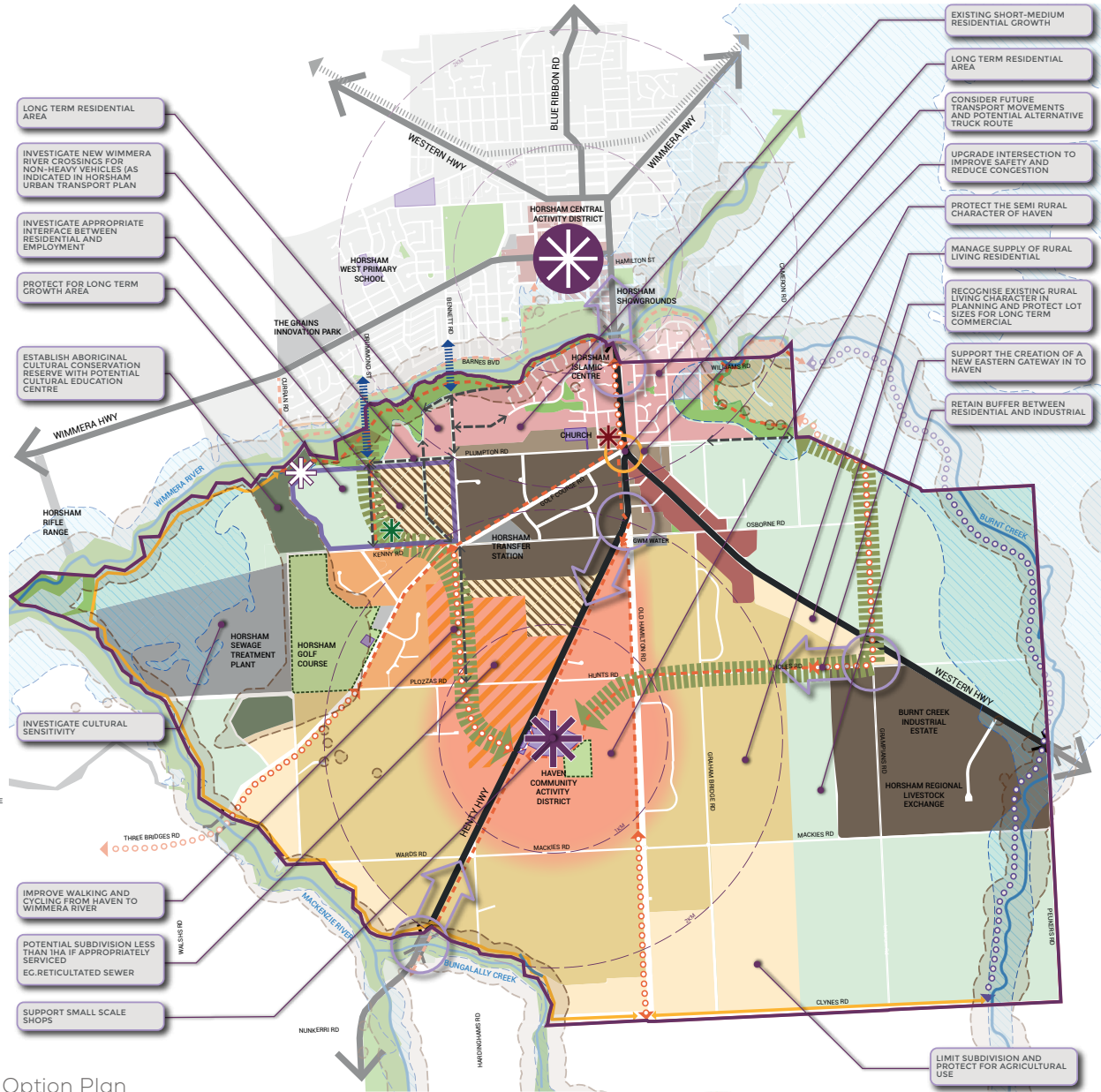


Figure 4 Emerging Option Plan

WEBINAR #1
7 September 2020 5:30PM - 7 PM

KEY TOPIC
POTENTIAL CHANGE AREA **A + C**

3.

Strategic Direction 3. INTERCONNECTED TRANSPORT NETWORK THAT IS CONTINUOUS, SAFE AND EFFICIENT.

The Horsham Urban Transport Plan endorsed by Council in January 2020 reviews transport needs and the possibility of relocating industry and vehicles in Horsham. Local river crossing, bridge locations and ensuring development does not impact the cultural heritage site will be further explored in the Structure Planning phase.

At what stage of the strategy does river crossings and bridge locations be considered?

The Horsham Urban Transport Plan endorsed by Council in January 2020 reviews key priorities for developing a transport system in Horsham. The document notes that the intersection design will provide dedicated and safe crossings for pedestrians and cyclists. Details of this will be further explored in the Structure Planning phase.

If a large roundabout is developed at the corner of Golf Course Road with the Western Highway, there are safety concerns with young people riding their bicycles into Horsham - will there be a pedestrian overpass?

HRCC will continue to advocate for better design and signage outcomes to improve safety and experience for cyclists (of all capabilities) and pedestrians with VicRoads.

With the growth of the Haven Primary School and the community in general, there is 23 acres of recreation reserve ready to be developed into community facilities.

We have been waiting since 1993 for this to be developed.

Part of the structure plan process will be to identify what community infrastructure and open space (sports reserves and local parks) is needed to support the growing community in Horsham South, in particular how to maximise and improve existing facilities such as the those located in Haven.

The Emerging Option Plan is indicative only and will be further refined. The gateway refers to a key entrance into Haven that will enhance both resident and visitor sense of arrival that leads to the Haven and Horsham South community.

With the proposed gateway into Haven, does this refer to a walking track only or upgrades to roads as well? Some of these pathways are going through private property.

The proposed gateway will utilise landscaping to reinforce the landscape character of the area and foster a sense of arrival. Details of this will be further explored in the Structure Planning phase.

Comment: One key to success for the structure plan is people wanting to live in Haven. One of the most likely reasons people will not relocate to Haven is the lack of transparency from the HRCC in regards to using Golf Course Road as a Ring Road to move heavy transport from Stawell Road and McPherson Street. The HRCC needs to be upfront with their intentions. An increase in heavy trucks does not equal the semi-rural character of Haven.

We acknowledge the current conflict between residential and industrial areas due to truck movements. The structure plan process will be transparent in investigating how to mitigate / address amenity issues for residents including any potential alternative truck routes discussed.

4.

Strategic Direction 4. ACCESSIBLE SOCIAL AND COMMUNITY FACILITIES.

No comments or questions.

WEBINAR #1
7 September 2020 5:30PM - 7 PM

KEY TOPIC
POTENTIAL CHANGE AREA

A

5.

Strategic Direction 5.
EFFICIENT USE OF EXISTING AND NEW SERVICES (WATER, SEWERAGE AND DRAINAGE).

Does the location of the Cultural heritage site at the end of Kenny Road prohibit development of this site and a transport route in this direction?

Has GWM Water been asked when it plans to do something with their sewerage treatment plant, which is out of date and smells at times.

The structure plan process will ensure servicing is managed in a safe and efficient manner (including the investigation of odor as GWM Water will ensure standards and protocols are in place).

Cultural heritage is a key consideration in determining any route options. Protection of sites with high cultural significance will be an important element addressed in the structure planning process. The Wimmera River is associated with significant cultural values (both tangible and intangible). It will be subject to further technical investigation (studies) and meaningfully incorporated into the design of the future urban structure.

KEY TOPIC
POTENTIAL CHANGE AREA

C

Why is the point of Cell 17 not included in higher density?

The intention of the Potential Change Area Plan was to show potential changes to preferred lot sizes - not to reflect proposed zoning. The existing lot within the lower portion of Cell 17 was not designated as 'potential lots less than 1ha' as the current size of the lot will prevent it from being further subdivided. The future zone of the land, however, will need to be considered through implementation of the Structure Plan in the next stages of the project.

Comment: There is clear potential demand for smaller allotments immediately adjacent to the golf course in Cell 14 for retired people or new employees/workers coming to Horsham.

Council understands that the make-up of the local community is also slowly changing, with the population ageing proportionally. The Structure Plan will encourage smaller allotments within the Horsham South area to accommodate this demand.

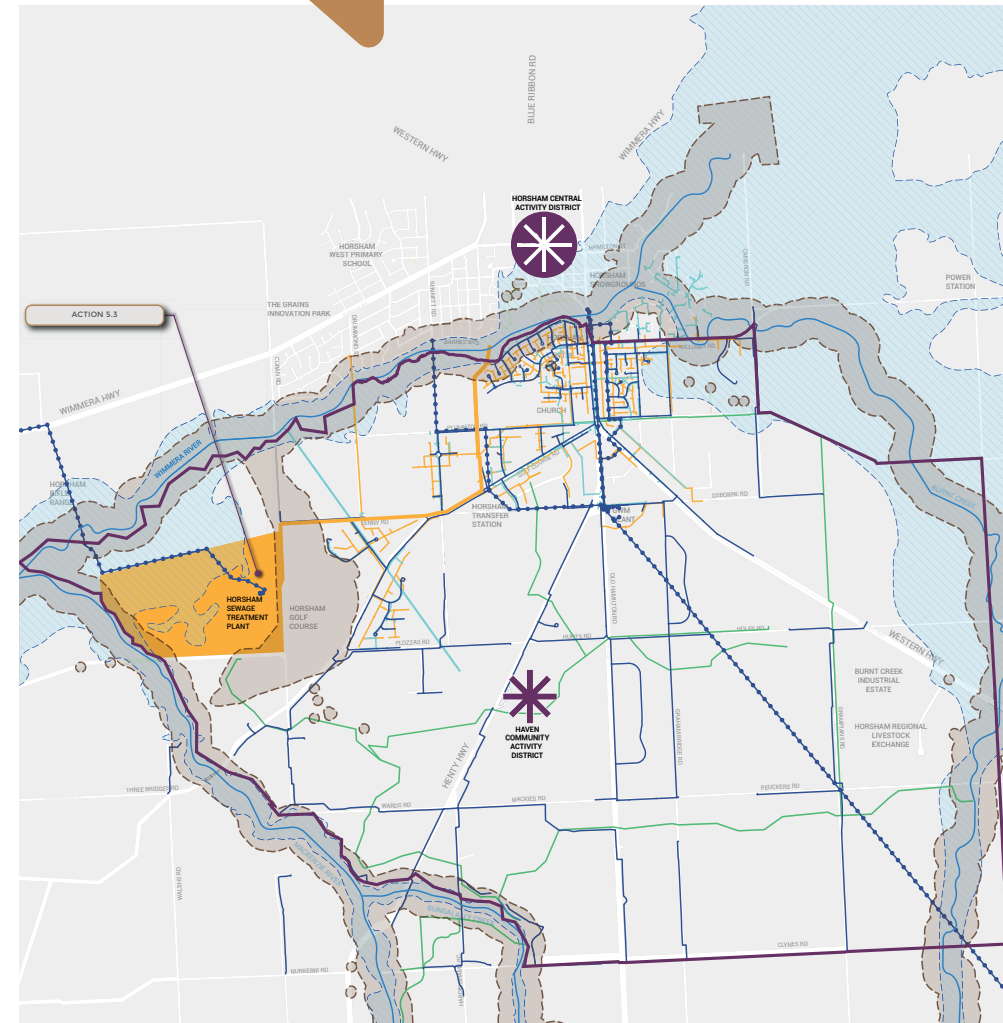


Figure 5 Strategic Direction 5 Plan



WEBINAR #2
9 September 2020 5:30PM - 7 PM

KEY TOPIC
POTENTIAL
CHANGE AREA



1.

Strategic Direction 1.
**COORDINATED GROWTH THAT RESPECTS
THE EXISTING CHARACTER OF THE AREA.**

**Why should we limit the land's potential?
Aren't we trying to be forward thinking and growing Horsham South?**

Agreed. There is growth potential for Horsham South. Based on our analysis there is a lot of zoned land supply that is not being developed. The Structure Planning process will ensure zoned land is in the best location and facilitates a consolidated and holistic co-ordinated approach to development as well as efficient use of facilities.

.....

**Why is there a difference in approach between the Burnt Creek Industrial Estate (with a farming buffer) and the industrial estate that is planned to abut the high-density area of Haven with no apparent buffer?
Already noise and traffic reduce the amenity of the area and 24 hour industrial use is contributing white noise through our environment.**

There is further investigation to be undertaken at the Structure Planning phase as to whether that zoning is appropriate and is currently industrial 1 (heavy zoned) or if a lighter industrial zone would be more appropriate. These are currently existing uses that may create conflict.

.....

2.

Strategic Direction 2.
APPROPRIATED INTERFACES BETWEEN LAND USES.

Comment: In the Industrial zoned area (bound by Kenny Road, Ballinger Street & Plumpton Road), Horsham Rural City Council (HRCC) should consider zoning the area to a lighter industrial use with appropriate lot sizes (2,000m² - 4,000m²) and create an earth buffer with landscaping features.

The Structure Planning process will include an industrial land review that will investigate the supply, demand and industry type in this location and within Horsham township. It will identify if the amount is sufficient to meet the rate of consumption of industrial land predicted for Horsham.

There will also be consideration towards visual and sound buffer treatments such as tree screening and/or earth mounds.

.....

Burnt Creek Industrial Estate is the primary area for heavy industrial development/ land uses. The existing farming zone provides a built-in buffer. There is not a defined measurement for the buffer, however, the Horsham Planning Scheme suggests separation distances of approximately 200m. It was noted that the participant would like to know the set number (i.e. the width of the buffer).

.....

Does the industrial zoning option become a better option on Laharum Road? How big is the buffer and its purpose?

WEBINAR #2
9 September 2020 5:30PM - 7 PM

KEY TOPIC
POTENTIAL
CHANGE AREA

B + D

3.

Strategic Direction 3.
INTERCONNECTED TRANSPORT NETWORK
THAT IS CONTINUOUS, SAFE AND EFFICIENT.

The assumption of the Industrial Zone for jobs is not necessarily relevant, its core function is the key economic hub (supply and servicing) for agriculture in the region. Until the core infrastructure is determined e.g. roads, water/waste services, it is a bit premature to look at land use changes only. Infrastructure Victoria considers both aspects need to be integrated.

The industrial zone requires optimal road access. Surely this should be a priority to consider?

Agreed. Infrastructure is an important consideration. The bypass is not finalised and cannot be meaningfully integrated into this Emerging Option Plan (as this plan is indicative). However, what we need to consider is the options for co-ordinated and sensitive development.

At this phase, it is not critically to resolve this issue as this does not necessarily relate to land use planning. This Emerging Option Plan identifies key constraints (i.e. avoiding isolated and ad hoc development) and to ensure this plan addresses land uses planning.

.....

Comment: It is worth noting that these industrial zones already have good services and road access that provide economic basis for Horsham.

Council acknowledges that employment will remain a key strength in the area and that existing industry land uses currently provide good services and road access.

.....

Comment: Regional Roads Victoria is currently planning the Golf Course Road / Western Freeway intersection.

Noted. Council is working closely with Regional Roads Victoria and any early design / concepts will be incorporated into draft Structure Plan.

.....

4.

Strategic Direction 4.
ACCESSIBLE SOCIAL AND COMMUNITY FACILITIES.

No comments or questions.

WEBINAR #2
9 September 2020 5:30PM - 7 PM

KEY TOPIC POTENTIAL CHANGE AREA **B + D**

5. Strategic Direction 5. EFFICIENT USE OF EXISTING AND NEW SERVICES (WATER, SEWERAGE AND DRAINAGE).

If there was reticulated sewer within the (potential) low-density areas, the lot sizes would change. These areas are typically driven by the low-density rural character

Is the assumption lot size will be determined by no reticulated sewerage?

What would the scenario be if there was a long-term plan to install that infrastructure over a decade time frame?

and lot sizes larger than 1ha lots are difficult to connect to reticulated sewer. The Structure Plan will need to strike the right balance between low density lots as well as larger lots to connect to reticulated sewer so people are attracted to live in Horsham and to positively contribute to the Horsham character.

KEY TOPIC POTENTIAL CHANGE AREA **A**

It is important to establish wide public space setbacks between flood line and any development, not perpetuate the poor planning of the past and current residential planning. The river environment has been squandered, not sensitively planned with public use in mind. Comment particularly applies to the west.

Flood prone areas provide an opportunity to be part of public assets. The Structure Planning process will ensure residential development is appropriately setback whereby it does not compromise the flood function of the river whilst achieving a community open space contribution.

KEY TOPIC POTENTIAL CHANGE AREA **B**

Derry Parade can be a great connecting link between Cameron's Road and Western Highway.

Noted. The Structure Plan will include strategies to increase the links within open spaces for both pedestrians and bicycles, as well as links between open spaces and subdivision developments.

KEY TOPIC POTENTIAL CHANGE AREA **D**

This Emerging Option Plan is indicative. Analysis of allotments indicates that this area may not be suitable for

How will the back zoning (in cell 21) affect us as landowners?

low density as it is land locked and lacks in connectivity. The Structure Planning process will outline what will be required in that space and will also be driven by the market demand in terms of lot sizes. Council welcomes a conversation with the landowners to understand their proposal and how they would determine connectivity for their subdivision.

We need more low-density zoned land and not the other way. People are looking for low density sized allotments running out of land. Don't change it and hopefully the price of land goes up.

The residential population of Horsham is ageing and the overall population is steadily increasing. These are important trends to recognise as people's preferences and needs change throughout their lifetime. The Horsham Structure Plan will seek to ensure there is a diversity of lot sizes and housing to respond to different needs of the community.

It is also important to note that there is currently ample zoned land supply, however infrastructure delivery can make subdivision infeasible. The Horsham South Structure Plan will seek to ensure land supply is developed in a co-ordinated way with infrastructure and services.

Looking at Cell 29, 2ha size lots is ample. 10ha lots is not what buyers want. A viable farm land size is 5000 acres. As Horsham grows, we will need to rezone the farming land. Retain Cell 21 as is and rezone Cell 29 to 2ha allotment sizes.

The development pattern in Horsham South has been fragmented and subdivision sizes are inconsistent and do not always comply with the requirements of the Horsham Planning Scheme.

Council acknowledges the need to provide more 2ha allotments. This will be provided in other areas of the Structure Plan area to reduce land fragmentation caused by inappropriate subdivision, to ensure that newly subdivided lots are supported by appropriate infrastructure, to maintain the productive capacity of the land and to protect and enhance the rural character of Horsham South at key gateways and locations.

WEBINAR #3
10 September 2020 5:30PM - 7 PM

KEY TOPIC
GENERAL **B + D**

The annotated star (identified as Haven Community Activity District) is not proposed as developing into a key retail hub. Its purpose is to fulfil a local convenience role and maximise its role as a key destination (school, community and sports facilities) and activity generator in Horsham South.

What is happening to the Horsham Community Hub and Recreation Reserve in terms of shops? Is it changing to retail?

The Community Activity District is to provide an attractor for the community to gather with access to small shops (café, take away food, newsagent and other convenience uses) that is not intended to compete with Horsham nor support significance retail provision.

This proposed location for convenience shops would be supported by its central location within the structure plan area, existing connections and accessibility, and activity from the surrounding community facilities. The location is a convenience walkable distance for residents to access local services and basic daily goods thereby potentially reducing short car trips / generate local multi-purpose trips.

If the population grows to a threshold where it could support shops (i.e. a general store opposed to an IGA), then this is considered to be the preferred location. No precise location has been explored as yet, however, this will be determined in the Structure Planning phase.

Local convenience shopping in within this location would generally consist of a relatively small area of retail floor space (less than 1,000m²) and would play a supporting role in Horsham's town centre hierarchy.

Can we utilise Crown Land for buildings?

Accessing Crown Land is challenging and lengthy process, however, this can be explored.

The grey boxes of each Strategic Direction summarises suggestions put forward in the community consultation submissions.

A question was raised in relation to page 19, paragraph 3 (key messages from the community section) of the Emerging Option Discussion Paper:
Many suggested activation ideas for the Haven Community Activity District including converting the existing general store into a local activity centre/hub and developing a multi-use indoor facility for sports and recreation at Haven that connects to Horsham.
Has the store owner been contacted?

The Emerging Option Plan notes a preferred location for local convenience shopping nearby the existing Horsham West & Haven Primary School and the Horsham Recreation Reserve. The Emerging Option Plan annotates this with a star and is referred to as the Haven Community Activity District.

Comment: The idea of the Recreation Reserve is to replace the old Haven Hall with a Community Centre. This leaves the Hall space vacant. An opportunity exists for a childcare/kindergarten facility for young families.

The future use of the Haven Hall will be explored through the Structure Plan process.

Community infrastructure, the buildings and spaces that provide services and activities, will be an integral part of the land use planning process for Horsham South in meeting the needs of the existing and future community.

Comment: The Bushland Reserve is land locked and a bushfire hazard. Houses are being developed close to this area and is a risk.

The Structure Plan process will explore various design and planning mechanisms such as the application of a Bushfire Management Overlay (BMO) or a potential buffer to mitigate the risk to residents and surrounding properties. It is also important to note that Country Fire Authority (CFA) will be consulted during the structure planning process.



WEBINAR #3
 10 September 2020 5:30PM 7 PM

KEY TOPIC
 GENERAL

B + D

If the primary school was to expand, where does it expand to? Does it take up the soccer field?

We have commenced initial engagement with Department of Education and Training (DET). DET will be consulted again during the structuring planning process and Council will aim to have DET more actively involved to provide recommendations and/or potential options in relation to location, size and access of land.

Comment: Water and drainage needs to be better managed along the amenity link and around the Recreation Reserve.

Drainage will be considered in a holistic way, however, this can be quite challenging and is an intensive process. The structure planning process will review various options and ways to manage drainage in a co-ordinated way including drainage constraints, considerations and opportunities such as the Special Building Overlay (SBO), introduction of drainage assets and by controlling housing densities.

Council noted that drainage modelling has been prepared by the Wimmera CMA which looks at stormwater and flooding in that area.

Comment: It is important that DET is part of the structure planning process. There were 54 students in 2009 and now 130 students in 2020. This is a big jump in numbers and in particular with many young families in the area.

The block behind the primary school which is currently a greenfield site has been earmarked for the extension of the school.

The next step is to start drafting the structure plan and all key stakeholders and agencies including DET will be involved and consulted. As stated previously, DET will be consulted again during the structure planning process and Council will aim to have DET more actively involved to provide recommendations and/or potential options in relation to location, size and access of land.

How has the design of the Golf Course Road, Western Highway and Henty Road intersection incorporate pedestrian friendly crossings?

Comment: Amenity link/walking track should go north-south connecting to Plozzas Road instead of cutting across private properties.

The alignment is indicative and consultation with landowners will take place in determining the precise details during the structure planning process.

Comment: Hunts Road, Plozzas Road, Osbourne Road and Graham Bridge Road should have their own bike lane/paths on the actual road for safety issues. These bike lanes should all be linked.

Council supports the notions of connected bicycle and pedestrian paths and trials that will lead to key destinations within and outside the Structure Plan area. The Structure Plan process will investigate the suitability of on-road bicycle lanes and the provision of paths such as shared paths, on-road paths and separated bicycle path options.

Comment: The priority should be for the bypass to be developed and built before anything is developed.

This strategic planning project is to co-ordinate land use and reduce the ad hoc manner of development / subdivision that is presently occurring within Haven. The bypass option has been put on hold by VicRoads and it may be some time until further work progresses on a new alignment option. Planning for Haven needs to progress to facilitate improved outcomes for the area.

VicRoads has progressed with a design option for this intersection that prioritises pedestrian and cyclist access. HRCC will continue to advocate for better design and signage outcomes to improve safety and experience for cyclists (of all capabilities) and pedestrians with VicRoads.

WEBINAR #3
10 September 2020 5:30PM - 7 PM

KEY TOPIC
GENERAL **B + D**

The structure planning process will prioritise pedestrian and cyclist safety and there will be a strong focus on walkability.

There are safety concerns with the roundabout. How are kids going to cross safely?

Comment: The Haven Hall has been used approximately 600 times within one year. Although the building is old, dilapidated and needs replacing, it is the only community facility that we have. We are passionate about upgrading the facility and the community has been waiting for this area to be developed into a sports hub.

Council acknowledges this and understands the need to plan for additional community facilities as the population grows. It is important to note that planning for community facilities needs to consider the best arrangement of facilities (design and function of the community hub – spatial implications) and whether new facilities will be required following an assessment of infrastructure needs.

What would it take to develop / improve the oval?

The provision of recreation facilities and infrastructure can be costly. It is important that the standard is set to the use and population. Haven is a small settlement, and we need investigate what facilities can best service the Haven community as well as the associated costs. This will be considered as part of the structure planning process.

We are currently at phase 3. The next stage is to draft the Structure Plan (phase 4), consult the community (phase 5) then finalise the Structure Plan (phase 6). Following phase 6 is the Planning Scheme Amendment process. This is where Council puts forward the proposed rezoning. The timeframe is dependent on the complexity of issues raised in submissions as issues need to be resolved via an independent panel. This process could take a couple of years or more.

With the rezoning of and, how long does it generally take?

Comment: Participants felt that other community members may be disadvantaged and/or not informed from current format (i.e. not being able to use Zoom).

Due to COVID-19 restrictions we were sadly unable to meet in person through community drop-in sessions. We will endeavour to undertake in person consultation as part of the preparation of a Structure Plan for Horsham South as well as reaching out through different mediums.





Prepared by:

mesh

Level 2, 299 Clarendon Street, South Melbourne, VIC 3205
phone. +61 3 9070 1166 website. meshplanning.com.au



1. PURPOSE

This policy provides a framework for the effective delivery of all communications undertaken by Horsham Rural City Council.

This policy is supported by the Communications Plan which guides Council's communications processes.

2. INTRODUCTION

Horsham Rural City Council believes that clear, transparent internal and external communications is vital in maintaining a positive identity and achieving the best possible outcomes for the community.

This policy demonstrates Council's commitment to providing high quality, accessible and transparent communications to all internal and external stakeholders.

3. SCOPE

This policy applies to Councillors, staff, contractors, consultants, volunteers and any other person who undertakes activities on behalf of Horsham Rural City Council.

4. PRINCIPLES

- 4.1 Our authorised media spokespersons are the Mayor, Chief Executive Officer, Directors and Media and Communications Officer (or nominate). Other people may be delegated responsibility from time to time.
- 4.2 All public comments on Council matters will be in accordance with the Code of Conduct for Councillors and the Code of Conduct for staff. For further guidance refer to the Councillor Media Policy or the Social Media Policy.
- 4.3 Our communications are planned, timely and proactive.
- 4.4 Our messages are clear, concise and easy to understand for people of all abilities.
- 4.5 Our information is presented in a variety of formats utilising a range of communications channels to best meet the needs of our community.
- 4.6 Our community has the opportunity to express their views and provide input into our strategies, policies, programs, services and initiatives.
- 4.7 Our stakeholders are provided with timely, accurate, clear, objective and complete information about our strategies, policies, programs, services and initiatives.
- 4.8 We continuously evaluate the effectiveness of our internal and external communications by reporting on the Communications Plan to the Executive Management Team on an annual basis.

4.9 During the council election period the Council Election Period Policy will govern public communications.

5. COMMUNICATION

This policy is included as part of the Staff Induction Process and the Councillor Induction information. This policy will be circulated and promoted via email, staff meetings and in the staff newsletter. It will also be available on the Horsham Rural City Council intranet and website.

6. RESPONSIBILITY

Policy Owner: Manager Governance and Information

7. DEFINITIONS

Definition	Meaning
Code of Conduct	A set of rules outlining the social norms and rules and responsibilities of, or proper practices for, an individual, party or organisation
Communications	The provision of information by Council to its community and internal and external stakeholders
Council Election Period	Defined in the Local Government Act 2020 to be the period from the last day of nominations until the election day
External Stakeholders	People or groups not directly undertaking activities of council including residents, organisations and businesses of Horsham and the wider Wimmera region, the media and other levels of government
Internal Stakeholders	Councillors, staff, contractors, consultants, volunteers and any other person who undertakes activities on behalf of Horsham Rural City Council

8. SUPPORTING DOCUMENTS

Document	Location
Code of Conduct for Councillors	HRCC Website, Intranet
Code of Conduct for Staff	Intranet
Communications Plan	Intranet
Community Engagement Policy	Intranet
Council Election Period Policy	HRCC Website, Intranet
Councillor Media Policy (currently in draft)	HRCC Website, Intranet
Customer Service Charter	HRCC Website, Intranet
Social Media Policy	Intranet

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	XXX	Council	<ul style="list-style-type: none"> New Policy 	

COMMUNICATIONS PLAN

POLICY PRINCIPLES

- Our authorised media spokespersons are the Mayor, Chief Executive Officer, Directors and Media and Communications Officer. Other people may be delegated responsibility from time to time
- Our communications are planned, timely and proactive
- Our messages are clear, concise and easy to understand for people of all abilities
- Our information is presented in a variety of formats utilising a range of communications channels to best meet the needs of our community
- Our community has the opportunity to express their views and provide input into our strategies, policies, programs, services and initiatives
- Our stakeholders are provided with timely, accurate, clear, objective and complete information about our strategies, policies, programs, services and initiatives
- We continuously evaluate the effectiveness of our internal and external communications by reporting on the Communications Plan to the Executive Management Group on an annual basis
- All public comment on Council matters will be in accordance with the Code of Conduct for Councillors and the Code of Conduct for Staff
- During the council election period the Council Election Period Policy will govern public communications

KEY MESSAGES

- We will continuously improve communication and engagement with stakeholders
- We will communicate, engage and work transparently with the community
- We are accountable to our community for our decisions and actions
- We will work together to lead our community in a professional manner
- Our Councillors and staff are our ambassadors in communicating our messages to the community
- We will provide information to stakeholders in a variety of formats using plain language and in accessible formats where possible

COMMUNICATIONS PLAN

HOW WE COMMUNICATE

Media and Public Relations			
What we do	How we do it	Responsibility	Time Line
Establish and maintain a positive working relationship with local and regional media outlets	➤ Arrange annual meet-and-greet sessions between Executive and Communications staff, other relevant staff and local media personnel	Media and Communications Officer	Annual
Acknowledge the valuable role of the media in communicating our messages to the community	➤ Regularly review and update media database	Media and Communications Officer	Ongoing
Take a planned and proactive approach to media engagement wherever possible	➤ Provide media training and advice to Councillors and key staff	Media and Communications Officer	Ongoing
Deliver clear, consistent, concise and easy to understand messages to the community	➤ Ensure that newly elected Mayors meet with local media	Media and Communications Officer	Annual
Ensure that media releases conform to the Media Release Procedure	➤ Ensure that the Chief Executive Officer and Media and Communications Officer communicate regularly with local media personnel	Media and Communications Officer	Ongoing
	➤ Ensure that authorised media spokespersons (Mayor, Chief Executive Officer, Directors, Media and Communications Officer) respond to media enquiries in a timely manner	Mayor, EMT, Media and Communications Officer	Ongoing
	➤ Facilitate the presence of media at Council meetings	Governance Team	Ongoing
	➤ Ensure that the media is invited to civic functions and relevant Council events	Executive Assistant – CEO & Councillors	Ongoing
	➤ Prepare and distribute media releases/advisories highlighting Council's achievements, good news stories and opportunities for community input	Media and Communications Officer	Ongoing
	➤ Develop Media Release procedure	Media and Communications Officer	Completed

COMMUNICATIONS PLAN

Internal Communications

What we do	How we do it	Responsibility	Time Line
Ensure that the Mayor as the spokesperson for Council is kept up to date with all current issues	➤ Weekly scheduled meeting of CEO and Mayor	CEO/Mayor	Ongoing
Ensure that Councillors and staff are aware of Council activities before they read about them in the newspaper	➤ Circulate media releases and place them on the intranet	Media and Communications Officer	Ongoing
	➤ Tuesday Top Topics – circulated to staff	CEO/ Media and Communications Officer	Ongoing
Encourage the use of clear, concise and easy to understand language that caters for the needs of people of all abilities	➤ 'People and Culture Monthly Wrap' – circulated to staff	Manager People and culture	Ongoing
	➤ Advertisements featured in Public Notices placed on internet and available to staff	Media and Communications Officer	Ongoing
Ensure effective and transparent communication across all areas of the organisation	➤ Use e-mail and other electronic communication methods in preference to paper-based communication wherever possible. i.e. meeting agendas and minutes, staff notices	Councillors and all staff	Ongoing
Encourage the use of electronic rather than paper based methods of communication wherever possible. i.e. Yammer, Email, Intranet	➤ Public Notices page provided to Customer Service for easy reference	Media and Communications Officer	Ongoing
	➤ Promote the Council Plan to staff – annual presentations at indoor and outdoor staff meetings	Governance Team	Annual
	➤ E-Newsletter distributed to Councillors and staff	CRAT	Ongoing

External Communications

What we do	How we do it	Responsibility	Time Line
Respond to all external communications in a timely manner consistent with Council's Customer Service Charter including:	➤ Provide training for all staff on the Customer Service Charter	Manager Governance and Information	Ongoing
	➤ Through the Media and Communications Officer, utilise Council's "Public Notices" and "Mayoral	Media and Communications Officer	Ongoing

COMMUNICATIONS PLAN

<ul style="list-style-type: none"> • Telephone requests • E-mail • On-line service requests • General correspondence <p>Ensure that all responses to external communications are provided in a clear, concise, easy to understand language that caters for the needs of people of all abilities</p>	Matters" newspaper advertisements, website, Facebook, radio and community e-newsletters for communicating with the public		
	➤ Provide training in Merit to relevant staff to ensure timely follow-up and 'closing the loop'	Manager Governance and Information	Ongoing
	➤ Encourage the use of electronic communications wherever possible	All staff	Ongoing
	➤ Promote the use of the generic council@hrcc.vic.gov.au to ensure all enquiries are recorded on RecFind and allocated to appropriate staff for response	Manager Governance and Information	Ongoing
	➤ Investigate a preferred contact method for all current name and address records (NAR)	Manager Governance and Information	30 June 2021

Issue/Crisis Management

What we do	How we do it	Responsibility	Time Line
Respond to emergencies in accordance with the Municipal Emergency Management Plan	➤ Follow guidelines in the Municipal Emergency Management Plan	All staff	Ongoing
Manage issues before they become a crisis wherever possible	➤ Prioritise issues management as a key function within Council by placing it on the Executive Management Group meeting agenda each week	EMT	Ongoing
Maximise the effectiveness of Council's crisis management strategies	➤ Identify issues as early as possible taking into consideration social, political, economic and technological trends	All staff	Ongoing
Have a well formulated and systematic plan for dealing with negative media coverage	➤ Develop a strategy for addressing an issue as it arises– ensure the strategy aligns with Council's goals; use clear, concise language; and allocate necessary resources	All staff	Ongoing
	➤ Nominate key spokespeople for major issues and ensure they are well briefed	EMT	Ongoing
	➤ Keep the Executive, Mayor and Councillors informed of issues as appropriate	EMT	Ongoing

COMMUNICATIONS PLAN

Corporate Branding			
What we do	How we do it	Responsibility	Time Line
Present a professional, consistent and recognisable look and feel of the Horsham Rural City Council brand Project clear consistent messaging in everything we say and do	➤ When using the Council logo, follow the Horsham Rural City Council Brand Guidelines	All staff	Ongoing
	➤ Support staff awareness of the Horsham Rural City Council Brand Guidelines and how to access them on the intranet	CRAT	Ongoing
	➤ Consult with the Media and Communications Officer for all matters relating to branding	All staff	Ongoing
	➤ Update all signage to the Horsham Rural City Council brand guidelines	Director Infrastructure	Ongoing
	➤ Ensure that our corporate branding is included on external email signatures	Manager Governance and Information	Ongoing
Community Engagement			
What we do	How we do it	Responsibility	Time Line
Ensure compliance with the Local Government Act 2020 in relation to mandatory Community Engagement Ensure that Council effectively engages with the community Where appropriate, involve those affected by Council decisions in the decision making process	➤ Community engagement undertaken as required by the Local Government Act 2020: - Community Engagement Policy, Community Vision, Council Plan, Financial Plan and Asset Plan	Community Facilitator/Governance Team	Ongoing
	➤ Ensure that major promotional/community engagement activities are supported by a communications plan and an engagement plan where appropriate. Staff to seek advice from Media and Communications Officer and the Community Facilitator as appropriate	All staff/ Project Managers	Ongoing

COMMUNICATIONS PLAN

<p>Ensure that the appropriate level and method of engagement is used by Council</p> <p>Provide a consistent approach to community engagement across the organisation</p> <p>Ensure statutory obligations are met</p>	<ul style="list-style-type: none"> ➤ Ensure that the Community Engagement Policy, Procedure and Guide/Toolkit documents are accessible to all staff ➤ Ensure that the Executive Management Group, Department Managers and staff directly involved in community engagement (i.e. project managers) are briefed on the Community Engagement Policy, Procedure and Guide/Toolkit 	Community Facilitator	Ongoing
	<ul style="list-style-type: none"> ➤ Ensure ongoing staff education on the Community Engagement Policy, Procedure and Guide/Toolkit 	Community Facilitator Manager People and Culture	Ongoing
	<ul style="list-style-type: none"> ➤ Support staff with the consistent use of the Engagement Guide and Toolkit that provides tools for planning, conducting, evaluating, and recording of engagement. 	Community Facilitator	Ongoing
	<ul style="list-style-type: none"> ➤ Ensure that Community Engagement is part of Council's Project Management Framework including budget development for projects 	Community Facilitator	Completed
	<ul style="list-style-type: none"> ➤ Ensure that contractors engaged to undertake community engagement on behalf of Council conform with the Community Engagement Policy, Procedure and Guide/Toolkit 	Project Managers	Ongoing

Website and Electronic Communication

What we do	How we do it	Responsibility	Time Line
<p>Ensure that our website has a professional look and feel in line with our corporate branding</p> <p>Ensure that web-site content is up-to-date and accurate</p>	<ul style="list-style-type: none"> ➤ The Media and Communications Officer has overall responsibility for the professional standards of all Council websites 	Media and Communications Officer	Ongoing
	<ul style="list-style-type: none"> ➤ The Community Relations and Advocacy Team (CRAT) develop and maintain the main HRCC Website 	CRAT	Ongoing

COMMUNICATIONS PLAN

<p>Ensure that our website is structured in a way that people can find what they are looking for</p> <p>Use the website to promote council activities and effectively engage with the community by providing opportunities for feedback</p>	<ul style="list-style-type: none"> ➤ The Horsham Regional Art Gallery, Horsham Town Hall and the Business Development and Tourism Department will develop and maintain their own websites 	Art Gallery, Town Hall, Business Development and Tourism	Ongoing
	<ul style="list-style-type: none"> ➤ Regularly review the content of Council's websites to ensure that they comply with our corporate branding and the information is accurate, consistent and up to date 	CRAT All staff	Ongoing
	<ul style="list-style-type: none"> ➤ All staff are responsible for identifying key documents to be placed on the website, in particular those required under legislation 	All staff	Ongoing
	<ul style="list-style-type: none"> ➤ Each Council Department has responsibility to regularly review and update website content for their area, with support from CRAT as required 	Departmental Managers	Ongoing
	<ul style="list-style-type: none"> ➤ Activate and regularly update Council's "Have Your Say" platform connected to the website 	CRAT	Ongoing
	<ul style="list-style-type: none"> ➤ Ensure that all surveys seeking community feedback are available on our website 	Project Managers CRAT	Ongoing
	<ul style="list-style-type: none"> ➤ Distribute regular Council e-newsletters 	CRAT	Ongoing
	<ul style="list-style-type: none"> ➤ Ensure that all Media Releases/Advisories and information on Council services and upcoming events are available on our website 	CRAT	Ongoing
	<ul style="list-style-type: none"> ➤ Encourage people to make service requests through our website 	Manager Governance and Information	Ongoing
Advertising and Marketing			
What we do	How we do it	Responsibility	Time Line
Inform residents about Council's decisions, events and operations	<ul style="list-style-type: none"> ➤ Media and Communications Officer to oversee generic Council's advertising activities 	Media and Communications Officer	Ongoing
Use advertising to invite community engagement on relevant issues	<ul style="list-style-type: none"> ➤ People and Culture Department, Horsham Regional Art Gallery, Horsham Town Hall and the Business Development and Tourism Department 	People and Culture Department, Horsham Regional Art Gallery,	Ongoing

COMMUNICATIONS PLAN

Use advertising for effective staff recruitment as required	to be responsible for advertising and marketing for their departments	Horsham Town Hall and the Business Development and Tourism Department	
	➤ Encourage the use of clear, concise and easy to understand language for people of all abilities	All staff	Ongoing
	➤ Through the Media and Communications Officer, use Council's "Public Notices" and "Mayoral Matters", advertisements and community newsletters to promote key messages with the community wherever possible	Media and Communications Officer	Ongoing
Social Media			
What we do	How we do it	Responsibility	Time Line
Use social media as a communications tool to promote key messages and engage with the community wherever possible	➤ The Social Media Policy is included in the Staff Induction Kit and awareness training is provided	Manager People and Culture	Completed
Create a positive online presence via the use of social media	➤ The Councillor Media Policy is included in the Councillor Induction Kit and awareness training provided	CEO Manager People and Culture	30 June 2021
Ensure Councillors and staff are informed and correctly trained in the appropriate use of social media relating to Horsham Rural City Council in accordance with the Social Media Policy (staff) and the Councillor Media Policy.	➤ Continue to extend our social media presence as an important tool to promote key messages and engage with the community	CRAT	Ongoing
Ensure Councillors and staff understand the ramifications of social media	➤ Continue to explore new forms and techniques for using social media, e.g. scheduling posts at peak times, advertising	CRAT	Ongoing
	➤ Use social media as a communications tool during emergencies to provide live up-to-date key Council messaging	CRAT Manager Community Services and Emergency	Ongoing

COMMUNICATIONS PLAN

Responsibility: Community Relations and Advocacy Team

Reporting: Reports against this plan will be provided to the Executive Management Team on an annual basis.

Supporting Documents:

Document	Location
Communications Policy (Policy No XXXX)	HRCC Website, Intranet
Customer Service Charter	HRCC Website, Intranet
Code of Conduct for Councillors	HRCC Website, Intranet
Code of Conduct for Staff	Intranet
Community Engagement Policy	HRCC Intranet
Community Engagement Procedure and Toolkit	Intranet
Social Media Policy	
Councillor Media Policy	

Document Control:

Version Number	Approval Date	Approval By	Amendment
01	12/10/15	Executive Management Group	<ul style="list-style-type: none"> New Plan
02		Executive Management Team	<ul style="list-style-type: none"> Revised format



1. PURPOSE

The purpose of this policy is to provide the Horsham Rural City Council and individual Councillors with guidance as to what comprises good governance concerning:

- all interactions with Media;
- all interactions with Social Media;

related to Council decisions and the exercise of all functions concerning their roles as Council and Councillors.

2. INTRODUCTION

This policy sets out Guidelines to assist Councillors to exercise respectful behaviours in relation to Council decisions, the different views of other Councillors and the work of Council staff.

It is not the intent of this policy to curtail any individual human right to Freedom of Expression, but to acknowledge that all human rights come with responsibilities and must be exercised in a way that respects the human rights of others (Charter of Human Rights and Responsibilities Act 2006 (Charter) Preamble) and that Councillors must comply with legal obligations in the *Local Government Act 2020* (LG Act) and the Councillor Code of Conduct.

Relevant Human Rights of others include the right to Privacy and Reputation as set out in the Charter.

3. SCOPE

This policy applies to all Councillors of the Horsham Rural City Council whether carrying out functions as spokesperson for or on behalf of Council or when interacting with Media or Social Media in their role as Councillor.

Interactions with Media may include comments made at Public Meetings, including Council Meetings, where Media representatives are present.

This policy also applies to Councillors in relation to interactions with Media and Social Media in their personal capacity where it might be reasonably assumed by a reader or listener that:

- their opinions are related to their role as Councillors rather than being the expression of a personal view;
- that they are purporting to express views on behalf of Council or other Councillors;
- the content or subject matter of the Media or Social Media interaction relates to a matter currently before Council;
- the content or subject matter of the Media or Social Media interaction might reasonably be interpreted as causing a detriment by bringing Council, another Councillor, Federal or State Government or any other Local Government into disrepute in contravention of the LG Act and Code of Conduct.

The policy does not seek to curtail the ability of any Councillor to seek the views of the local community via communication channels such as Social Media.

This policy is in addition to the responsibilities of Councillors under the Councillor Code of Conduct.

4. PRINCIPLES

4.1 Legal Obligations Underpinning this Guideline

The Principles of Good Governance require all Councillors to respect the Decisions of Council, irrespective of whether they personally agree with those Decisions.

This does not restrict Councillors from expressing their own views to Media and on Social Media provided they do not seek to publicly undermine Council decisions or other Councillors.

The Good Governance Guide states:

When a council decision contradicts a promise made by a Councillor during an election, they need to be able to indicate to their constituents that they did not agree with the decision. If this needs to be done, it should be done in such a way that it doesn't undermine the Council decision

4.2 Local Government Act Obligations

Section 28 of the LG Act requires, among other tasks, that in performing their role Councillors must:

- consider the diversity of interests and needs of the municipal community; and
- support the role of Council; and
- acknowledge and support the role of Mayor; and
- act lawfully and in accordance with the oath or affirmation of office; and
- act in accordance with the standards of conduct; and
- comply with council procedures required for good governance.

The standards of conduct are established by the Councillor Code of Conduct – Section 139(30(a) of the LG Act.

4.3 Confidential Information

Confidential information provided to Council and Councillors must never form the basis of any comment to Media or on Social Media.

Private and personal information relating to any Councillor or Council Staff member must never form the basis of any comment to Media or on Social Media.

4.4 Respecting Council Decisions and Roles

Council Decisions and the systems and processes set out by the LG Act should not be undermined.

Any Councillor may make comments to Media or on Social Media regarding their own view point concerning a Council Decision but they must respect that Decision. A Councillor's comments must not cause any detriment to Council or any other person or undermine public confidence in Council or the office of Councillor.

No Councillor is to make any comment to Media or Social Media purporting to convey the views of any other Councillor or the views of Council (other than to state the Content of a Decision that has been made) unless they have been delegated the role of Spokesperson by the Mayor.

If a decision is still under consideration, all requests for comment should be referred to Council's Community Relations & Advocacy Team.

4.5 Respecting Other Councillors and Council Staff

The health, safety, wellbeing, privacy and reputation of any other Councillor or Council staff member must not be compromised by any offensive, derogatory, humiliating, intimidating or undermining comment which identifies them by name or inference in any Media or Social Media interaction.

Councillors should not infer the reasons for another Councillor's viewpoint in relation to their voting on decisions.

Councillors should not criticise other Councillors or the work done by other Councillors and Council Staff as this may undermine public confidence in the role of Councillor.

Councillors must not seek to improperly influence decisions of a member of Council staff through any Media or Social Media interaction or campaign.

4.6 No Surprises

It is respectful to other Councillors and Council Staff (via the CEO) that if Councillors become aware of any critical or potentially critical or misleading comment that might be made in Media or Social Media concerning that Councillor or Council Staff member in relation to any comment, post or response by a Councillor or journalist or member of the public, then, as soon as possible after becoming aware of that material the Councillor:

- advise all other Councillors and the CEO by email or text of that comment or post or article so that no person is taken by surprise by the Media or Social Media material; and
- advise Council's Community Relations & Advocacy Team of the material.

4.7 Leadership and Integrity

In all interactions with Media and Social Media, Councillors are to demonstrate leadership and integrity and to ensure that all statements made by them are honest and are not likely to mislead or deceive another person.

No Councillor should take personal credit for any Council Decision as this is disrespectful of the contributions of other Councillors.

No Media or Social Media interaction should undermine the peace, order and good government of Council or denigrate any Local, State or Federal Government.

4.8 Effective Communication between Community and Council

Councillors are encouraged to use the broad reach of Media and Social Media to engage constructively and effectively with the local community including encouraging public engagement and discussion and active participation in civic life.

In using Media and Social Media to engage with the community, Councillors should consider:

- Not all community members access or express views by the use of Media or Social Media;
- Some community members or groups may have a disproportionately strong vocal reach in Media and Social Media and do not necessarily reflect majority opinions;

- There are well recognised deficits in Social Media engagement resulting from the ability of people to post abusive and offensive posts anonymously and by reason of the lack of any accountability for false, defamatory and offensive material being posted.

4.9 Matters Particular to Social Media

Councillors are encouraged to take into account the following issues that frequently arise in relation to the use of Social Media in the community and which can cause offense and distress to others:

- Be careful in relation to the use of CAPS and Bold and Italicized or other written devices to emphasise comments in a post as these may be interpreted by others as offensive or intimidating by being seen as shouting or aggressive or angry .
- Be wary of using any language in a sarcastic or flippant manner or by the use of humorous comments about matters that may be serious or sad to others (or humour at another person's expense) or by using language in a way that might be interpreted as a "back handed slap" .
- Care should be taken in "liking" or otherwise responding to posts and in sharing posts as these responses can be interpreted by others in ways that may not be intended.
- Where inappropriate, abusive or offensive posts are made to any Social Media site moderated, managed or operated by a Councillor, that Councillor should moderate that site and remove, block or otherwise make it clear that such posts are not to be made. Council's Community Relations & Advocacy Team can assist any Councillor with appropriate responses to Social Media trolling and other offensive posts.
- Councillors should ensure that they have appropriate privacy settings on all Social Media sites moderated, managed or operated by them, bearing in mind that all Social Media posts are public to some degree.
- Councillors should at all times model respectful behaviours, be careful not to act to the detriment of Council and not express any views or opinions which would negatively impact on their ability to carry out their role as Councillor with impartiality and integrity.
- In responding on Social Media sites to requests for information, Councillors should endeavour to use neutral questions and statements and to refer Local Community members to the appropriate Council service.
- In posting photographs, Councillors should ensure they have the permission of any other person in the photograph to post that photograph, not to act disrespectfully of others by posting obviously unflattering photographs of others and not unreasonably cropping or otherwise amending photographs.

4.10 Matters Particular to Media

- Councillors might consider taking time to respond to Media requests for comment or declining to comment, to ensure they have considered all implications of their response before it is published or broadcast.
- Councillors might also wish to request journalists to confirm with them first what they are going to publish to allow Councillors to correct any errors or misstatements before they are published.
- Letters written to any other party by any Councillor on Council letterhead should be approved by the Mayor before being sent as such material may reasonably be assumed by any recipient to be official correspondence from Council.
- If asked to comment on any operational matter, Councillors should refer the journalist to Council's Community Relations & Advocacy Team.



4.11 Consequences of Breach of Principles

By adopting this Policy, Councillors agree to follow these principles.

Councillors are reminded that the obligations governing Councillor conduct are set out in the *Local Government Act 2020*.

Any action by a Councillor in relation to their interaction with the Media and Social Media which breaches obligations under the Act or Code of Conduct, may result in further action taken pursuant to the Act, S123 Misuse of Position, and Section 147 Sanctions that may be imposed by an arbiter on finding of misconduct.

5. COMMUNICATION

This Policy will be communicated to all Councillors. It will be available on the Intranet and Council's website. It will form part of the Councillor induction manual.

6. RESPONSIBILITY

Policy Owner: Manager, Governance & Information

7. DEFINITIONS AND EXCERPTS

Definition	Meaning
Media	<p>The means of mass communication, typically involving broadcasting and/or publishing that reach or influence people widely.</p> <p>Media includes Local, State, National and International radio, television, newspapers, magazines and the internet.</p> <p>Interactions with Media include being interviewed by a journalist, being aware that journalists are present in any public meeting or in the Council Chamber, approaching Media journalists to make a comment or writing opinion pieces or letters to the editor, sending personal views or letters of support on Council letterhead or any other published material.</p>
Social Media	<p>Computer-mediated technologies that facilitate the creation and sharing of information, ideas, career interests and other forms of expression via virtual communities and networks. A category of online media where people are talking, participating, sharing, networking, and bookmarking online.</p> <p>Social media includes:</p> <ul style="list-style-type: none"> • Sites where comments and photos are posted such as Facebook, Twitter, Instagram etc • Media sites hosting articles with comments • Blogging sites • Forums and discussion groups • Wikis • Business networking sites such as LinkedIn etc • Instant messaging sites such as Snapchat, MSN Messenger etc • Email • Podcasting sites • Online gaming platforms

	<ul style="list-style-type: none"> • Online dating sites <p>Interactions with Social Media include any posts to any Social Media site, engaging with any other person’s or organisation’s Social Media site, liking or otherwise responding or sharing any other post on a Social Media site, publishing material to any other person or group of persons via email including forwarding material and replying or replying all to any email or group email.</p>
Like (including other possible reactions)	<p>The reactions which may be a Social Media site feature allowing users to acknowledge comments, pictures, wall posts, statuses or fan pages. A like or other reaction can help determine how interested you are in a topic, and which content should appear towards the top of your news feed on a site.</p>
Posting	<p>Creating your own or sharing images, videos, text etc. to your followers or members of online communities</p>
Sharing	<p>Posting content that is not your own with your own followers in order for a wider audience to view that content.</p>
Charter of Human Rights & Responsibilities Act 2006	<p>Section 13 Privacy and reputation</p> <p>A person has the right—</p> <ol style="list-style-type: none"> (a) not to have his or her privacy, family, home or correspondence unlawfully or arbitrarily interfered with; and (b) not to have his or her reputation unlawfully attacked
Charter of Human Rights & Responsibilities Act 2006	<p>Section 15 Freedom of expression</p> <ol style="list-style-type: none"> (1) Every person has the right to hold an opinion without interference. (2) Every person has the right to freedom of expression which includes the freedom to seek, receive and impart information and ideas of all kinds, whether within or outside Victoria and whether— <ol style="list-style-type: none"> (a) orally; or (b) in writing; or (c) in print; or (d) by way of art; or (e) in another medium chosen by him or her. (3) Special duties and responsibilities are attached to the right of freedom of expression and the right may be subject to lawful restrictions reasonably necessary— <ol style="list-style-type: none"> (a) to respect the rights and reputation of other persons; or (b) for the protection of national security, public order, public health or public morality.
Good Governance Guide	<p>Talking publicly about council decisions (P. 52)</p> <p>A unique feature of local government is that all decisions are taken in the name of the whole council. Councillors are bound by the council decision, regardless of whether they were in favour of it or not. This is how councillors’ accountability to the council works.</p> <p>The councillors’ role means that they are also accountable to their constituents who may have voted for them on the basis of a pledge to achieve a particular outcome. When a council decision contradicts a promise made by a councillor during an election, they need to be able to indicate to their constituents that they did not agree</p>



	<p>with the decision.</p> <p>If this needs to be done, it should be done in such a way that it doesn't undermine the council decision. The councillor should focus on the content of the decision rather than resorting to inflammatory statements which can be both destructive and undermining. For example, stating that 'the council has done X, even though I support Y' is preferable to saying 'the council has done X because they don't care about the community'.</p>
--	---

8. SUPPORTING DOCUMENTS

Document	Location
Councillor Code of Conduct	HRCC Website
Victorian Local Government Act 2020	Internet
Victorian Privacy and Data Protection Act 2014	OVIC website
Charter of Human Rights & Responsibilities Act 2006	Human Rights Commission website
HRCC Communications Policy	Intranet
HRCC Communications Plan	Intranet
Surf Coast Shire Councillor Media Policy	
VLGA MAV LGV & LGPro Good Governance Guide	VLGA website

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
1.0	Date approved	Council	<ul style="list-style-type: none"> New Policy 	Review date to be added by Governance Unit

INFORMAL MEETINGS OF COUNCILLORS**COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBER
ON MONDAY 1 FEBRUARY 2021 AT 5PM**

Present: Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power, Cr I Ross (from 5.45pm); Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

Present (via Zoom): Diana McDonald, Governance Co-ordinator (items 4.1 and 4.2 only); Susan SurrIDGE, Co-ordinator Community Relations and Advocacy (items 4.3 and 4.4 only); Jared Hammond, Co-ordinator Waste and Sustainability (4.5 only)

1. WELCOME AND INTRODUCTION

Cr Gulline welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Nil

3. PRESENTATIONS

3.1 Wimmera Health Care Group (WHCG) Merger Proposal

Attended via zoom: Catherine Morley (CEO) and Marie Aitken (Board Chair), WHCG

Discussed

3.2 Community Vision and Council Plan

Attended via zoom: Todd Beavis and Max Hardy from ie Community

Discussed

Meeting adjourned for dinner: 7.15pm

Meeting reconvened: 7.30pm

4. COUNCIL REPORTS FOR DISCUSSION

4.1 Councillor Code of Conduct

Discussed

4.2 Councillor Staff Interactions Policy

Discussed – final copy to next Councillor Briefing 8 February 2021

4.3 Communications Policy and Plan

Discussed

4.4 Media Policy

Discussed

4.5 Zero Carbon Plan and Climate Change Pledge

Discussed

4.6 Council Review Policy Program

Discussed

Directors left the meeting at 9.10pm

4.7 CEO Half Yearly Update

Discussed

5. GENERAL DISCUSSION

6. CLOSE

Meeting closed at 9.30pm

INFORMAL MEETINGS OF COUNCILLORS**COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBER
ON MONDAY 8 FEBRUARY 2021 AT 5PM**

Present: Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power, Cr I Ross; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

Present (via Zoom): Martin Bride, Community Facilitator (item 5.2 only); Robyn Evans, Manager Operations (item 5.3 only); Carolynne Hamdorf, Manager Arts, Culture and Recreation (item 5.4 only); Fiona Gormann, Manager Investment Attraction and Growth (items 5.5, 5.6 and 5.7 only); Stephanie Harder, Co-ordinator Strategic Planning (items 5.6 and 5.7 only)

1. WELCOME AND INTRODUCTION

Cr Gulline welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Nil

3. PRESENTATION

3.1 WIM Resources Update to Council

Attended: Michael Winternitz

4. TRAINING

4.1 Gender Equity Training for Councillors

Attended: Melissa Morris, Regional Consultant – Wimmera and Rose Durey, Manager Strategy and Programs – Women's Health Grampians

Discussed

5. COUNCIL REPORTS FOR DISCUSSION

5.1 Councillor Code of Conduct

Discussed

Meeting adjourned for dinner: 7.00pm

Meeting reconvened: 7.15pm

5.2 Community Engagement Policy

Discussed

5.3 Tree Planting Program

Discussed

5.4 Municipal Tree Strategy

Discussed

5.5 Investment Attraction and Growth Report

Discussed

5.6 Horsham South Structure Plan

Discussed

5.7 Strategic Planning Schedule

Discussed

5. GENERAL DISCUSSION

6. CLOSE

Meeting closed at 10.15pm

INFORMAL MEETINGS OF COUNCILLORS**COUNCIL BRIEFING HELD VIA ZOOM (VIDEO CONFERENCING)
ON MONDAY 15 FEBRUARY 2021 AT 5PM**

Present: Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power, Cr I Ross; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Kylie Fischer, Co-ordinator Rates and Valuation (item 3.3 only); Krishna Shrestha, Manager Strategic Asset Management (item 3.4 only); Heather Proctor, Finance Manager (item 3.4 only)

1. WELCOME AND INTRODUCTION

Cr Gulline welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Nil

3. ITEMS FOR DISCUSSION

3.1 Community Vision

Attended: Todd Beavis from ie Community

3.2 Quarterly Performance Report to 31 December 2020

3.3 Revenue and Rating Plan – Current Policy Principles

3.4 Capital Works for 2020-21

3.5 Initiatives for 2020-21 Budget

4. FOR INFORMATION ONLY

4.1 Draft Community Engagement Policy

5. OTHER BUSINESS

5.1 Corella Management

Discussed

6. CLOSE

Meeting closed at 9.15pm

Minutes

Horsham Tidy Towns Committee Meeting

To be held on Tuesday, 19th January 2021 at 12:30 pm

Civic Centre- Reception Room

Attendees: Cheryl Linke, Gary Aitken, Lucy De Wit, Don Mitchell, Jan Morris, John Martin, David Eltringham (Chair), Mary-Jean Kerr, Kola Kennedy, Neil King, Gillian Vanderwaal

Apologies: -

1. Welcome- 12:34pm

2. Minutes of the previous meeting – 8 December 2020

Moved: Neil King **Seconded:** Cheryl Linke that the minutes of the previous meeting were true and correct.

3. Business arising from previous minutes

Refer to action list (attached)

- **Railway Building-** need to determine future action plan for Railway land.
- **Bus tour-** no Council rep on this Committee at the moment.
- **Police Paddock-** keen to make it happen just hasn't got there yet, possibly be in next year's budget.
- **Community service-** David tried to contact, Tanya is now back from holidays so will try again.
- **Toilet block at east end of Baillie St -** Mandy and Felicity (Council) have prepared a plan for landscaping at that end of the River, unsure if toilet is part of that but has been spoken about in that area. Problem is CMA with the flood level.
- **Facebook Page-** need to broaden our reach on how many people see it. Need to encourage people to follow our page. Work in progress.
- **Dog waste bags-** need a pamphlet to give people who register their dogs to show the rules of owning a dog (CSU). Possible notice in the newspaper/newsletter.
- **Geraldine-** David spoke to her and explained that she is welcome to come back at any time but haven't written letter as of yet.
- **Tanks at Pool-** David met with Carolynne and a sign will be put up on the fence at the pool.

4. Correspondence

4.1 Inwards

4.2 Outwards

- **Letter to Coles re: Carpark-** still completing rest of the carpark. Also need to re-mark the Council Carpark area.

5. General Business

5.1 **Entrance sign of Morwell-** Committee resolved a Subcommittee for Entrance Signs. David been in touch with Bendigo City Council. Couldn't give exact cost.

Sign is made of steel. Our signs letter colours could be green purple and orange (Council logo colours) and light up at night. This is part of the new branding we will get as part of the City to River Project however, it would be an idea to submit as a suggestion with the style and colours. (Forward to City to River Planning Team.)

- 5.2 **New Committee Terms of Reference Draft-** want members that want to be here not have to be there. Need to make sure the goals align well with the Keep Victoria Beautiful objectives/goals. Resolution- minor amendment to objective section in the draft document then forward onto CEO/Council- Move: Kola Seconded: Mary Jean.
- 5.3 **Clean Up Australia Day-** Sunday 28 February- need to write a letter to Service Clubs asking them to join us. Highway entrances, cigarette butts (Hospital and University), laneways, railway station and Weir Park could be possible locations to clean. Meet at Sawyer Park Angling Club at 9am Sunday morning.
- 5.4 **Election of new chair-** Lucy asked for nominations for the new chair of the Tidy Town Committee.
- Committee nominated David Eltringham to be new Chair of Committee. David accepted role on the basis that draft ToR is approved. All were in favor.
 - Committee nominated Mary-Jean Kerr as Deputy chair- Mary-Jean accepted role- all were in favor.
- 5.5 **Committee Member reports**
- **Kola Kennedy-** need a review of landfill fees. Botanic Gardens- sign inside the gate needs to be maintained.
 - **Cheryl Linke-** Woolworths car park needs to be fixed similar to what Coles has done.
 - **Jan Morris-** Pop up gardens in Roberts Ave is looking great, needs to be made a permanent thing.
 - **Mary Jean Kerr-** need a meeting with new Councillors. Send letter to CEO saying that we would like to invite all Councillors to a morning/afternoon tea and find an appropriate time to meet with them. Gillian has been doing a lot of work on Facebook, should put things on for there for reusable/recycling items.
 - **Neil King-** bus shelters in Roberts Ave need repainting (Merited).
 - **Gary Aitken-** walking path signs along River need updating. Sign at dog run in Weir Park doesn't stand out enough and people don't see it. Lagoon at the end of Farrar Ave- taking out all old material and having a replant.
 - **David Eltringham-** outside the Post Office where you pick up parcels needs to be cleaned. Carpark next to bus stop in Roberts Ave need bigger spaces to be able to park cars next to each other.

6. **Next Meeting-** Tuesday 16 February- 12:30pm

7. **Meeting Close-** 1:59pm.

David Eltringham
Chairman
Horsham Tidy Towns Committee

Wimmera Southern Mallee Regional Transport Group (WSM RTG)

MINUTES

FRIDAY 5 FEBRUARY 2021

12:30 PM

Via Zoom

1. Welcome

Cr Kevin Erwin, Northern Grampians
 Cr Rob Gersch, Hindmarsh
 Cr Claudia Haenel, Horsham, 1:05 pm
 Angela Daraxoglou, DoT

Mick Evans, Yarriambiack
 Naga Sundararajah, Buloke
 John Martin, Horsham
 Mark Marziale, West Wimmera
 Angela Hoy, Hindmarsh

2. Apologies

Cr Alan Getley, Buloke
 Colin Kemp, RDV

Barry Crewther, CFP
 Trenton Fithall, Northern Grampians

Motion: That the apologies be accepted, Moved Cr Gersch / John Martin. Carried

3. Minutes of Meeting held 18 December 2020

Motion: That the minutes of the meeting held on 18 December 2020 be accepted as a true record of that meeting. Moved Cr Gersch / Naga Sundararajah. Carried.

4. Business Arising from Minutes

- As per correspondence

5. Financial Statement – To be circulated

Previous Balance \$16,434.46 (18 December 2020)

Current Balance \$16,434.46

Motion: That the finance report be accepted. Moved: John Martin / Mick Evans. Carried

6. Correspondence

- Out:
 - Letter to Deputy PM re Maroona-Portland railway line
 - Letter to RRV re Murtoa-Glenorchy/Horsham-Lubeck Rds intersection
 - Letter to NHVR re use of arterial roads in preference
 - Letters to former members.
- In:
 - Letter to Yarriambiack from Minister Carroll

Action JM: Send a letter to IV around the MBRP project, based on the wording in the letters to the Deputy PM and Minister, above.

Motion: That the correspondence be received. Moved Mick Evans / Cr Rob Gersch. Carried.

7. Reports**7.1. Regional Roads Victoria / Department of Transport**

- National road safety funding – three tranches over 18 months. First about to be announced.
- Pavement maintenance, minor change to this latest report.
 - Additional section added on Henty Highway as a priority for next financial year.

- NHVR / DoT workshop for LG road managers. Aiming to make that a quarterly event, next one on Thursday 25 February, 9:30 am, and interested in agenda items. **Action – All.**
- New info about the regional freight rail stimulus. Some money for sleeper replacements, Dimboola – Rainbow and Murtoa-Hopetoun.

7.2. Victorian Farmers Federation – Not present

7.3. Centre for Participation – Not present

7.4. Wimmera Development Association – Not present

7.5. Council Representative Reports

- Buloke
 - Sea Lake airport near completed
 - Capex work well underway
- Hindmarsh
 - No capacity for additional projects if further grants come available
 - Tenders for the Albacutya Bridge project have attracted good interest – closes in two weeks.
 - Pressure from VFF, farmers and truck drivers relating to heavy vehicles. There was a “sting” on the Nhill-Rainbow road in the last few days. VFF urging all gypsum routes to be open to B-doubles – Council will do its own assessment. Angela has reminded them of the
 - **Action JM:** An email to request regular attendance by the VFF.
 - Query about the Coles Car Park material. **Action – JM** to collect info and forward.
 - Investigating a mobile glass crushing unit which could assist with material sourcing and waste problems.
- Horsham
 - Pedestrian bridge planning proceeding
 - Alternative Truck Route planning remains a priority, though understand that funding from DoT has not yet become available.
 - Agrilinks Upgrade Program, \$450,000
 - Laser data for sealed road condition assessment, to change our approach to road reconstruction.
- Northern Grampians
 - Pedestrian bridge at Halls Gap being replaced at Stony Ck, Halls Gap. New bridge proposed end of Heath St.
 - Many other projects underway in Stawell and St Arnaud keeping the crews busy.
 - North Park complex works getting close to ready.
- West Wimmera
 - Moloney update – renewals gap now close to an acceptable level
 - Considering options for LRCI program, bringing reseals forward to simplify planning.
- Yarriambiack
 - Capex program on track
 - Also received some Agrilinks funding
 - Have started consultation for the Council Plan. Looking at combining consultation on RMP and Council Plan. Roads are often a key issue, including issues like pruning roadside vegetation.
 - Have also done laser condition assessment at same time as photo data capture.

7.6. Other Reports

Nil.

Motion: That the reports be received. Moved Cr Gersch / Mick Evans. Carried.

8. General Business

8.1 Objectives for the year

- Discussion by members
- To inform Group budget for the year

The following issues were considered in the discussion:

- Narrow Seal Roads – further lobbying, look at the IV report
 - A renewed approach
 - State budget underway
- Funding for bridges – level 3 condition assessment
 - Calder Highway – some bridges are not up to standard. They are diverting to local road bridges – which is a major problem
 - NHVR is doing some contribution for some assessments – A Hoy to send a link.
- Consideration of gazetting roads for heavy vehicles
- Airport funding
- Western Highway
- Property access on low priority roads
- Partnership with VFF, e.g. on lobbying for upgrades in routes – funding e.g. bridge assessments

Motion: That the following priorities be the focus of WSM RTG work for this year:

- **Funding for narrow seal roads**
- **Funding for level 3 bridge condition assessments**
- **Funding for aerodrome upgrades**

Moved: Mick Evans / Naga Sundararajah. Carried.

Officers to put some proposals together about these three areas, and determine likely costs, to inform the need for a funding call from member Councils. Councils requested to allocate historic level of funds for budget. **Action – Directors to raise in budget planning.**

8.2 Passenger Rail

Angela Hoy asked about the next steps with the Western Rail project. John indicated that an updated position paper will be prepared shortly and he anticipates it being discussed by the CEO group to determine how we proceed from there.

9. Next meeting

- Friday
 - 9 April
 - 28 May
 - 23 July
 - 17 September
 - 12 November
- Venue – return to face-to-face meetings
- Next meeting to be in Horsham, with option for remote access.

10. Close

Cr Kevin Erwin

Chairman

Wimmera Southern Mallee Regional Transport Group

16.02.21

From Cr Di Bell

I wish to submit the following Notice of Motion for Council Meeting Monday Feb 22nd, 2021

Notice of Motion - Report requested on City to River – Water tanks

That a report be provided to Council and the Community by Feb 28th, re details of any considerations for relocation of the “Drought Proofing Tanks and Wotonga Basin watering system” on the Riverfront.

NOM Signed by: Cr Di Bell  _____

Rationale

This report to include details of options being considered to remove or relocate, all or part of this important watering system, which may alter:

- any part of the final “concept Plan” recommendations for Stage 1 which was supported by the Stage 1 City to River Community Reference Group
- any part of the concept plan presented to the Community for final feedback during Community engagement for Stage 1 City to River.

Report to also include any options re the tanks which may affect the concept plan for Stage 2 being the City Oval/Sawyer Park Precinct.

Regards



Cr Di Bell

16.02.21

From Cr Di Bell

I wish to submit the following Notice of Motion for Council Meeting Monday Feb 22nd, 2021

Notice of Motion - Hamilton St Bridge

That all work, including application for grants for the Hamilton St Bridge, be suspended immediately.


NOM Signed by: Cr Di Bell 

Rationale.

This project has not been endorsed by Council, and I do not believe that the current level of community support gives this project priority over other projects which have the potential to give greater net community benefit at this time.

I believe future work to assess the priority and value of this project should be reviewed by Council following the completion of the Community Vision and Council Plan.

Regards



Cr Di Bell

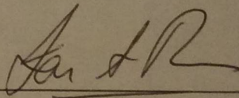
To: Mayor, All Councillors and CEO.
Notice of Motion: For Council Meeting, 22 February 2021
From: Councillor Ian Ross

“That community committees be reconvened and continue operating until the Committee Review and all results and recommendations of the review are endorsed by Council.

Rationale: Community committees have ceased without Council approval, therefore it is important that we have sound governance and processes to ensure that Council has a good working relationship with our community committees that builds trust.

Committee Charters or Terms of Reference have not been revoked or amended. Sound governance dictates that they should continue until Council resolves otherwise.”

Signed:



Dated:

16-2-21

17 February 2021

Re. Horsham Town Hall Dancefloor

I wish to submit the following Notice of Motion for Council meeting Monday Feb 22nd, 2021.

Notice of Motion – Horsham Town Hall Proposed initiatives-Budget allocation-grant applications

I wish to move that Council do not continue with any more funding allocation toward any future refurbishment of the Horsham Town Hall.

Nomination signed by: Cr. Claudia Haenel



Reasoning: These are the reasons why I am moving this motion:

1. The Horsham Town Hall was one of the city's biggest investments in time, revenue and resources. At a recent briefing there was notification of a possible further significant outlay for a new dancefloor.
2. Since its opening, due to shortfalls in budgeting/finances, there has been continual need for completions of works on this facility, which were factored in and should have been completed in the initial build phase. Airconditioning, sound and now a proposed new dancefloor, in additional financial outlay that has taken financial precedence over other smaller and just as worthy community initiatives. If the roof for the regional livestock exchange can be completed in time and under budget, the community has a right to know, in a rate capped fiscal environment, why there is continual funding needed over and above the initial build spend, while other arts initiatives miss out. I understand that council maintains its assets but this is a new building, with modifications and upgrades that should have been completed at the new build phase.
3. A solution to the ongoing financial needs of the Horsham Town Hall maybe some fund raising efforts that every other arts initiative must do to ensure funds. This would free up the opportunity to share hard to find, valuable arts funding around the community.

Sincerely



Cr. Claudia Haenel.