

# AGENDA

MEETING OF THE  
**HORSHAM RURAL CITY COUNCIL**

To be held on  
**22 August 2022**  
At 5.30pm

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



**Horsham Rural City**  
**Council** urban rural balance

**COUNCILLORS are respectfully requested to attend the Council Meeting of the Horsham Rural City Council to be held on 22 August 2022 in the Council Chamber, Civic Centre, Horsham at 5.30pm**

## **Order of Business**

### **PRESENT**

### **ALSO IN ATTENDANCE**

#### **1. PRAYER**

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

#### **2. ACKNOWLEDGEMENT OF COUNTRY STATEMENT**

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

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

#### **3. OPENING AND WELCOME**

Chairman, Cr Robyn Gulline formally welcomed those in attendance to the meeting. The Mayor advised that the meeting will be recorded to maintain a video archive, which will be available on the Horsham Rural City Council website as soon as possible.

#### **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 online and livestreamed at 5.33pm on 25 July 2022 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**

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**CLOSE**


SUNIL BHALLA  
Chief Executive Officer

## REPORTS FOR COUNCIL DECISION

### 9. OFFICERS REPORTS

#### 9.1 NATURE PLAY PARK VARIATION

<b>Author's Name:</b>	Dianna Blake	<b>Director:</b>	John Martin
<b>Author's Title:</b>	Coordinator Project Office	<b>Directorate:</b>	Infrastructure
<b>Department:</b>	Capital Projects & Engineering	<b>File Number:</b>	F04-A06

##### 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

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##### Purpose

To approve a variation to Contract 22/010 for the Design and Construction of the Horsham Nature and Water Play Park.

##### Summary

- Council awarded the above contract to AWS Services VIC Pty Ltd on 11 October 2021, for the contract sum of \$1,487,555 ex GST
- The report to Council recommending this contract be awarded noted that the overall project budget included \$410,000 estimated cost for the following items which were outside the contract:
  - \$250,000 additional play elements to be approved
  - \$100,000 covered shade
  - \$ 60,000 advanced trees for shade in the play area
- Final costings for these elements have been received from AWS Services totalling \$415,112
- This variation is containable within the overall budget of \$2,453,000.

##### Recommendation

That Council approve a variation to Contract 22/010 to include additional play elements, covered shade, and advanced trees for an amount of \$415,112.

## REPORT

### Background

At the Council meeting on 11 October 2021, Council resolved to award the design and construction of the Horsham Nature and Water Play Park to AWS Services VIC Pty Ltd for \$1,487,555 ex GST. The proposal from AWS Services was based on a concept design prepared by Tract. Concept designs do not provide detailed levels of information suitable for construction.

### Discussion

Following the tender process, Council officers and the majority funding body Sport & Recreation Victoria (SRV) determined that there was sufficient need and funding available to enhance the scope of the original design to include:

- customised play equipment – sculptural climbing, water and sand play structures following the riverfront theme
  - “the Yabby”
  - “the Catfish”
  - “the Turtle”
- an increase in fully accessible play equipment
  - wheelchair accessible spinner
  - nest swing
- additional elements
  - quad bay swing set
  - sound elements for play
  - increased seating
  - increased shade sails over the play areas
  - increased advanced tree plantings throughout the play areas



The original budget estimate for these additional items was \$410,000

- \$250,000 additional play elements to be approved
- \$100,000 covered shade
- \$ 60,000 advanced trees for shade in the play area

Initial discussions with SRV were based on covered shade for the carpark area, which the SRV representatives did not approve. However, they were comfortable increasing the play area's shade sail coverage.

AWS Services undertook detailed costings for this enhanced scope, resulting in this variation request for \$415,112.

### Options to Consider

The work covered under this variation was considered in the original scope and budget, so it fully delivers on the original concept plan. The play park will not meet the community and funding body expectations if this variation is not approved.

### Sustainability Implications

Extensive flood modelling of the riverfront has been conducted to ensure the built structures do not adversely impact the river flow or other properties. The Wimmera Catchment Management Authority has reviewed and approved this flood modelling.

**Community Engagement**

Community engagement for this project occurred over 18 months before the contract was awarded through surveys and drop-in sessions. A Community Reference Group was established to sculpt the concept plans for this area. This variation request is in line with and further develops the concept plans.

**Innovation and Continuous Improvement**

The design and construction of this Nature Play Park will implement Water Sensitive Urban Design principles. This land planning and engineering design approach integrates the urban water cycle, including stormwater, groundwater and wastewater management, and water supply, into urban design to minimise environmental degradation and improve aesthetic and recreational appeal.

**Collaboration**

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

Sport & Recreation Victoria (SRV) is the major contributor to the funding for this project, providing \$2.103M of the total \$2.453M budget. Regional SRV representatives have approved these variations.

**Financial Implications**

The overall budget for the Horsham Nature Play Park is \$2.453 M. Provisions for individual components of these works are allocated within this budget based on cost estimates by an external quantity surveyor.

The project budget is as shown:

\$ 1,487,555	22/010 Design and Construct Nature Play Park (previously awarded)	
\$ 250,000	Additional play elements to be approved	}
\$ 100,000	Covered shade	} subjects of this variation request
\$ 60,000	Advanced trees for shade in the play area	}
\$ 248,000	Contingency and cost escalation allowance	
\$ 172,000	Consultants and project management	
<u>\$ 135,445</u>	Client costs and authority/headwork charges	
<u>\$ 2,453,000</u>		

The inclusion of the additional play elements, shade structure, and trees will not significantly add to the ongoing maintenance cost of this facility, as there are already a number of play elements, structures, and plants to be maintained.

**Regional, State and National Plans and Policies**

Not applicable

**Council Plans, Strategies and Policies**

Council Plan 2021-2025

Theme 1 Community and Theme 2 Liveability

**Risk Implications**

Standard construction risks apply to this project; Council’s Project Office will manage these during the construction process. Excluding these higher dollar value items from the original contract minimised the risk by ensuring Council did not accept the inclusion of these items until fully costed.

**Conclusion**

These key deliverables of additional accessible play equipment, custom-designed sculptural play structures, other shade sails, and further advanced tree plantings, when included in the construction of the Horsham Nature and Water Play Park, will complete the vision of the regional play space endorsed initially by Council in October 2021.



## 9.2 LANDFILL LEVY

<b>Author's Name:</b>	Rehan Majeed	<b>Director:</b>	John Martin
<b>Author's Title:</b>	Coordinator Waste Infrastructure	<b>Directorate:</b>	Infrastructure
<b>Department:</b>	Engineering & Capital Works	<b>File Number:</b>	F29/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

### Appendices

Extract EPA Publication 332.8 July 2021 (**Appendix 9.2A**)

List of Earthmoving Contractors (**Appendix 9.2B**)

### Purpose

To approve an increase in the charge for Clean Fill material received at Dooen Landfill and create a new waste stream to cover the operational need for cover material.

### Summary

- As part of the waste management operations at Dooen Landfill, Council receives “clean fill”, or earthen material, suitable for the use of daily cover
- In its updated regulations, the Environmental Protection Agency (EPA) has changed the classification of fill material to “Industrial Material”. The change in classification of cover material was not identified in earlier budget preparation.
- The change in classification means that the clean fill material is subject to industrial levy rates \$224.5/tonne rather than the municipal levy \$46/tonne, which Council has previously been paying.
- A revision to the charge for this material is proposed to cover the actual costs of its disposal at the landfill to mitigate the costs to Council including:
  - a contribution to the landfill levy,
  - the cost of air space consumed, and
  - routine operational costs.
- For material that can be utilised as cover material, a new waste stream named *Capping Material* will be created with the charge of \$46 per tonne to ensure continued receipt of clean fill for cover material. This waste stream would be exempt from the EPA levy.

### Recommendation

That Council:

1. Revise the charge for accepting clean fill at Dooen landfill to be that applied to the commercial/industrial waste, i.e. \$224.50 per tonne, and implement it in two stages.
2. Apply an interim gate fee of \$110.90 from 1 October 2022 as stage 1 of the new charge, with the full charge of \$224.50 to be effective from 1 January 2023..
3. Create a new waste stream named ***Capping Material*** with the charge of \$46 per tonne, being equivalent to the current gate fee.



## REPORT

### Background

A change in EPA regulations requires that a landfill levy now applies to clean fill material deposited at Dooen Landfill. This had not been identified in earlier budget preparation.

It is proposed that the charge for this material being deposited at the landfill be increased to cover the costs of disposing of this material at the landfill, including the landfill levy, costs associated with the construction of the landfill cell (air space), and the general expenses required to operate, maintain and rehabilitate the site in the long term.

### Discussion

In July 2021, EPA implemented its new legislation, *Environmental Protection Act Act 2017* along with new subordinate legislation. The revised regulations relating to the landfill levy, EPA publication 332.8 now requires that fill from external sources or generated outside of the premises is to be classified as Industrial Material. Therefore, the industrial levy rates apply.

Below is an extract of the relevant part of the updated EPA Regulation in this regard (copied at **Appendix 9.2A**).

#### 4.3. Cover material sourced off-site

All cover material brought onto the permissioned premises (i.e. from external sources generated outside of the permissioned premises) is subject to levy. Where 'fill material' is used as cover the IND levy rate applies.

Where materials other than 'fill material' are used as cover, then the appropriate levy rate for that type of waste should apply. For example, if category C contaminated soil is used, then the category C priority waste levy rate is applicable.

In order for materials other than 'fill material' to be used as cover material, the permission holder must have obtained written approval from EPA.

This means that for all fill material accepted at the Dooen Landfill from external sources, Council will need to pay the landfill levy at the industrial rate to EPA. The industrial levy set by EPA Victoria for rural premises for the financial year 2022-23 is \$110.90.

The charge for accepting what is now classed as clean fill at Dooen Landfill in Council's Budget 2022-23 is \$46.00. We are accepting approximately 4,200 tonnes per annum.

Should Council continue to receive this material under the category of clean fill, and use it as a daily cover, the total levy payment will be \$465,780 versus \$193,200 revenue. The shortfall, in this case, will be \$272,580.

It is proposed that the charges for clean fill disposal at the Dooen Landfill to \$224.50 per tonne, being the same as that for other waste classified as commercial/industrial, the total levy payment will be \$465,780 versus \$943,068 revenue. Generating enough income (\$477,288) to cover the holistic cost of airspace lost.

Council operation team will also investigate the practicality of creating a new waste stream named *Capping Material* with the charge of \$46 per tonne. *Capping Material* will be defined as uncontaminated

material not containing particles over 50mm. The material received under this category will be exempted from EPA levy. Therefore, it must be recorded and stockpiled in a designated area for future use and communicated to the EPA.

Such an improvement will enhance, the separation of clean soil from construction debris, secure capping material, save landfill airspace, reduce the fee to the contractors, and cover the landfill levy.

### **Options to Consider**

Option 1: Defer the new charge to 2023/24 to go through the normal budget consultation as per the financial section below, the estimated cost to Council for 2022/23 will be \$272,580.

Option 2: Stage the costs. Introduce \$110.90 for the first 3 months October 2022 to 31 December 2022. The \$110.90 is the cost that will cover the landfill levy but falls short on Council's requirement to implement the rehabilitation reserve. Then transition to the full proposed charge from 1 January 2023.

Option 3: Implement now, limiting the loss cost from first quarter 2022/23. This will roughly equate to \$68K lost revenue for 2022/23, but will ensure covering of the full costs to Council for the landfill operations from 2023/24 onwards.

### **Sustainability Implications**

Appropriately pricing gate fees to cover operations, ensures the longevity and sustainability of the landfill for the Horsham region.

Council Operation team will also be investigating the practicality of creating a new waste stream named *Capping Material*. Such improvement will activate the landfill's progressive rehabilitation plan for the legacy/ closed cells and extend the life of the existing cell. Ultimately reducing the cost of constructing a new cell for the Council.

### **Community Engagement**

The updated charges will need to be circulated to relevant earthwork/road construction contractors. A list of the main contractors is available from the weighbridge data system (see **Appendix 9.2B**) Discussions are yet to be held with customers and contractors.

### **Innovation and Continuous Improvement**

Council Operation team will also be investigating the practicality of creating a new waste stream named *Capping Material* with the charge of \$46.00 per tonne, being equivalent to the industrial levy. Such improvement will enhance the separation of clean soil from construction debris, secure capping material, save landfill airspace, reduce the fee to the contractors, and cover the landfill levy.

### **Collaboration**

Officers will maintain continued close collaboration and relationships with the EPA.

### **Financial Implications**

The financial implication of suggested gate fees and charges have been illustrated in the table below

Projected Revenue Vs Levy payment 2022-23							Implication
Gate Fee Applied	2022-23	M <sup>3</sup>	tonne	Revenue	Levy	Net	
Option 1: Maintain Current Gate Fee	\$46.0	2,940	4,200	193,200	465,780	<b>\$272,580</b>	Shortfall
Option 2: Increased staged (1 <sup>st</sup> quarter no change, 3 months \$110.90 then go to \$224.50 1 January 2023)	\$110.90/ \$224.50					<b>136,200</b>	Shortfall 2022/23
Current Industrial/Commercial Gate Fee is now applied to Clean Fill	\$224.5	2,940	4,200	943,068	465,780	<b>\$477,288</b>	Income
New Gate Fee ( <i>Capping Material</i> )	\$46.0	2,940	4,200	193,200	0	<b>\$193,200</b>	Income
Industrial Levy Payment 2022-23	\$110.9	2,940	4,200	<b>\$465,780</b>			

### Legislation and Regulations

- *Environment Protection Act 2017*, EPA Victoria
- EPA Publication 332.8 July 2021

### Regional, State and National Plans and Policies

NA

### Council Plans, Strategies and Policies

2021-2025 Council Plan

Theme 3 – Sustainability

### Risk Implications

If the current gate fee is not changed, Council will have an annual budgetary loss of \$272,580 under the current EPA Levy structure.

### Conclusion

The cost of clean fill accepted at the Dooen Landfill should be raised to \$224.5 consistent with the Industrial/Commercial rates set in the budget document 2022-23 which will cover the cost of operational overheads, including landfill airspace and the landfill levy.

A staged implementation of \$110.90 initially will minimise Council's operational losses for the last quarter of 2022-23.

### 9.3 CONTRACT NUMBER: 22/015: REPLACEMENT OF PARKING METERS, SUPPLY AND INSTALLATION, HORSHAM CBD

<b>Author's Name:</b>	Michael McCarthy/Mandi Stewart	<b>Director:</b>	Kevin O'Brien
<b>Author's Title:</b>	Consultant/Manager Community Services and Safety	<b>Directorate:</b>	Communities and Place
<b>Department:</b>	Community Services & Safety	<b>File Number:</b>	22/015

#### 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

Refer to the Tender Evaluation Report included in the confidential section of the agenda.

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#### Purpose

To award Contract No. 22/015 for Replacement of Parking Meters, Supply and Installation, Horsham CBD.

#### Summary

Council advertised the tender for the supply, installation and operation of the pay-by-plate parking meters and associated works in March 2022. Six submissions were received in April 2022.

There was a thorough investigative assessment process including the interviewing of four of the tenderers, referee checking and follow up questions. It was found that there was a high-quality group of submissions with varying pricing across the scope of the tender. The Panel was keen to ensure that as all elements of the tender aligned with the project brief and all costs were considered.

It was unanimously agreed that Peritus Technology provided the most suitable and competitive tender.

#### Recommendation

That Council grant Contract 22/015: Replacement of parking meters, supply and installation, Horsham CBD tender to Peritus Technology, which includes a 5-year contract with Peritus Technology for background licences, enforcement technology, maintenance support and support for operation of a smart city system integrated with HRCC's corporate system, for the total amount of \$735,359 (GST exclusive) plus applicable CPI increases on annual fees.

## REPORT

### Background

Horsham Rural City Council adopted its Parking Management Plan in 2021. That Plan recommended the replacement of the single bay coin operated parking meters with Pay by Plate technology. The existing machines were found to be out of service and unable to be maintained, breaking down and inefficient.

The identified benefits of Pay-by-Plate included:

- More efficient for enforcement and can target repeated offenders
- Spaces do not need to be marked and therefore reduces ongoing maintenance costs
- Less queries on infringements
- Unlimited layout of spaces
- Can be paperless - more environmentally friendly
- Can be used on- and off-street
- Discourages free parking period over multiple visits (e.g. drivers who keep moving their vehicles for free parking)
- Provides useful data on actual usage by drivers and helps identify churn and usage rates per parking zone
- Does not require drivers to return to car to place ticket on dashboard

A Project Group was established to determine the project and tender brief which included representatives of the People and Place and Infrastructure Directorates. An external project co-ordinator was engaged to help facilitate the tender process.

The final brief required

- the removal and disposal of existing meters and restoration of pavements
- the removal of existing signs and installation of new signs provided by Council (which reflected the parking restriction times specified in the adopted Parking Plan).
- supply and Installation of 60 new pay by plate parking meter kiosks and back-end software
- supply of a Phone App for payment
- supply of enforcement technology including Licence Plate Reading capability
- ongoing maintenance and support including the provision of software licences on an annual basis.

Tenderers were asked to provide itemised costings including separate costing for each of the payment options: tap and go only, tap and go and coins, tap and go, coins and insert card based on the advice from other Councils that had already installed this type of technology the card insert slots and coin receptors were the main contributors to maintenance costs. It is recommended that insert card functionality not be included because of the extra costs and potential for vandalism. One of the regional Councils that has recently installed pay by plate meters has since covered this function on the machines because of the high breakdown caused by people sticking items like ice cream sticks into them and rendering them non-functioning. It is also considered that people are much more familiar and comfortable with the tap and go functionality and use coins less since Covid. Coin operation is the only part of the machine with moving parts, this provides the biggest risk to additional maintenance costs. However due to the fact that a portion of the HRCC demographic still uses coins, the pay by coin option should be provided with the new meters.

There was an initial short-list of four tenderers who were interviewed. A set of standard questions were sent to these tenders before the interviews with each providing a presentation answering those questions.

A key component of the supply of the pay by plate machines was the ongoing maintenance of these machines. It was found that because of the type of technology there is very little in the way of moving parts and the preventative maintenance it was decided to investigate if this could be performed more cost effectively in house. The tenderers were therefore asked if they would support HRCC staff doing the preventative maintenance and if yes provided revised costing. This revised costing was used as part of the evaluation.

### **Discussion**

The submissions and the follow-up interviews showed that there was a strong list of candidates that were able to provide the technology and service compliant with the tender specifications.

Issues that were considered included:

- ability to remove existing meters and restore the pavement to an appropriate standard
- functionality and user friendliness of the meters and supporting software
- ability to integrate with Council's corporate systems
- efficiency and accountability of the enforcement software
- pricing which includes removal of existing infrastructure to agreed standards, installation of new machines, ongoing costs such as maintenance and software licences.

All submitters demonstrated an ability to deliver all aspects of the tender. There were marked differences in the prices submitted for the removal of existing machines and in restoration of the pavements once these machines were removed. Tenderers provided examples of the works undertaken previously and details of their systems and procedures. Whilst there was some variation in the depth of information provided it was concluded that each of the shortlisted tenderers had undertaken similar works and were capable of doing the job. This aspect was confirmed by the working group representative from the Infrastructure Directorate.

The latest technology provides a touch screen which was considered advantageous and preferred because of its ease of use and its ability to provide extra information such as tourism advice and other messaging.

It is recommended that two machines on each side of the street on each block be installed. Given that the pay by plate technology does not require people to return to their car to place a ticket on the dashboard people will be able to walk to the closest machine and insert their car details into the meter kiosk on their way to their destination. Alternatively, the Phone App will become more useful as people will be able to log in at their car and pay by phone rather than go to any machine. Other Councils that have already installed pay by plate machines (such as Warrnambool and Ballarat) have found that the Phone App accounts for up to 65% of all transactions with coins being used for as little as 10% of transactions.

A strong marketing campaign using social media, signage on the meter kiosks and information leaflets left at shops and businesses will be implemented to ensure public awareness of the benefits of the Phone App. A major benefit is the opportunity for drivers to log on and off and therefore pay only for the length of time that they stay in the parking bay rather than paying for a fixed period but staying for a lesser amount of time. Peritus Technology will support the development of this material including videos showing how to operate meter kiosks and Phone App.

The machines proposed by Peritus Technology includes the Blinkay Chrono smart parking meter and Blinkay backend system. The meter features a 10-inch colour touch screen, 20W solar panel, 75AH x 12 W battery, stainless steel powder coated and anti-graffiti finish, secure and intelligent locking system for interchangeable stainless steel coin chests which can only be opened once returned to the office.

The enforcement technology includes Licence Plate Reader technology that will speed up the enforcement process and provides detailed information to confirm when/if payment was made, GPS location, time of reading, history of vehicle parking breaches and the ability to take photos. Therefore, providing detailed supporting information should there be any appeal.

Whilst the Blinkay machinery and software is relatively new to Australia there are 15,000 pay by plate machines installed world-wide (including Spain, Canada, South East Asia and Mexico) in different climates and circumstances

### **Sustainability Implications**

Whilst there are no immediate implications regarding sustainability, it is noted that the recommended supplier has the capability of adding pollution sensors that could monitor the emission levels of cars and could double up as recharging stations for electronic vehicles.

### **Community Engagement**

The replacement of exiting machines was flagged with the development of the Parking Plan which included extensive community engagement. As stated above, the introduction of new parking meters will be supported by an extensive marketing campaign. Press releases, Mayoral announcements on web sites and social media, information leaflets and the use of champions will be used to inform the community about the new technology and how to use it.

### **Innovation and Continuous Improvement**

The technology being recommended is the latest technology in parking meters. Pay by Plate machines are the preferred technology in the most recent installations in rural Victoria including Ballarat, Bendigo and Warrnambool.

### **Collaboration**

This report has been prepared with the collaboration of the internal project working group

### **Financial Implications**

\$330,000 was allowed for in the 2021/22 budget for parking meter replacement. An additional \$210,000 has been allowed for in the 2022/23 budget. Total amount for Replacement of Parking Meters, supply and installation being \$540,000 being funded from the CBD Reserve. The tendered amount of Peritus for the meters is \$541,859.

Ongoing maintenance and support including the provision of software licences on an annual basis will be funded through the Operations Budget. The amount for the 5 year contract recommended to be awarded to Peritus Technology is \$193,500. There is an allowance in the operations budget for Parking Meter Maintenance and Software.

### **Regional, State and National Plans and Policies**

N/A

**Council Plans, Strategies and Policies**

Theme 4 Accessibility: Horsham Rural City Council will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces.

**Risk Implications**

The preferred supplier has extensive risk mitigation processes including traffic management when installing the new machines.

**Conclusion**

Peritus Technology has the capability, capacity and experience in delivering full parking control services. They are the major supplier to Melbourne City Council for delivery and management of parking control devices and associated backend services (smart meter management system and gateway services for credit card payment processing).

The introduction of the proposed pay by plate technology and associated services will improve efficiency, be accessible and easy to use for the public and present Horsham Rural City Council as a modern and progressive city.



## 9.4 HORSHAM CENTRAL ACTIVITY DISTRICT (CAD) REVITALISATION: STREETSCAPE PLAN

<b>Author's Name:</b>	Stephanie Harder	<b>Director:</b>	Kevin O'Brien
<b>Author's Title:</b>	Coordinator Strategic Planning & Heritage	<b>Directorate:</b>	Communities and Place
<b>Department:</b>	Investment, Attraction and Growth	<b>File Number:</b>	F06/A23/000001

### 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

CAD Revitalisation: Draft Streetscape Plan (August 2022) (**Appendix 9.4A**)

Engagement Summary Report (July 2022) (**Appendix 9.4B**)

### Purpose

To receive and note a summary of the community feedback and adopt the Horsham Central Activity District (CAD) Revitalisation: Streetscape Plan.

### Summary

- The *Streetscape Plan* has been developed with three rounds of community consultation.
- The first stage of the project identified initial aspirations for the project, the second stage identified and recorded issues and opportunities in regards to the streetscape and public realm (through the *Urban Design Analysis*) and lastly the third stage proposed seven improvement strategies and 15 projects within the CAD for Council to take action on (through the draft *Streetscape Plan*), all of which the community has had the opportunity to comment on.
- The response has been mixed and a range of feedback has been received, some positive and some negative.
- The revised *Streetscape Plan* has taken on board the community feedback, where relevant, and made changes accordingly.

### Recommendation

That Council:

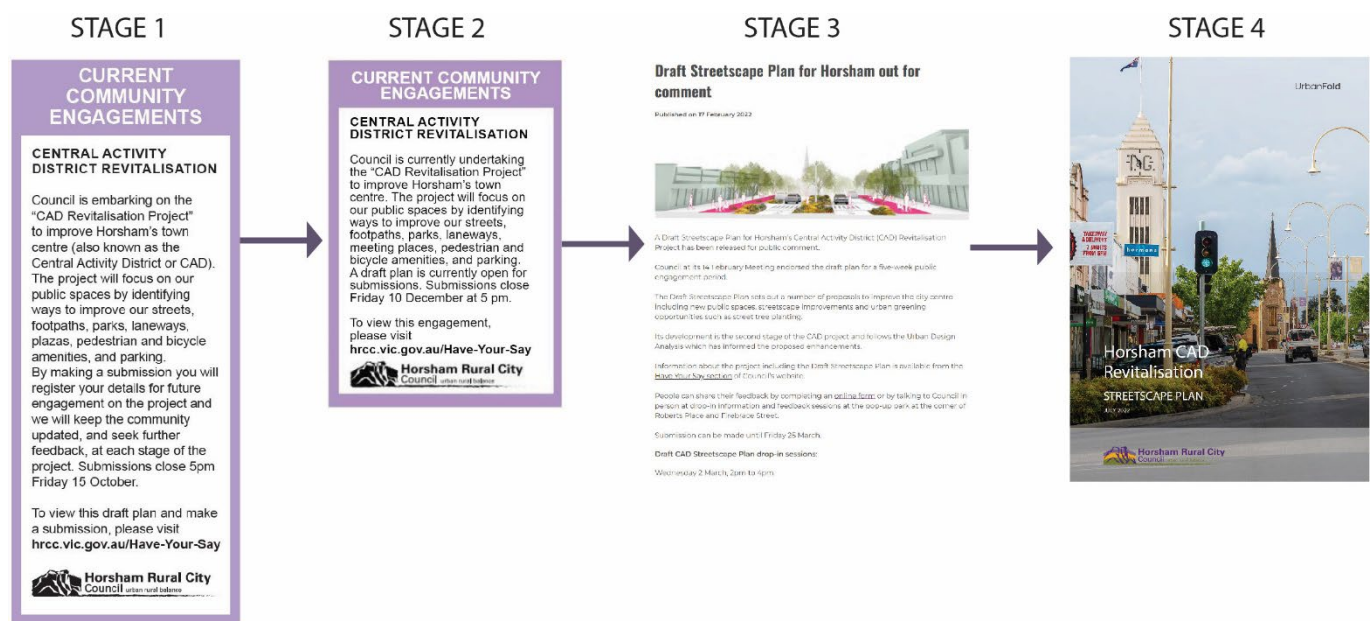
1. Receive and note the community feedback received on the Draft Horsham Central Activity District (CAD) Revitalisation: Streetscape Plan as summarised in the Engagement Summary Report (**Appendix 9.4B**).
2. Adopt the Horsham Central Activity District (CAD) Revitalisation: Streetscape Plan (**Appendix 9.4A**).

**REPORT**

**Background**

The CAD Revitalisation project (the Project) sits under the broader scope of the *City to River* project and furthermore based upon the CBD Revitalisation Strategy (2017) which provided recommendations for infrastructure and public realm upgrades within the CAD (or CBD).

The Project commenced in September 2021 and has progressed from early community consultation to inform the initial analysis (Stage 1) and the *Urban Design Analysis* (Stage 2) into the development of the *Draft Streetscape Plan* for community consultation (Stage 3) and lastly to a revised and final *Streetscape Plan* for adoption (Stage 4).



**Discussion**

The revised *Streetscape Plan* has been provided to Council based on the community feedback received and an officer review of both the exhibited plan and the feedback. The most obvious and contentious issue was the proposal to introduce parallel parking by modifying the existing angled parking arrangement on Firebrace Street.

Importantly, the reason why the option for parallel parking was proposed, along with other proposals for Firebrace Street, was to rethink the layout of our shopping strip and explore opportunities to enhance the capacity of the streetspace by enabling more outdoor dining, increasing the supply of footpath space for pedestrians (i.e. improve accessibility for vulnerable walkers including seniors, people with disabilities and mobility issues and children), and accommodating additional street tree planting (a key action in the adopted *Greening Greater Horsham Strategy*).

The overall resistance to change by some sections of the community could ultimately affect the broader community, both now and into the future. It is important when planning for the future of Horsham that the current younger generations are part of the discussion, as they will inherit the place that we create today and that a broader mix of the local demographic are heard to ensure diverse needs and aspirations of the community are met. Refer to the *Engagement Summary Report* (Appendix 9.4B) in regards to the feedback received.

### Revisions to the Streetscape Plan

There are six key project revisions/additions to the *Streetscape Plan* March 2022 version:

1. The revised *Streetscape Plan* now places more emphasis on improvements to Urquhart Street, Darlot Street and O'Callaghans Parade at Improvement Strategy #2.
2. The proposed locations for a future town square have been reduced from five locations to three (1. corner of Roberts Avenue and Ward Street, 2. the newsagency site on Pynsent Street and 3. adjacent to the Town Hall)
3. Consultation with the Horsham Youth Council provided useful insights into how the younger generation use the Horsham CAD (town centre), including May Park. The inclusion of an additional project now explores the opportunity to facilitate youth oriented social infrastructure within the park, now Project 12.
4. Consultation with parents of young children identified the lack of interactive play spaces for younger community members within the town centre. These discussions also revealed the lack of provision of baby change facilities and parenting rooms within the CAD. The revised *Streetscape Plan* includes a new project focused on the creation of a Children's Park at the former Kindergarten site on Roberts Avenue, now Project 11.
5. The revised *Streetscape Plan* no longer proposes the removal of angle parking for a parallel parking arrangement on Firebrace Street and adopts Scenario A.
6. A list of further work in relation to the amending the Horsham Planning Scheme are identified to give further effect to the outcomes sought in the *Streetscape Plan*.
7. Lastly, the revised *Streetscape Plan* includes high-level costings and an implementation plan to ensure that future projects can be scoped, budgeted for and delivered. This will also place Council in a stronger and more strategic position in selecting projects to pitch for grant funding.

### The Seven Strategies to improve the CAD

The following seven strategies are proposed as ways of improving the appearance, function and amenity for users of the Horsham town centre:

#### Improvement Strategy #1

Develop the off-street laneway network into a series of comfortable and interesting places that also provide a safe and convenient pedestrian network throughout the CAD.

#### Improvement Strategy #2

Identify improvements for priority streets across the CAD.

#### Improvement Strategy #3

Strengthen character and identity by promoting and restoring heritage features and telling the stories of the town and the area.

#### Improvement Strategy #4

Create more outdoor places for meeting, gathering and socialising in Horsham's Town Centre.

#### Improvement Strategy #5

Improve safety and both physical and visual connections between the Town Centre and broader Horsham.

#### Improvement Strategy #6

Improve the streetscapes of Horsham's Town Centre with new furnishings, paving and planting.

#### Improvement Strategy #7

Green the Town Centre and better utilise the streets and public spaces to create a cooler, more climate-ready urban environment.

FIGURE 1 EXERPT FROM CAD STREETScape PLAN (P. 10)

*Fifteen Projects that Implement the Strategies*

Sitting under the seven strategies are a series of implementable projects, subject to future funding:

**Project #1**

Create the 'Horsham Walk' from Horsham's existing laneway network.

**Project #2**

Improve Firebrace Street with more shade, more crossings and more public realm.

**Project #3**

Create more places for people on Wilson Street.

**Project #4**

Make O'Callaghans Parade an attractive and fitting arrival corridor into Horsham's Town Centre.

**Project #5**

Emphasise trees and bikes on Urquhart Street.

**Project #6**

Emphasise pedestrian safety on Darlot Street.

**Project #7**

Engage with property owners to undertake facade improvements to heritage buildings.

**Project #8**

Develop Advertising Signage Controls.

**Project #9**

Build a Town Square in Horsham's Town Centre.

**Project #10**

Build a pedestrian-friendly environment on Ward Street to support the Town Square and connectivity between Roberts Avenue and the Town Hall.

**Project #11**

Build a Children's Park in the Town Centre, on the site of the former Kindergarten.

**Project #12**

Reimagine May Park as a youth-oriented space.

**Project #13**

Create better, safer connections within the Town Centre and beyond.

**Project #14**

Create a streetscape design palette manual and begin to implement incrementally.

**Project #15**

Support the Greening Greater Horsham Strategy. Plant more trees!



**FIGURE 2 EXCERPT FROM CAD STREETScape PLAN (P. 28 & 29)**



### Community Consultation and Feedback

The Horsham *CAD Revitalisation: Streetscape Plan* project has been undertaken in four stages, with three rounds of community consultation, leading to the current revised *Streetscape Plan* being presented to Council:

- Stage 1: Project inception / development of project aspirations (round one of consultation in October 2021)
- Stage 2: Urban Design Analysis (round two of consultation in November – December 2021 )
- Stage 3: Draft Streetscape Plan (round three of consultation in February – March 2022)
- Stage 4: Revised Draft Streetscape Plan (current stage – Council adoption)

Consultation has been undertaken both in person and online. The community consultation throughout stages one to three has results in a mix of positive and negative community views in relation to the *Urban Design Analysis* and improvement strategies and some of the proposed projects put forward in the *Streetscape Plan*. The proposal with the most focus (and negative feedback) was the re-configuration of Firebrace Street with a significant proportion of the feedback being against the proposed change to parallel parking.

Firebrace Street and parallel parking dominated the feedback from the community and this is the reason why three options were put to the community. Subsequently Scenario A has been selected as the preferred option based on the community feedback. Also in response to community desire, bike lanes will not be located on Firebrace Street and will instead be located on the parallel streets of Urquhart Street and Darlot Street.

#### Scenario A



Scenario A Plan - A widened planted median in Firebrace Street

#### Scenario B



Scenario B Plan - A widened median and widened footpath along Firebrace Street

#### Scenario C



Scenario C Plan - A widened median and bike lane along Firebrace Street

FIGURE 3 PREVIOUSLY PROPOSED LAYOUT OPTIONS FOR FIREBRACE STREET (EXCERPTS FROM THE STREETScape PLAN MARCH 2022 VERSION, P. 22-25)

Other major areas of comment included the limited number of places for play and socialising for children and youth in the Town Centre. Two new projects have been proposed in response to community feedback. Project 11 will see the site of the former Kindergarten on Roberts Ave transformed into a safe and enclosed 'nature play' area for kids, with upgraded facilities including child change areas. Project 12 proposes upgrades to May Park to make it a safe and fun area for older kids and teens.



FIGURE 4 EXCERPT FROM REVISED STREETScape PLAN (P. 58-59)



FIGURE 5 EXCERPT FROM REVISED STREETScape PLAN (P. 60 + 61)

Overall, there was significant local support for:

- Increased parks, green space and canopy coverage
- The town square proposal
- Enhancing walkability within the town centre
- Pop-up parks and outdoor dining
- Activating laneways
- Providing cycling lanes

- Enhancement of heritage buildings

### Options to Consider

Council is now presented with a revised version of the *Streetscape Plan*. It has taken into consideration the community feedback and removed the parallel parking option. The fifteen projects contained within the plan provide Council with a clear direction in which to focus on projects that will have a positive impact on the future amenity and function of the town centre and encourage visitors and attract new businesses to Horsham.

### Sustainability Implications

The project aims to revitalise the CAD through a series of interventions, one of which is increasing tree canopy coverage through the re-configuration of some streets, increasing public and green spaces and the planting of (1000) trees across the CAD in order to increase canopy cover from 9.9% to 15% cover by 2031, in accordance with the adopted *Greening Greater Horsham Strategy*.

Many projects will also incorporate Water Sensitive Urban Design (WSUD) to ensure water conservation.

### Community Engagement

*Urban Design Analysis (2021)*

The community has provided valuable feedback on the project through three stages of engagement, one that occurred in September 2021 and then further engagement in November 2021, which involved both online (via the Have Your Say web page) and in-person engagement involving Council officers and members of the consultant team (UrbanFold).

The on-street engagement was very useful and provided a range of feedback in addition to the online engagement which was also very informative, demonstrating that the community is well engaged and there are a range of views on how the Horsham town centre could be improved.

The range of views are summarised as follows:

- Some members of the community have a negative perception of the current town centre, whereas others like the current town centre with its landscaping
- Many streets are difficult to cross because they are either busy or there are other obstacles (not accessible for all users)
- There was generally strong support for increased greenery and tree planting (with reference to pop-up park on Roberts Ave.)
- The pop-up park in Roberts Ave. is very popular and well received by the community – many would like to see it made permanent
- Outdoor dining has become popular and necessary due to Covid-19 (accommodating increased dining areas is supported by some members of the community)
- Plenty of parking close to shops (convenient)

In terms of improving the town centre, the community provided the following feedback:

- Parking, lighting, greenery, shade and seating could all be improved
- More trees should be planted
- Improved public realm with better priority for walking and cycling
- Improved pedestrian crossings throughout the town centre
- Improved landscaping, noting that many people like the current landscaping
- Generally improve the appearance of the town centre



- Improve walkability within the town centre
- The provision of open space in a central area
- Activation of the laneways and more outdoor dining
- Opposition to parking meters (remove parking meters)
- Opposition to parallel parking, noting that some people commented on the over-supply of parking and want to see safety improved and the removal of angled parking was supported by some
- Footpaths and paving
- Improving pedestrian safety at a number of intersections

### *Streetscape Plan (2022)*

The third round community engagement commenced from 21 February and conclude 25 April with input sought on the draft *Streetscape Plan*. As per mentioned above, there were concerns in regards to the limited number of places for play and socialising for children and youth in the Town Centre. As a result Projects 11 and 12 were developed.

We heard clearly the community desire to retain angled parking on Firebrace Street, and have proposed staged measures to improve safety and amenity whilst retaining the angled parking. Furthermore, bike lanes will not be located on Firebrace Street and will instead be located on the parallel streets of Urquhart Street and Darlot Street.

We also proposed measures to increase safety and amenity on other key streets across the CAD including O'Callaghans Parade, Darlot Street, Urquhart Street and Wilson Street. These measures included investigating how a cycle network can be safely accommodated in the CAD without causing further congestion down the main street, and planting more shade and canopy trees.

Wide support for laneway improvements and upgrades to heritage facades showed the pride Horsham residents had for their town, and their desire to see more programmed events, activities and amenities in their town.

### **Innovation and Continuous Improvement**

The Draft Streetscape Plan proposes changes to the Horsham town centre (CAD) which are innovative and would improve the streetscape and public realm for current and future users, improving amenity and accessibility for all users. This project forms the first step in Council's efforts to continue to improve Horsham to make the town and municipality more attractive and liveable for the community and visitors.

### **Collaboration**

During the development of the Draft Streetscape Plan, there has been collaboration with Regional Roads Victoria and the Department of Transport to ensure that the current funding opportunity and the design of upgraded roundabouts, integrates well with any other proposed streetscape changes, particularly along Firebrace Street.

### **Financial Implications**

The delivery of projects within the Draft Streetscape Plan will rely on future planning and budget allocation, particularly larger projects such as the re-configuration of Firebrace Street. State government funding streams (such as the current Regional Roads Victoria funding for the upgrade of roundabouts) will continue to be important for the future improvement of Horsham.



The high level cost estimate breakdown as of July 2022 is:

1. Create the 'Horsham Walk' from Horsham's existing laneway network.	\$310,000
2. Improve Firebrace Street with more shade, more crossings and more public realm.	\$3,100,000
3. Create more places for people on Wilson Street.	\$66,000
4. Make O'Callaghans Parade an attractive and fitting arrival corridor into Horsham's Town Centre.	\$1,070,000
5. Emphasise trees and bikes on Urquhart Street.	\$590,000
6. Emphasise pedestrian safety on Darlot Street.	\$185,000
7. Engage with property owners to undertake facade improvements to heritage buildings.	\$30,000 annually in operating budget
8. Develop and implement Advertising Signage Controls:	\$20,000 to be allocated in planning budget
9. Build a Town Square in Horsham's Town Centre.	Further investigation needs to occur re site feasibility including costings: High level cost range: \$1 million – \$2 million
10. Build a pedestrian-friendly environment on Ward Street to support the Town Square and connectivity between Roberts Avenue and the Town Hall.	\$1,205,000
11. Build a Children's Park in the Town Centre, on the site of the former Kindergarten:	Schematic plans/designs to be completed to determine costings: High level cost range:\$500k - \$700k
12. Reimagine May Park as a youth-oriented space.	Schematic designs/plans to be developed to determine costings High level cost range: \$50k-100k.
13. Create better, safer connections within the Town Centre and beyond	Funded partially through Regional Roads Victoria, projects shortly to commence
14. Create a streetscape design palette manual and begin to implement incrementally.	Through annual asset renewal program when needed (no additional funding needed).
15. Support the Greening Greater Horsham Strategy.	Through annual renewal program when needed (no additional funding needed).. Noting new trees have been factored into individual projects.

The draft *Streetscape Plan* has identified projects to an estimated value of \$9,376,000. Noting that these are high level costings that will be further refined through the next stage of design development.

\$9.9 million has been allowed of in the Long Term Capital Works for CAD Revitalisation. It is proposed that Council will fund these works through a combination of external grants, a loan, the CBD reserve and general rates.

\$100,000 has been allocated in the 22-23 budget to advance schematic plans/designs for priority projects as identified in CAD Streetscape Plan so these are investment ready.

### **Regional, State and National Plans and Policies**

Not applicable

### **Council Plans, Strategies and Policies**

#### Council Plan 2020-25

#### *Theme 2 Liveability*

#### *Strategies*

1. *A resilient, inclusive and socially connected community*
2. *A destination to live, work, explore and invest*
3. *A region with a defined identity*
4. *Diverse and connected open spaces*
5. *Quality opportunities and facilities that meet the health and wellbeing needs and interests of all ages, abilities and backgrounds*
  - *Create engaging spaces and places for social connection and wellbeing to build community resilience*
  - *Promote the municipality as a destination highlighting Horsham as a base in Western Victoria, halfway between Melbourne and Adelaide*

#### Horsham Urban Transport Plan 2019

#### *Theme: Streets for People*

#### *1.6 Increase street activation*

- *1.6.1 Consider the trial installation of “parklets” as a quick win, to provide seating or outdoor dining areas by removing isolated on-street parking spaces (to be considered in the context of the City to River Project)*
- *1.6.3 Increase footpath widths to accommodate areas of landscaping, outdoor dining, sheltered seating areas and ad hoc events*

#### *1.7 Roundabout safety*

- *1.7.1 Work with Regional Roads Victoria to trial a consistent roundabout treatment in Horsham to reduce speeds and improve safety for pedestrians and cyclists including:*
  - *Enlarge vehicle mountable annulus and install mountable corner radii at the roundabouts located in the CAD to reduce vehicle speeds*
  - *Install set back pedestrian crossings on each arm of the roundabouts located in the CAD to prioritise pedestrians over vehicles*

#### *1.8 Reduce vehicle speeds in the CAD and urban areas*

- 
- *1.8.1 Reduce the visual and actual width of streets by widening footpaths, installing medians, narrowing traffic lanes, widening bicycle lanes and street tree planting*

### City to River Masterplan 2020

#### *CAD Revitalisation*

##### *1: Implement the recommendations of the CAD Revitalisation Strategy*

- *This includes improving streetscapes, prioritising pedestrian/cycling transport and connectivity and better integrating the CAD and the riverfront precinct with clear visual connections and landscaping.*

##### *2: Develop a series of meeting places in the CAD*

- *Establish a series of meeting places in the CAD, which link with other CAD anchors including the Town Hall, May Park and the Riverfront.*

### Horsham Economic Development Strategy 2017-21

#### *Theme 3: A Vibrant Central Activity District*

- *Strategy 8: Continue to develop Horsham's Central Activities District (CAD) into a vibrant hub of retail, commercial, entertainment, hospitality, cultural and community activity.*

#### **Risk Implications**

There is some risk that community reaction could prevent some of the proposed changes occurring and that future users of the Horsham town centre are left with a legacy of inaction.

The Horsham town centre has enormous potential and the CAD Revitalisation Streetscape Plan would deliver some significant changes that can continue to be built upon as the town develops and attracts new businesses and residents.

#### **Conclusion**

The proposed *Streetscape Plan* presented for adoption is the culmination of work to date, including a comprehensive urban design analysis and several stages (including previous years) of community engagement that have informed the development of this strategic document.

Council officers present to Council a strategic document with seven urban improvement strategies and 15 projects for implementation that have been subject to comprehensive community consultation as well as an implementation plan for delivery.

## 9.5 CHILD SAFE STANDARDS

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<b>Department:</b>	People & Performance	<b>File Number:</b>	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

### Appendices

Updated Child Safety and Wellbeing Policy (**Appendix 9.5A**)

Updated Reporting a Child Safety Concern Procedure (**Appendix 9.5B**)

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### Purpose

To receive and note the changes to Victoria's Child Safe Standards, and adopt the updated Child Safety and Wellbeing Policy and Reporting a Child Safety Concern Procedure for adoption.

### Summary

The Child Safe Standards (the Standards) commenced in Victoria in January 2016. The Standards have improved safety for children and young people since this time, and changes have now been made to make the Standards even stronger.

### Recommendation

That Council

1. Adopt the updated Child Safety and Wellbeing Policy (**Appendix 9.5A**) and Reporting a Child Safety Concern Procedure (**Appendix 9.5B**).

## REPORT

### Background

Changes to the legislated Child Safe Standards have occurred and compliance by Council was required by 1 July 2022. The Commission for Children and Young People recognises that most organisations will need to make changes and some may not have fully completed implementation by 1 July 2022. The *Child Wellbeing and Safety (Child Safe Standards Compliance and Enforcement) Amendment Act 2021* is due to commence from 1 January 2023 and at this time the Commission will also expect organisations to have more comprehensively implemented the new Standards.

Council has a range of current policies, documents and practices that keep children and young people safe and these have been amended to meet the new Standards. Work will need to be ongoing to ensure Council becomes fully compliant, and remains compliant with the eleven new Standards.

Previously there were seven Child Safe Standards but this has increased to eleven. Although some of the new Standards are similar to the originals, there are significant new obligations attached to each standard as follows:

- Organisations will need to improve their current approach to creating a safe environment for Aboriginal children and young people and their families. Implementing this Standard will require ongoing effort, not just a once-off change.
- A greater emphasis on information sharing, record keeping and governance arrangements to create a child safe culture at all levels in an organisation. The management of risks to children is required to be embedded in organisational leadership, governance and culture.
- Obligations to empower children and young people and promote their participation remains but there are additional requirements about rights, encouraging support and connection, offering sexual abuse prevention programs where relevant and equipping staff and volunteers to identify the signs of harm to children.
- Obligations on organisations to involve families and communities in promoting child safety.
- Additional obligations for all children and young people around diversity including the need to understand diverse backgrounds, circumstances and needs, providing equal protection to all and considering the needs of those who are unable to live at home as well as lesbian, gay, bisexual, transgender and intersex children and young people.
- Organisations will have new obligations to inform staff and volunteers about record keeping processes in relation to child safety and wellbeing and information sharing and reporting.
- The importance of complaints processes being child focused and understood by children and young people and their families, in addition to staff and volunteers. It also makes explicit the obligations for organisations to take complaints seriously, and respond to them promptly and thoroughly, co-operate with law enforcement and meet reporting, privacy and employment law obligations.
- Obligations for organisations to train and support staff and volunteers, and provide ongoing education and training to implement the organisation's child safety and wellbeing policy, recognise indicators of harm and how to respond effectively to child safety issues and concerns and support colleagues who disclose harm.
- Specific obligations for organisations to consider online environments in addition to physical environments, identify and mitigate risks in these environments, promote child safety and wellbeing and have procurement policies that ensure the safety of children and young people if the organisation contracts facilities and services from third parties.

- New obligations for organisations to analyse complaints, concerns and safety incidents to identify causes and systemic failures to inform continuous improvement and report on the findings of relevant reviews of child safe practices to staff and volunteers, community and families and children and young people.
- New obligations for organisations to make policies and procedures easy to understand, use stakeholder consultation and best practice models to inform the development of policies and procedures and ensure organisational leaders champion and model compliance with policies and procedures.

These changes need to be incorporated into current practice, systems, policy and organisational culture.

### Discussion

The organisation must now continue to work toward complying with the new Child Safe Standards. The Commission for Children and Young People has produced a guide for creating a Child Safe Organisation listing the new Standards including minimum requirements along with the actions and documents required in order for compliance. A copy of the guide can be found at <https://ccyp.vic.gov.au/assets/resources/New-CSS/A-guide-for-creating-a-Child-Safe-Organisation-190422.pdf>.

As part of the new minimum requirements, the organisation needed to review and update the current Policy and Procedure

The Policy (Appendix 9.5A) has been updated to reflect the new Standards along with providing information as to how each of the Policy Principles links to one or more of the Standards. The Procedure (Appendix 9.5B) update includes appendices around types and signs of abuse as well as signs that might indicate a child is being abused. The outdated *Code of Conduct Behaviour of Adults Towards Children* will be retired. Instead, clear behavioural expectations are embedded within the Procedure and will also form part of the updated Staff Code of Conduct to ensure compliance with the new Standards.

The revised Policy also discusses the inclusion of the Reportable Conduct Scheme.

Since 1 January 2019, all of Council has been encompassed by the scheme and any instances of child abuse are reportable to the Commission for Children and Young People as well as reported under Council's policy and procedure.

### Options to Consider

The organisation is required to adopt an appropriate Policy and Procedure.

A child safe organisation has policies and procedures that promote the safety and wellbeing of children. Our Council is committed to creating and embedding a child safe culture into our organisation.

### Sustainability Implications

N/A

### Community Engagement

These documents are a legislative requirement. Council will update our website and ensure that the public are aware of our commitment to a child safe workplace and community.

### Innovation and Continuous Improvement

The review of policies and procedures that not only conform to current legislation and standards, but embed these reforms into our organisational culture, leads to continuous improvement.

**Collaboration**

N/A

**Financial Implications**

Resourcing of compliance with the Child Safe Standards is the responsibility of the People & Performance Department.

**Regional, State and National Plans and Policies**

The Victorian Government announced that the new Standards will commence on 1 July 2022.

In Victoria, the legislation that creates the Standards is the *Child Wellbeing and Safety Act 2005* (Vic).

The *Child Wellbeing and Safety (Child Safe Standards Compliance and Enforcement) Amendment Act 2021* is due to commence from January 2023.

**Council Plans, Strategies and Policies**

Council Plan 2021 – 2025

Theme 1 Community

1.1 An inclusive, accessible, connected and safe community

1.2. A community that encourages and celebrates all cultures, heritage and diversity

1.4. A region that acknowledges and engages with First Nations people on place, connection and truth

Theme 5 Leadership

5.1. Good governance, through leadership and connection with community

5.3. High organisational standards focussing on continuous improvement

5.5. A safe, inclusive, and resilient culture that delivers for the community

**Risk Implications**

Non-compliance with the Standards is a breach of law and exposes a risk to the safety and wellbeing of children. Council will continue to work toward full compliance with the new Child Safe Standards.

**Conclusion**

The Child Safe Standards that commenced in Victoria in January 2016 have now been replaced. From 1 July 2022, the eleven new Child Safe Standards became legislation. The adoption by Council of a revised Child Safety and Wellbeing Policy and corresponding Reporting a Child Safety Concern Procedure are key measures in ensuring our organisation's compliance with the new standards.

## 9.6 ADOPTION OF GOVERNANCE RULES

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<b>Department:</b>	Governance and Information	<b>File Number:</b>	F19/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

### Appendices

Revised Governance Rules (**Appendix 9.6A**)

Current Governance Rules (Track Changes) (**Appendix 9.6B**)

Submissions Received (**Appendix 9.6C**)

Summary of Feedback Received (**Appendix 9.6D**)

### Purpose

To adopt the amended Governance Rules.

### Summary

- Amendments to the *Local Government Act 2020* concerning virtual meetings will take effect on 2 September 2022 and this means that Councils will be able to conduct virtual meetings in accordance with their relevant Governance Rules on a permanent basis.
- Council's Governance Rules now make provision for requesting and approving attendance at Council meetings by electronic means of communication.
- Council has undertaken community engagement in accordance with section 60(4) of the *Local Government Act 2020*, with one submission received.
- The Governance Rules have been reviewed in accordance with recommendations, guidelines and are based on a template provided by Maddocks legal firm.

### Recommendation

That Council adopt the amended Governance Rules (**Appendix 9.6A**).



## REPORT

### Background

Reforms relating to virtual Council Meetings in the *Local Government Act 2020* require Council to develop and keep in force Governance Rules relating to:

- The conduct of Council (and Delegated Committee) meetings held by electronic means; and
- Requesting and approving attendance by electronic means.

The new provisions further provide that Councillors and members of Delegated Committees may attend and be present by electronic means of communication provided they comply with the Governance Rules.

Under section 66 of the *Local Government Act 2020* a Council or Delegated Committee must keep a meeting “open to the public” except in specified circumstances. New provisions insert a definition of “open to the public” to mean:

- Either, attendance in person by a member of the public, or a meeting that is broadcast live on the Council internet site; or
- A recorded meeting that is published on the Council website as soon as practicable after the meeting (in the case of a Delegated or Joint Delegated Committee only); or
- Any other prescribed means of meeting.

### Attendance and Remote (Virtual) Meetings

The revised Governance Rules include detailed provisions including:

1. whether meetings are to be wholly attendance meetings, wholly virtual meetings or partially attendance and partially virtual meetings;
  2. how, if a meeting is intended to a wholly attendance meeting, a Councillor can request that they attend by electronic means; and
  3. a decision by Council as to whether it accedes to such a request.
- Consequential provisions seek to other issues recently highlighted by Local Government Victoria in its Bulletin No. 32/2022.

### Updated Provisions

A number of miscellaneous changes have been made, to:

- (a) provide for the acceptance of electronic petitions, joint letters and memorials;
- (b) reflect the repeal of certain provisions in the *Local Government Act 1989*;
- (c) adopt a more gender neutral language;
- (d) other minor administrative changes.

### Discussion

Amendments to the *Local Government Act 2020* concerning virtual meetings will take effect on 2 September 2022 and this means that Councils will be able to conduct virtual meetings in accordance with their relevant Governance Rules on a permanent basis.

### Options to Consider

Option 1.

That Council adopts the amended Governance rules. (Recommended)

Option 2.

That Council does not adopt the amended Governance Rules. (Not Recommended)

### **Sustainability Implications**

Not applicable

### **Community Engagement**

In developing and amending its Governance Rules, Council ensured that a process of community engagement is followed in accordance with section 60(4) of the *Local Government Act 2020*. The Governance Rules have been reviewed in accordance with recommendations, guidelines and are based on a template provided by Maddocks legal firm. The draft Governance Rules were circulated to the Executive Management Team and tabled at meeting held on 26 July 2022, and Council Briefings on 1 August 2022 and 16 August 2022.

The Governance Rules have been placed on Council's website and community feedback sought over a 14-day period from 1 August to 15 August 2022. This was promoted through Council's website, social media and Public Notices pages in the Horsham Times on 5 August 2022 and The Weekly Advertiser 10 August 2022. The community was invited to comment by 15 August 2022, there was one submission received and a summary of this feedback is provided in **Appendix 9.6D**.

Following consideration of the submission received, the subsequent change was made:

#### **Division 9**

##### **Petitions and Joint Letters**

s.55.8 To include the address of person/s signing an electronic petition.

### **Innovation and Continuous Improvement**

Not applicable

### **Collaboration**

Not applicable

### **Financial Implications**

The cost of the Maddocks Governance Template was \$990.00 (inclusive of GST)

### **Regional, State and National Plans and Policies**

Not applicable

### **Council Plans, Strategies and Policies**

2021-2025 Council Plan

Theme 5 - Leadership

### **Risk Implications**

The revised Governance Rules are required to be adopted on or before 2 September 2022 to ensure Council is able to conduct virtual meetings.

### **Conclusion**

The Governance Rules satisfying section 60(1) of the *Local Government Act 2020*, primarily relating to the conduct of meetings and related procedures are presented to Council for endorsement.

**REPORTS FOR INFORMATION****9.7 QUARTERLY COMMUNITY ENGAGEMENT UPDATE – APRIL TO JUNE 2022**

<b>Author's Name:</b>	Martin Bride	<b>Director:</b>	Kerrie Bell (Acting)
<b>Author's Title:</b>	Community Facilitator	<b>Directorate:</b>	Corporate Services
<b>Department:</b>	Community Relations and Advocacy Team	<b>File Number:</b>	F06/A23/000001

**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**

Nil

**Purpose**

To receive and note an update on the Community Engagement activities for the quarter to June 2022.

**Summary**

- Council had 10 community engagements partially or completely undertaken during the quarter
- 5 Projects involving engagement are still ongoing as at the end of this quarter
- 11 Additional engagements are currently planned to take place in the coming 9 month period

**Recommendation**

That Council receive and note the Community Engagement report which includes a summary of activities in the 3 months from April 2022 to June 2022 and the proposed activities for the following 9 months.

## REPORT

### Background

This report is an opportunity to highlight to Council and the Community the many and varied ways that Community engagement is undertaken.

There are some engagements that are not included in this report, these are smaller operational engagements usually at the inform level. This includes the ordinary notification processes involved in works such as footpath repairs, and road repairs and upgrades.

The level of engagement will impact on the exact type of activities that will occur and the particular response from Council. This is guided by the IAP2's Public Participation Spectrum and this is what will be used for determining the required response.

### Discussion

#### A. Highlight for the Quarter – Western Victorian Careers Expo

The Western Victorian Careers Expo was held at Wimmera Machinery Field Days, Longerenong on the 21st June. More than 25 schools were registered to attend the event, with around 1700 students attending. The Careers Expo is organised by a committee of local organisations including the Wimmera and Southern Mallee Careers Association, Federation University, Skillinvest and Wimmera Development Association.

Louise Barnett, Council's Youth Officer, attended and displayed videos and other materials about employment opportunities at Council. She also encouraged young people to complete a survey to provide feedback on our youth strategy which is being reviewed. This was also an opportunity for her to make herself known to young people who may not have ever attended a youth event or program before. More than 70 surveys were completed by attendees, demonstrating the importance of engaging with the community in various locations, using a variety of engagement methods.

#### B. Key Engagements Snapshot

##### Three Key Engagements This Quarter

**Bike and walking paths-** The Recreation and Open Space Team have been working with the Community Reference Group (CRG) and the consultants. A draft plan will be prepared soon for CRG to review and Council will be briefed prior to public feedback in September.

**Green Lake Waterways Rule Review-** Identified stakeholders (such as the yacht club) were engaged and a public information session held. Draft rules will be reviewed by Maritime Safety Victoria and then put out for community comment.

**Natimuk Economic and Social Plan -** The Investment & Business Development Team worked with the CRG to develop an Issues and Opportunities Paper which became a key input into the community workshop. A draft plan is now being prepared and further engagement with the broader community will occur.

### Three Key Upcoming Engagements

4 Bins Project - Though this engagement is at the IAP2 level Inform this is a complex project directly impacting a large proportion of the community. An education and information program is being prepared and will be ongoing for an extended period of time.

Dudley Cornell Park- It is an identified priority to do precinct planning at Dudley Cornell and this will begin when the Wimmera Regional multi-sport precinct feasibility study is completed.

Flood Planning Scheme Changes - This involves amendments of the planning scheme to implement the recommendations of flood studies completed some time ago. The amendment is currently subject to review by the Department of Environment, Land, Water and Planning who will authorise the amendment for exhibition. Authorisation is imminent but this will impact on the exact timing of this engagement.

### C. Approximate Timelines for Engagement Activities underway or planned:

The following GANTT Chart summarises all of the planned engagement activities for the previous quarter and the next nine months (April 2022 – March 2023). All attempts are made to spread these activities out across the year and to avoid important times of the year such as Christmas holiday periods and any specific activities that may impact on a particular sector who are key stakeholders in the engagement e.g. harvest and sowing period for the farm sector.

Activity	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23
Weeks ----->	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Horsham South Structure Plan														
Haven Precinct Planning														
Skate Park Precinct Planning														
Sunnyside Park Precinct Planning														
Creative Horsham Plan														
Bike and Walking Paths														
Waste- Four Bins														
Natimuk Economic and Social Plan														
Horsham CAD														
Revitalisation Project														
Implementation of Parking Management Plan														
Aquatic Centre Accessible Changing Rooms														
Governance Rules Review														
Horsham North Local Area Plan														
Wimmera Regional multi-sport precinct feasibility														
Alternative Truck Route														
Domestic Animal Management Plan														
DAMP														
Annual Action Plan 22-23														
Budget 2022-23														
Dudley Cornell Park														
Wimmera River Design Guidelines														
Green Lake Waterway Rules Review														
Flood Planning Scheme Changes														
Investment Attraction Strategy														
Dadswells Bridge Community Planning														
Strategic Planning including Council Plan														
The following projects are coming up in the next nine months and engagement dates have not yet been scheduled														
City Entrance Signage														
Moonscape Play Upgrade (Weir Park play equip)														
Public Place Recycling														

**Options to Consider**

Not Applicable

**Sustainability Implications**

Nil

**Community Engagement**

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

**Innovation and Continuous Improvement**

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

**Collaboration**

Not applicable

**Financial Implications**

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

**Regional, State and National Plans and Policies**

LGA 2020 Part 3 Division 1 S.55 and 56

**Council Plans, Strategies and Policies**

The Council Plan 2021-2025 includes the following priorities: Communicate and engage effectively with our community to understand their needs and advocate on their behalf (Theme One Community); Build trust through meaningful community engagement and transparent decision making (Theme Five Leadership); and Engage with community early on in projects and throughout to promote efficiencies and awareness of external funding opportunities (Theme Five Leadership).

**Risk Implications**

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

**Conclusion**

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

## 9.8 QUARTERLY PERFORMANCE REPORT – APRIL TO JUNE 2022

<b>Author's Name:</b>	Faith Hardman	<b>Director:</b>	Graeme Harrison
<b>Author's Title:</b>	Corporate Planner	<b>Directorate:</b>	Corporate Services
<b>Department:</b>	Governance and Information	<b>File Number:</b>	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:** *If no type Nil*

### Appendix

Quarterly Performance Report – April to June 2022 (**Appendix 9.8A**)

### Purpose

To receive and note the Quarterly Performance Report for the three months to 30 June 2022.

### Summary

- This is a newly developed Quarterly Performance Report template 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
  - Service Performance Indicators
  - The tracking of any major initiatives
  - Community Project Reports
  - Community Engagement
  - Major Projects and Capital Works
  - Councillor Expenses
- 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 30 June 2022(**Appendix 9.8A**).



## 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*, 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 and 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 reports back to Council and the community on key strategic items, in a clear and concise manner that is readable and informative.

The report contains the following sections:

1. CEO Overview
2. Council Plan Updates and Local Government Performance Reporting Framework (LGPRF)
3. Customer Service Updates
4. Community Projects
5. Capital Works Projects
6. Councillor Expenses
7. Quarterly budget report

The format for this has evolved significantly from the previous year and includes additional sections on community projects and current community engagement. This report provides Local Government Performance Reporting data titled as "Service Performance Indicators" which will evolve to include some further customised indicators of council performance.

**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 Corporate Planner, 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 Report's 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**

2021-2025 Council Plan

Theme 5 - Leadership

Good governance, through leadership and connection with the community.

Build Trust through meaningful community engagement and transparent decision making.

**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.

## 9.9 COMPLIANCE POLICY

<b>Author's Name:</b>	Diana McDonald	<b>Director:</b>	Graeme Harrison
<b>Author's Title:</b>	Co-ordinator Governance	<b>Directorate:</b>	Director Corporate Services
<b>Department:</b>	Governance and Information	<b>File Number:</b>	F18/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

### Appendices

Compliance Policy (**Appendix 9.9A**)

Compliance Policy (With Tracked Changes) (**Appendix 9.9B**)

### Purpose

To receive and note the revised Compliance Policy.

### Summary

Council operates within a complex regulatory framework. Ensuring that the organisation maintains ongoing compliance with the many applicable requirements imposed upon it is a critical obligation, so that community and government expectations are satisfactorily addressed.

The revision of Council's Compliance Policy included the following changes:

- Inclusion of the Principles of Australian Standard AS19600:2015 (Compliance Management Systems Guidelines)
- Including information about Council's new RelianSys Software system
- Reference to *Local Government Act 2020* (not 1989 Act)
- Updates to reflect current practice around legal and industrial relations advisors
- Amendments and wording to reflect current processes

### Recommendation

That Council receive and note the revised Compliance Policy (**Appendix 9.9A**).

**REPORT****Background**

Council's Compliance Policy was first developed in April 2017, and several amendments have been included in the most recent review.

**Discussion**

Council operates within a complex regulatory framework. Ensuring that the organisation maintains ongoing compliance with the many applicable requirements imposed upon it is a critical obligation, so that community and government expectations are satisfactorily addressed.

Compliance with legislation, regulations, industry codes, Council policy, agreements and other organisational requirements, and Council values identified in the Council Plan requires significant organisational resourcing and commitment. This policy articulates the principles by which Horsham Rural City Council (HRCC) will seek to ensure such compliance for the avoidance of any unnecessary penalties, costs, fines, adverse findings or risks against Council.

The revision of Council's Compliance Policy included the following changes:

- Inclusion of the Principles of Australian Standard AS19600:2015 (Compliance Management Systems Guidelines)
- Including information about Council's new RelianSys Software system
- Reference to *Local Government Act 2020* (not 1989 Act)
- Updates to reflect current practice around legal and industrial relations advisors
- Amendments and wording to reflect current processes

**Options to Consider**

Council to note revised Compliance Policy

**Sustainability Implications**

Not Applicable

**Community Engagement**

Not Applicable

**Innovation and Continuous Improvement**

Not Applicable

**Collaboration**

Not Applicable

**Financial Implications**

Nil

**Regional, State and National Plans and Policies**

Not Applicable

**Council Plans, Strategies and Policies**

2021-2025 Council Plan

Theme 5 – Leadership

Good management for financial sustainability

High organisational standards focussing on continuous improvement

**Risk Implications**

Considerable risk for Council if legislative obligations are not satisfactorily addressed.

**Conclusion**

Council to note revised Compliance Policy

## 9.10 INVESTMENT ATTRACTION AND GROWTH REPORT

<b>Author's Name:</b>	Fiona Gormann	<b>Director:</b>	Kevin O'Brien
<b>Author's Title:</b>	Manager Investment Attraction and Growth	<b>Directorate:</b>	Communities and Place
<b>Department:</b>	Communities and Place	<b>File Number:</b>	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 June 2022.

### 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 June 2022.

**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, Business Development, Tourism and Events.

**STRATEGIC PLANNING**

**Horsham South Structure Plan Technical Consultants**

Planning consultant, Mesh, has now engaged technical consultants for a drainage strategy, bushfire risk assessment, biodiversity assessment, potentially contaminated land investigation and a land use and economic analysis. Inception meetings have already taken place for three of the studies. The drainage strategy and bushfire risk assessment inception meetings / site inspections are scheduled for late August.

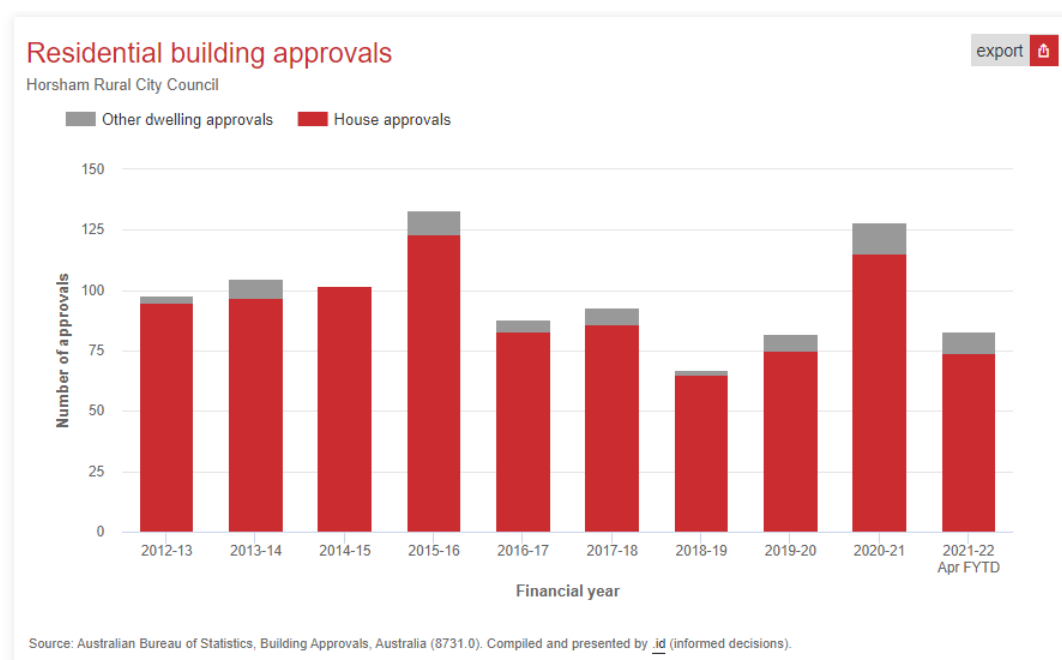
The availability of consultants has been very difficult and has caused some delay in the project timeline. Mesh is still procuring a consultant for the servicing assessment.

The Strategic Planning Unit is currently scoping the work for an arborist to undertake a scattered tree assessment and is initiating discussions with BGLC in undertaking a cultural heritage investigation.

Consultants will attend a briefing in October to give Council an update on the finding of the technical reports and implications for the structure plan.

**STATUTORY PLANNING AND BUILDING**

There continues to be strong activity in the planning and building sector with a 50 per cent increase in planning permit over the past two years. Horsham has also seen steady construction of new dwellings as outlined in the community id profile on the website <https://profile.id.com.au/horsham>



### Planning Applications Determined

Below are the number of Planning Permits issued for the month of June 2022 and a comparison with the same period last year.

Type	JUNE 2022		JUNE 2021	
	No.	*Value \$	No.	*Value \$
Miscellaneous Domestic	1	510,000	5	2,599,800
Industrial/Commercial	4	264,237	9	6,993,028
Subdivisions	1 (4 lots)	0	1(2)	0
Other	1	2,300	2	9,500,000
<b>Total</b>	<b>7</b>	<b>776,537</b>	<b>17</b>	<b>19,032,828</b>

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

### Financial Year Comparison

Total number of planning permits issued in the Horsham Rural City Council area from 1 July 2021 to 30 June 2022 is 134 compared to 144 in the same period in 2020/21.

Planning permits issued for subdivision have permitted 146 new lots from 1 July 2021 to 30 June 2022 compared to 53 in the same period in 2020/21.

### BUILDING SERVICES

Below are the number of building permits issued for the month of **June 2022** and a comparison with the same period last year.

#### Permits issued by Horsham Rural City Council for this Municipality

Type	JUNE 2022		JUNE 2021	
	No.	Value \$	No.	Value \$
Dwellings	1	1,213,882	-	-
Alterations to Dwellings	-	-	-	-
Dwelling re-sitings	-	-	-	-
Misc. Domestic (Carports, Garages etc.)	3	110,980	4	73,571
Removal/Demolish	2	13,400	1	41,965
Industrial/Commercial	-	-	2	350,937
Signs	-	-	-	-
<b>Total</b>	<b>6</b>	<b>1,338,262</b>	<b>7</b>	<b>466,473</b>



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

Type	JUNE 2022		JUNE 2021	
	No.	Value \$	No.	Value \$
Dwellings	6	2,428,449	8	3,581,516
Alterations to Dwellings	3	92,674	2	140,608
Dwelling re-sitings	-	-	-	-
Misc. Domestic (Carports, Garages etc.)	10	390,382	11	308,834
Removal/Demolish	-	-	1	8,000
Industrial/Commercial	2	211,488	8	5,371,288
Signs				
<b>Total</b>	<b>21</b>	<b>3,122,993</b>	<b>30</b>	<b>9,410,246</b>

### Financial Year Comparison

A total of **83** Building Permits have been issued by the Horsham Rural City Council at a total value of **\$8,615,628** from **1 July 2021 to 30 June 2022** compared to **65** Building Permits at a total value of **\$5,364,140** in 2020/21.

Private Building Surveyors have issued 299 Building Permits at a total value of **\$78,856,429** from **1 July 2021 to 30 June 2022** compared to **295** at a total value of **\$70,847,458** in 2020/2021.

### BUSINESS DEVELOPMENT, TOURISM AND EVENTS



Annie Mintern and Gloria McRae from Council's Business Team attended the Thrive 2022 Conference, held in Wangaratta Victoria on 16<sup>th</sup> June. The event brought people from across Victoria and interstate, and consisted of community builders and local council members to hear practical advice on fostering innovation in regional communities. This event was a unique networking opportunity to meet and talk with other local government and regional development leaders.

A series of talks and presentations throughout the day, from local and international experts on topics such as growing a start-up's in regional Victoria, creating a culture of innovation and supporting regional ecosystems to succeed. Ecosystem is formed by people in their various stages and various types of organisations to interact and to create new companies.

### Spendmapp



For the third month in a row, Total Local Spend is holding steady, which is a welcome relief after two years of ups and downs. Online travel spending is still strong with long-awaited business and family bookings.

**Monthly Spending Summary - Horsham Rural City Council**

**Peak Spending Day:** Friday May 06 2022

**Total Local Spend:** \$1.31M

**Expenditure by Type**

Expenditure Type	Total Local Spend	Resident Local Spend	Visitor Local Spend	Resident Escape Spend	Resident Online Spend
May '22 Spending	\$33.5M	\$22.8M	\$10.8M	\$8.82M	\$12M
Change from Apr '22	3.8% decrease	2.6% increase	14.9% decrease	3.4% decrease	11% increase

**Destination Victoria 2022**



Presented by Visit Victoria in partnership with VTIC, the annual Destination Victoria 2022 conference brought together Victoria’s tourism, events and hospitality industries. Council’s Business Team Annie Mintern and Gloria McRae attended the conference in June held at Centrepiece at Melbourne Park.

Over two days, delegates gained insightful information and practical tools from industry leaders, aimed at ensuring strong, sustainable growth for the Victorian visitor economy. The visit Vic campaign *Stay Close Go Further* was designed to rebuild Victoria’s visitor economy by promoting visitation within the state.

View below link to the Grampians Stay Close Go Further campaign segment:

<https://www.youtube.com/watch?v=VZt1UMXZEys>

Grampians Tourism News

Social Media Posts– promoting experiences on offer this winter the Grampians Way!



From challenging and yet breathtaking hikes to cascading waterfalls, there are various experiences on offer in the Grampians.

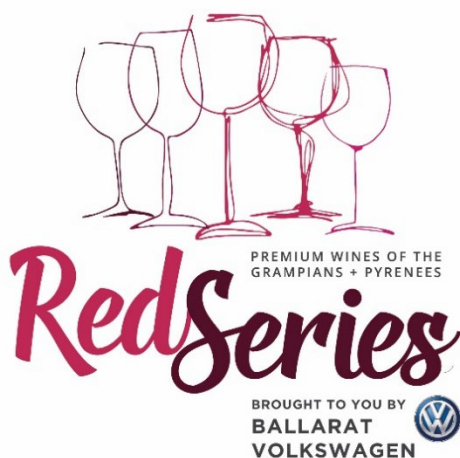
Horsham is one of Victoria’s best kept secrets, a lively city with excellent opportunities for shopping, dining, wining, entertainment, art and accommodation. It is the largest township in the grain growing sector and now the gateway to epic Silo Art Trail. The newest of the Silo Art is located in Horsham titled “The Yangga Dyata” which means Walking on Country.

Embrace the freedom to explore this winter and start planning your next getaway to the region with a little help from a local. Greg from Grampians Olive Co.

Grampians Olive Co has just finished harvest, so they recommend dropping by to take home freshly pressed, Australian made and owned, certified, organic, extra virgin olive oil – grown, pressed, and bottled on our olive grove that boasts an impressive 28,000 olive trees.



The Red Series



In partnership with Grampians Tourism, Grampians Wines will host Western Victoria’s top winemakers and their best wines at The Red Series in Ballarat on Saturday 30<sup>th</sup> July 2022.

Laharum winery Mt Stapylton Wines will be showcasing their award winning wines and promoting our region during this event.

**WIMMERA DEVELOPMENT ASSOCIATION**

The Wimmera Development Association (WDA) have a number of key projects that they are delivering in partnership with Council.

WDA reports that have been recently completed are listed below. These reports will be uploaded to the WDA website once they have been presented to the board of directors.

- Understanding Digital disadvantage in the WSM
- Ground truthing job and population growth in the WSM
- WSM Census Presentation
- Wimmera Broadacre Farming - Ag Net Zero

WDA’s key projects are

- WDA Transformation
- Housing Project
- Wimmera Business Awards
- Wimmera Mallee Tourism
- Job Advocate
- Leadership Wimmera

**Business Development Team – Business Visitations for the period January to June 2022**

Month Visitation	Retail Services	Hospitality & Accommodation	Event interaction contacts	Event Notifications	Over all contacts for the month
January	4	3	10	5	22
February	4	6	19	10	39
March	5	41	11	4	61
April	12	8	8	6	34
May	19	4	9	11	43
June	3	25	4	3	35
<b>Total</b>	<b>47</b>	<b>87</b>	<b>61</b>	<b>39</b>	<b>234</b>

**2022 Visitations to the [www.visithorsham.com.au](http://www.visithorsham.com.au) website**

Visithorsham website continues steady visitational hits per month, view below chart January to June 2022 period.

<b>Website Visitation Statistics</b>					
January	February	March	April	May	June
4,531 Overall users resulting in 13.8% returning visitors and 4,397 new visitors to the site relates to 86.2%	3,582 Overall users resulting in 12% returning visitors and 3,478 new visitors to the site relates to 88%	5,085 Overall users resulting in 12.1% returning visitors and 4,952 new visitors to the site relates to 87.9%	5,306 Overall users resulting in 14.1% returning visitors and 5,153 new visitors to the site relates to 85.9%	4,399 Overall users resulting in 14.4 % returning visitors and 4,176 new visitors to the site relates to 85.6 %	4,521 Overall users resulting in 17.2% returning visitors and 4,128 new visitors to the site relates to 82.8%

**Wimmera Business Centre**

**Occupied Businesses**

*(Businesses are determined by whether they are 1. A premises, 2. Have customers 3. Exchange money; i.e. Centre Link and the Cinema are included, and the Public Library is excluded).*

Street and Number of Businesses	MAY FY 21/22 Businesses Occupied	JUNE FY 21/22 Businesses Occupied	JUNE FY 21/22 Businesses Vacant	JUNE FY 21/22 Percentage Businesses Occupied
<b>Darlot St – 43</b> car wash and businesses operating from a house included	40	40	3	93%
<b>Firebrace St - 99</b>	91	91	8	92%
<b>Hamilton St - 17</b>	16	16	1	94%
<b>Wilson St – 34</b>	28	28	6	82%
<b>Pynsent St – 28</b> Cinema included	24	24	4	86%
<b>Roberts Ave – 27</b> Coles included	24	24	3	88%
<b>McLachlan St – 24</b> CFA & GMW included	24	23	1	96%
<b>Total 272</b> Post February 2022 there were 262 shops identified in the study area	<b>247/272</b>	<b>246/272</b>	<b>26</b>	<b>90%</b>

**Options to Consider**

Not applicable – no decision required

**Sustainability Implications**

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

**Community Engagement**

Report has been prepared in consultation with range of agencies and will be made publicly available to Wimmera Development Association, West Vic Business and on Council’s website.

**Innovation and Continuous Improvement**

Report provides overview of activity and assists with continuous improvement.

**Collaboration**

Report has been prepared in collaboration with Council officers across Planning, Building and Business and Tourism Support.

**Financial Implications**

NIL

**Regional, State and National Plans and Policies**

Not applicable – no direct relationship or requirements

**Council Plans, Strategies and Policies**

2021 – 2025 Council Plan

Theme Three - Sustainability - Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy.

Strategy 2: A sustainable economy where local business, agriculture, tourism and other diverse industries thrive.

**Risk Implications**

Not applicable – no decision required

**Conclusion**

This month the Investment Attraction and Growth report has introduced an overview of the projects the Wimmera Development Association are delivering. This will be a regular feature of the report going forward.

## 9.11 CHIEF EXECUTIVE OFFICER'S OPERATIONAL REPORT

<b>Author's Name:</b>	Sunil Bhalla	<b>Director:</b>	Not applicable
<b>Author's Title:</b>	Chief Executive Officer	<b>Directorate:</b>	Not applicable
<b>Department:</b>	Chief Executive Officer	<b>File Number:</b>	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

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### Purpose

To receive and note the Chief Executive Officer's Operational Report for August 2022.

### 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 August 2022.



## 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**

**Port of Melbourne Tour:** The CEO attended a tour of the Port of Melbourne on 28 July 2022. The tour was hosted by SCT, operator of the Wimmera Intermodal Freight Terminal (WIFT) and provided an opportunity to get a firsthand look at extensive port infrastructure, including the planned works for the port rail shuttle which would enhance the efficiency of the export containers dispatched from the WIFT.

**Biosecurity Briefing:** The CEO attended a biosecurity briefing by DJPR on 29 July to provide an update on the recent detections of foot-and-mouth disease (FMD) and Lumpy Skin Disease (LSD) in Indonesia, and the varroa outbreak in NSW which highlight the significant risks posed to Australia and our agriculture sector by the spread of exotic diseases. A significant amount of work is underway at the State and Federal level focused on preparedness and prevention for FMD and LSD and the current varroa response.

**DJPR, CEO and MAV Forum:** The CEO attended a joint State Local Government CEO meeting on Wednesday 3 August 2022 to discuss strategic matters around the Yoorook Justice Commission Interim Report, Integrity in Local Government – update by the Victorian Ombudsman, Living Local Regional Grants Program and the LGV update.

**Regional Cities Victoria (RCV) Networking Function and Annual Forum:** The Mayor and CEO attended the networking function at the Parliament House on 4 August 2022 to launch RCV's priorities for the upcoming state election. A number of Ministers, MPs and senior state bureaucrats attended the function. On the following day, the Mayor and CEO attended RCV's annual forum which included a number of guest speakers - Hon Harriet Shing, the new Minister for Regional Development talked about the state government's approach to regional growth, Hon Matthew Guy discussed his party's policies on development of regional Victoria, presentation by City of Gold Coast on the legacy and learnings of the 2018 Commonwealth Games and a discussion of Victoria's Infrastructure Strategy by Dr Jonathon Spear, CEO of Infrastructure Victoria.

#### **Funding Opportunities - Grant application submitted:**

Regional Infrastructure Fund – Burnt Creek Estate Infrastructure Development (\$1.785 million)

Infrastructure FastTrack Fund - Horsham Aerodrome Master Plan (\$300k)

Living Local Regional Grant – The Station redevelopment Stage 2 (\$260k)

#### **B. Community Engagement**

**Horsham Skate Park Consultation:** Council officers were busy at Haven market on Saturday 6<sup>th</sup> August speaking with people re: the draft concept plan. Almost 300 survey responses have been received and our community is excited that people of different ages, abilities and interests will be able to and welcomed at the Urban Park. Thank you to everyone working behind the scenes to support this project.



**Strategic Planning Expo – at the Horsham Town Hall September 1, 2 and 3<sup>rd</sup>:** Council is planning its first ever Strategic Planning Expo to provide an opportunity for our community to have input into a broad range of strategic planning activities and Council Projects. The idea for this Expo evolved from the Jubilee Hall Expo and the review of Council Committee Structure in 2021. Many Council staff and teams are involved with this expo, an exciting new community engagement opportunity.

### **C. Projects and Events**

**2022 Rural Revegetation Program:** Council's Annual Rural Revegetation Program was delivered earlier this month. This program sources quality indigenous species of plants for property owners to plant on their property. Planting indigenous species improves habitat for native wildlife and birds as well as being better adapted to our local conditions to ensure an increased plant survival rate. Customers were able to pick up their plants on Friday 12 and Saturday 13 August 2022. Council received a total of 157 orders and provided 21,000 trees to the public for a nominal cost. **Staff Matters**

**Gender Equality:** The Gender Equality Act requires organisations within the Victorian public sector, including local councils, to demonstrate positive progress towards achieving gender equality in the workplace and in the community. In order to demonstrate progress, a Gender Equality Action Plan was created which has recently been approved by the Commission for Gender Equality in the Public Sector. The plan can be found on Council's website <https://www.hrcc.vic.gov.au/Our-Council/Governance-and-Transparency/Gender-Equality>.

HRCC's organisational vision for gender equality is "to create a safe, equal and fair workplace where all people, regardless of gender and diversity of background, can access and enjoy the same rewards, resources and opportunities."

**Emerging Leaders Program:** Congratulations to Carlo Boddi on completing the Emerging Leaders Program! Carlo has been employed as a mechanic in the Council workshop since 2019. We look forward to seeing Carlo apply his new leadership skills at Council.

#### **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**

2021-2025 Council Plan - Theme 5 - Leadership

**Risk Implications**

Not applicable

**Conclusion**

That Council receive and note the Chief Executive Officer's Operational Report for August 2022.

## 10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

### Cr Robyn Gulline (Mayor)

- The new Local Government Minister, Melissa Horne chaired the 3rd Local Government Mayoral Advisory Panel meeting on July 27. The Minister was most interested in the diverse challenges faced by local government. Topics discussed included transforming early education and work of the Gender Equality Advisory Committee.
- I had the pleasure of joining members of the Tidy Towns committee at the 2022 Australian Sustainable Communities Tidy Towns Awards ceremony in Hastings on July 30. Congratulations to all category winners and in particular, Bart Turgoose for his National Young Legend Award.
- Congratulations to the Wimmera Kart Racing Club for the new track improvements, made possible by a state government grant and support from local businesses. I had the honour of cutting the ribbon to officially open the new works on July 31.
- The Annual Regional Cities Victoria forum on August 4 -5 in Melbourne was a great opportunity to speak with MPs from all sides of parliament. Deputy Premier Jacinta Allen and Nationals Leader Peter Walsh spoke at the networking function while Minister for Regional Victoria Harriet Shing and Opposition Leader Matthew Guy addressed the forum.

### Cr David Bowe

- 2 August 2022- announcement of newly appointed Western Region Division 4 - Aboriginal Community Liaison Officer – Horsham Police Station
- 5 August 2022 - 'Better Disagreements - Better Teams' – Victorian Local Governance Association Councillor Professional Development Workshop (via zoom online)

## 11. URGENT BUSINESS

## 12. PETITIONS AND JOINT LETTERS

## **13. PROCEDURAL BUSINESS**

### **13.1 INFORMAL MEETINGS OF COUNCILLORS – RECORD OF MEETINGS**

- Council Briefing Meeting held at 5.15pm on Monday 1 August 2022
- Council Briefing Meeting held at 5.00pm on Tuesday 16 August 2022

Refer to **Appendix “13.1A”**

### **13.2 SEALING OF DOCUMENTS**

Nil

### **13.3 INWARD CORRESPONDENCE**

Nil

### **13.4 COUNCIL COMMITTEE MINUTES**

- Older Persons Advisory Committee meeting held on Thursday 23rd June 2022
- Older Persons Advisory Committee meeting held on Wednesday 3 August 2022

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**

## Appendix 1 – EPA Regulation

### 4.3. Cover material sourced off-site

All cover material brought onto the permitted premises (i.e. from external sources generated outside of the permitted premises) is subject to levy. Where 'fill material' is used as cover the IND levy rate applies.

Where materials other than 'fill material' are used as cover, then the appropriate levy rate for that type of waste should apply. For example, if category C contaminated soil is used, then the category C priority waste levy rate is applicable.

In order for materials other than 'fill material' to be used as cover material, the permission holder must have obtained written approval from EPA.



## Appendix 2 – List of Earthmoving Contractors

## LIST OF EARTHMOVING EARTH-MOVING CONTRACTORS USING DOEEN LANDFILL



CUSTOMER	PRODUCT	TONNAGE		
		2019 - 2020	2020-2021	2021-2022
HORSHAM RURAL CITY COUNCIL	CLEAN FILL	2109.88	309.96	3924.86
K & J BAKER	CLEAN FILL	264.62	0	0
MF & JL WILLMORE PTY LTD	CLEAN FILL	44.96	32.5	0
PREMIER CIVIL SA PTY LTD	CLEAN FILL	1018.5	0	0
TRANSFER STATION	CLEAN FILL	468.04	400.56	147.42
WESTONVIC WASTE	CLEAN FILL	6.12	0	0
WIMMERA CMA	CLEAN FILL	186.46	0	0
KLM CONCRETING PTY LTD	CLEAN FILL	0	0	30.36
WIMMERA MALLEE WASTE	CLEAN FILL	0	0	21.92
HALLS GAP PLUMBING	CLEAN FILL	0	0	9.24
GWMWater	CLEAN FILL	0	11.7	0
HORSHAM BACKHOE HIRE	CLEAN FILL	0	37.08	0
LASER ELECTRICAL	CLEAN FILL	0	2.04	0
LASER PLUMBING	CLEAN FILL	0	3.8	0
MIDBROOK	CLEAN FILL	0	3.58	0
MINTERN CIVIL	CLEAN FILL	0	14.7	0
EFTPOS SALE	CLEAN FILL	0	0	80.4
TOTALS	CLEAN FILL	4098.58	815.92	4214.2
		\$	\$	\$
Total Revenue		188,534.68	37,532.32	193,853.20



# Horsham CAD Revitalisation

## STREETSCAPE PLAN

AUGUST 2022





# CONTENTS

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The Horsham Rural City Council acknowledges the five traditional owner groups of this land; the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and Jadawadjali people. It also acknowledges all other Aboriginal and Torres Strait Islander People who are part of the Horsham Rural City community today. We recognise the important and ongoing place that all Indigenous people hold in our community.





# 1 Project Context







# 1 | PROJECT CONTEXT

## Introduction

In mid 2021, Horsham Rural City Council (HRCC) commissioned the Central Activities District (CAD) Framework and Streetscape Plan (the Plan). The aim of the Plan is to identify opportunities to revitalise the Horsham CAD to attract new business activity and people to the Town Centre. It is envisioned that this will be realised through a series of public realm, built form and streetscape interventions that will improve the visual amenity, design quality, vitality and function of the urban environment within the Horsham commercial core. The Plan will assist Council to prioritise public realm improvement works in the CAD, anticipate future renewal works and improve the overall function of the local streets.

## What is a CAD Framework and Streetscape Plan?

The Council's focus for the CAD Framework and Streetscape Plan is all aspects of the public realm and streets within the Town Centre, although the Plan will also touch on built form, heritage, development opportunities and retail where it interfaces with public realm. The Plan seeks to outline improvements in the public realm that can also be catalytic and trigger private investment. The public realm refers to any publicly owned land within the CAD. This includes streets, footpaths, parks, and government-owned land. The Plan seeks to influence the design of:

- Open space (e.g., parks, plazas)
- Footpaths, laneways and streets
- Places for sitting, gathering, socialising, outdoor dining
- Bicycle infrastructure
- Street trees and canopy
- Wayfinding and signage
- Façades

Placemaking will also be a focus of the project, and is centred around designing and creating better, safer and more enjoyable urban spaces for people. It relies strongly on community participation and stewardship. Good placemaking makes use of underutilised spaces to enhance the urban experience at the pedestrian scale.

Placemaking can involve actions ranging from temporary installations and events to strategic plans for improvement of infrastructure and facilities.

## Study Area

The area of focus for the project is the Central Activities District (CAD). The CAD refers predominantly to Horsham's Town Centre. It is bound to the north by Baillie Street, to the east by Urquhart Street, and to the west by Darlot Street. The Study Area also includes the main arrival corridor of O'Callaghans Parade, and Horsham Plaza to the west of Darlot Street. In this document the Study Area will be referred to as the Study Area, the CAD or the Town Centre interchangeably. (Figure 1)

## Project Approach

The Plan comprises two broad stages. Stage 1 included an Urban Design Analysis of the Horsham CAD. This included a review of land use and activity patterns, public and open space network, access and movement networks, streetscape infrastructure and built form. The analysis also included a detailed review of previous HRCC strategic documents, that offer excellent insight into how to improve Horsham's CAD.

The Stage 1 Urban Design Analysis was then used to guide the Streetscape Plan which forms Stage 2 of the project. The Streetscape Plan establishes broad strategies, and specific opportunities for developing safe, attractive, coherent and high quality streetscapes and public spaces to support and sustain a dynamic range of economic activities within the CAD. It also identifies projects for capital investment.

## Project Outcome

The ultimate goal for this project is to take the ideas from previous strategic work, add new ideas, test them with the community and stakeholders, and develop a more detailed set of recommendations focused on urban design, landscape architectural, public realm and transport improvements. The end product will be a set of costed recommendations and a prioritised list of improvements. It will be a document that is usable, practical and leads directly to funding opportunities and ultimately constructed projects.

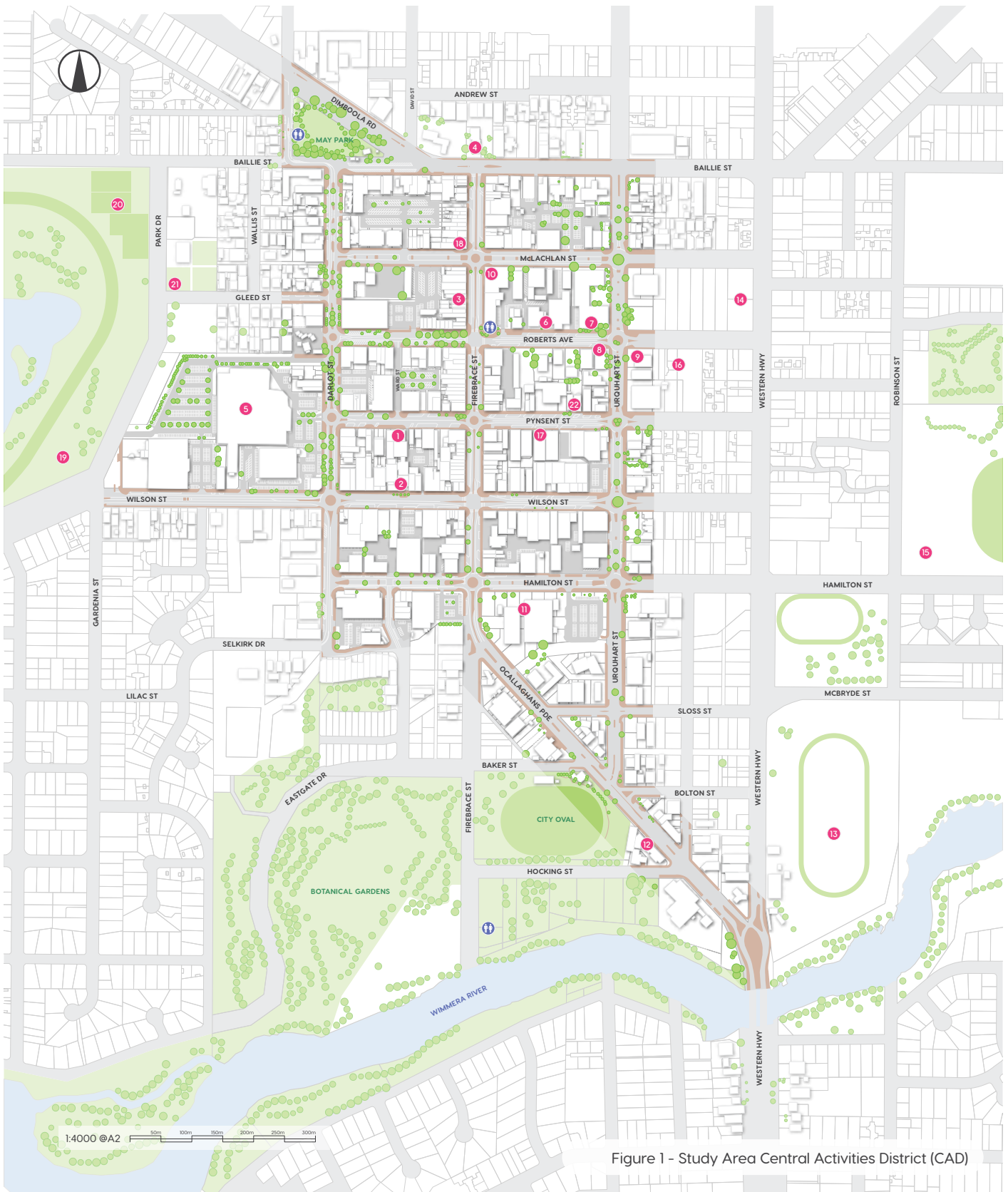


Figure 1 - Study Area Central Activities District (CAD)

- |   |  |                     |
|---|--|---------------------|
| 1. Horsham Town Hall and Information Centre | 9. Horsham Senior Citizens Centre      | 17. Horsham Theatre |
| 2. Horsham Regional Art Gallery             | 10. Horsham Post Office                | 18. T&G Building    |
| 3. Bradbury Lane Mural                      | 11. Horsham Aquatic Centre             | 19. Skate Park      |
| 4. Anglican Parish of Horsham               | 12. Horsham Mens Shed                  | 20. Tennis Courts   |
| 5. Horsham Plaza                            | 13. Horsham Greyhound Racing Complex   | 21. Bowls Club      |
| 6. Police Station & Magistrates' Court      | 14. Michael & John's Primary School    | 22. The Old Station |
| 7. Horsham Rural City Council               | 15. St Brigid's College                |                     |
| 8. Wesley Performing Arts Centre            | 16. Horsham Community Childcare Centre |                     |





# 2 Strategies & Opportunities





CARLTON  
DRAUGHT

gardi

TOILETS (M)  
AT TOWN HALL

Amcar

Coffee & Cakes  
5312 2001



## 2 | STRATEGIES AND OPPORTUNITIES

Seven broad improvement strategies have been identified that begin to frame the direction and the themes of the CAD Streetscape Plan.

Many of these ideas have been raised previously by the community and in previous Council studies. The goal of this project is to build upon and add to work that has been completed previously, but to present and package it in a way that makes it a step closer to implementation.

The broad improvement strategies described in more detail on the following pages are:

### Improvement Strategy #1

Develop the off-street laneway network into a series of comfortable and interesting places that also provide a safe and convenient pedestrian network throughout the CAD.

### Improvement Strategy #2

Identify improvements for priority streets across the CAD.

### Improvement Strategy #3

Strengthen character and identity by promoting and restoring heritage features and telling the stories of the town and the area.

### Improvement Strategy #4

Create more outdoor places for meeting, gathering and socialising in Horsham's Town Centre.

### Improvement Strategy #5

Improve safety and both physical and visual connections between the Town Centre and broader Horsham.

### Improvement Strategy #6

Improve the streetscapes of Horsham's Town Centre with new furnishings, paving and planting.

### Improvement Strategy #7

Green the Town Centre and better utilise the streets and public spaces to create a cooler, more climate-ready urban environment

Each strategy outlines a series of broad opportunities including steps to implementation and quick wins.

Following the strategies is a series of specific and implementable projects, each of which relates back to a specific strategy.

Figure 2 depicts the overall Masterplan. The following pages describe it in detail.



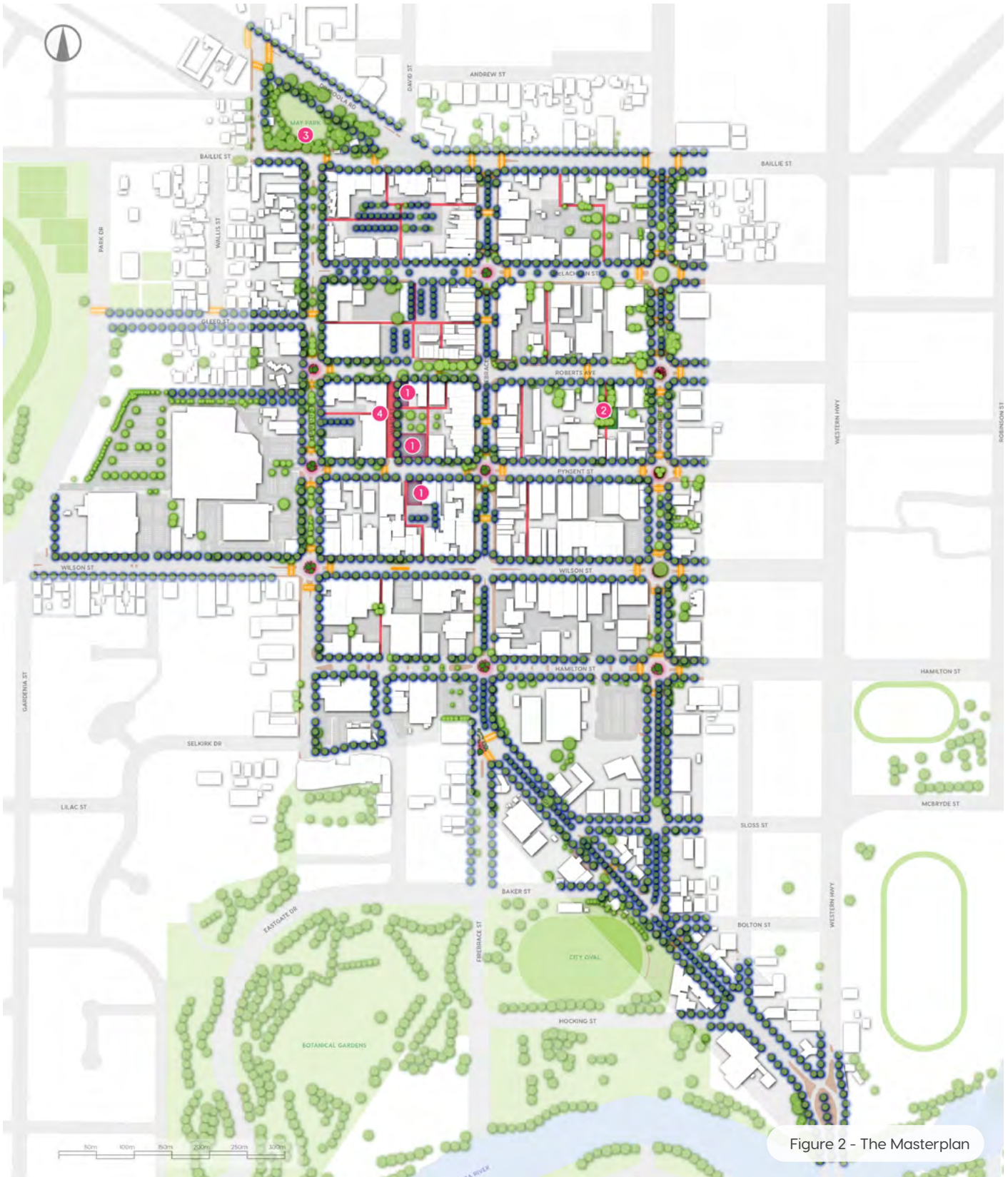










Figure 2 - The Masterplan

-  Existing Trees
-  Proposed Street Trees and Streetscape Improvements
-  Laneway Improvements
-  Pedestrian Safety Improvements (Mid-Block and at Intersections)
-  Potential Town Square Locations
-  Children's Park
-  May Park Improvements
-  Ward Street Shared Street Improvements



## Improvement Strategy #1

Develop the off-street laneway network into a series of comfortable and interesting places that also provide a safe and convenient pedestrian network.

### Why is this important?

**Economic** Linking the town's carparks to an improved network of laneways will make it easier for people to access shops and cafés and pubs. Additionally, the laneways themselves could support new business opportunities.

**Social** Improved laneways will provide more spaces for socialising and gathering, and people filled, bustling streets that are attractive for visitors to stop and explore.

**Environmental** Promoting the concept of parking once in the CAD and walking between destinations will limit the number of daily car trips through the CAD, which is good for the environment. Additionally, the laneways will become comfortable, shaded places.

**Safety** An off-street laneway network with linked mid-block crossings will provide a safe, alternative path of travel through the CAD.

**Wellbeing** Encouraging people to park once and walk between destinations is good for health and wellbeing.



Activated laneway with pop-up cafe



Art can transform an urban laneway

## Broad Opportunities

The existing partial off-street laneway network in Horsham's CAD is already well used by locals, and seems to be a source of local pride. It is possible to further connect the laneways of Horsham to create a complete and viable off-street pedestrian network that better connects parking to retail and other destinations in a safe and interesting way. There is also significant opportunity for placemaking in the laneways, including social or artistic events, heritage interpretation, public art, and business opportunities.

For implementable projects see Project #1 Laneways

### Broad Physical Improvements

1. Identify all laneway opportunities within the city blocks of Horsham's CAD. In most cases, laneways will be public easements, but since the goal of the Streetscape Plan is to identify a continuous off-street pedestrian network there may also be instances where private land through existing carparks is identified as a key pedestrian route. In these cases, negotiation with landowners would need to occur.
2. Demarcate the laneways and pedestrian connections using temporary or low cost materials, or high quality paving materials. Temporary materials provide an excellent opportunity to test a laneway improvement project before committing more significant funding.
3. Identify opportunities to link the laneways by means of safe mid-block crossings. Mid-block crossings may be painted zebra crossings or raised wombat crossings.
4. Harness placemaking opportunities in the laneways. Improve the amenity of the off-street laneway network by adding seating, bins, signage and lighting. Furnishings may be temporary or permanent.
5. Integrate public art and interpretation opportunities within the laneways. The laneways are a ideal opportunity to showcase local art and installations.
6. Consider programming implications of laneway activation such as provision of a power source and WiFi connections. Community and stakeholder feedback has identified the importance of identifying how a space is intended to be used, and planning appropriately for it.
7. Consider the CCTV network when undertaking physical changes to streetscapes and infrastructure upgrades.
8. In the long-term, consider the redevelopment potential of some of the Council-owned carpark sites located throughout the CAD, while balancing parking needs.

### Path to Implementation

- In parallel with physical improvements create 'The Horsham Walk' brand. There is an opportunity to create a new name that is unique to the laneways identification and improvement projects. The 'Horsham Walk' could be branded as a completely off-road pedestrian experience through the Town Centre, and include its own signage and brand identity.
- Commit to programming efforts and initiatives when planning physical improvements to the public realm. The provision of a physical space must go hand-in-hand with programming efforts to ensure that the spaces can be used effectively and as intended.
- Look for opportunities to trigger private investment - for example an upgrade to a public laneway may be a catalyst for a cafe to add an off-street 'coffee window' accessed from the laneway.
- Commence with one block (See Project #1). Capitalise on existing improved laneways such as the one next to the Farmhouse Cafe. Safely connect this pedestrian laneway across to Coles.
- Understand ownership patterns. Many of the internal carparks in Horsham are publicly owned, which makes improvements less complicated. For those privately owned parcels - begin the conversation with landowners about pedestrian and placemaking improvements.
- Coordinate with Council's Investment & Business Development and Creative Services & Events Teams to align strategies. Actions arising from the Streetscape Plan that may include providing the infrastructure to be able to host arts programs planned as part of the Creative Horsham project.
- Support upcoming and future activation trials using temporary materials such as the pop-up park on Roberts Avenue and the parklets.

## Improvement Strategy #2

# Identify improvements for priority streets across the CAD.

### Why is this important?

**Economic** Improvements to public space and streetscape upgrades will make the CAD safer, more desirable and attractive, and also encourage people to stay for longer in the cafés and restaurants in the evenings and on weekends.

**Social** More generous and higher quality public spaces on the keys streets of Horsham with more space for shade, will provide the setting that makes people want to stop, socialise and explore.

**Environmental** More shade trees on the streets of Horsham will drastically improve the micro-climate on hot summer days, providing more comfortable streets for walking and shopping. Implementing Water Sensitive Urban Design (WSUD) practices will become increasingly important in the face of climate change.

**Safety** More pedestrian crossings and bike lanes will make streets safer for people. Improvements to the pedestrian and cycling environment are crucial to making the CAD more accessible to all people, especially vulnerable members of society like children and the elderly.

**Wellbeing** More shade trees, greater seating options, and other amenities including small parklets to stop and linger will make the streets of Horsham more walkable, and enjoyable places to spend time.



Placemaking opportunities in footpaths



Attractive landscaping along footpaths create places for people

## Broad Opportunities

There are significant opportunities to provide public realm improvements to key streets across the CAD, focussing not only the amenity of those streets but also on how they operate as a network. Many of the priority streets are lacking in tree canopy, bike infrastructure and safe pedestrian crossings, and selectively implementing these changes will have a considerable impact on the public realm without compromising traffic flow and parking.

For implementable projects see:

Project #2 Firebrace Street

Project #3 Wilson Street

Project #4 O'Callaghans Parade

Project #5 Urquhart Street

Project #6 Darlot Street

Project #10 Ward Street

### Broad Physical Improvements

1. Ensure an appropriate environment for healthy tree growth including a generous root zone in uncompacted soil with good drainage and a watering program. Avoid replicating the situation on Firebrace Street, where trees are unlikely to grow into large healthy canopy trees due to compacted root zones and poor drainage.
2. Utilise excess roadway right of way where possible, by widening out existing planted medians to create more suitable conditions for tree planting and an attractive landscape opportunity.
3. Create a shared street or pedestrian friendly street on Ward Street which is ideally suited to safely connecting pedestrians from Roberts Avenue to the Town Hall. Currently there is no safe pedestrian access across the block.
4. Improve accommodation of bikes through the CAD by identifying key streets for the addition of bike lanes. Focus on safer connections and better end-of-trip facilities. These improvements will be articulated in the concurrent Bicycle Strategy being prepared by Council. See bike recommendations in Projects #4, #5 and #6.
5. Incorporate DDA (Disability Discrimination Act) compliant footpaths, crossings and public spaces along key streets to create better pedestrian movement for all – it's good for pedestrians and good for business!
6. Further strengthen the furnishings and paving palette across the CAD. See Improvement Strategy #6.

### Path to Implementation

- Coordinate with the Creative Services & Events Team to align strategies. Actions arising from the Streetscape Plan may include providing the infrastructure to be able to host arts programs planned as part of the Creative Horsham project.
- Commit to programming efforts and initiatives when planning physical improvements to the public realm. The provision of a physical space must go hand-in-hand with programming efforts to ensure that the spaces are well-used.
- Regional Roads Victoria are providing a funding grant to Council to improve pedestrian safety in Horsham's Town Centre. A number of pedestrian improvements will be made throughout the Town Centre.
- Key to the success of Streetscape improvements will be the support of the traders. Create a working group to further consider the options and understand the trade-offs, and also the opportunities.



## Improvement Strategy #3

Strengthen character and identity by promoting and restoring heritage features and telling the stories of the town and the area.

### Why is this important?

**Economic** An intact, and well looked after heritage area is an excellent draw for tourism and attracting new business, shoppers and visitors.

**Social** Exploring the representation of our collective history through art and travel is a rewarding social experience.

**Environmental** Understanding our cultural and natural heritage is important to us as a nation. Additionally, retention and enhancement of our heritage buildings (including our more recent heritage) reduces demolition, energy usage and waste.

**Wellbeing** Raising community awareness of heritage, indigenous and post-settlement histories is an important part of the overall wellbeing of Australian society.



Bull & Mouth Hotel with verandah



Bull & Mouth with new single storey verandah

## Broad Opportunities

There is significant opportunity to leverage the heritage of Horsham to strengthen character and restore architectural quality, but also to explore and give insight into the indigenous culture and history of the region.

For implementable projects see:  
**Project #7 Heritage Buildings**  
**Project #8 Advertising Signage**

### Broad Physical Improvements

1. Conserve and enhance heritage buildings, for example painting façades of heritage buildings consistent with their style and period or restoration of heritage façades through the removal of paint to reveal original masonry work. See Project #7.
2. Additionally, reinstate original features such as verandah posts, recessed shop entries, window display cases, mosaic tiles or terrazzo entryways, leadlight windows, suspended signs under verandahs and render details to strengthen and revitalise the unique historic character of the Town Centre. See Project #7.
3. Ensure that advertising signage is consistent, reduces visual clutter and does not detract from the heritage architecture or streetscapes by inappropriately located, oversized signage. See Project #8.
4. Incorporate and tell the stories of Horsham through interpretation in the public realm and streetscape. Both the indigenous history and post-settlement history can be interpreted through public art, wayfinding, historical markers, and QR code trails.



Aboriginal Cultural Heritage at Children's Hub

### Path to Implementation

- Commit to a cultural consultant early on in a project to ensure that indigenous stories can be integrated in a meaningful and respectful way.
- Coordinate with the Creative Services & Events Team to ensure consistency, combine ideas for initiatives and a chance to pool resources and budgets.
- Investigate reduction of visual intrusion such as ultimate removal of power lines in key locations through the CAD.
- Develop a set of advertising signage guidelines to ensure that advertising signage is consistent, reduces visual clutter and does not detract from the heritage architecture
- Implement the recommendations of the Heritage Study (2014) to formally recognise and protect the heritage value of buildings within the CAD.
- Develop formal heritage controls within the Town Centre (particularly on Firebrace Street and Wilson Street) to ensure heritage values and character are protected and celebrated.
- Establish a local heritage restoration fund and/or loan scheme to offer financial assistance to owners of commercial historic buildings to undertake restoration, conservation and enhancement projects.
- Prepare guidelines for the restoration of heritage shop fronts.
- Engage a heritage consultant to prepare a guide to restore heritage shop fronts.
- Work with a heritage consultant to determine which high-profile buildings may be candidates for enhancement works.

## Improvement Strategy #4

# Create more outdoor places for meeting, gathering and socialising in Horsham's Town Centre.

### Why is this important?

**Economic** More places to meet, gather and socialise, in both public and private settings will encourage visitors to stay longer, and spend more!

**Social** Creating more spaces for socialising and gathering will bring activity and life to the Town Centre across the day and evening, week day and weekend. Additionally, public spaces can also provide recreational benefits such as a Town Centre kids playground.

**Environmental** Well designed public spaces can create their own small micro-climates with ample shade and planting, and storm water management.

**Safety** Well designed and well-used public spaces create the opportunity for activity and 'eyes on the street'.

**Wellbeing** Encouraging people to be 'out and about' in their town is good for mental and physical wellbeing. Parent facilities will help families with young children thrive, providing community connections in an inclusive and safe space.



Make the pop-up park on Roberts Avenue permanent



A laneway designed for people

## Broad Opportunities

A series of new, small gathering spaces or a large, central Town Square? Or both? Horsham's Town Centre does not have many permanent public open spaces beyond May Park, which sits on the northern edge of the CAD. Council are investing in a number of small pop-up parks, but there is also a strong case for a large, permanent public, open space within the Town Centre core, in addition to other smaller footpath improvements.

For implementable projects see:

Project #9 Town Square

Project #11 Children's Park

Project #12 May Park

### Broad Physical Improvements

1. Seek opportunities for small gathering spaces with minor amenities such as shade, seating and wayfinding signage on footpaths and in laneways. An Outdoor (Footpath) Trading Policy will likely need to be developed.
2. Make permanent the pop-up park on Roberts Ave given the overwhelmingly positive response and the 12 month trial period. Given the wide footpaths, there is opportunity to improve both the north and south sides of the street.
3. Consider other small public realm improvements in footpaths and kerb extensions in other streets and particularly Firebrace Street, Pynsent Street and Wilson Street.
4. Investigate the possibility of a large Town Square suitable for unprogrammed events such as eating lunch or catching up with a friend, and programmed events such as markets or outdoor movies. There are a number of opportunity sites which are discussed in the following pages. See Project #9.
5. Provide public spaces for a range of age groups including children and young adults or teenagers, including parenting facilities which are currently lacking in the CAD. See Projects #11 and #12.

### Path to Implementation

- Activate public spaces through events including music events, busking and concerts, or outdoor cinema. Ensure that the outdoor spaces can support events with outdoor event requirements such as power, shelter, lighting, wifi, outdoor heating etc.
- Work with traders and community to incentivise and promote seasonal events such as markets, Christmas events, Laneway/Arts events, or even a Regional White Night event.
- Council is trialling a series of pop-up parks and spaces in the CAD in early 2022. This is the opportunity to test the popularity and appetite for more permanent spaces.
- Develop an Outdoor (Footpath) Trading Policy to allow more activation on the street and in public places.



A large public space in Regional Victoria



## Improvement Strategy #5

# Improve physical and visual connections within the Town Centre and between the Town Centre and broader Horsham.

### Why is this important?

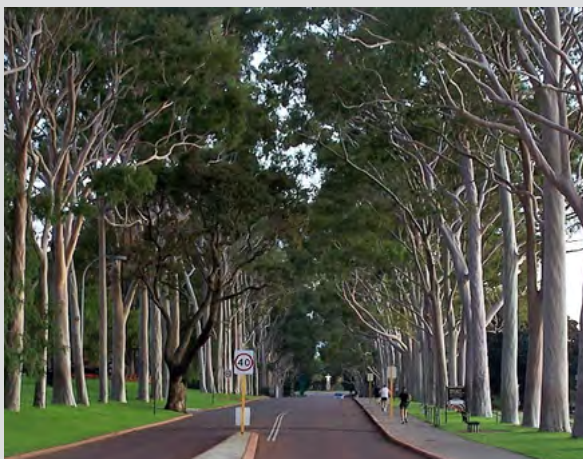
**Economic** Making it easier to get around with a legible and safe pedestrian and bike network, clear wayfinding, and convenient parking will make it a more desirable destination for people to come and stay a while.

**Social** Better connecting key recreational destinations such as the skate park, the Bowls Club, the tennis courts, and the River brings these destinations located just beyond the Town Centre into the fold.

**Environmental** Making it easy to walk or bike within and around the Town Centre will reduce unnecessary (and very short!) car trips within the Town Centre.

**Safety** Well designed pedestrian and bike connections and amenities are key to safety in the Town Centre.

**Wellbeing** A healthy community is one that walks or bikes, when it is easy and convenient.



O'Callaghans Parade could become a grand boulevard



Sculptural lights can create a grand entrance

## Broad Opportunities

Providing safe physical connections and good visual connections within the CAD is just as important as connecting to destinations beyond the CAD, such as the Wimmera River, the Skate Park, Bowls Club, Tennis Courts, Race Course. Creating a Town Centre that is accessible for all age groups, and to those without a car is central to an equitable and successful Town Centre.

For implementable projects see:

Project #13 Safe connections

Project #2 Firebrace Street

Project #3 Wilson Street

Project #4 O'Callaghans Parade

Project #5 Urquhart Street

Project #6 Darlot Street

### Broad Physical Improvements

1. Prioritise connections to the river from the CAD to ensure safe pedestrian and cyclist connections. See Project #13.
2. Improve connections between destinations just beyond the CAD to the CAD, such as the skate park, racecourse, tennis courts, and the bowls club. Improvements might include adding missing footpaths, additional pedestrian crossings and bike lanes.
3. To create a sense of arrival, add an arrival feature (piece of public art, light feature or feature tree) in the roundabout at Firebrace Street and Hamilton Street. This roundabout signifies the arrival into the CAD, and yet has no identifiable feature.
4. Include bicycle lanes along O'Callaghans Parade, Urquhart Street and Darlot Street, with regard to the concurrent Council-led Bicycle Strategy.
5. Provide safe and marked pedestrian crossings at strategic locations across O'Callaghans Parade. See Project #4.
6. Identify and protect important view corridors through town including along Firebrace Street to T&G Building and St John the Divine Church on Baillie Street at the top of Firebrace Street.
7. Provide wayfinding signage throughout the Town Centre to other key destinations (including the Silo Art project) to encourage passers-by to stop for a while.
8. Develop a brand for identity and wayfinding signage.

### Path to Implementation

- Integrate proposals from the upcoming Council Bicycle Strategy.
- Coordinate closely with the Council Gateways project to ensure that the Revitalisation Project and the Gateways project are sharing resources and creating mutual benefit.
- Coordinate closely with the City to River project to ensure a seamless experience between the CAD and the River. Understand the extent of the City to River Plan actions and implementation schedule.
- Implement streetscape, safety and wayfinding improvements O'Callaghans Parade to provide an appropriate entry to the Horsham Town Centre.
- Work with VicRoads/RRV to improve the pedestrian crossing to Wawunna Road, connecting with the artwork on the silos in Horsham North.



Wayfinding signage can be bright and fun

## Improvement Strategy #6

# Improve the streetscapes of Horsham's Town Centre with new furnishings, paving and planting.

### Why is this important?

**Economic** Giving visitors a beautiful, safe and appealing destination makes it more likely that they will come and stay awhile! High quality streetscapes with shade, furnishings, lighting will give the town a sense of prosperity which is attractive to visitors.

**Social** More public amenities give people more reason to be in the public environment interacting with others.

**Environmental** Shade and comfortable micro-climates will transform Horsham's public realm.

**Safety** A well-designed and well-lit public realm will provide comfort to people day and night.

**Wellbeing** A prosperous looking town, streetscape and public realm is a source of much civic pride.



Seating incorporated into planting areas along wide footpaths



Shade structures incorporated into footpath treatments

## Broad Opportunities

**Making paving more consistent and DDA compliant throughout the CAD, updating aging furniture, and making planting and street trees more consistent, will completely transform the CAD. Updates can be done incrementally over time as they need to be replaced, which ensures that it is not a capital-intensive initiative.**

**For implementable projects see:  
Project #14 Streetscape design  
palette**

### Broad Physical Improvements

1. Identify priority streets for furnishings and paving updates (See Projects #2, #3, #4, #6 & #10).
2. Improve or update outdoor areas in front of and around key buildings throughout the CAD.
3. Incorporate a street lighting strategy to include new pedestrian-scaled street lights in key locations around the CAD. Additionally include temporary/pop up lighting (fairy lights/uplights) to activate areas at night.
4. Incorporate the stories of Horsham - both the indigenous and post-settlement history into the streetscape and wayfinding.
5. Expand the existing modern two tone brick paving palette through the CAD to further cement the 'look and feel' of the Town Centre. The paving palette has been successfully used in many places throughout the Town Centre, making it a cost effective proposal to retain and expand those materials.
6. Improve universal access throughout the CAD. Despite the reasonably significant grade changes throughout the CAD, commit to a DDA audit of the Town Centre to ensure that all users are being accommodated.
7. Update to a contemporary palette of furnishings that will not only provide improved amenity through the Town Centre, but also strengthen and modernise the Horsham brand. The palette must be appropriate, affordable and available.
8. Ensure that all projects consider the location of current and future CCTV infrastructure.
9. Confirm a CAD planting palette that is suitable for Horsham's climate. Currently a more decorative planting palette exists on Firebrace Street - which locals love and which provides colour and scent. More water tolerant or native planting palettes are being trialled in on Pynsent Street and already exist on Darlot Street. These less labour- and water-intensive plants are appropriate away from Firebrace Street.
10. Re-locate or upgrade the public toilets on Roberts Ave to improve the pedestrian environment, providing additional space for landscaping and canopy tree(s). Integrate a new public toilet block into a new Town Square. The toilets are an important asset that serve shoppers, workers, and people using the V-Line bus stop. Understanding the future of the V-Line bus stop will assist in decision making around the best location for public toilets.

### Path to Implementation

- Coordinate with Creative Services and Events Team, and allow for funding to appoint a cultural consultant at appropriate times.
- Coordinate with and implement the strategies put forward in the Street Tree Strategy to vastly improve the street tree canopy throughout the Town Centre.
- Coordinate with the Creative Services and Events Team before undertaking any streetscape improvement works.
- Allow appropriate funding to appoint a cultural consultant at before an improvement project is scoped and framed.
- Undertake a DDA Universal Access audit of the CAD.



## Improvement Strategy #7

# Green the Town Centre and better utilise the streets and public spaces to create a cooler, more climate-ready urban environment.

### Why is this important?

**Economic** Improving both the aesthetics of the town and the micro-climate will make Horsham more desirable, and more likely to be attractive to visitors. With a renewed and strong interest in regional tourism, this will only make Horsham more desirable.

**Social** Sitting under a beautiful shade tree on Firebrace Street with a coffee, chatting to a friend? The benefits of trees are never-ending.

**Environmental** More trees, More carbon capture. It's that simple.

**Wellbeing** The effects of climate change are already upon us. Planting more trees is one of the simplest and most tangible things we can do to offset our carbon emissions.



Stormwater management area in kerb out-stands at an intersection



Some footpaths are wide enough for a double row of trees

## Broad Opportunities

With climate change upon us, preparing our urban places to be cooler, greener and more accommodating is a very tangible way to make our towns and cities climate-ready. The Greening Greater Horsham Strategy provides the direction and sets tree canopy targets for Horsham, including the Horsham town centre.

For implementable projects see Project #15 Plant more trees!

### Broad Physical Improvements

1. Plant more trees in the streets of Horsham! Commit to a street tree every 10 metres on all the CAD streets, subject to infrastructure constraints/requirements. The Greening Greater Horsham Strategy sets a target for tree canopy in the CAD as increasing from 9.9% to 15% by 2031.
2. Expand the street tree canopy in not just the streets and parks of Horsham's CAD - but also the many carparks which are currently largely devoid of trees.
3. Reinstate the Avenue of Honour on Roberts Avenue, given that many of the historic trees have been removed.
4. Incorporate Water Sensitive Urban Design (WSUD) and creative stormwater management interventions within the public realm - footpaths, roads, carparks, medians and parks. WSUD initiatives are versatile and economical in that they can be trialled in targeted locations. They are also an opportunity to combine water management with planting, greening and beautification of the Town Centre streets.
5. Confirm a CAD planting palette that is suitable for Horsham's climate. Currently a more decorative planting palette exists on Firebrace Street, whilst a new planting palette (drought tolerant) with gravel mulch is being trialled on Pynsent Street across from the Town Hall.
6. Plan for future reseals of the streets to be lighter colour to reduce the heat generated from road surfaces.

### Path to Implementation

- Implement the strategies put forward in the Street Tree Strategy to vastly improve and expand the street tree canopy throughout the Town Centre. Develop a more detailed strategy to plan for, cost and realise bigger tree pits with uncompromised root zones, and appropriate drainage solutions and watering regime.
- Identify the priority areas for tree planting - footpaths and publicly owned carparks. Identify the streets with the least tree canopy and commit to prioritising those streets.
- Ensure a WSUD specialist is engaged to ensure appropriate solutions for Horsham's environment and climate are implemented.

3

# Streetscape & Public Realm Projects









# 3 | STREETScape AND PUBLIC REALM PROJECTS

Following on from the seven broad improvement strategies is the next layer of detail- a series of 15 potential streetscape and public realm projects that will transform Horsham's CAD.

The 15 projects are intended to be a toolkit of implementable, discrete public realm and streetscape projects that Council can prioritise over several years as budgets become available.

## Project #1

Create the 'Horsham Walk' from Horsham's existing laneway network.

## Project #2

Improve Firebrace Street with more shade, more crossings and more public realm.

## Project #3

Create more places for people on Wilson Street.

## Project #4

Make O'Callaghans Parade an attractive and fitting arrival corridor into Horsham's Town Centre.

## Project #5

Emphasise trees and bikes on Urquhart Street.

## Project #6

Emphasise pedestrian safety on Darlot Street.

## Project #7

Engage with property owners to undertake facade improvements to heritage buildings.

## Project #8

Develop Advertising Signage Controls.

## Project #9

Build a Town Square in Horsham's Town Centre.

## Project #10

Build a pedestrian-friendly environment on Ward Street to support the Town Square and connectivity between Roberts Avenue and the Town Hall.

## Project #11

Build a Children's Park in the Town Centre, on the site of the former Kindergarten.

## Project #12

Reimagine May Park as a youth-oriented space.

## Project #13

Create better, safer connections within the Town Centre and beyond.

## Project #14

Create a streetscape design palette manual and begin to implement incrementally.

## Project #15

Support the Greening Greater Horsham Strategy. Plant more trees!



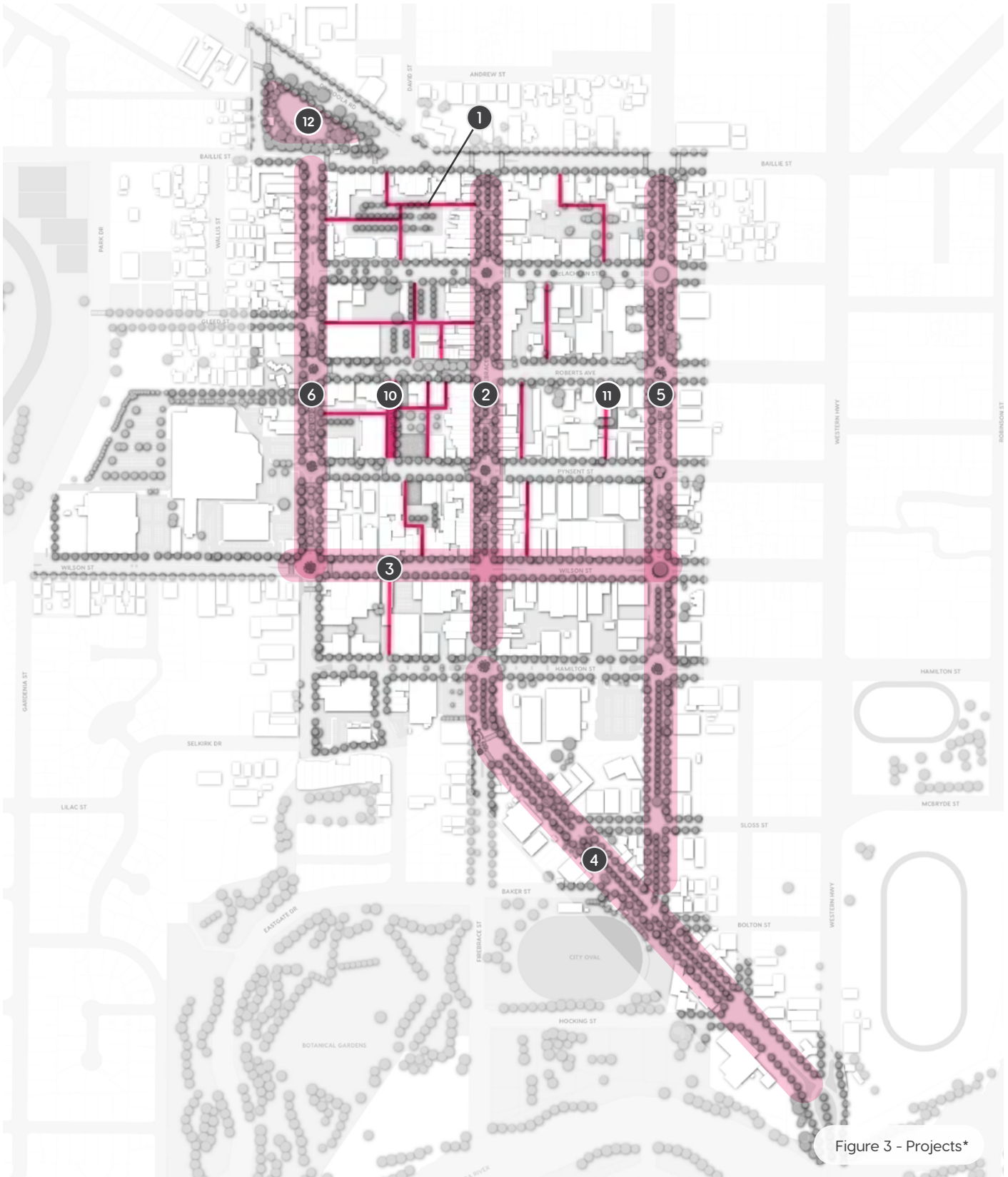


Figure 3 - Projects\*

\*Projects able to be mapped only

- 1 Horsham Walk (Laneway improvements)
- 2 Firebrace Street improvements
- 3 Wilson Street improvements
- 4 O'Callaghans Parade improvements
- 5 Urquhart Street improvements
- 6 Darlot Street improvements
- 10 Ward Street improvements
- 11 Children's Park (at former Kindergarten)
- 12 May Park improvements

## Overarching Design Components

### Inclusivity and Universal Design

All of the Strategies and Projects in the CAD need to be considered from a perspective of inclusivity and universal design. This means going above and beyond DDA standards to advocate for outcomes that are human-centric and cater to the broadest cross-section of the community, particularly those that are vulnerable and marginalised. As a rule of thumb, designing spaces that are safe, usable, and accessible for children and the elderly will ensure that the needs of most user groups are met.

### Community Engagement

Effective and meaningful community consultation should be conducted for each project to ensure that the needs of key user groups are being met. Targeted engagement towards specific groups (for example youth, business owners, or parents) is generally more meaningful than open forums, to ensure that feedback is received from people whom each project has the most relevance for.

Additionally, different forms of consultation should be used (in-person, on-line and targeted) to ensure that the broadest range of people have the opportunity to provide feedback.

Gender-impact assessments should be conducted where relevant.

### Public Art and Interpretation

Investigate and incorporate heritage interpretation and public art opportunities where possible in all projects.

It may be beneficial to contract a cultural advisor and an interpretation specialist for certain projects to ensure this is done in an interesting and engaging way, while being accurate and sensitive to culture and history.

### Planting and Trees

Increasing the tree canopy and planting species appropriate to Horsham's climate is a really important aspiration for the Town Centre. While Project #15 focusses specifically on tree planting across the CAD, it is also embedded into all of the streetscape improvement projects (#2-6), as well as the proposed new public spaces like the Town Square (Project #9) and the Children's Park (Project #11).

### Water Sensitive Urban Design (WSUD)

Water Sensitive Urban Design must be incorporated into all engineering, landscape designs and streetscape upgrades to ensure water conservation and support healthy trees and vegetation. Measures include:

- Stormwater harvesting
- Rain gardens
- Biofiltration

Implementing WSUD practices will become increasingly important in the face of climate change, particularly in the harsh climate of Horsham. Consulting with a WSUD specialist would be beneficial to ensuring successful results on all projects requiring civil works.

### Pedestrian Improvements

Improvements to the pedestrian environment are required throughout the CAD in order to make the Town Centre more accessible and easier to navigate for all people, but particularly those who require more space to move around, such as people with mobility aids or prams.

Additionally, proposed pedestrian treatments aim to further activate spaces such as the Town Hall and Visitor Information Centre by enhancing pedestrian access to such sites.

Projects #2-6 focus specifically on improving the streetscape and pedestrian environment across key streets in the CAD, and Project #13 investigates safe pedestrian crossing and connections.

Where pedestrian crossings are suggested, these could either be raised wombat crossings, flush painted surface treatments, or signalised crossing points. In some instances these may be temporary treatments initially.

Where traffic calming infrastructure is required, this could include raised crossing points, safety signage (including flashing), speed cushions, safety platforms, improved line marking, contrasting materials, or curb extensions. Specifics would be determined in detailed design.







## Project #1

# Create the 'Horsham Walk' from Horsham's existing laneways network.

The 'Horsham Walk' will be a largely off-street pedestrian network that will better connect parking to retail via a series of safe, connected and demarcated pedestrian walks through the Town Centre blocks. Figure 4 identifies potential locations of laneways (in both public and private ownership) that are candidates for improvements.

Project #1 focuses broadly on priority blocks and, in more detail, a single block of Horsham's CAD - the block bound by McLachlan Street, Roberts Avenue, Firebrace Street and Darlot Street. The block currently consists of two existing laneways, one of which is already improved, and two large carparks - one of which is the Coles carpark, and one of which is a Council-owned and operated carpark.

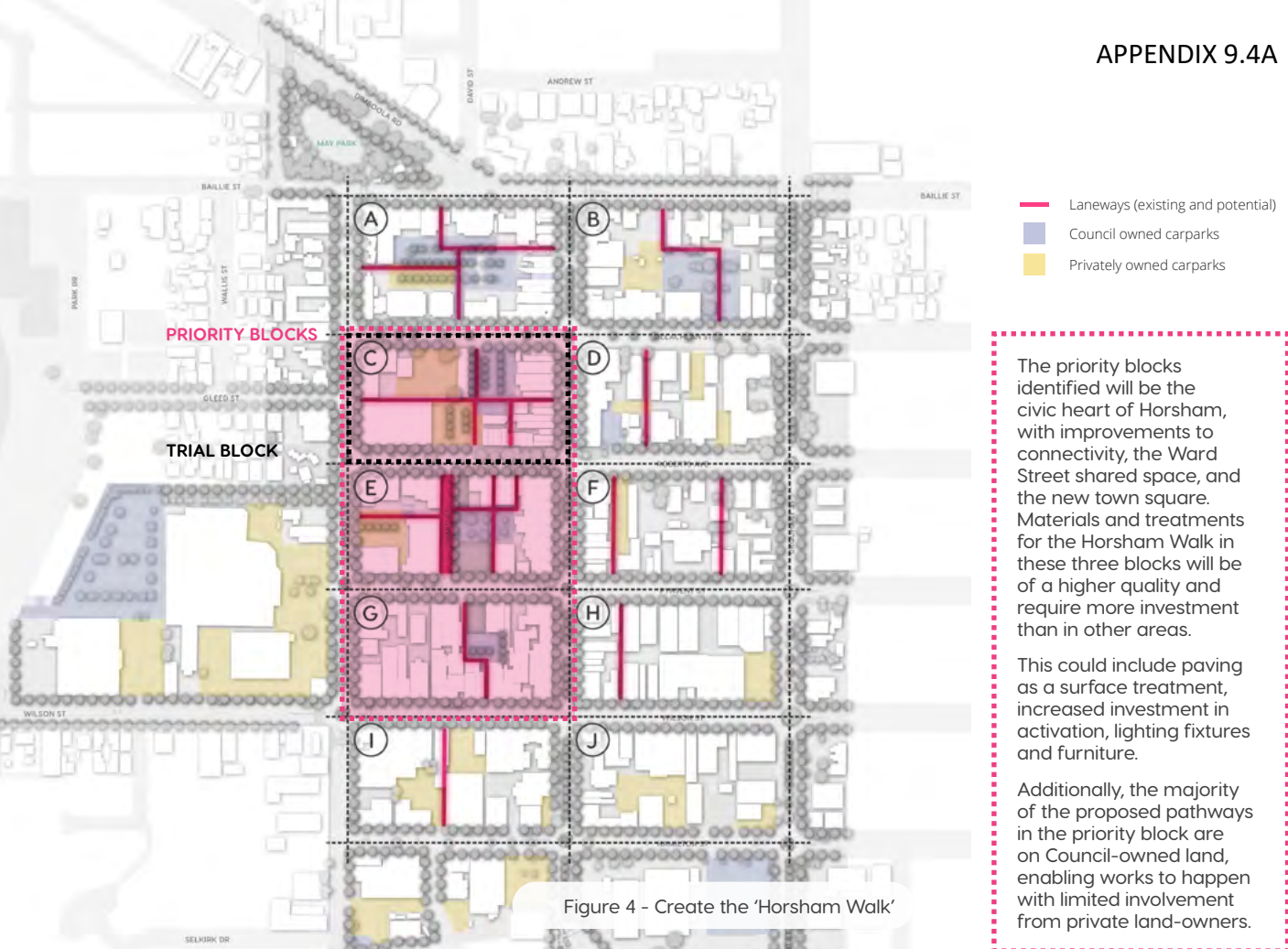
The following pages identify how to improve pedestrian connectivity and safety throughout the block, but also how to create placemaking opportunities within.



Public lighting doesn't have to be expensive



Public art can transform a laneway



### The 'Horsham Walk' - block by block

- A.** Opportunity for an east-west and north-south connection. The Walk will run through the council-owned carpark, connecting to Firebrace via an existing laneway. Interventions here could include surface treatment to identify pedestrian priority, and interesting lighting / furniture in the laneway.
  - B.** The Walk will run down a public ROW from Baillie Street, through the library carpark to McLachlan Street. Interventions here could include surface treatment to identify pedestrian priority.
  - C.** This will be the trial block for the Horsham Walk. Interventions here could include surface treatment to identify pedestrian priority, as well as improvements to the arcade that opens to Roberts Avenue. See following page for more information on how this could be achieved
  - D.** Opportunity to have a north-south connection, down the side of the state government building. Interventions here could include surface treatment to identify pedestrian priority.
  - E.** There is the opportunity to connect south via two small laneways off Roberts Avenue, through the council-owned carpark. Ward Street will become a shared space, connecting west to Darlot through a private carpark.
  - F.** There is the opportunity to have two north-south connections in this block. The privately-owned carpark behind the White Hart Hotel could include surface treatment to identify pedestrian priority, whereas the connection through the council-owned former kindergarten parcel could form part of the child-oriented space opportunity identified in Project 11.
  - G.** This is an important connection past the Town Hall, through the council owned carpark. Interventions here could include surface treatment, and increased investment in activation and events such as markets.
  - H.** A small privately owned ROW creates an opportunity for a north-south connection. Interventions here could include surface treatment to identify pedestrian priority.
  - I.** This is a privately owned parcel, but there is an opportunity to create a covered pedestrian connection through the old stables.
- Note that any interventions proposed on private land will require coordination and permission from land-owners.





Figure 5 - 'Horsham Walk' trial block (View South)

## Project #1 Create the 'Horsham Walk' from Horsham's existing laneways network.

### The 'Horsham Walk' on a trial block

Project 1 will begin to realise the 'The Horsham Walk' on a single block to test and trial the ideas. The block bound by Darlot Street, McLachlan Street, Firebrace Street and Roberts Avenue is home to Coles, large internal carparks and a row of retail stores fronting Firebrace Street. See Figure 5. The project could include:

- 1 Minor improvements to the laneway next to Coles to make it more inviting and pedestrian friendly, whilst not restricting vehicle access. This is a key thoroughfare to Glead Street which connects directly to the Bowls Club, tennis courts and Skate Park. Improvements could include a mural, paving, or lighting. See Figure 8.
- 2 Demarcation of a pedestrian walk or a shared pedestrian/vehicle space through the carparks to create a safe and accessible route between Firebrace Street and supermarket. Materials could be high-quality permanent or low cost paint. See Figure 6.
- 3 Improvements to the existing public laneway from Firebrace Street - Bradbury Lane. Improvements could include efforts to further activate the laneway by adding a coffee window. Benches, lighting, terracing on one side and more public art could also be added to further develop it as an appealing place within the CAD. See Figure 7.
- 4 Incorporation of shade and landscaping, where appropriate, to improve pedestrian comfort and amenity.





Figure 6 - Demarcated walkways across carparks

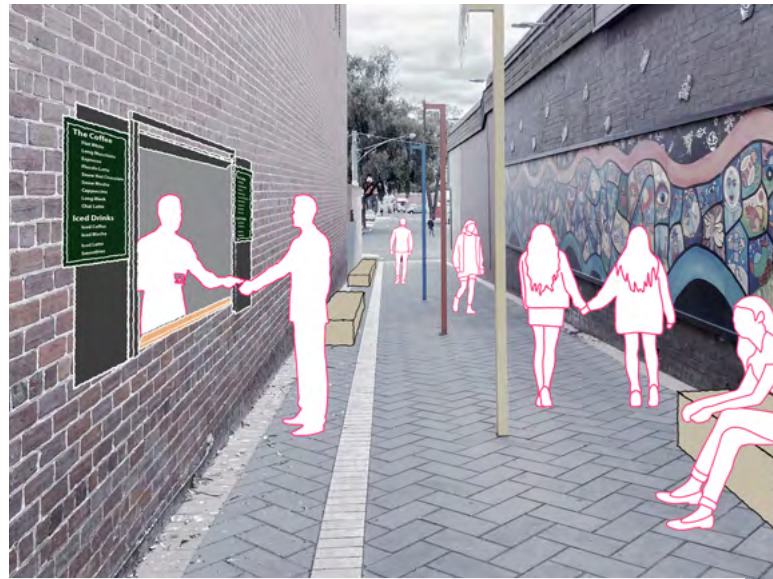
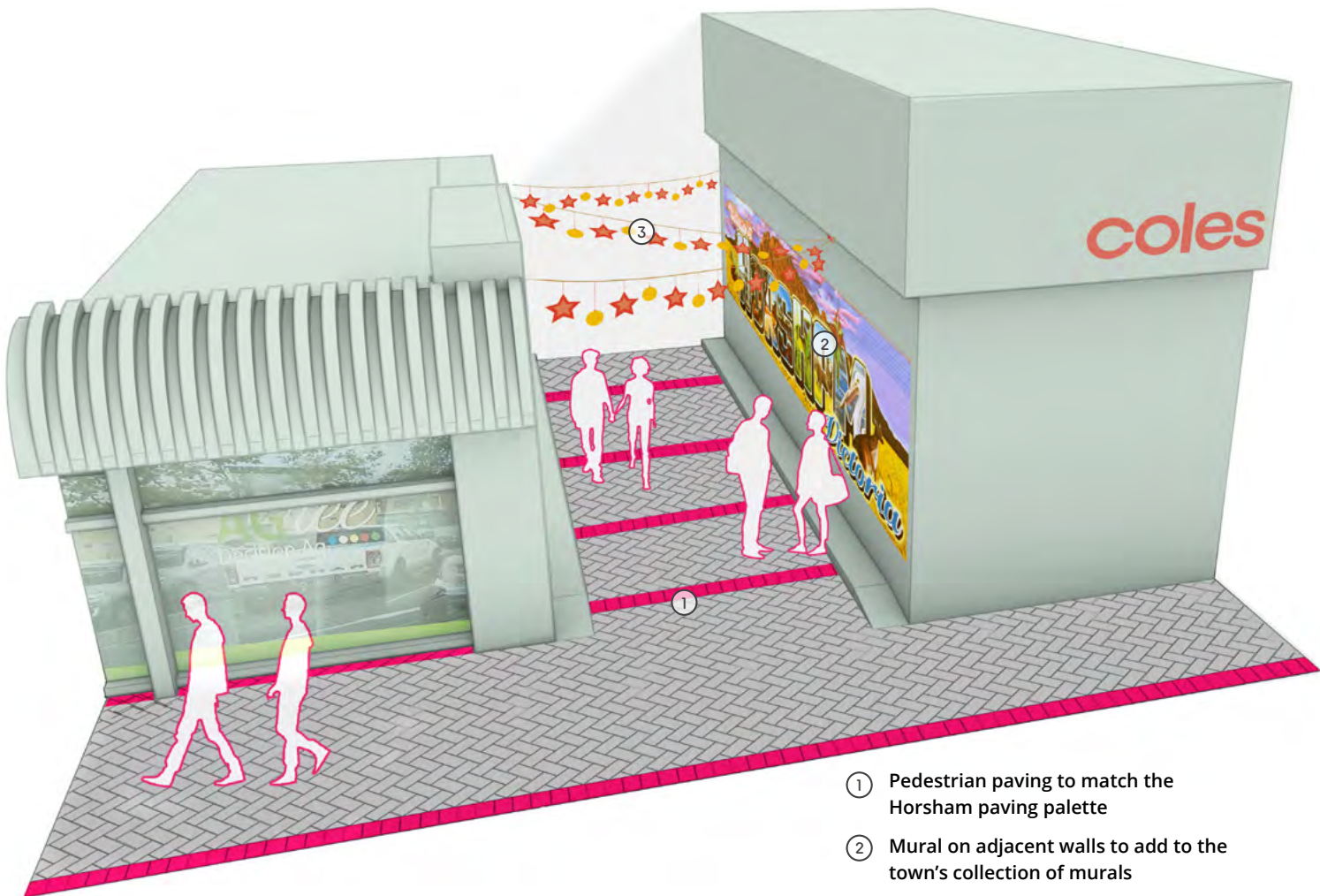


Figure 7 - A coffee window added to an existing building opening out onto a public laneway becomes a placemaking opportunity



- ① Pedestrian paving to match the Horsham paving palette
- ② Mural on adjacent walls to add to the town's collection of murals
- ③ Suspended lighting completely transforms a space

Figure 8 - Improved laneway adjacent to Coles

## Project # 2

# Improve Firebrace Street with more shade, more crossings and more public realm.

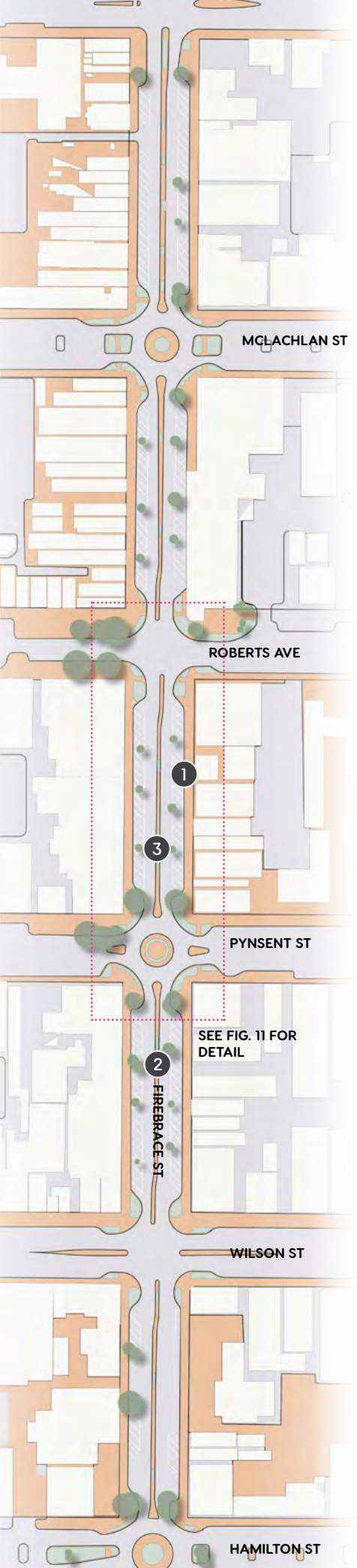
Firebrace Street is already the bustling heart of Horsham. With a series of streetscape improvements, Firebrace Street could become the postcard street of the town. Around the country, main streets have become more than just a place to shop. These days, main streets are also places for socialising, gathering and entertainment. In cities and towns all over regional Australia, cars are being accommodated whilst also promoting pedestrian connectivity and placemaking.

Community consultation in Horsham shows that locals, day-trippers and visitors often park once and utilise the Town Centre streets by walking from place to place. Giving them a more pleasant and safer pedestrian environment, with more to do and more places to go, will encourage them to stay longer and support local business.

Project #2 aims to create more opportunities for accommodating people along Firebrace Street without compromising parking and access to businesses. Figure 9 shows the current configuration of Firebrace Street with a narrow median, no mid-block crossings and under performing street trees. Figure 10 shows a re-envisioned Firebrace Street with recommendations including creating a wider median, more mid-block pedestrian crossings and more shade. There is no change to angled parking in this scheme.

Council's Municipal Parking Strategy will inform changes to parking infrastructure and should be timed to coincide with broader streetscape changes proposed by this plan. However, any future changes that modify the streetscape will be guided by the Municipal Parking Strategy (and Parking Plan) in terms of infrastructure upgrades and location.





Adding a row of median trees will create a consistent canopy down the centre of Firebrace Street



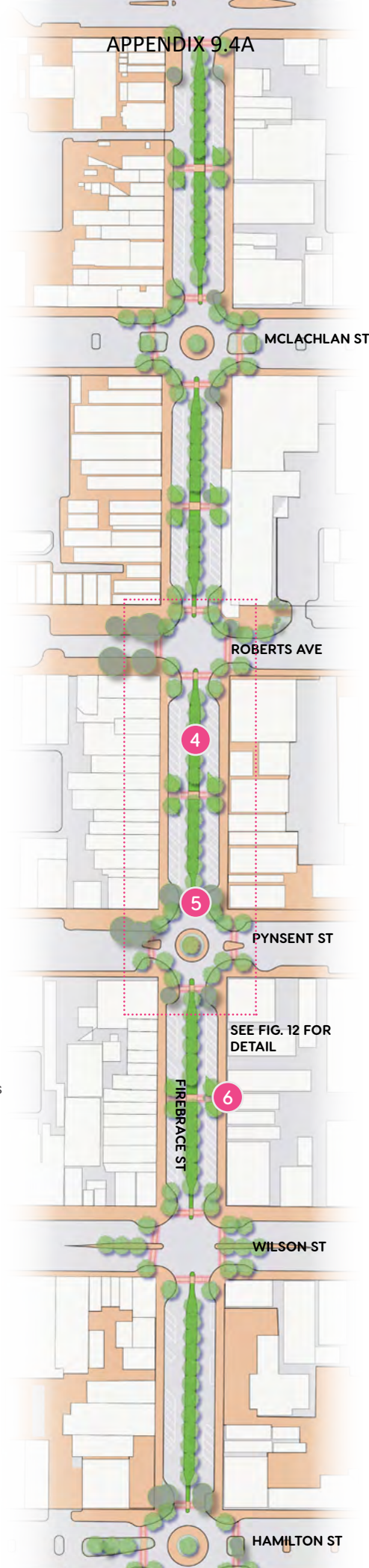
Adequate space around tree root zones also includes area for understorey planting



Mid-block crossing with planting and seating on footpaths

- 1 Under-performing street trees set in asphalt
- 2 No mid-block crossings
- 3 Narrow median - without planting
- 4 Plant new small street trees in a widened central median to create a consistent canopy
- 5 Formalise pedestrian crossing at all intersections with either raised wombats crossings or a painted treatment
- 6 Add new mid-block crossings on major retail blocks of Firebrace Street. Mid-block crossings also allow for small areas for placemaking - such as benches and planting

Figure 9 - Existing conditions on Firebrace Street



APPENDIX 9.4A

Figure 10 - A re-envisioned Firebrace Street



## Project #2 Improve Firebrace Street with more shade, more crossings and more public realm.

### Existing

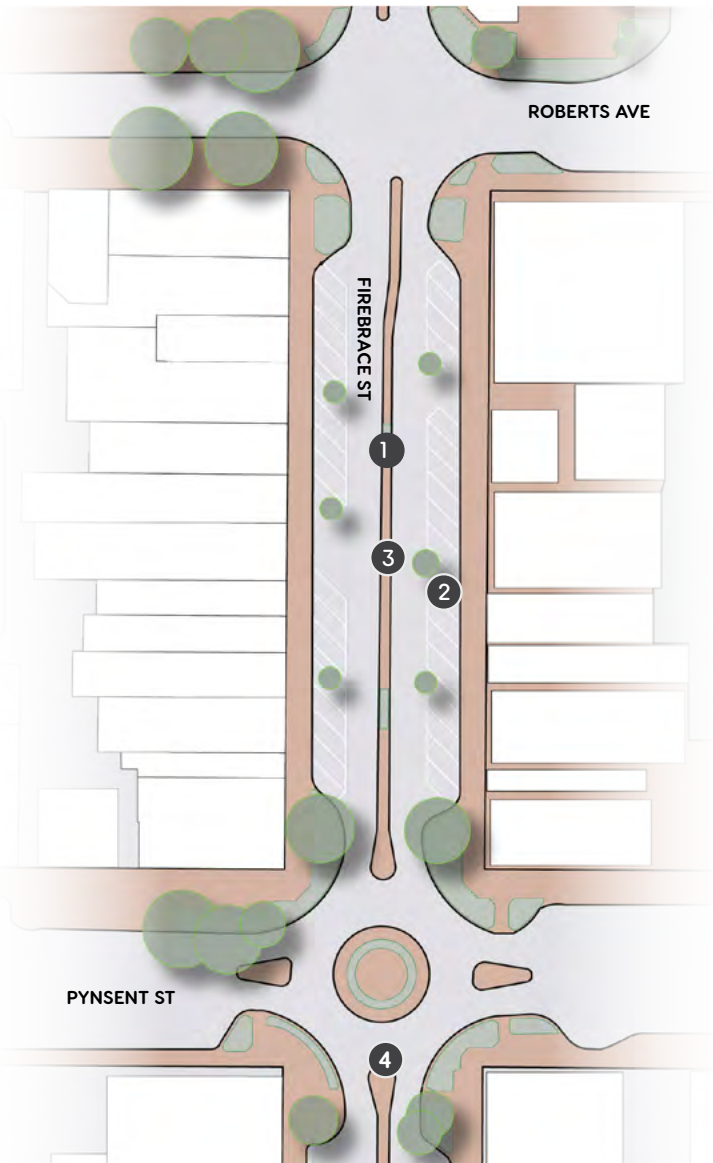


Figure 11 - Existing conditions - typical block on Firebrace Street between Roberts Avenue and Pynsent Street

- 1 Narrow median without planting or trees
- 2 Underperforming trees in undersized tree pits with compacted roots from adjacent parking
- 3 No mid-block crossings
- 4 Some missing marked crossings at intersections

### Proposed

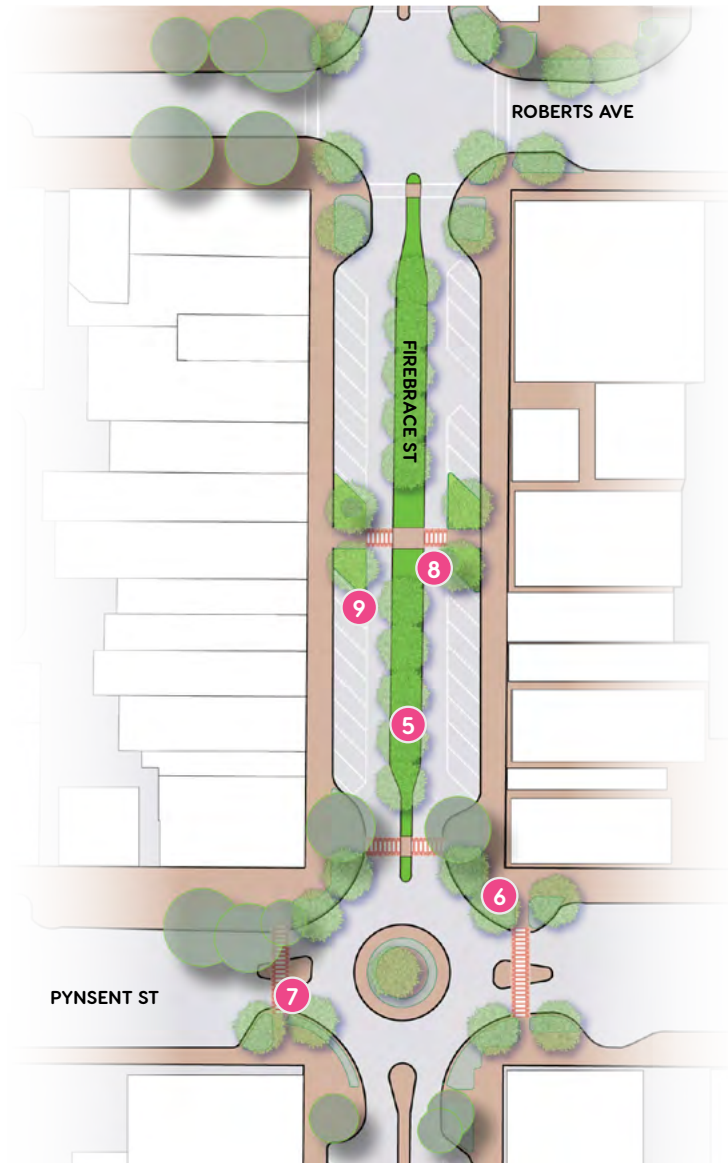


Figure 12 - Proposed upgrades - typical block on Firebrace Street between Roberts Avenue and Pynsent Street

- 5 Plant new small street trees in a widened central median to create a consistent canopy along Firebrace Street
- 6 Ensure consistent tree planting at all street corners
- 7 Formalise pedestrian crossings at all intersections with either raised wombats crossings or a painted treatment
- 8 Add new mid-block crossings on major retail blocks of Firebrace Street.
- 9 Create small areas of public realm at new mid-block crossing points with amenities such as seating and bins.



Figure 13 - A widened planted median in Firebrace Street will provide consistent canopy without impacting on existing angled parking

The Firebrace Street proposals widen the median without making any changes to angled parking or traffic flow. Footpath widths remain as they are currently, but mid-block crossings offer pedestrian safety and opportunities for placemaking such as bins and seating. See Figure 13.

- 1 Widened median for planting and street trees (4m)
- 2 3.5m drive lane.
- 3 Angled parking retained
- 4 Footpaths remain same width (4m)
- 5 Mid-block crossing and surrounding opportunities placemaking and trees

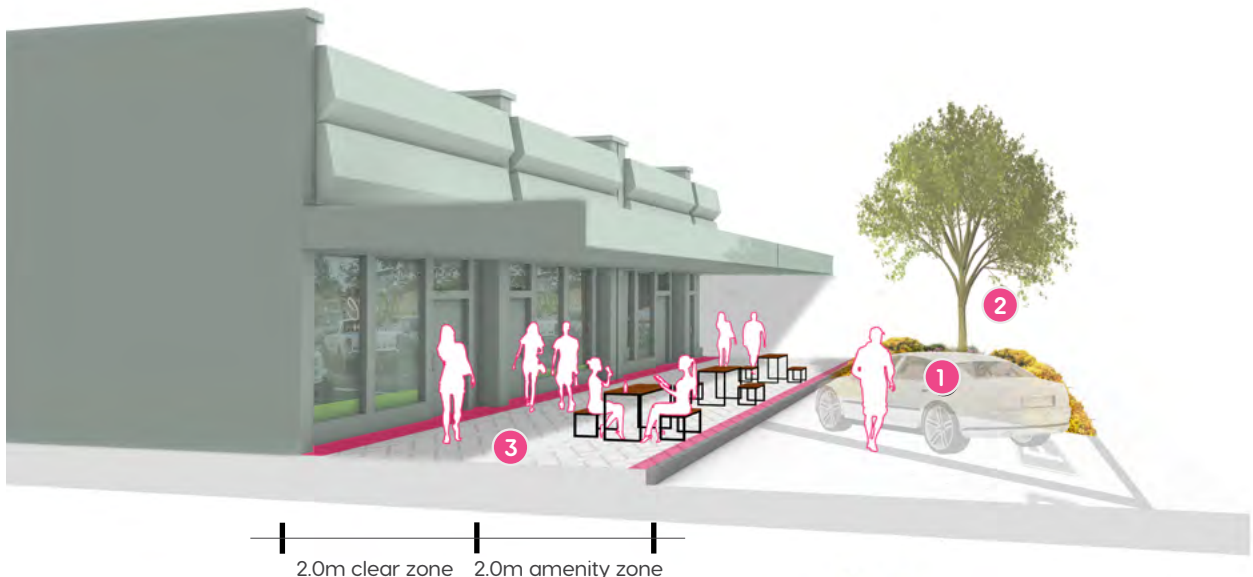


Figure 14 - Firebrace Street Footpath Detail

- 1 Angled parking remains
- 2 Remove occasional parking space to accommodate mid-block crossings
- 3 Footpaths remain same width (4m)



## Project #3

# Create more places for people on Wilson Street.

Wilson Street is home to several heritage buildings including the Bull and Mouth Hotel, the Royal Hotel and the Horsham Regional Art Gallery, and yet its streetscape and public realm is one of the least improved in the CAD. This is largely due to it being a State-managed road, as opposed to a Council-managed road. The current VicRoads approach to street design emphasises amenity and place, so it is now possible to propose streetscape improvements to Wilson Street, as well as pedestrian crossings to enhance accessibility and activation of the Town Hall, an important cultural asset in Horsham.

Additional street tree planting and placemaking would completely change the character of the street. Street trees could be located intermittently in parking spaces without affecting traffic flow. A continuous street tree canopy and additional street furnishings and planting would transform this street and provide a beautiful setting for the heritage context.

Figure 15 depicts improved streetscape amenity along Wilson Street while Figures 16 and 17 show a proposed plan and section respectively.



The Horsham Regional Art Gallery triggered some minor streetscape improvements including kerb out-stands, street trees and bike racks. It suggests how the entire street could be improved, and now requires safer crossing of Wilson street to better activate it.



The Bull and Mouth is one of the heritage buildings on Wilson Street. Currently there is no streetscape amenity on this part of the street.



Figure 15 - Wilson Street with planting, street trees in kerb out-stands and expanded areas for seating.

- 1 Plant new street trees intermittently in parking spaces along the street to create a consistent canopy. Plant understorey below.
- 2 Pedestrian Refuge Island - subject to VicRoads design and approval.
- 3 Formalise pedestrian crossing with either raised wombats crossings, signalisation or painted crossings.

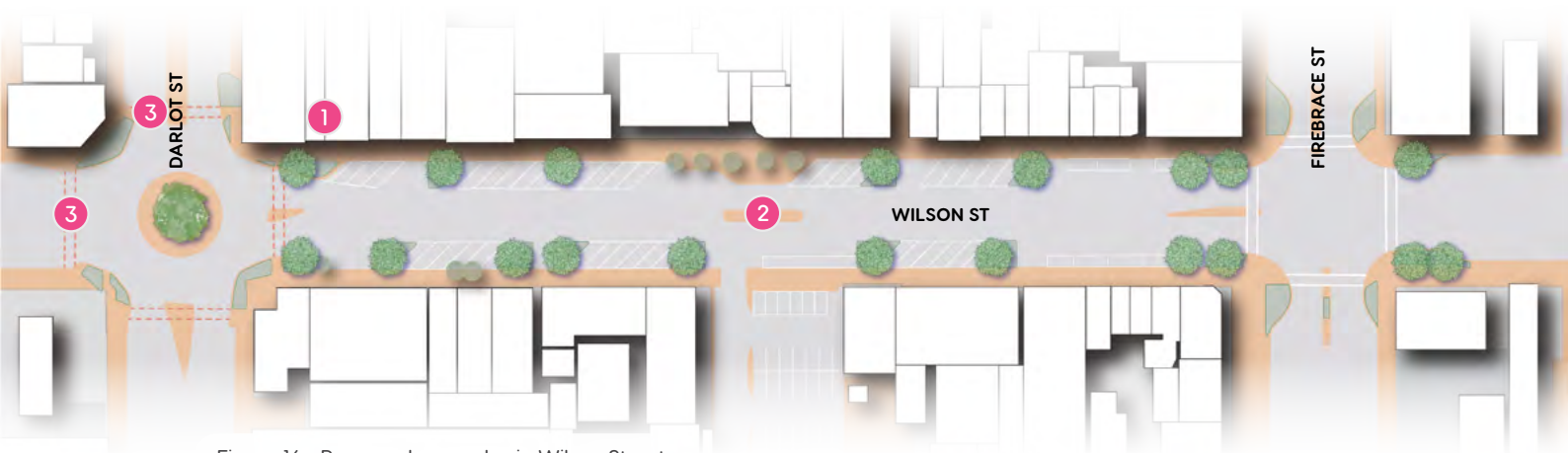


Figure 16 - Proposed upgrades in Wilson Street

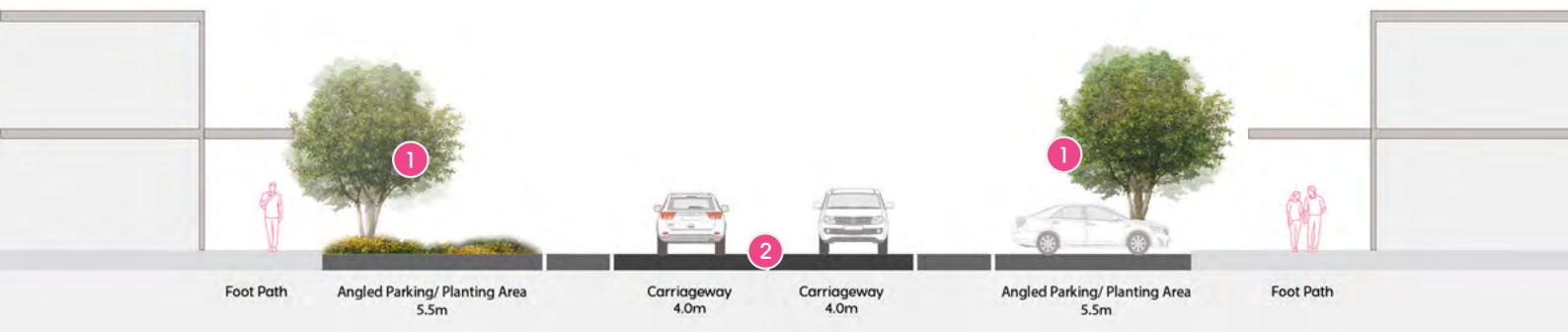


Figure 17 - Proposed upgrades in Wilson Street - Typical Section



## Project #4

# Make O'Callaghans Parade an attractive and fitting arrival corridor into Horsham's Town Centre.

O'Callaghans Parade is the main entrance to town from the south, leading directly on to Firebrace Street and the heart of the CAD. The current street environment is often dominated by retail and commercial uses, and is lacking in amenity befitting the primary approach into town.

Project #4 aims to create a 'sense of arrival' down O'Callaghans Parade without compromising traffic flow, parking or access to businesses. Increasing canopy cover will create a boulevard of trees that will draw visitors and locals alike into the town centre.

Bike lanes could also be accommodated in the excess right of way width, drawing cyclists into the network of cycling-friendly streets in the CAD. Pedestrian safety could be enhanced by providing crossing points at key locations to be determined by further investigation of pedestrian desire lines. Figures 18 and 19 show proposed typical improvements in plan and section respectively.



O'Callaghans Parade as it currently exists (View south-east)



Commercial uses dominate the streetscape on O'Callaghans Parade.



A consistent canopy of trees both in the median and on the street edges provides both shade and amenity.



O'Callaghans Parade could become a grand boulevard

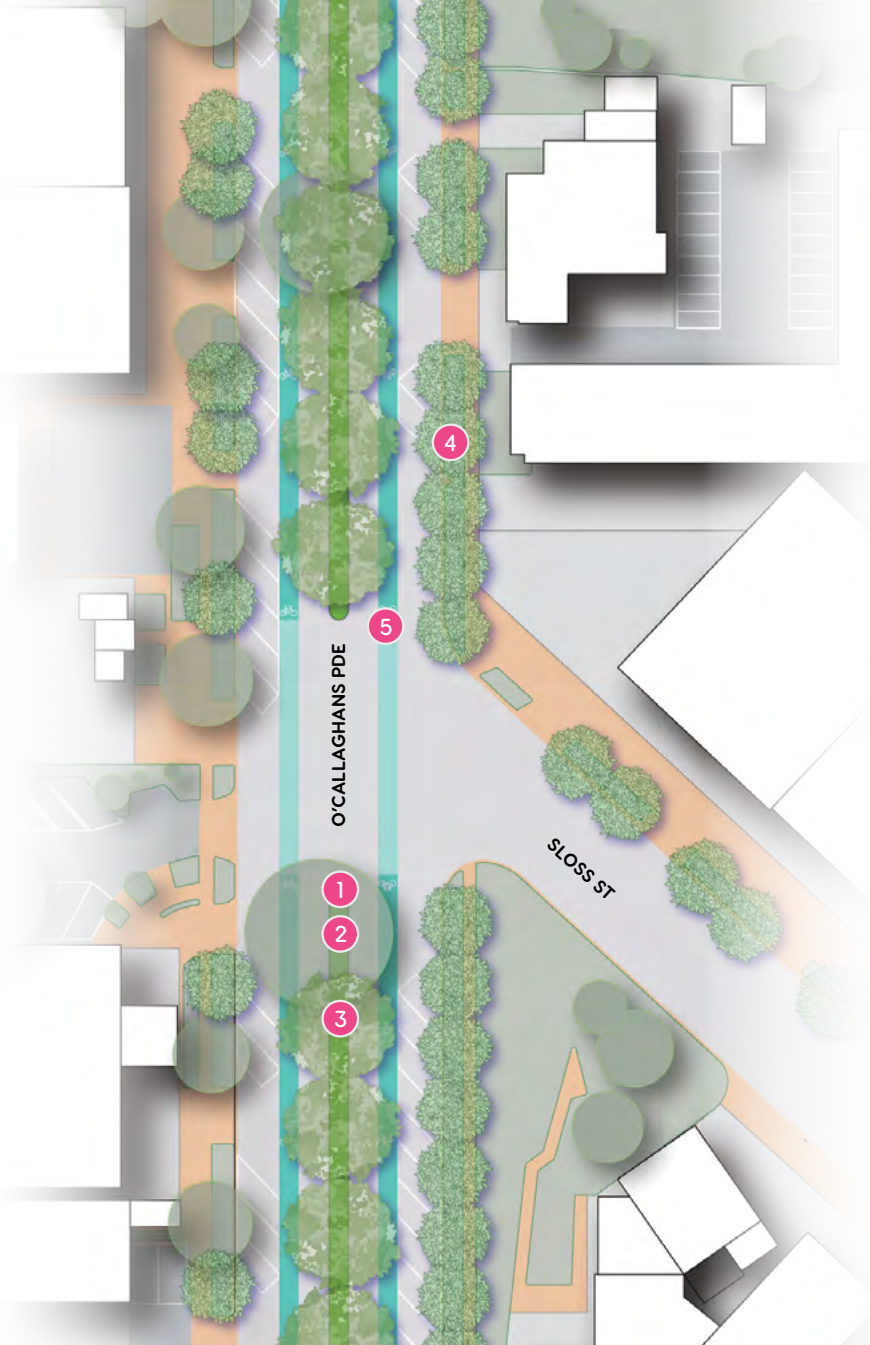


Figure 18 - Proposed upgrades in O'Callaghans Parade

- 1 Utilise excess right of way width to widen median (potentially to 2m)
- 2 Plant median with drought tolerant low-growing shrubs and grasses
- 3 Plant new Large Eucalyptus trees in the central median to create a consistent canopy
- 4 Plant new small street trees along the footpath to create a consistent canopy. Choose species to complement existing
- 5 Formalise bike lanes with a painted surface treatment

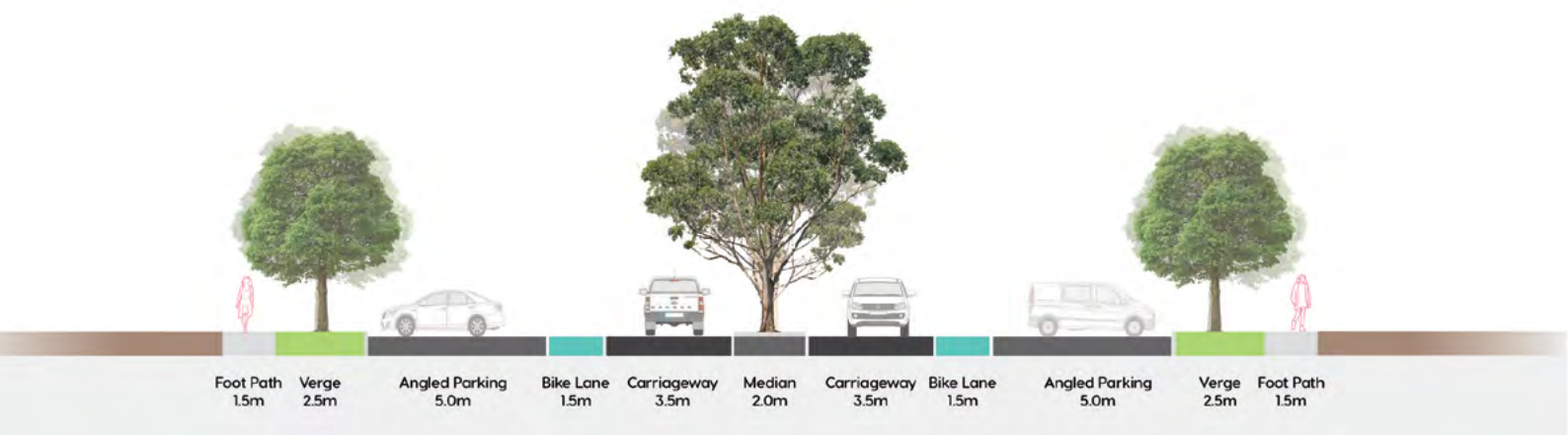


Figure 19 - Proposed upgrades in O'Callaghans Parade - Typical Section



## Project #5

# Emphasise trees and bikes on Urquhart Street.

Urquhart Street has an entirely different character to the rest of the Horsham CAD. The existing mature eucalyptus trees make it a very attractive street within the CAD, however an inconsistent and undersized median strip and missing footpath tree planting mean that minor streetscape improvements could make a big difference.

Improvements to Urquhart Street could include a widened and consistent median planted with canopy trees, in addition to increased tree planting along the footpaths. The existing parallel parking and wide roadway mean bike lanes in either direction could easily be accommodated, without compromising parking availability or traffic flow.

Safer and more defined pedestrian crossing points could be included at all intersections, as well as a mid-block crossing in front of the civic block. The high job density there makes it an important location to provide streets that are comfortable, safe and attractive for workers to commute by bike or on foot.

Figures 20 and 21 show proposed improvements in plan and section respectively.



Urquhart Street as it currently exists (View South).



Urquhart Street as it currently exists (View North).  
Inconsistent median and limited streetscape amenity.



A consistent canopy of trees both in the median and on the street edges provides both shade and amenity.

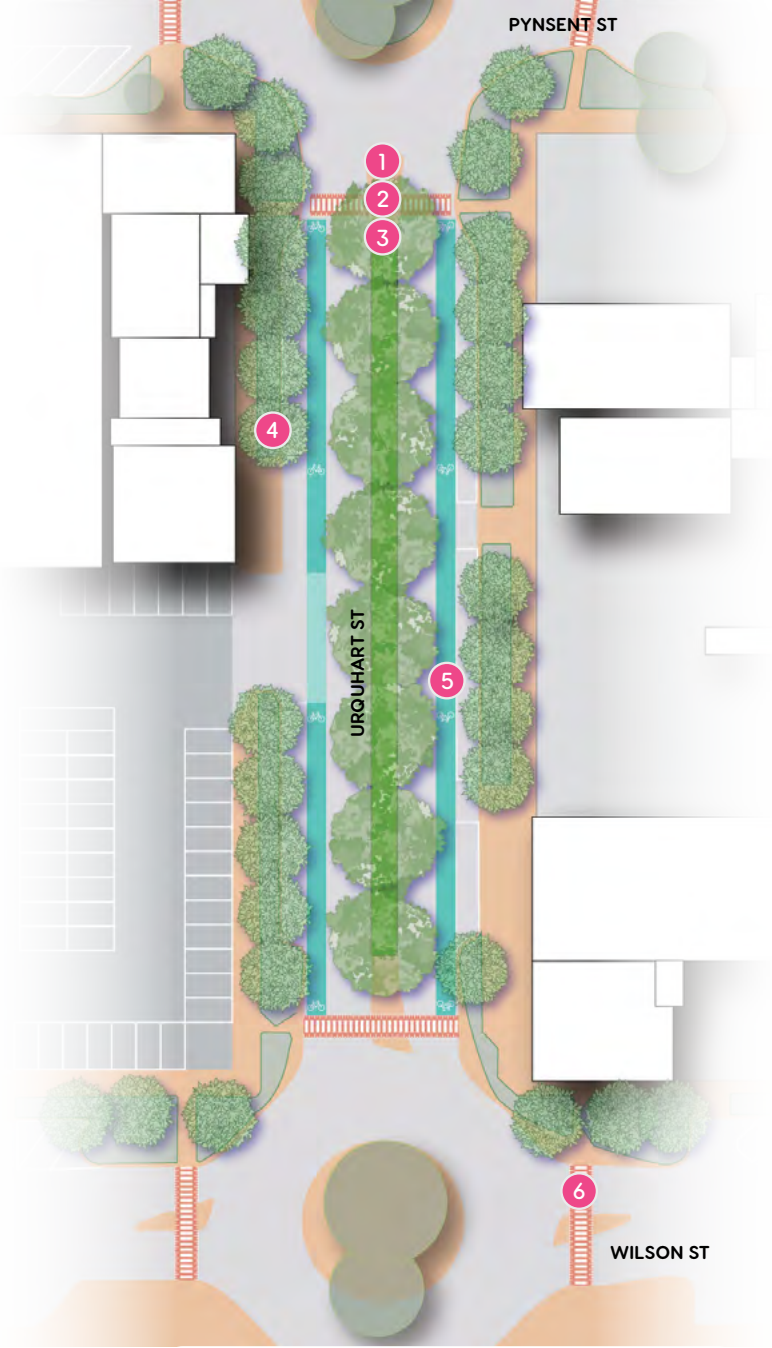


Figure 20 - Proposed upgrades in Urquhart Street

- 1 Utilise excess right of way width to widen median
- 2 Plant median with drought tolerant low-growing shrubs and grasses
- 3 Plant additional new Eucalyptus trees in the central median to create a consistent canopy
- 4 Plant new small street trees along the footpath to create a consistent canopy. Choose species to complement existing
- 5 Formalise bike lanes with a painted surface treatment
- 6 Formalise pedestrian crossing at all intersections with either raised wombats crossings or a painted treatment

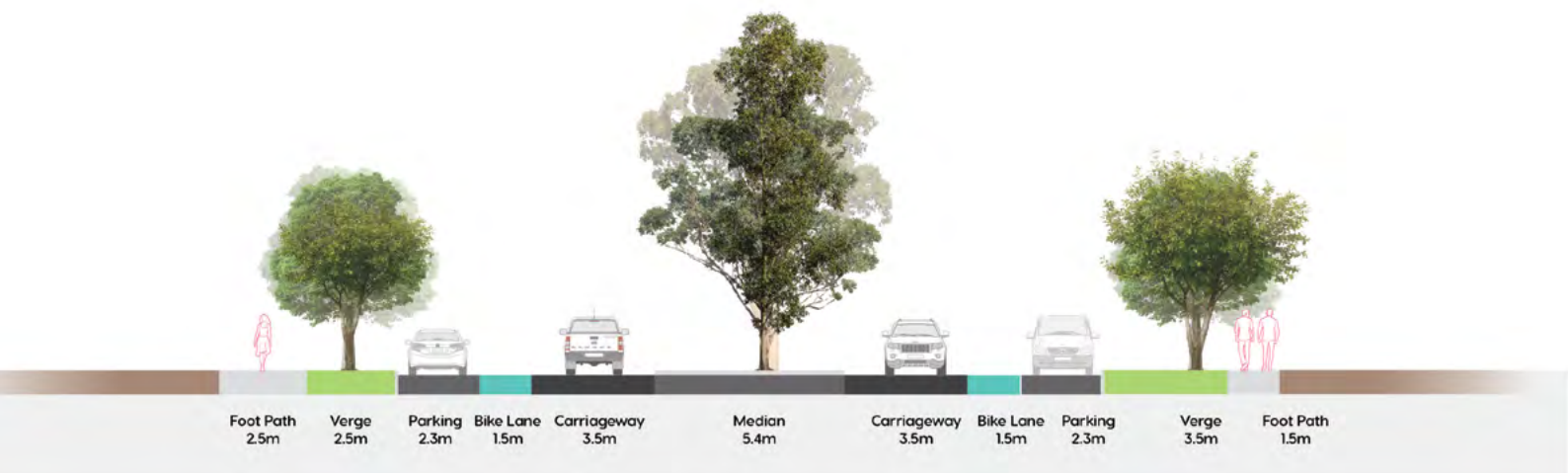


Figure 21 - Proposed upgrades in Urquhart Street - Typical Section



## Project #6

# Emphasise pedestrian safety on Darlot Street.

With wide tree-planted medians and thriving planting, Darlot Street is one of the most attractive streets in the Town Centre. Parallel parking is well-utilised, resulting in a more generous footpath on both sides of the street.

Unlike Firebrace Street, trees have been accommodated in substantial garden beds and the result is a lush, consistent canopy that contributes positively to the pedestrian environment.

Minor upgrades to Darlot Street could include improvements to pedestrian safety by implementing pedestrian crossings at all intersections, as well as adding a mid-block crossing at Gleed Street in order to connect better with the skate park and the bowls club.

The existing parallel parking and wide roadway mean bike lanes with buffers in either direction could easily be accommodated, without compromising parking availability or traffic flow.

Figures 22 and 23 show proposed improvements in plan and section respectively.



Darlot Street (View South). Wide planted medians with thriving street trees contribute to making Darlot one of the most attractive streets in the Horsham CAD.



Amenities like seating and bins, bike parking and thriving trees and planting make Darlot Street a pleasant pedestrian environment. There are opportunities to upgrade the existing streetscape furnishings.



Addition of bike lane between parallel parking and carriageway still leaves plenty of room for vehicles to manoeuvre



Mid block crossing with planting increases safety for those crossing at Gleed Street, and adds amenity to the street

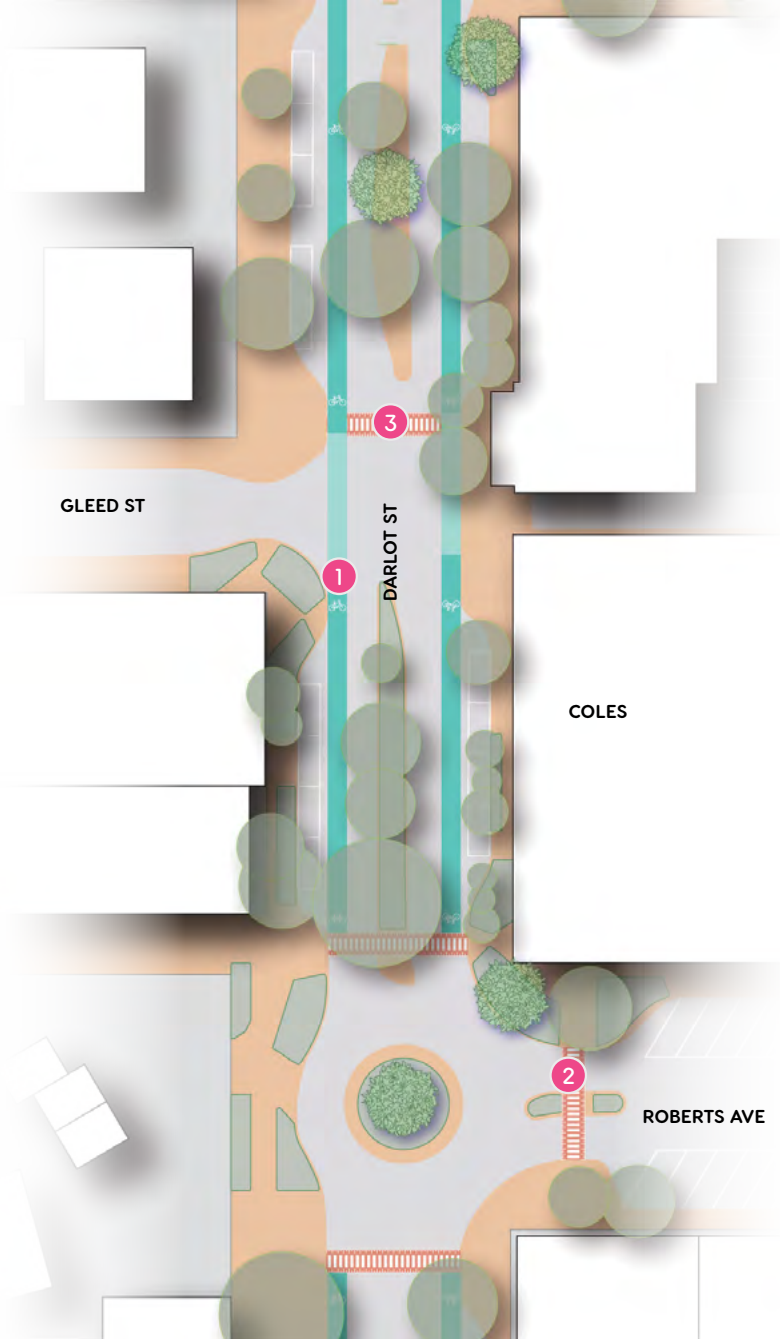


Figure 22 - Proposed upgrades in Darlot Street

- 1 Formalise bike lanes with a painted surface treatment
- 2 Formalise pedestrian crossing at all intersections with either raised wombats crossings or a painted treatment
- 3 Add mid-block crossing to better connect CAD to Gleed Street and beyond.



Figure 23 - Proposed upgrades in Darlot Street - Typical Section

## Project #7

# Engage with property owners to undertake facade improvements to heritage buildings.

The commercial heritage streetscape in Horsham provides an excellent opportunity for celebrating and promoting heritage and the town's history. The commercial streetscapes in Horsham are highly visible to the community and visitors to the region.

An intact and well maintained heritage area is an excellent draw for tourism and attracting new business, shoppers and visitors.

Facade improvements and restoration could include:

- Reinstating original features such as verandah posts, recessed shop entries, window display cases, mosaic tiled or terrazzo entryways, leadlight windows, suspended signs under verandahs and render details,
- Painting (where appropriate) consistent with the building's style and period,
- Removal of metal sheet cladding over original parapets to reveal original detailing,
- Removal of paint and restoration of parapets, and
- Not painting originally unpainted surfaces sandblasting.

Implementing the recommendations of the Heritage Study (2014) will ensure buildings and areas with heritage value are formally recognised and protected.





Freshly painted Mechanics Institute on Pynsent Street is an excellent example of appropriate heritage improvements



There is opportunity to remove metal sheet cladding where original parapets exist behind to reveal original detailing



There are a number of beautiful parapets throughout the town that are candidates for restoration



## Project #8

# Develop Advertising Signage Controls.

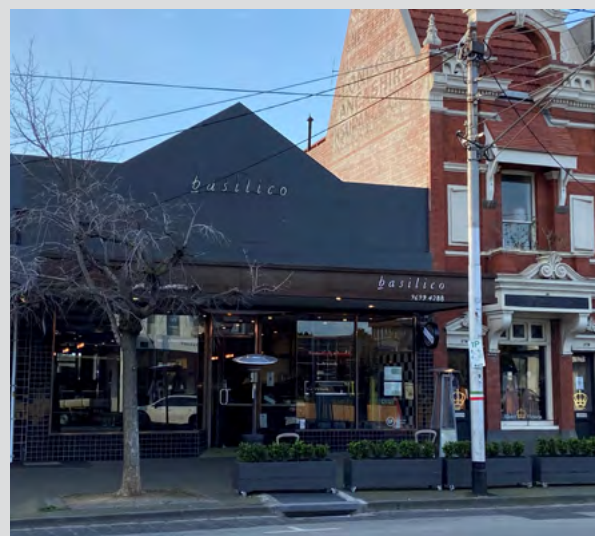
Advertising signage has a major impact on the quality of the town's environment. Poor advertising signage outcomes can severely detract from the heritage environment and the visual quality of a Town Centre.

Advertising signage needs to be consistent, reduce visual clutter and should be designed so as not to detract from the heritage architecture or grain of the streetscapes with inappropriately located and overly large signage.

Simple and clear guidance can be given to business owners to help them determine the appropriateness of their signage. Figures 24 and 25 depict appropriately located advertising signage and inappropriately located signs.



Good example of signage in a heritage context



Good example of signage in a heritage context

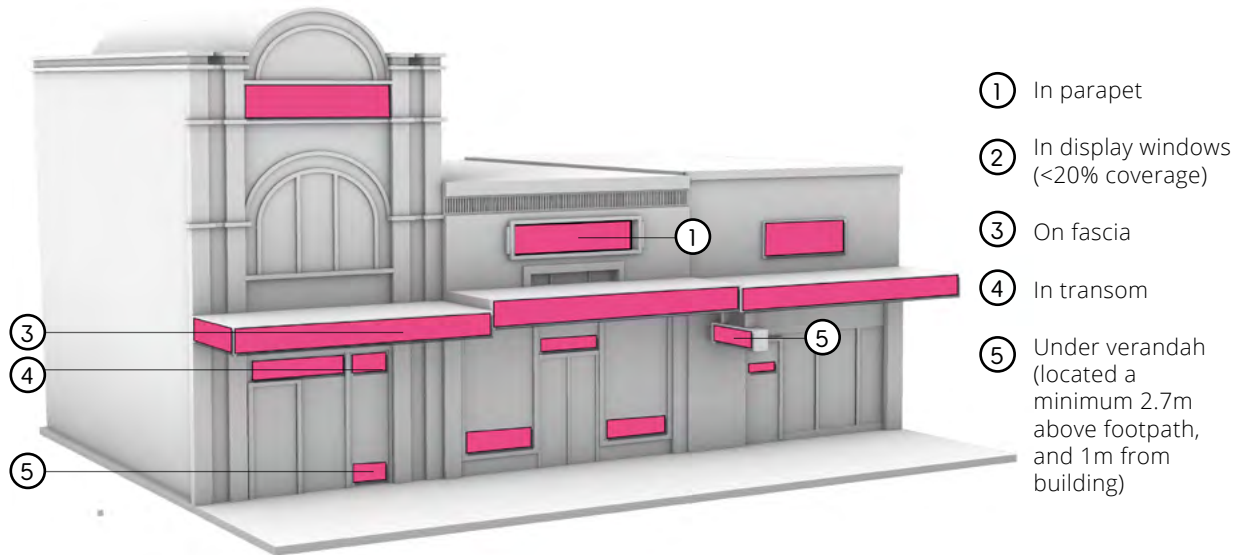


Figure 24 - Appropriately located signs

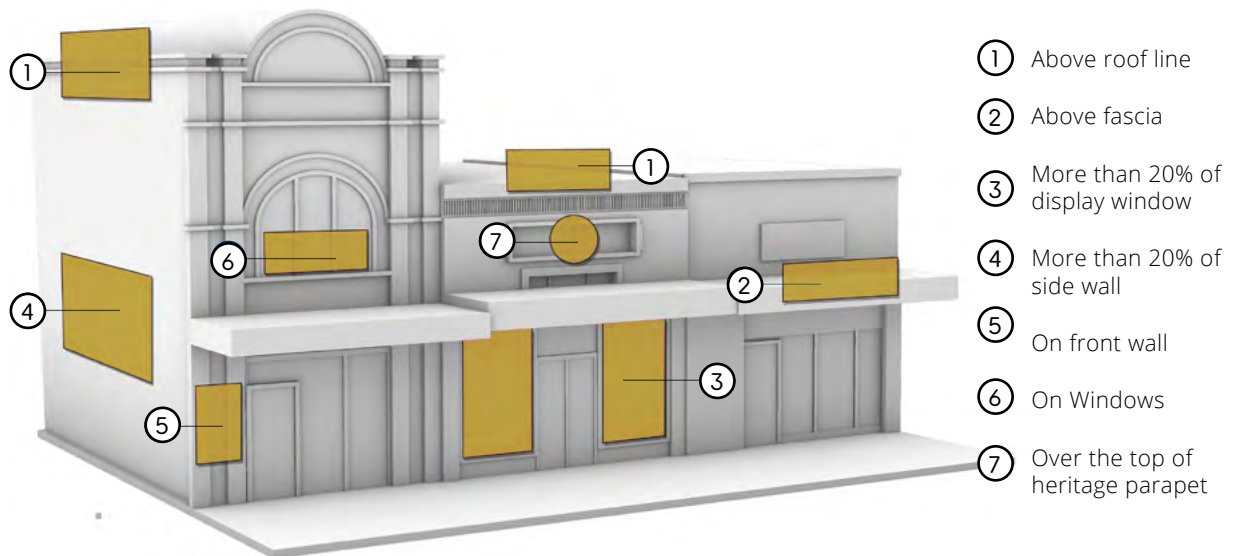


Figure 25 - Inappropriately located signs

## Project #9

# Build a Town Square in Horsham's Town Centre.

While Horsham has beautiful streets and some charming small gathering spaces such as the pop up park on Roberts Avenue, and the large and historical May Park on the northern edge of the CAD, there is no large outdoor, central public open space in the Town Centre.

A new public space or Town Square would provide a single large outdoor area in the heart of the CAD that could be used for both casual and formal use. It would be a truly public and community focused space that doesn't require a visitor to spend money to be able to use it. It could provide a destination for both locals and visitors stopping through Horsham's Town Centre. More people brings more activity, and more activity brings more income!

The opportunity for the Town Square to connect to the laneway network, major carparks and key destinations would be a major feature of this space.

The Town Square would provide a focal point in the Town Centre, and another reason to walk through the CAD. Other examples across Victoria would suggest that a Town Square would ultimately become a source of great civic pride.



A town square should provide active edges and activity day and night



A town square can be an oasis in the middle of the Town Centre like this one in Maryborough, QLD



A new Town Square would provide the opportunity to create a truly public and outdoor focal point in Horsham.

A central public space or Town Square would:

- Provide a central gathering space,
- Provide an appropriate forecourt to the Town Hall,
- Tie into the network of laneways through Horsham,
- Be for casual use (somewhere to eat a sandwich, wait to meet a friend),
- Be for formal use (Christmas tree lighting, school performances, ANZAC Day events and Town Hall events).

A Town Square could include an expanse of grass, seating, a bandstand, a shelter, shade trees, or a memorial. It could also host a number of seasonal or temporary events such as art or light shows, festivals, and concerts.

There several excellent examples of contemporary town squares and public spaces across Australia and specifically in regional areas. In Maitland, NSW a new public space along the river has completely transformed the town. Locally, interesting public spaces in Mildura and Kerang have also reinvigorated their towns.

It would provide a destination for both locals taking a break during their daily errands, and visitors stopping in Horsham's Town Centre on their way through the Town. This all brings more activity, and more income. It would provide a focal point in the Town Centre, and another reason to walk through the CAD, and ultimately it would become a source of civic pride.

This project will require a feasibility study followed by a masterplanning exercise in order to successfully guide the future design direction and determine the role of the town square. Consultation should take place before detail design to ensure the Town Square meets local needs.



Maitland Levee building and public space has transformed a rivers edge and a town (photo credit McGregor Coxall)



A place to linger and socialise in the middle of town (Maryborough, QLD)



Adornment to public space in Prahran with overhead lighting (photo credit Rush Wright)



Langtree Mall, Mildura





Figure 26 - OPTION 1 Potential Town Square Location on Roberts Ave (View West)

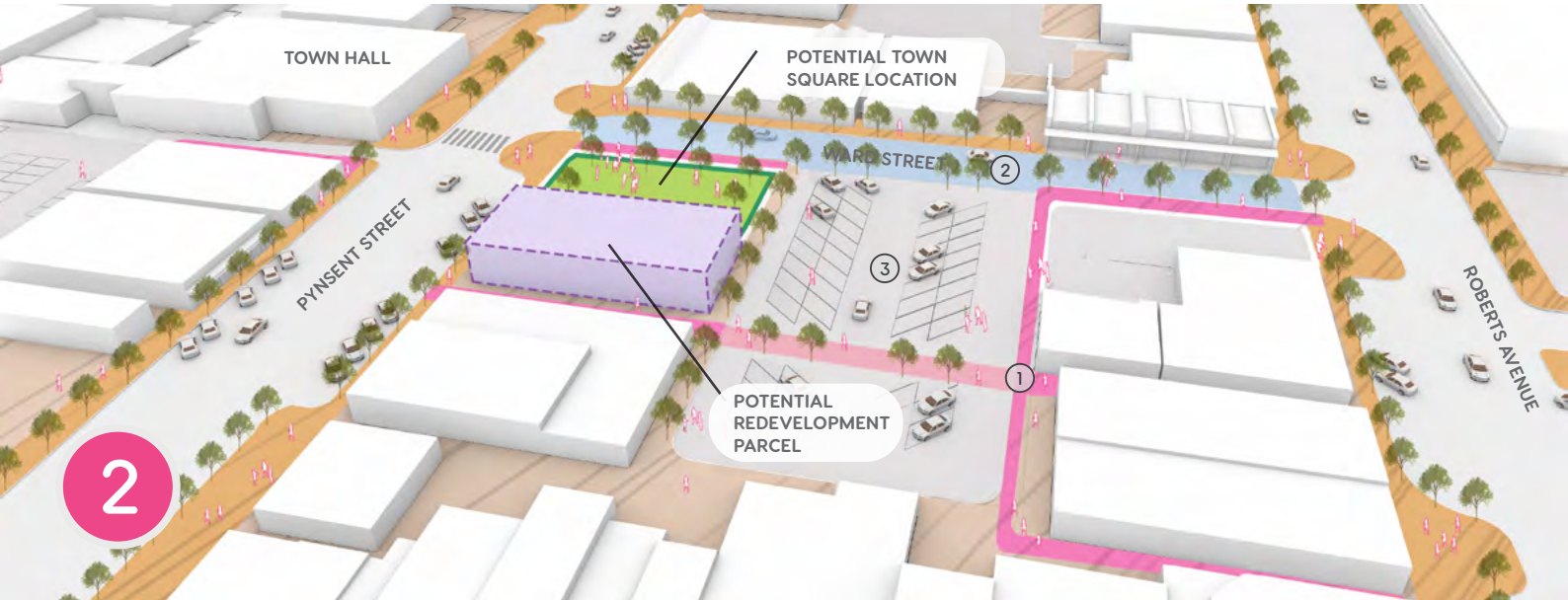


Figure 27 - OPTION 2 Potential Town Square Location opposite Town Hall on Pynsent Street (View West)



Figure 28 - OPTION 3 Potential Town Square Location adjacent to Town Hall on Pynsent Street (View West)



## Project #9 Build a Town Square in Horsham’s Town Centre.

Three sites have been identified as possible candidates for a Town Square in Figure 29. All three sites are privately owned and would require significant liaison and coordination with interested landowners to further advance this idea.

- 1 The vacant parcel on the corner of Roberts Ave and Ward Street (approximately 500m<sup>2</sup> and privately owned). It is well located in the heart of the Town Centre and adjacent to Ward Street. See Fig. 26.
- 2 The newsagent parcels on Pynsent Street opposite the Town Hall is also privately owned, and large enough to offer opportunity for both a Town Square and development potential. It is well located to provide access from the Town Hall carpark to the Town Hall. See Fig 27.
- 3 The parcels immediately to the east of the Town Hall on Pynsent Street. These parcels would offer excellent access and proximity to the Town Hall and many opportunities for co-use. See Fig. 28.

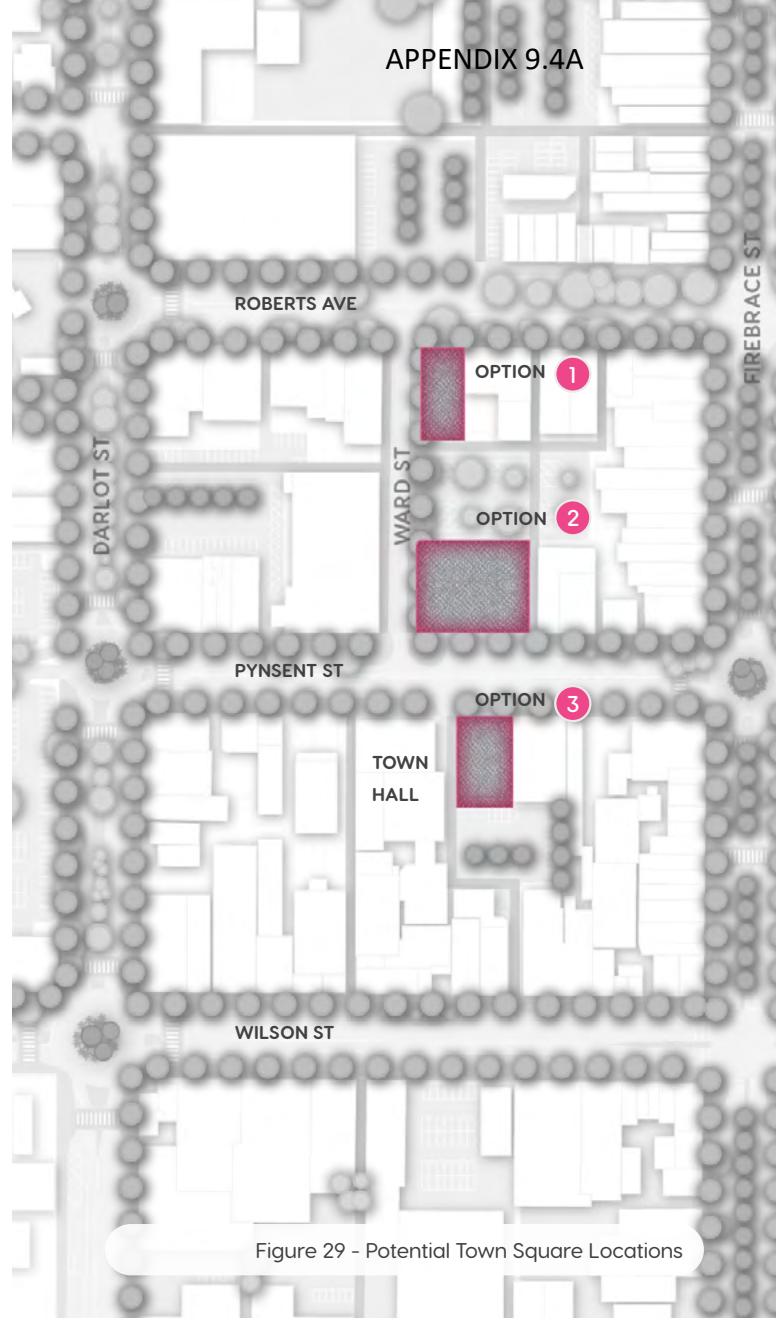
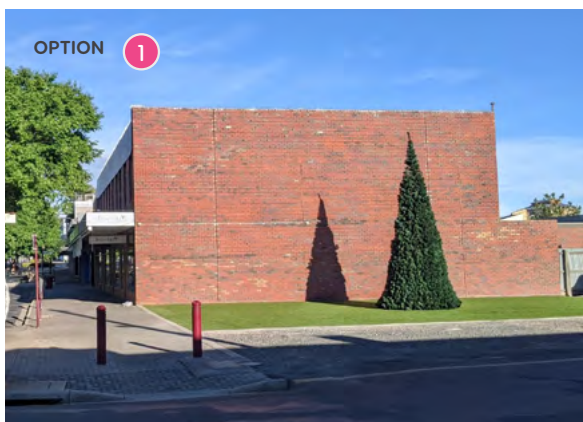


Figure 29 - Potential Town Square Locations



The vacant parcel at the corner of Roberts Avenue and Ward Street has been used for activations in the past



The newsagency site opposite the Town Hall would open up an important connection between the Ward Street shared space, the car park, and the Town Hall



The site adjacent to the Town Hall could be used to co-host events with the Town Hall

## Project #10

# Build a pedestrian-friendly environment on Ward Street to support the Town Square and connectivity between Roberts Avenue and the Town Hall.

To augment a Town Square in the Roberts Avenue/Pynsent Street precinct, an opportunity exists to create a pedestrian-friendly street or shared street on Ward Street. Ward Street is orientated north-south across the Roberts Ave/Pynsent Street block at the Town Hall.

There are a range of possibilities to re-imagine Ward Street as a street that is safer and more inviting to pedestrians, in addition to being more functional, greener and more visually appealing. The possibilities range from a full shared street (where cars, pedestrians and cyclists all share one space without kerbs) to a shared surface (a street without kerbs but where modes are demarcated) or just a high-quality street designed for pedestrian safety and high visual amenity.

There is also the opportunity to make short-term or pop-up improvements with temporary materials to trial the improvements before making permanent changes to the street. Figures 30 and 31 show these potential improvements.



- ① Narrow the street to include a clearly marked pedestrian walkway that runs from Roberts Ave alongside the carpark and through to Pynsent Street



Existing Ward Street



Figure 30 - Temporary or pop-up improvements could be considered along Ward Street in the short-term

- ② Designated footpath on both sites of Ward Street
- ③ Pedestrian scaled lights
- ④ New planted areas
- ⑤ New street trees
- ⑥ High-quality paving on street



Figure 31 - Permanent streetscape improvements along Ward Street could transform the street in the longer-term



## Project #11

# Build a Children's Park in the Town Centre.

The site of the former Kindergarten on Roberts Avenue is an ideal location for a local park near the centre of town that caters to parents with young children. Public consultation revealed a desire for a space near the Town Centre that was safe, enclosed, and specifically tailored towards children.

This parcel of land could easily be developed into an area with natural play features. Established trees provide shade, and utilising the existing infrastructure would allow the development of a play space with minimal cost and intervention.

This site provides an opportunity to tie in with the 'Horsham Walk' project and provide a mid-block connection between Roberts Ave and Pynsent Street. Being a council-owned parcel, this could be a priority project to bring more accessible green space into the centre of town.

Public toilets and parenting facilities need to be considered as part of a Children's Park, as there is a significant need for these in the community. Figure 32 shows the proposed location and Figure 33 shows what the space could look like.

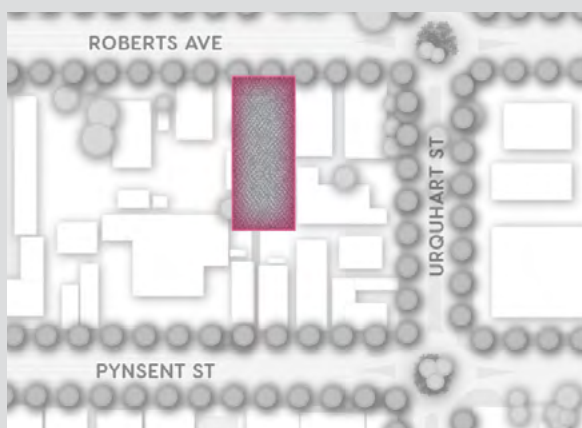
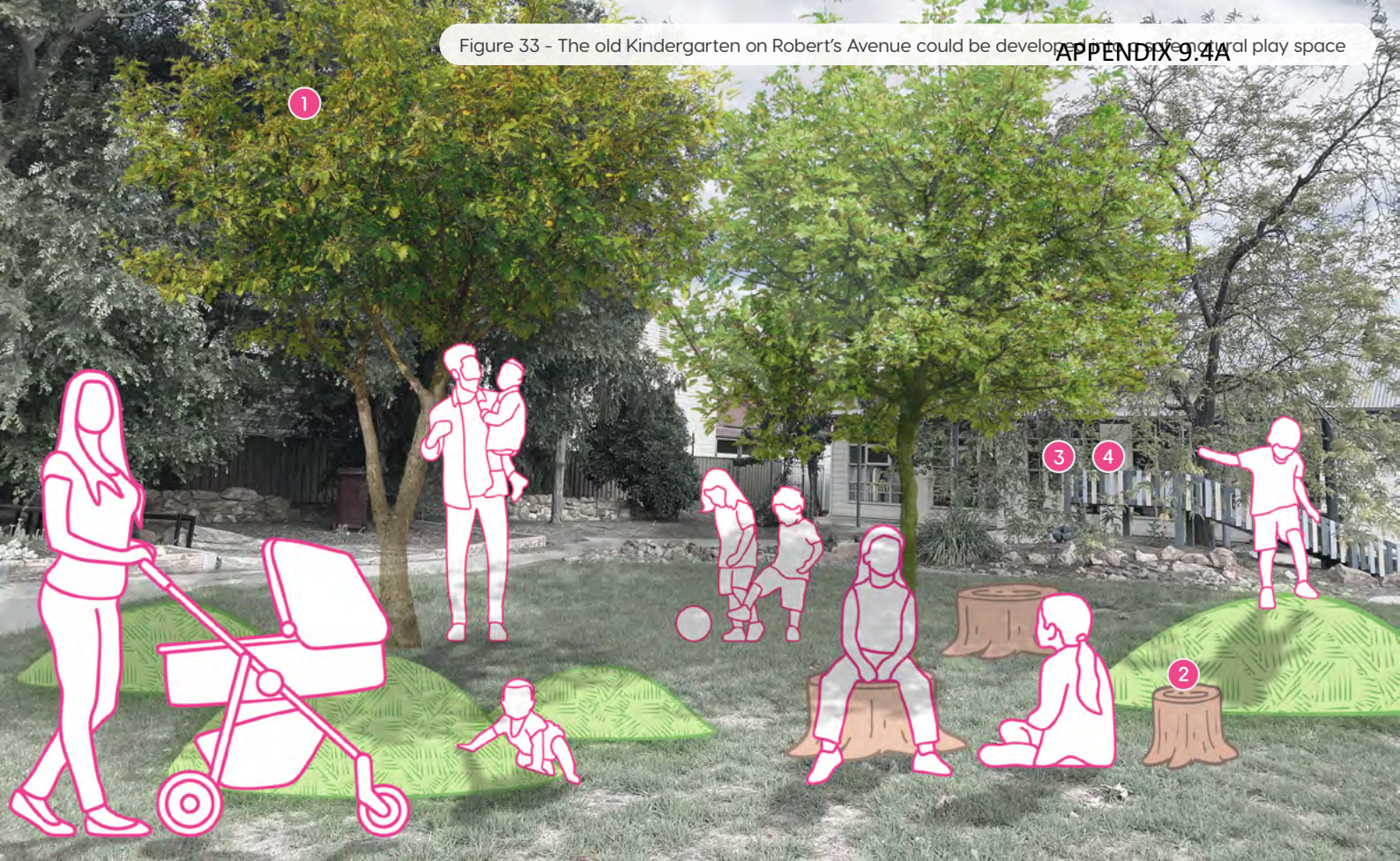


Figure 32 - Location for new Children's Park on the site of the old kindergarten



Natural play spaces promote active play, encouraging climbing, jumping and exploring





- 1 Established trees provide shade which could be augmented with additional tree planting.
- 2 A less structured natural play environment could be accommodated to foster creative thinking and problem-solving as children are encouraged to utilize the space in a way that is fun and comfortable for them.
- 3 Demolition of the existing building would offer a seamless link with the Station and increase north-south connectivity to Pynsent Street.

- 4 Fit-for-purpose parenting facilities should be provided in place of the existing building. These should be scoped separately to ensure they meet current best practice design standards, and the needs of parents within the CAD. An interim solution should be found until the new facilities are built.
- 5 Park would be fenced to make it child-safe.

Note: This project will require concept development and consultation conducted by the Youth and Early Years Team prior to detailed design to ensure it meets community needs.



Natural playgrounds encourage children learn about the environment and to adopt environmentally-friendly habits early on.



Natural play helps develop crucial social skills, such as communication, collaboration, and conflict resolution



## Project #12

# Reimagine May Park as a more inclusive space.

Community consultation with Horsham's Youth Council revealed the need for more public spaces designed to accommodate young adults. So many public spaces are designed for either children or adults, but very few actively seek to engage the ages in between. May Park is already a favourite 'hang-out' spot for Horsham's youth, but more could be done to make it safer and more appealing to that demographic. Some key interventions could include:

- Social seating aimed at groups of young people that could be either built-in and permanent, or temporary and moveable,
- Shelter from heat and rain,
- Better lighting both in the park and on the approaching streets and corners,
- Power for phone charging stations and music and free Wi-Fi,
- More things to do: basketball hoop, ping pong tables, mini climbing wall, handball, play equipment and games designed for older children/young adults such as giant jenga, mini stage, art wall,
- Opportunity to accommodate regular food trucks visits, and
- Safe passage to and from the park for pedestrians and cyclists.

Figure 34 shows how May Park could better accommodate teenagers.



Circular seating encourages conversation



Big swings for chatting





Figure 34 - May Park could be developed as a safe and enjoyable space for Horsham's youth.

**1** Social and temporary seating is aimed at groups of young people. Semi-circular seating with built-in charging facilities currently used at the Station are very successful.

**2** Play equipment for big people!

**3** An art wall could be part of a park for young adults



Good lighting is crucial for safety after dark, not only in the park but in the surrounding streets as well



Outdoor charging stations for devices and free WiFi were important priorities for the Horsham Youth Council



## Project #13

# Create better, safer connections within the Town Centre and beyond.

Providing safe passage for pedestrians and cyclists within and beyond the Town Centre is central to providing a liveable Town Centre. While Council is currently preparing a separate bicycle strategy, this document will address pedestrian connectivity.

In partnership with Regional Roads Victoria, Horsham Rural City Council will build a series of pedestrian improvements throughout the Town Centre as part of a road safety initiative. Early stages may include new safe pedestrian crossings at key intersections along Firebrace and Darlot Streets. These improvements will considerably improve the pedestrian experience and safety within the Town Centre.

Also being considered are mid-block crossings along the four Town Centre blocks of Firebrace Street, another on Pynsent Street opposite the Town Hall and Ward Street, and two along Baillie Street next to May Park. Safety improvements to the Wilson Street and Darlot Street roundabout are also under consideration.

To better connect the recreational amenities on the western edge of the Town Centre (including the bowls club, tennis courts, skate park, and scout hall) there is an opportunity to make a safer and more appealing connection along Gleed Street.

Additionally, the potential scenario outlined on the following page depicts a safer, more attractive intersection at O'Callaghans Parade and Firebrace Street junction, that will ultimately make a stronger connection to the Wimmera River.

Figure 35 identifies locations for potential improvements.

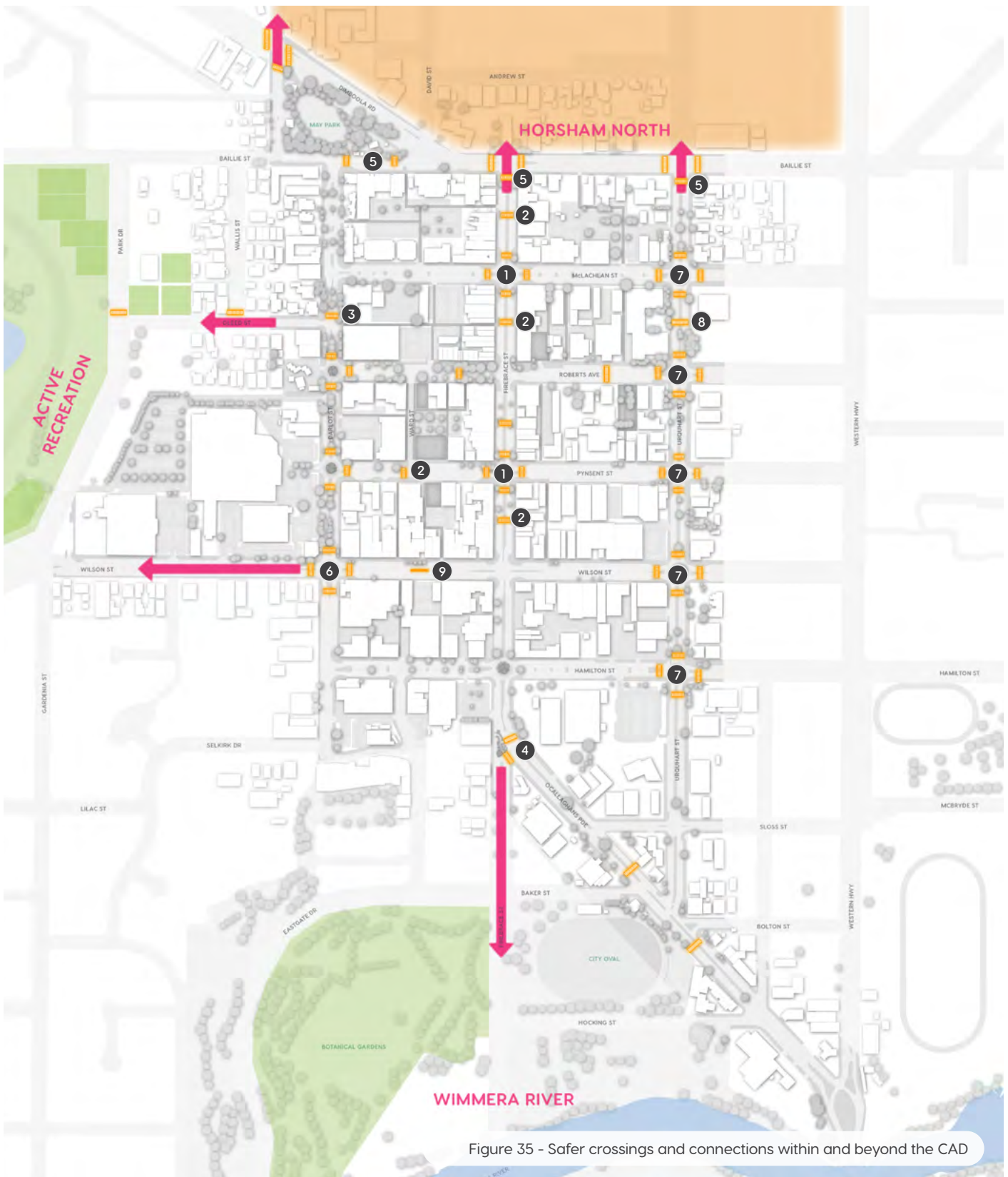


Figure 35 - Safer crossings and connections within and beyond the CAD

- 1 New and improved safe pedestrian crossings on Firebrace Street
- 2 Proposed mid-block crossings along Firebrace Street and Pynsent Street
- 3 Proposed Darlot Street pedestrian crossing at Glead Street
- 4 Safety improvements to O'Callaghans Parade and Firebrace Street intersection
- 5 New and improved safe pedestrian crossing on Bailie Street
- 6 Consideration of safety improvements to Wilson Street/Darlot Street intersection
- 7 New and improved safe pedestrian crossings on Urquhart Street
- 8 Proposed mid-block crossing in front of civic block on Urquhart Street
- 9 Island refuge on Wilson Street in front of the Town Hall

Note: These crossing locations are indicative and need more investigation as part of detailed design.

## Project #13 Create better, safer connections within the Town Centre and beyond.



Figure 36 - Add a crossing point on Darlot Street to Glead Street to better connect to both the laneway network and the recreational facilities on the western edge of the CAD.

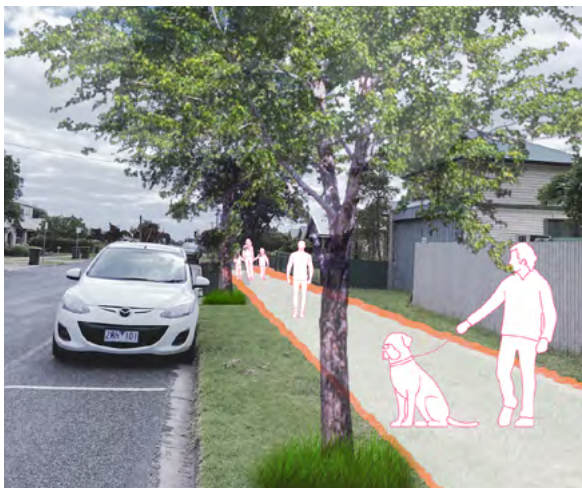


Figure 37 - Add missing footpaths and street trees on Glead Street to better connect the recreational facilities on the western edge of the CAD.

There is an opportunity to better connect the many recreational amenities on the western edge of the CAD to the Town Centre. These opportunities could be focused on Glead Street which directly connects the CAD to the western edge of the Town Centre. At present, it doesn't have footpaths on both sides of the street or safe crossings on Darlot Street. Figures 36 and 37 show improved streetscape amenity and safe crossings.

There is also a chance to create a wombat crossing on Darlot Street to connect to the town's significant laneway network and to provide direct access to the western edge of town.

Additionally, there is a need for a safer, more attractive intersection at O'Callaghans Parade and Firebrace Street junction, that will ultimately make a stronger connection to the Wimmera River. See Figure 38.





A raised wombat crossing designed to provide safe passage for pedestrians.



One of the Firebrace Street intersections to be improved with demarcated crossings.



Figure 38 - Improved pedestrian crossings and additional planting and street trees at the O'Callaghans Parade and Firebrace Street junction to better connect the Town Centre with O'Callaghans Parade and the River.

## Project #14

# Create a streetscape design palette manual and begin to implement incrementally.

The existing CAD streetscape furnishings require modernising and updating to create a cohesive palette of contemporary furnishings. An updated palette will create improved amenity, both visually and functionally. It will also strengthen and modernise the Horsham brand.

Key to the success of a new furnishings palette is to ensure that the components are attractive, affordable and available.

Updating the town's furnishings palette does not have to be a costly undertaking. Once a new palette is agreed to, furnishings can be bought and updated periodically as necessary and as budgets allow.

This design palette addresses:

- Paving
- Seating
- Rubbish bins
- Bike loops
- Bollards
- Drinking fountains



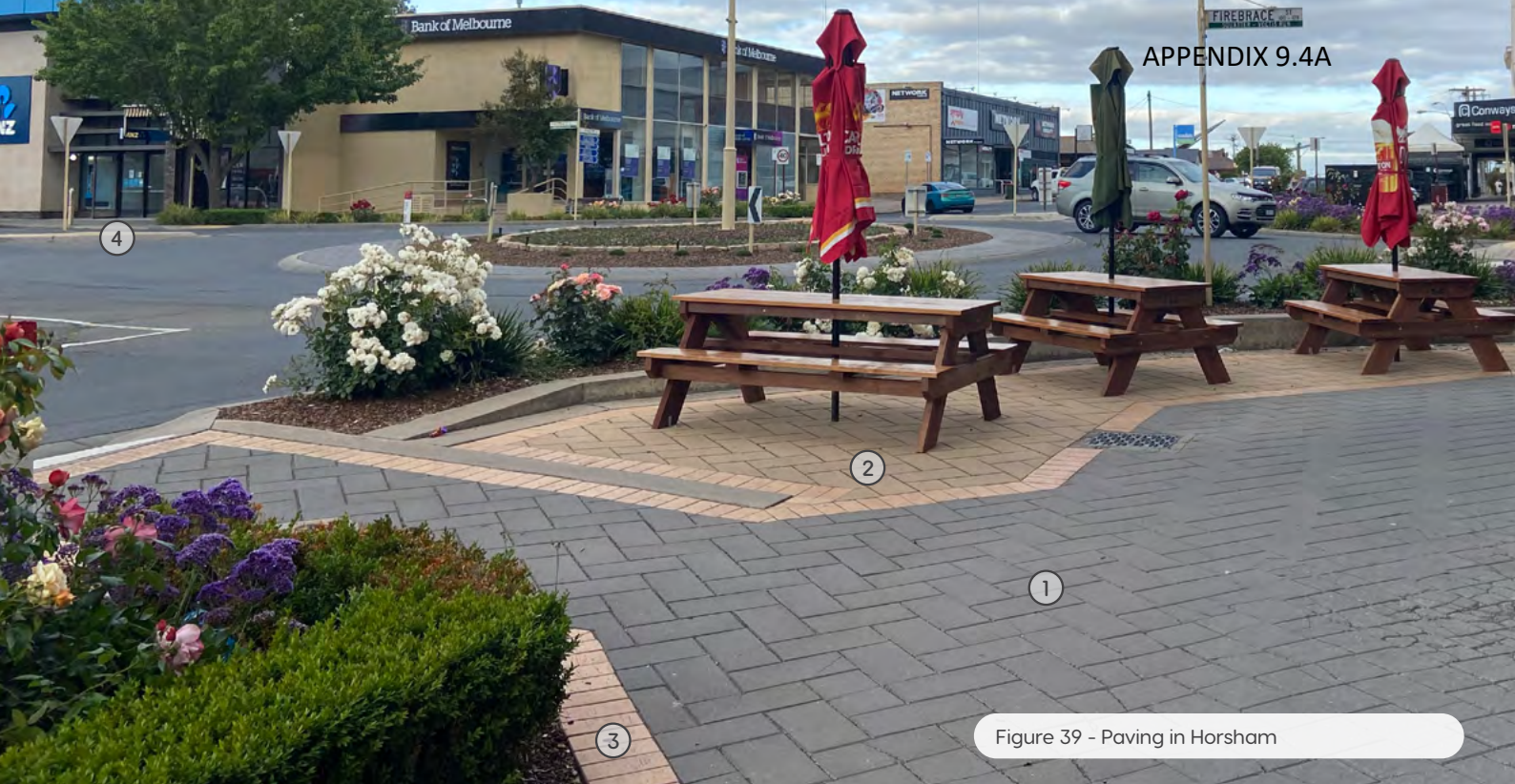


Figure 39 - Paving in Horsham

**Proposed Paving Palette**



Concrete Paver Charcoal Herringbone  
 Supplier: UrbanPave or equivalent  
 Use: Main Footpath Surface



Concrete Paver Oatmeal Herringbone  
 Supplier: UrbanPave or equivalent  
 Use: Seating / breakout areas



Warm Stone / Biscuit Blend Soldier Course  
 Supplier: UrbanPave or equivalent  
 Use: Edging for footpaths



Broom-finished Grey concrete  
 Use: Secondary footpaths off main streets

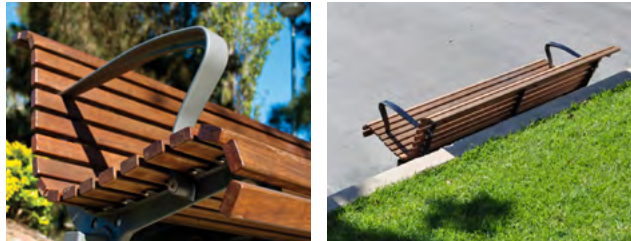


## Project #14 Create a streetscape design palette manual and begin to implement incrementally.

### Seating

These images illustrate the general look and feel of the street furniture palette. Current benches are manufactured by a local fabricator, and this relationship should be retained where possible.

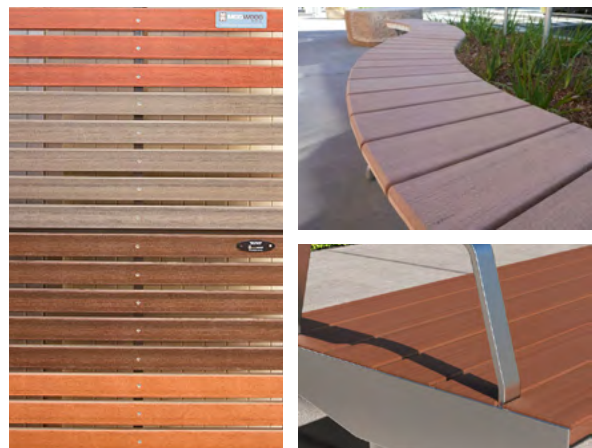
Note that timber is not a suitable material to use due to the harsh climate, and recycled plastic composite 'ModWood' is the preferred material for the construction of bench seating.



Classic Plaza Furniture Range  
Supplier: Street Furniture Australia



Existing Bench in Horsham



ModWood recycled plastic slats

These images illustrate the general look and feel of the street furniture palette, and list potential suppliers. Equivalent products and suppliers may be selected as required, and more detail will be provided in the Streetscape Style Guide.

Note that timber is not a suitable material to use due to the harsh climate, and recycled plastic composite 'ModWood' is the preferred material for street furniture. Metal fixtures should be fabricated from stainless steel to reduce rust and staining.

### Rubbish bins



Escola Bin Enclosure  
Finish: Textura Russet  
Supplier: Street Furniture Australia

### Bollards



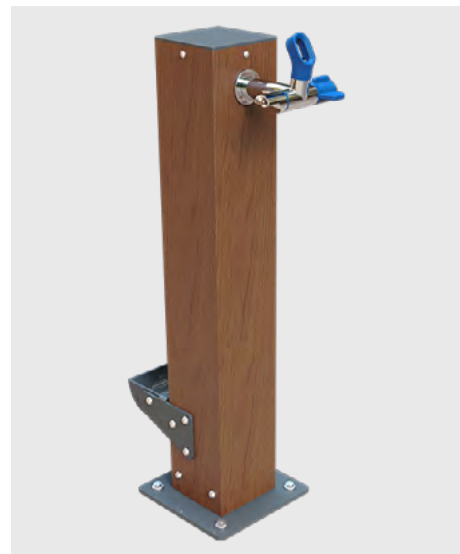
Shore Timber Bollard  
Colour: Jarrah  
Supplier: Outdoor Structures Australia

### Bike loops



Circular Bike Rack  
Finish: Stainless Steel  
Supplier: Bronson Safety

### Drinking fountains



Eco Drinking Fountain  
Finish: Sable CorTen  
Supplier: Grillex



## Project #15

# Support the Greening Greater Horsham Strategy. Plant more trees!

The street tree canopy in the Central Activities District is sporadic, except in a couple of key streets including Roberts Avenue and Darlot Street, where there is mature canopy. There is every reason to aspire to creating a more consistent canopy throughout the rest of the Town Centre on footpaths, medians, carparks and public spaces.

The value of street trees is significant. They transform the aesthetics of a street, provide shade, reduce urban heat island effect, and in the broader context they also offset our carbon emissions. The Streetscape Plan supports the Council commitment to increase tree canopy cover over the public areas of the Central Activity District from 9.9% to 25%.

Tree planting doesn't have to happen all at once. The canopy can be incrementally increased over a period of years as budgets allow. The goal should be that every street in Horsham should have as much canopy as Roberts Avenue.

Figure 40 depicts the opportunity to significantly expand the tree canopy across the CAD by planting new trees in footpaths and by replacing existing under-performing trees with new healthy trees.

It could also be an opportunity to reinstate the Avenue of Honour at Roberts Avenue, given that many of the historic trees have been removed.



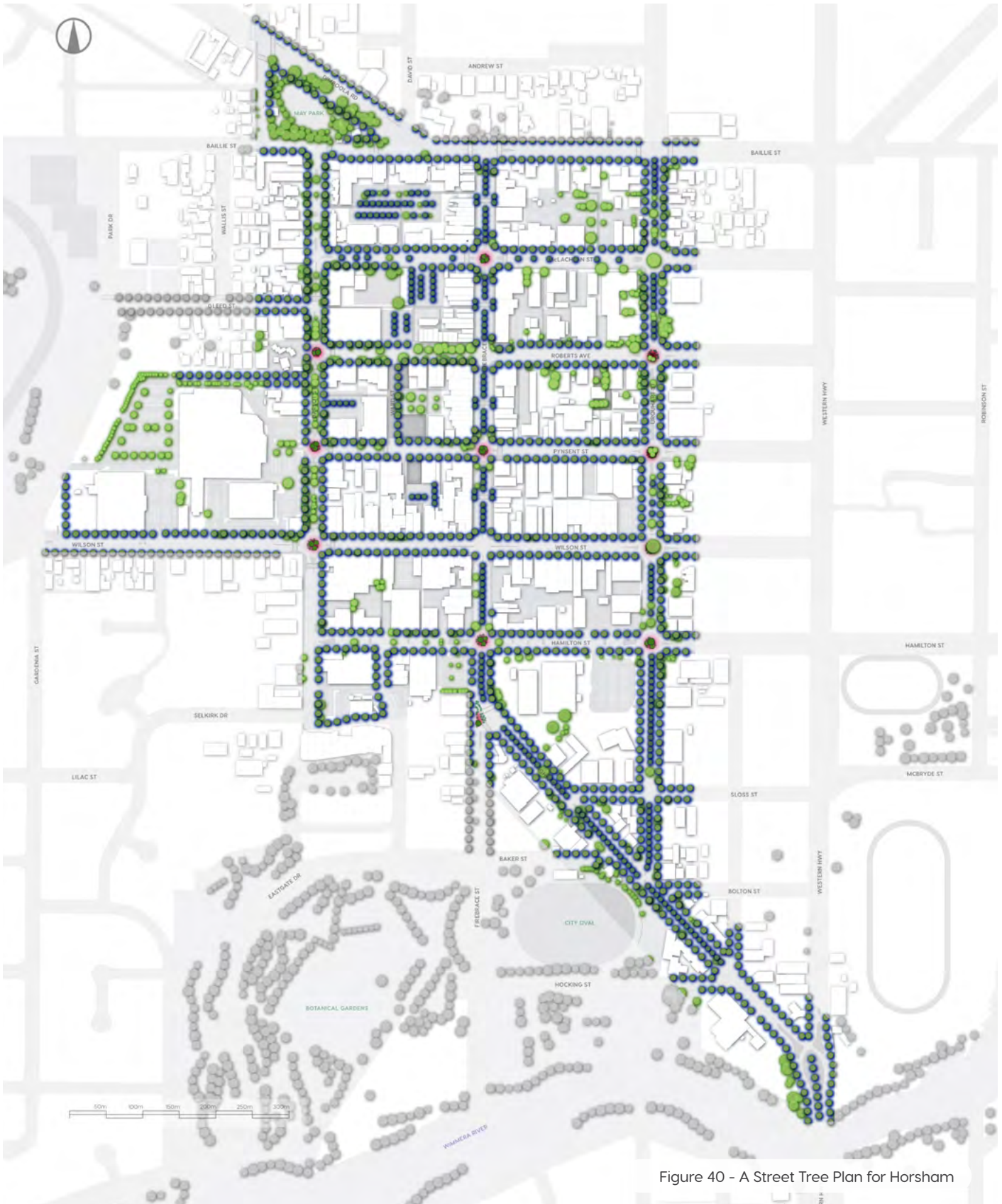


Figure 40 - A Street Tree Plan for Horsham

- Proposed street trees
- Existing Trees
- Improved roundabout planting

## Project #15 Support the Greening Greater Horsham Strategy. Plant more trees!

### Lessons learned on Firebrace Street

The street trees in Firebrace Street are an example of where the site conditions have not allowed the trees to flourish. Compacted root zones due to adjacent parking, poor drainage, and lack of water mean that the growth of these trees has been severely compromised. They do not provide shade, and due to their size they don't provide aesthetic benefits either. Replacing the Firebrace Street trees with trees in large garden areas with non-compacted root zones, good drainage and access to water will ultimately create a significantly better canopy for the street.

The following recommendations will ensure that Horsham's street trees are given the opportunity to grow well.

### Planting new street trees

1. Plant street trees in areas where their roots will not all be compacted by parked cars, preferably in well sized tree pits or in garden areas.
2. Improve the root growing conditions by allowing passive infiltration of stormwater, mulching, and access to adequate soil volumes, where possible.
3. Allow garden space around the tree trunk to let the soil breathe. Allow for permeable surfaces around the tree.
4. Plant understory shrubs and groundcovers

around tree to provide a physical barrier to protect the tree.

5. Locate tree away from overhead and below ground services in accordance with easement and other infrastructure requirements.
6. Place trees to shade footpaths from sun and wind while allowing for solar access to adjacent buildings – residences and businesses.
7. Select appropriate species for the available space to allow for sufficient clearances for pedestrians and cyclists and to keep sight lines clear from driveways and roadways.
8. Select street tree species to complement and match the existing streetscape character.

### Maintaining street trees

1. Ensure all new street trees are part of a formal establishment program including watering and pruning.
2. Maintain a regular supply of mulch to retain water, protect soil and help alleviate water evaporation.
3. Water important street trees (e.g., those along Firebrace Street) as part of Council's regular irrigation program.
4. Protect trees from detergents, oil paints, cement and too much animal waste.
5. Protect tree trunk from damage.



Struggling tree in Firebrace. Soil and roots are compacted from asphalt and carparking.



Thriving street trees in a garden bed with adequate soil and root space



## Street Trees for Horsham

Suggested species list is based on what grows well in Horsham, and what will further enhance the character and biodiversity of the CAD streetscapes.

### Suggested Large Trees

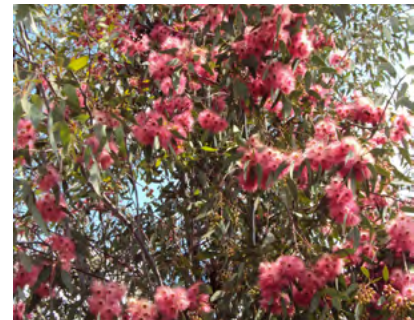


*Angophora costata*  
Smooth-barked Apple



*Corymbia citriodora* 'Scentuous'  
Dwarf Lemon Scented Gum

*Corymbia maculata*  
Dwarf Spotted Gum



*Eucalyptus sideroxylon*  
Red Ironbark

### Suggested Small Trees



*Ulmus glabra lutescens*  
Golden Elm

*Callistemon* 'Kings Park Special'  
Bottlebrush



*Waterhousea floribunda*  
Weeping Lilly Pilly

*Zelkova serrata*  
Japanese Zelkova



*Lagerstroemia indica*  
Crepe Myrtle





# 4

# Implementation & Staging





## 4 | IMPLEMENTATION AND STAGING

Each of the 15 projects outlined in the Streetscape Plan would significantly improve the amenity and attractiveness of Horsham as a town.

No one project has a higher priority than others, as each project operates as a stand-alone and as part of a network of improvements designed to make Horsham a better place to live, work and visit.

Some projects would have higher impact were they to be developed concurrently with others. For example:



### Project Staging Implementation Suggestions

#### Project #1

##### Create the 'Horsham Walk' from Horsham's existing laneway network.

Begin by implementing the Trial Block identified in Figure 4. Work with the building owner to install a coffee window, lighting and seating in Bradbury Lane, and implement a vibrant and recognisable surface treatment indicating pedestrian priority through the carpark and the Roberts Avenue Arcade.

Continue to implement the Priority Blocks, continuing the vibrant surface treatment, lighting and furniture where appropriate. Invest in increased activation like public art and events.

As funding allows, continue to implement surface treatment throughout the rest of the identified laneways. There may be instances where private land through existing carparks is identified as a key pedestrian route. In these cases, negotiation with landowners would need to occur.

Develop a communications strategy that includes community consultation and information for key stakeholders (i.e. Horsham Youth Council, local businesses, local artists) to ensure opportunities to engage, influence and participate.

#### Leads:

- Strategic Projects
- Project Office
- Community Relations + Advocacy

#### Support:

- Engineering
- Creative Services + Events
- Investment + Business Development
- Community Relations + Advocacy
- Recreation + Open Space Planning
- Strategic Planning + Heritage
- Youth + Early Years

#### Project #2

##### Improve Firebrace Street with more shade, more crossings and more public realm.

To minimise disruptions to businesses, upgrades to Firebrace Street could be implemented one block at a time. The block between Pynsent Street and Roberts Avenue should be the priority, followed by the block between Roberts Avenue and McLachlan Street.



Key to the success of the projects will be the support of the traders. Create a working group to further consider the options and understand the trade-offs and opportunities. Continue community consultation to ascertain concerns and/or identify further improvements to help finalise a detail design. Consider a range of consultation events such as 'meet the contractor' drop in session to give community members an opportunity to learn more about the design and how works will be managed.

**Leads:**

- Strategic Projects
- Community Relations + Advocacy
- Project Office
- Parks + Gardens

**Support:**

- Engineering
- Investment + Business Development
- Recreation + Open Space Planning
- Civil Works
- Creative Services + Events
- Strategic Planning + Heritage
- Community Inclusion

### Project #3

**Create more places for people on Wilson Street.**

Prioritise tree planting, understory planting and additional street furnishings along Wilson Street between Darlot Street and Firebrace Street, as this is the section with the majority of the important heritage buildings.

Consultation and final approval of detailed design and construction from road authority, Regional Roads Victoria, to be sought.

**Leads:**

- Strategic Projects
- Community Relations + Advocacy
- Project Office
- Parks + Gardens

**Support:**

- Engineering
- Investment + Business Development
- Recreation + Open Space Planning
- Civil Works
- Creative Services + Events
- Strategic Planning + Heritage

### Project #4

**Make O'Callaghans Parade an attractive and fitting arrival corridor into Horsham's Town Centre.**

Prioritise street tree planting and median widening, to deliver a 'sense of arrival' when coming to Horsham.

Bike lanes should all be implemented at the same time, to achieve a consistent network across the CAD. Further design required to enable pedestrians to choose places where it is safer and convenient to cross the road.

**Leads:**

- Strategic Projects
- Community Relations + Advocacy
- Project Office
- Parks + Gardens

**Support:**

- Engineering
- Recreation + Open Space Planning
- Civil Works
- Creative Services + Events
- Strategic Planning + Heritage

### Project #5

**Emphasise trees and bikes on Urquhart Street.**

Prioritise crossing points at Roberts Avenue roundabout in order to increase safety for those accessing the Senior Citizen's Centre and the Community Childcare Centre, and a more formalised crossing at the Civic block. Street tree planting and median widening could be prioritised following this.

Bike lanes should all be implemented at the same time, to achieve a consistent network across the CAD.

**Leads:**

- Strategic Projects
- Community Relations + Advocacy
- Project Office
- Parks + Gardens

**Support:**

- Engineering
- Recreation + Open Space Planning
- Civil Works
- Creative Services + Events
- Strategic Planning + Heritage

### Project #6

#### Emphasise pedestrian safety on Darlot Street.

Prioritise pedestrian crossing points, especially at Wilson Street, where community feedback indicated an urgent need.

Bike lanes should all be implemented at the same time, to achieve a consistent network across the CAD.

#### Leads:

- Strategic Projects
- Community Relations + Advocacy
- Project Office

#### Support:

- Engineering
- Recreation + Open Space Planning
- Civil Works
- Parks + Gardens

### Project #7

#### Engage with property owners to undertake facade improvements to heritage buildings.

Owners and occupiers of heritage buildings will need information and guidance to achieve better conservation outcomes. Prioritisation towards engaging a heritage adviser to provide support to owners/occupiers with colour schemes, design advice and information on a building's history.

Investigate membership to the Victorian Heritage Restoration Fund administered by the National Trust and develop a heritage guidebook to build a better public understanding of architectural styles, heritage characteristics as well as how to maintain, repair and upgrade heritage buildings in a manner that is appropriate to a building's the character and age.

#### Lead:

- Strategic Planning + Heritage

#### Support:

- Investment + Business Development

### Project #8

#### Develop Advertising Signage Controls.

Horsham Council could develop advertising signage controls to protect the visual amenity and heritage environment of the Town Centre. Guidance should be simple and clear, to help business owners determine the appropriateness of their signage.

#### Lead:

- Strategic Planning + Heritage

#### Support:

- Investment + Business Development

### Project #9

#### Build a Town Square in Horsham's Town Centre.

While the Streetscape Plan identifies a number of possible sites for a Town Square, there is now a need to select a preferred site and engage in negotiations with relevant landowners. The Town Square project would be a transformational for Horsham, and would be a central point for gathering and connecting to the laneway network. The benefit that this would bring to both residents and visitors cements this as a pivotal project for the Town Centre.

This project will require a feasibility study followed by a masterplanning exercise in order to successfully guide the future design direction and determine the role of the town square. Consultation should take place before detail design to ensure the Town Square meets local needs.

#### Leads:

- Investment + Business Development
- Recreation + Open Space Planning
- Community Relations + Advocacy
- Strategic Projects
- Project Office

#### Support:

- Strategic Planning + Heritage
- Creative Services + Events
- Engineering
- Civil Works
- Parks + Gardens
- Youth + Early Years
- Community Inclusion

### Project #10

#### **Build a pedestrian-friendly environment on Ward Street to support the Town Square and connectivity between Roberts Avenue and the Town Hall.**

Trial the Ward Street Shared Space by implementing temporary interventions such as planter boxes, temporary bollards, and painted surface treatments to narrow the street and provide a designated pedestrian walkway. If the trial is successful, plan to make permanent improvements to the street.

##### **Leads:**

- Strategic Projects
- Project Office
- Parks + Gardens
- Community Relations + Advocacy

##### **Support:**

- Engineering
- Recreation + Open Space Planning
- Civil Works

### Project #11

#### **Build a Children's Park in the Town Centre, on the site of the former Kindergarten.**

Redevelop the former Kindergarten into a Children's Park featuring natural play elements.

Public Toilets and Parents Rooms should be developed to tie into this space, and demolition of the existing building is recommended to enable this as well as establish a seamless connection to the Horsham Walk.

This project will require concept development and consultation prior to detailed design to ensure it meets community needs.

##### **Leads:**

- Youth + Early Years
- Community Relations + Advocacy
- Strategic Projects
- Project Office

##### **Support:**

- Recreation + Open Space Planning
- Community Inclusion

### Project #12

#### **Reimagine May Park as a more inclusive space.**

Prioritise implementing moveable, temporary furniture and activations such as art walls, play equipment for teenagers, and more comfortable seating that is easy for groups to reconfigure.

In the longer term, develop a lighting strategy to make the park safer at night, ideally incorporating solar-powered charging stations. Explore possible locations for a mini-stage with power.

##### **Leads:**

- Youth + Early Years
- Community Relations + Advocacy
- Strategic Projects
- Project Office

##### **Support:**

- Recreation + Open Space Planning
- Community Inclusion

### Project #13

#### **Create better, safer connections within the Town Centre and beyond.**

As budget becomes available for pedestrian crossings, deliver crossing improvements across the Town Centre. Prioritise unsafe intersections and those in high-traffic areas, such as the Darlot Street / Wilson Street intersection, and the mid-block crossing on Pynsent Street to the Town Hall.

##### **Leads:**

- Strategic Projects
- Project Office
- Community Relations + Advocacy

##### **Support:**

- Engineering
- Civil Works



## Project #14

### Create a streetscape design palette manual and begin to implement incrementally.

Incrementally implement changes to the streetscape palette. As street furnishings or paving need to be replaced, do so with items from the manual. This will gradually ensure consistency across the Town Centre, and increase sustainability by only replacing furnishings that are at the end of their lives.

#### Lead:

- Strategic Projects
- Civil Works

#### Support:

- Project Team
- Parks + Gardens

## Project #15

### Support the Greening Greater Horsham Strategy. Plant more trees!

As budget becomes available for planting, gradually deliver increased canopy planting across the Town Centre. Ensure adequate space for properly engineered tree pits, to ensure new trees have the best chance of survival.

#### Leads:

- Parks + Gardens
- Capital Works

#### Support:

- Engineering
- Recreation + Open Space Planning

## Cost Estimate

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A high-level Cost Estimate has been completed to support Council planning and budgeting efforts.

## Beyond the Streetscape

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Although these projects focus on urban design interventions, there are other Council led projects that could contribute to overall revitalisation efforts. These projects relate to:

- Development opportunities,
- Improvements to infrastructure and services,
- Heritage protection,
- Built form controls,
- Retail strategy,
- Housing strategy,
- Developer contributions, and
- Events.

## Land Use and Planning Scheme Actions

In addition to the recommendations for the streetscape and public realm outlined in this document, the following land use and planning scheme actions should be considered:

- Investigate demand for higher density development within the Town Centre to begin to combat housing shortage and lack of housing diversity. The majority of land within the CAD area is Commercial 1 Zone which gives opportunity for a broad mix of future commercial activity, and residential land use.

The current planning scheme (as outlined in 11.03-1L) encourages:

- Redevelopment on McLachlan Street between Darlot Street and Firebrace Street as the preferred location for economic activity including an additional anchor store.
- A greater intensity of development supporting mixed-use with accommodation above the ground floor.
- Commercial development to be located in existing commercial areas as opposed to developing on the outskirts of town.
- Redevelopment of under-utilised sites throughout the CAD, including supporting consolidation of smaller sites.

- While Council has been focussed on its growth areas (north, south, east and west of the CAD), it is worth noting that the CAD provides significant infill development potential which would provide the additional economic benefits of further activating and consolidating Horsham's Town Centre.
- Implement the Horsham Heritage Study by introducing new local planning policy on heritage and applying heritage controls to identified places and precincts. Some of Horsham's most historic buildings within the CAD are not part of the current DDO5 area which therefore leaves them at risk of demolition or unsympathetic modifications.
- Consider a Design Development Overlay (DDO) and local planning policy to direct future built form as well as to protect and enhance prevailing character. More specifically this would address activation of laneways, laneways on private land, preserving view lines, locations for taller buildings, gaps in the streetscape, interface treatments and design responses to existing heritage places on adjacent sites. This will need to be strategically justified through a Built Form Analysis.
- Revise the Horsham CAD Policy and develop a more detailed map that illustrates Council's desired direction for private sector funding and/or delivery as part of development of land or development contributions. This might include laneways, gateway site, town square and locations where pedestrian crossings are sought.
- Investigate options for developers to make contributions. This might take the form of a strategy or Development Contributions Plan.
- Prepare and implement advertising signage guidelines and local planning policy into the planning scheme to ensure signage makes a positive contribution to the public realm and the quality of the streetscape and the building they are visually associated with.
- Determine how the continuity of materials and planting palettes can be implemented into the planning scheme to ensure a consistent approach in achieving high quality design outcomes. This might be through the development of policy guidelines.

## Additional Supporting Projects

Additional actions and projects for Council to undertake that will support the Streetscape Plan:

- Assess traffic movement within the CAD to better understand circulation and movement issues.
- An Outdoor (Footpath) Trading Policy will likely need to be developed.
- Commit to programming efforts and initiatives when planning physical improvements to the public realm. The provision of a physical space must go hand-in-hand with programming efforts to ensure that the spaces are well-used.
- Ensure that the outdoor spaces can support events with outdoor event requirements such as power, shelter, lighting, wifi, outdoor heating etc.
- Work with traders and community to incentivise and promote seasonal events such as markets, Christmas events, and Laneway Arts events.
- Consider the CCTV network when undertaking physical changes to streetscapes and infrastructure upgrades.
- In the long-term, consider the redevelopment potential of some of the Council-owned carpark sites located throughout the CAD, while balancing parking needs.
- Identify and protect important view corridors through town including along Firebrace Street to T&G Building and St John the Divine Church on Baillie Street at the top of Firebrace Street.
- Develop a wayfinding strategy for Horsham, and provide wayfinding signage throughout the Town Centre to other key destinations (including the Silo Art project) to encourage passers-by to stop for a while.
- Undertake a DDA Universal Access audit of the CAD.





# CENTRAL ACTIVITY DISTRICT REVITALISATION

## HORSHAM STREETScape PLAN

### ROUND 3 COMMUNITY CONSULTATION

# SNAPSHOT

JULY 2022





## PURPOSE OF THIS REPORT

This report summarises the commitment, approach and outcomes undertaken to develop the Horsham Streetscape Plan.

The engagement process aimed to:

- Build relationships and trust with the community
- Enable the opportunity for any community member to provide input and influence outcomes
- Provide an open and transparent process that the community understands and supports
- Gain diverse community input into a plan for positive change within the CAD
- Clearly communicate the opportunity to be engaged and the progress of the project

The report provides a snapshot of the key messages heard during Round 3 of the community consultation for the Streetscape Plan.

The analysis has been structured around written feedback received via the HRCC online survey and in person feedback provided during popup events between 18 February and 1 April.

This report provides a brief summary of the changes that have occurred to the Streetscape Plan since it was exhibited and summarises the community ideas and thoughts shared with us.



## ABOUT THE STREETScape PLAN

The Streetscape Plan looks at ways we can improve our streetscapes and public spaces within the town centre of Horsham (also referred to as the CAD).

In developing the Streetscape Plan, we used ideas from the community, as well as expert advice from an independent urban design and landscape consultant, UrbanFold.

The project focuses on influencing the design of:

- public spaces and meeting places
- footpaths, laneways and streets
- places for sitting, gathering, socializing and outdoor dining
- bicycle infrastructure
- street trees and canopy
- wayfinding and signage
- local character and heritage

Central to this was involving the local community in the analysis and design processes to engender community support and ownerships of the CAD's public spaces.

## PLACEMAKING

Placemaking is a key focus of the project and is centred around designing and creating a contemporary and distinctive urban centre in Horsham. The CAD will offer public spaces for people that are safer, more enjoyable and of a higher quality that will in turn better support social and commercial activity. The Streetscape Plan provides a framework for reimagining Horsham in the 21st century as a sustainable and attractive city with connected and interesting public spaces and vibrant street life.

## PROJECT OUTCOME

The outcome of this project is a set of recommendations focused on urban design, built form, landscape architectural, public realm and transport improvements and identifies projects for capital investment and further investigation.

## PROJECT TIMELINE

The Streetscape Plan project has been undertaken in four stages, with three rounds of community consultation, leading to the current revised Streetscape Plan being presented to Council:

### Stage 1

Project inception / development of project aspirations (round one of consultation in October 2021)

### Stage 2

Urban Design Analysis (round two of consultation in November – December 2021)

### Stage 3

Draft Streetscape Plan (round three of consultation in February – March 2022)

### Stage 4

Revised Draft Streetscape Plan (current stage – Council adoption)



## THE ENGAGEMENT PROCESS

Community engagement provides Council with a greater opportunity to make informed decisions that impact all members of the community and by engaging with the community, Council is better placed to understand local issues, needs and aspirations.

Council made a commitment as part of this project to undertake genuine and thorough community engagement, aiming to gather feedback and diverse points of view prior to making final decisions. The first activity Council undertook was reviewing the results of earlier rounds of engagement for previous projects that had relevance to the scope of the Streetscape Plan. A considerable amount of engagement had already taken place and those ideas and concerns already shared remained highly relevant and could be built upon.

Next Council considered it important that community consultation took place at an early stage to guide the direction of the project. An online questionnaire sought to help Council understand the issues of a higher priority to the community and inform key themes. This engagement ran for four weeks in September and October 2021. The results of this early stage of consultation provided a preliminary but valuable understanding of the public sentiments towards the condition of the CAD's streetscapes and public spaces as they are presently, what they liked and valued and what could be improved.

The community was then presented with a background paper, the **CAD Urban Design Analysis**. This document provided a detailed evaluation of the current condition of the CAD and was divided into themes; current land use zones + overlays, precincts + key sites, public realm + tree canopy, streetscape amenity, access + movement, built form and street sections. It also identified five preliminary opportunities that could guide the direction of the Streetscape Plan and stimulate public discussion. The community was asked to provide their feedback to validate the analysis, ensure themes identified were context sensitive and/or raise other issues and opportunities overlooked. This consultation took place over a period of four weeks in November and December 2021.

The Urban Design Analysis became the strategic justification for the proposed strategies and opportunities for change in the Streetscape Plan. The Streetscape Plan formalises the key themes into seven **Improvement Strategies** and proposes **15 individual projects** for Council to pursue. Community feedback was sought on the proposal in February – March 2022.

This document summarises the findings from the Streetscape Plan consultation only.

## What DID WE DO?

Pop up information and feedback sessions in Roberts Place were held on Wednesday 2 March and Thursday 3 March and there were 20 interactions with community recorded.

Online and paper based survey open between 18 February and 1 April with **147 responses** received.

## What DID WE HEAR?

### Summary

The most frequent themes in the free text responses were:



## Quotes from respondents

### General support

*"I think it's a great draft plan and will benefit Horsham's tourism and improve its overall vibe, and will hopefully bring even more life to it."*

*"Overall I think the Plan is excellent and I support the proposals. If these are implemented it will be a great improvement for the City."*

*"Fantastic - love all of the ideas to revitalise the streetscape and bring people out to town more."*

*"It's wonderful. As a woman with children I do a lot of my activities on foot or bike. The activation improves accessibility and safety for my family."*

*"It's a step in the right direction in terms of pedestrian accessibility and utilisation of lane ways."*

*"I think it will be fantastic. Any improvements that improve safety and liveability while considering environmental sustainability is good".*

*"I think it's a great draft plan and will benefit Horsham's tourism and improve its overall vibe, and will hopefully bring even more life to it."*

### General Disapproval

*"I don't like it. This place is a country town stop trying to make it a city."*

*"Nothing about this evokes a sense of small business shopping for locals. It is a very small percentage of local shoppers who park their car and wander through with all the time in the world. Stop having city metro centric consultants make design ideas on a lifestyle (living regionally) they have no connection or experience with."*

*"It's a shopping centre not amusement park."*

*"Why just why! You're trying to fix something that's not broken..."*

*"It is disappointing to see that there are a lot of rehashed ideas from other towns across Victoria. Nothing jumps out at me as making this plan give Horsham any individuality by comparison to any other town in the state."*

*"We are a country town and the designs that are in the city are not suitable for country towns."*

### Waste of Money

*"It is not needed, you should be reducing costs for businesses, not spending more rate-payers money."*

*"As a rate payer I'm very disappointed at the fact you are willing to waste money on things that aren't broken."*





## Mixed views on parallel parking

*“Parallel parking? A lot of motorists can’t angle park! Traffic will clog as cars maneuver.”*

*“Please DO NOT replace the parking in Firebrace St with parallel parking. There aren’t enough car parking spots now, let alone if you reduce them. There isn’t adequate alternatives anywhere near the CAD to park and walk to the main St, and it’s not appropriate for everyone to do so.”*

*“The fact that parking is even being touched is ridiculous. It’s hard enough getting car parks as a shopper and as a worker in the CBD.”*

*“Hate parallel parking. It will decrease the amount of parking spaces which already it is hard to find a park. I will literally move towns if there is parallel parking brought in down the Main Street.”*

*“I think the Horsham Walk idea is quaint but a meaningful positive change would be to make Firebrace completely pedestrian. Shop owners could have permits to drive in. Apart from that it seems totally unnecessary to have cars on*

*Firebrace. There should at least be a ‘Scenario D’ in which there is no parking available. The centre of Horsham is generally quite bland, but the parked cars everywhere are the worst bit. Scenario C could also include shared access along the whole street instead of just wombat crossings.”*

*“Good, people in Horsham need to get over their obsession around parking and realise that a more appealing streetscape is better for business than being able to park right out the front.”*

*“One of Horsham’s key issues currently is traffic movement is deemed a priority over pedestrian friendly spaces i.e. Horsham mentality in order to visit a shop you must park in front of said shop then drive to the next block and park in front of the next shop.”*

*“The creation of spaces for dining and gathering would make Horsham an attractive place to live. I’m very happy with the reduction in parking to create extra room. Walking short distances will improve health and people will adjust behaviour as a result.”*

Scenario A



Scenario A Plan - A widened planted median in Firebrace Street

Scenario B



Scenario B Plan - A widened median and widened footpath along Firebrace Street

Scenario C



Scenario C Plan - A widened median and bike lane along Firebrace Street

## Laneway activation

*“Easier pedestrian access across streets is important - not just up and down Firebrace St but also Darlot St and the lanes in between.”*

*“I like the pedestrianisation aspect.”*

*“The Horsham Walk sounds very doable and would add character to the town.”*

*Horsham is not a very pedestrian friendly place so it would be great to see that improved.*

## More Trees/Shade

*“Very supportive, especially of increase in canopy trees.”*

*“More trees is great too - Roberts Avenue near Cafe Jas is such a pleasant place and a stark contrast to the rest of the CAD. I'd like to park in shady spots so more trees and shade sails around car parks is to be encouraged.”*

*“Creating a tree canopy will not only provide a visual effect, but also reduce surface temperatures for a cooler outdoor experience during our hot summers.”*



## Heritage

*“Extremely happy to see that Horsham’s heritage buildings restoration is finally a topic of discussion.”*

*“Oh absolutely would love heritage buildings restored back to their original...”*

*“I am particularly interested in the restoration of heritage facades and buildings. This is so important to retain our heritage and bring out all the features of the city that makes it so attractive to locals and visitors.”*

*“Yes to keeping the heritage buildings. Horsham has already lost far too much of its heritage. Councils in the past have made bad decisions.”*

*“Really like the heritage improvement aspects. Would be great to develop a sense pride in the heritage Horsham.”*

## Meeting places

*“I like the idea of creating small gathering spaces within town to sit and eat your lunch or hang out with activities such as hoop toss or the like to add activity to the space.”*

*“A town square located in Ward St would be ideal for families and small business owners. This creates a better experience of navigating from different parts of the CBD as a pedestrian.”*

*“Creation of a town square - after the success of the recent ‘Christmas Extravanza’ in Roberts Avenue, I like the idea of scenario B, utilising the area opposite the Horsham Town Hall.”*



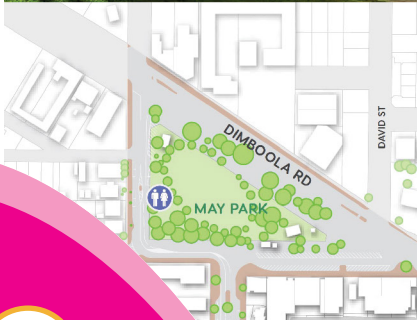
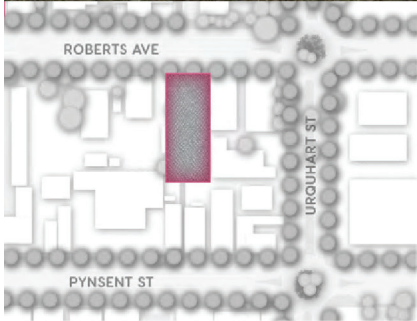
## Family considerations

*“Kids play areas in the Main Street / green areas that attract families to hang out in the community.”*

*“Perhaps something for little children and mothers - breastfeeding/ parents area. There is no where in town that is comfortable for breastfeeding. A meeting place for mothers groups (outside the hub) where it is safe for babies and toddlers.”*

*“A parenting room would be appreciated.”*

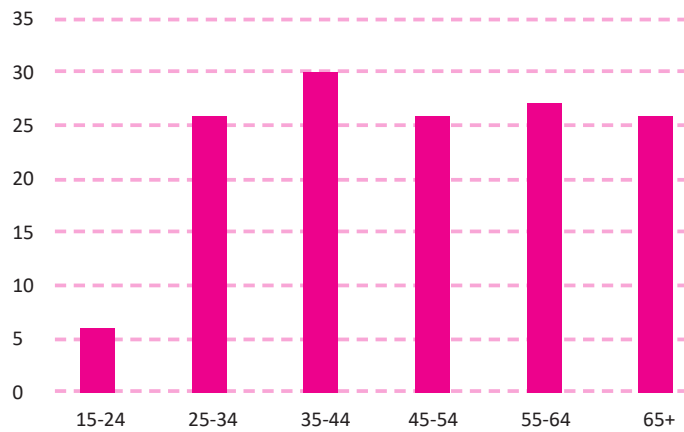
*“Specific ideas around how we can make the CAD more inviting for families to explore and spend. Horsham does have an older community but in saying that there are a lot of families that would welcome more options.”*



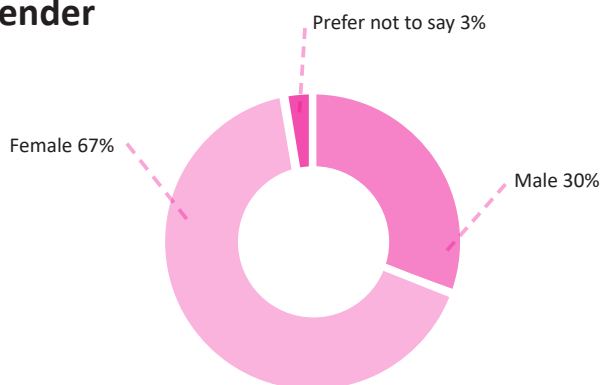


## SURVEY STATISTICS: DEMOGRAPHICS

### Age



### Gender



### Location



## SURVEY STATISTICS: NUMERICAL QUESTION

**Which of these projects are the most important?** (Select 3 or less)

PROJECT	Total Mentions
Project 1 Create the 'Horsham Walk'	66
Project 3 Undertake facade improvements to heritage buildings	50
Project 11 Revive the Horsham Shade project and start the #1000 trees for Horsham campaign	50
Project 5 Build a Town Square in Horsham's Town Centre.	29
Project 9 Improve Wilson Street	26
Project 7 Create better connections to locations beyond the Town Centre such as the skate park, bowl club, tennis courts and river	22
Project 2 Reconfigure Firebrace Street	21
Project 6 Build a pedestrian-friendly environment on Ward Street to support the Town Square and connectivity between Roberts Street and the Town Hall	18
Project 8 Create a safer pedestrian experience within the Town Centre	18
Project 10 Create a streetscape design palette manual and begin to implement	8
Project 4 Develop Advertising Signage Controls	7

## WHAT HAS CHANGED SINCE THE DRAFT STREETScape PLAN?

Some of the major areas of comment included concerns about the limited number of places for play and socialising for children and youth in the Town Centre. It also became clear that there was a real need for accessible parenting facilities. Two new projects have been proposed in response to community feedback. **Project 11** would see the site of the former Kindergarten on Roberts Ave turned into a safe and enclosed 'nature play' area for kids, with upgraded facilities including child change areas, and **Project 12** proposes upgrades to May Park to make it a safe and fun area for older kids and teens.

We heard clearly the community desire to retain angled parking on Firebrace Street, and have proposed staged measures to improve safety and amenity whilst retaining the angled parking. Also in response to community desire, bike lanes will not be located on Firebrace Street and will instead be located on the parallel streets of Urquhart Street and Darlot Street.

We also proposed measures to increase safety and amenity on other key streets across the CAD including O'Callaghans Parade, Darlot Street, Urquhart Street and Wilson Street. These measures included investigating how a cycle network can be safely accommodated in the CAD without causing further congestion down the main street, identifying the need for additional pedestrian crossing points in safe and convenient locations, and planting more street trees that green and shade our CAD.

Wide support for laneway improvements and upgrades to heritage facades demonstrated the pride Horsham residents had for their town and their desire to see more programmed events, activities and amenities in their town.

## NEXT STEPS

1. Council to decide on changes to the revised Streetscape Plan and formulate a final plan for adoption.
2. Prepare an Action and Implementation Plan.
3. Commence detailed planning and design for individual projects – further engagement will be undertaken.
4. Source funding for individual projects.

## FURTHER INFORMATION

To read more about the CAD Revitalisation: Streetscape Plan Project and the Draft Streetscape Plan, please visit <https://www.hrcc.vic.gov.au/Have-Your-Say/Central-Activity-District-Revitalisation>





## 1. PURPOSE

This policy reflects the strong commitment of the Horsham Rural City Council, management, staff and volunteers to child safety and the establishment of Council as a Child Safe Organisation. It provides an outline of the measures Council has developed to keep people safe from any Harm, including Abuse, and reflects Council's legislative responsibility in meeting the requirements of Child Safe Standards.

While seven mandatory Child Safe Standards have been in effect in Victoria since 2016, the Victorian Government announced eleven new Standards will replace the current seven commencing on 1 July 2022. The eleven new Standards were made to support greater national consistency, reflecting the National Principles for a Child Safe Organisation developed following the Royal Commission into Institutional Responses to Child Sexual Abuse (Betrayal of Trust Enquiry).

Child Safe Standard 1 – Organisations establish a culturally safe environment in which the diverse and unique identities and experiences of Aboriginal children and young people are respected and valued

Child Safe Standard 2 – Child safety and wellbeing is embedded in organisational leadership, governance and culture

Child Safe Standard 3 – Children and young people are empowered about their rights, participate in decisions affecting them and are taken seriously

Child Safe Standard 4 – Families and communities are informed, and involved in promoting child safety and wellbeing

Child Safe Standard 5 – Equity is upheld and diverse needs respected in policy and practice

Child Safe Standard 6 – People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice

Child Safe Standard 7 – Processes for complaints and concerns are child focused

Child Safe Standard 8 – Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training

Child Safe Standard 9 – Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed

Child Safe Standard 10 – Implementation of the Child Safe Standards is regularly reviewed and improved

Child Safe Standard 11 – Policies and procedures document how the organisation is safe for children and young people





## 2. STATEMENT OF COMMITMENT

Horsham Rural City Council is committed to providing and promoting child safe environments. Council has zero tolerance for Child Abuse and aims to create a child safe and child friendly environment where children feel safe and secure and have fun. This includes the physical, emotional, cultural and social wellbeing of all children.

## 3. SCOPE

This policy applies to all Councillors, staff and volunteers at Horsham Rural City Council.

This policy acknowledges that there is a continuum of Abuse of children and views all such events, regardless of whether they are seen as 'Harm' or 'Abuse', as damaging.

## 4. PRINCIPLES

### 4.1 Children and young people – Standards 2, 3, 4

Council staff and volunteers encourage children and young people to express their views. As an organisation and as individuals we listen to their suggestions, especially on matters that directly affect them. We actively encourage all children and young people who use our services to 'have a say' about things that are important to them.

Wherever applicable, we teach children and young people about what they can do if they feel unsafe. We listen to and act on any concerns children, young people, or their parents, raise with us.

### 4.2 Valuing diversity – Standards 1, 4, 5

We value diversity and do not tolerate any discriminatory practices. To achieve this we:

- promote the cultural safety, participation and empowerment of Aboriginal children and their families
- promote the cultural safety, participation and empowerment of children and young people from culturally and/or linguistically diverse backgrounds and their families
- promote the cultural safety, participation and empowerment of children and young people regardless of sex, gender identity, sexual orientation, language, religion, political or other opinion, or financial situation
- welcome children with a disability and their families and act to promote their participation
- seek appropriate staff from diverse cultural backgrounds.

### 4.3 Recruitment – Standards 6, 11

Council applies best practice standards in the recruitment and screening of staff and volunteers. We interview and conduct referee checks on all staff and require Police Checks and Working with Children Checks



for relevant staffing and volunteer positions. Our commitment to Child Safety and our screening requirements are included in our recruitment practices and on Council's website.

#### **4.4 Supporting staff and volunteers – Standards 2, 6, 8**

Council seeks to attract and retain the best staff and volunteers. We provide support and supervision so people feel valued, respected and fairly treated. All staff are required to undertake Child Safe Standards training.

#### **4.5 Reporting a child safety concern or complaint – Standards 7, 11**

Council has two Child Safety Officers (Kevin O'Brien, Director Communities and Place and Mandi Stewart, Manager Community Services and Safety) with the specific responsibility for responding to any complaints made by staff, volunteers, parents or children. Details of the appointed Child Safety Officers will be made available on the intranet and internet. All concerns should be reported in accordance with the Reporting a Child Safety Concern Procedure. Where a complaint relates to a staff member, contractor or Councillor, the associated complaints processes are detailed in the Complaint Procedure but should also be reported in accordance with the Reporting a Child Safety Concern Procedure.

When an adult has a 'reasonable belief' that a sexual offence has been committed by an adult against a child they have an obligation to report it to police, (unless exemptions apply). Failure to disclose the information to police is a criminal offence.

Likewise, people within organisations who knew of a risk of child sexual abuse by someone in the organisation and had the authority to reduce or remove the risk, but did not act to protect the child, are guilty of the criminal offence 'failure to protect'.

#### **4.6 Privacy – Standards 7, 9**

While safety and wellbeing of children is our primary concern, Council is committed to protecting an individual's right to privacy. All personal information considered during the process of report or investigation will be dealt with in accordance with Council's Privacy Policy unless there is a legislative requirement to disclose.

#### **4.7 Risk Management – Standards 7, 8, 9, 11**

Council recognises the importance of a risk management approach to minimising the potential for Child Abuse or Harm to occur and this informs all associated policies, procedures and activity planning. In addition to general occupational health and safety risks, Council proactively manages the risks of Abuse to the physical, emotional, cultural and social wellbeing of all children.

#### **4.8 Reportable Conduct Scheme**

The Reportable Conduct Scheme focuses on the investigation and reporting of allegations of certain types of Abuse or misconduct by employees, contractors or volunteers. The following constitute Reportable Conduct against a child: sexual offences, sexual misconduct, physical violence, significant neglect, significant emotional or psychological harm.

Under the Reportable Conduct Scheme, it is the responsibility of HRCC's Chief Executive Officer to have systems in place to:

- prevent Child Abuse and, if Abuse is alleged, ensure allegations are brought to the attention of the appropriate person for investigation and response
- ensure the Commission for Children and Young People (CCYP) is notified and given updates on the response to the allegation. Further information can be obtained through the [CCYP](#) website, [Reportable Conduct Scheme](#) or [Reportable Conduct Scheme Information Sheets](#)

## 5. COMMUNICATION

Internet, Intranet, posters, handouts, annual report, staff and volunteer induction/guidance documents and material (including Staff Code of Conduct), training programs.

## 6. RESPONSIBILITY

**Policy Owner:** Manager People & Performance

## 7. DEFINITIONS AND KEY TERMS

Definition	Meaning
Abuse	Any act committed against a child that involves: <ul style="list-style-type: none"> <li>• neglect or abuse of a physical, emotional, psychological or cultural nature</li> <li>• Physical violence</li> <li>• Sexual offences</li> </ul>
Child/Children	A person under the age of 18
Child Safety Officer	A Council employee with a specific responsibility for responding to any issues associated with child safety – Kevin O'Brien, Director Communities & Place and Mandi Stewart, Manager Community Services & Safety
Child Safe Organisation	An organisation which takes deliberate steps to protect children from physical, sexual, emotional, psychological and cultural Abuse, and neglect. Child safety is proactively embedded in all areas of the organisation.
Child Safe Standards	Refers to the 11 Standards made under section 17(1) of the <i>Child Wellbeing and Safety Act 2005</i> .
Harm	Describes an event that is seen as possibly less detrimental than 'Abuse' but is clearly not in a person's best interest of promoting their safety and wellbeing.
Reportable Conduct Scheme	Seeks to improve organisations' responses to allegations of Child Abuse and neglect by their workers and volunteers. The scheme is established by the <i>Child Wellbeing and Safety Act 2005</i> .

## 8. SUPPORTING DOCUMENTS





Document	Location
Victorian Child Safe Standards	<a href="#">Commission for Children and Young People</a>
<i>Working with Children Act 2005</i>	<a href="#">Working with Children Act 2005</a>
<i>Child Wellbeing and Safety Act 2005</i>	<a href="#">Child Wellbeing and Safety Act 2005</a>
<i>Children, Youth and Families Act 2005</i>	<a href="#">Children, Youth and Families Act 2005</a>
Reporting a Child Safety Concern Procedure	Intranet
Working with Children Policy and Procedure	Intranet
Staff Code of Conduct	Intranet
Complaint Resolution Policy and Procedure	Intranet

**9. DOCUMENT CONTROL**

Version Number	Approval Date	Approval By	Amendment	Review Date
01	20 November 2017	Council	New Policy	20 November 2020
02	?? August 2022	Council	Amendments to Victorian Child Safe Standards	?? August 2026

## 1. PURPOSE

The purpose of this procedure is for Council to make staff and the community aware of the processes associated with reporting a child safety concern.

The Horsham Rural City Council is required under legislation to effectively manage the risk of Abuse occurring toward Children, and report on any offences that occur. This document should be read in conjunction with the Child Safety and Wellbeing Policy.

## 2. INTRODUCTION

Horsham Rural City Council has zero tolerance for Child Abuse and is committed to promoting and protecting Children from Child Abuse. Council takes all allegations of Child Abuse seriously and is committed to:

- Providing processes for reporting allegations of Child Abuse
- Ensuring an efficient and thorough investigation and/or referral where required
- Maintaining adequate record keeping and reports of Child Abuse
- Ensuring our staff know what to do and who to tell if they suspect or observe Child Abuse
- Reporting allegations of Child Abuse to the appropriate authorities

## 3. SCOPE

This procedure applies to all Councillors, staff, volunteers and any individual performing employment-related duties on behalf of Horsham Rural City Council herein referred to as 'Personnel'.

## 4. ACTIONS

It is the responsibility of all staff to report any child safety concerns as soon as practicable. To ensure compliance with legislation and the protection of Children, any adult who has a reasonable belief that a Child has been, or is at risk, of Abuse whether in their organisation or not, has an obligation to report in accordance with this procedure.

### 4.1 Good Faith Reporting

Reports by staff should be made in good faith. The law generally protects those that report in good faith from legal repercussions and in some cases also prevents the disclosure of the name/identification of the person who has made a report.

### 4.2 Public Risk issues

Some incidents relating to Children may be of a public risk nature, rather than be relevant to this procedure. For example, an incident involving a Child who trips on a raised public footpath would be managed in accordance with Council's risk and insurance management processes, in the same way that an adult falling on the footpath would be dealt. Such matters would therefore not be handled through the Reporting a Child Safety Concern procedure.

### 4.3 Reporting

Individuals must report when they observe or suspect that a Child is or has been the subject of Abuse including physical violence, sexual abuse, serious emotional or psychological abuse and serious neglect.

A suspicion may exist if:

- A Child tells of conduct that constitutes Abuse or neglect (Appendix 1).
- A Child displays indicators of Abuse or neglect (Appendix 3).

Personnel are also required to report general concerns such as:

- Physical environmental risks to Children
- Observing inappropriate or uncomfortable interactions between adults and Children
- Observing concerning changes in a Child's behaviour

As per the Child safety reporting process flowchart (Appendix 2), all Child safety concerns should be reported to one of the Child Safety Officers (Kevin O'Brien, Director Communities & Place; Mandi Stewart, Manager Community Services & Safety) as soon as practicable.

**If you believe a Child is at immediate risk of Abuse call 000.**

When an adult has a 'reasonable belief' that a sexual offence has been committed by an adult against a Child they have an obligation to report it to police, (unless exemptions apply). Failure to disclose the information to police is a criminal offence.

Likewise, people within organisations who knew of a risk of Child sexual abuse by someone in the organisation and had the authority to reduce or remove the risk, but did not act to protect the Child, are guilty of the criminal offence 'failure to protect'.

### 4.4 Responding to Incident Disclosure

If a Child or family discloses an incident of Abuse to you:

- Stay calm, remain objective and explain there is a process for dealing with the report and that information will need to be shared with others including the police
- Keep a written record of the report and contact the Child Safety Officer as soon as practicable

### 4.5 Reports concerning HRCC Personnel

If the allegation involves a member of the organisation:

- Explain there are processes for dealing with the complaint and contact the Child Safety Officer as soon as practicable. The Child Safety officer will then:
- Call 000 if they believe a Child is at immediate risk of Child Abuse
- Accurately record the report in their own words and complete a Child Safe Incident report (form on Intranet)
- Alert the police, the CEO and other relevant personnel in the organisation
- Assist the Child/family to access appropriate counselling and advocacy



- Inform the Child/family of the steps that the organisation will take

#### 4.6 Investigating

If required, the Police may decide to conduct an investigation. All Personnel must fully comply with any such investigation.

Whether or not a criminal investigation is pursued by the police, the CEO will consult with the Child Safety Officers to determine if an internal investigation should take place.

The CEO will:

- Await police clearance on any criminal matters before commencing any investigation
- Make every effort to maintain and ensure confidentiality during the investigation process
- Co-ordinate the investigation with the relevant authorities including, if relevant, notifying the Commission for Children and Young People under the Reportable Conduct Scheme

#### 4.7 Responding

If the allegations involve Personnel then the person concerned may be stood down (with pay, where applicable) until the investigation is complete, (as per the Complaint Resolution procedure and/or the Disciplinary (including Managing Underperformance) Procedure).

At all stages the Child/family should be aware of the processes undertaken and the resulting actions.

### 5. COMMUNICATION

Website, Intranet, staff meetings and Personnel training.

### 6. RESPONSIBILITY

**Policy Owner:** Manager People & Performance

### 7. DEFINITIONS AND KEY TERMS

Definition	Meaning
Abuse	Any act committed against a Child that involves: <ul style="list-style-type: none"> <li>• neglect or abuse of a physical, emotional, psychological or cultural nature</li> <li>• Physical violence</li> <li>• Sexual offences</li> </ul>
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Harm	Describes an event that is seen as possibly less detrimental than ‘Abuse’ but is clearly not in a person’s best interest of promoting their safety and wellbeing.
Reportable Conduct Scheme	Seeks to improve organisations’ responses to allegations of Child Abuse and neglect by their workers and volunteers. The scheme is established by the <i>Child Wellbeing and Safety Act 2005</i> .



## 8. SUPPORTING DOCUMENTS

Document	Location
Child Safe Incident Report Form	Intranet
Child Safety and Wellbeing Policy	Intranet
Complaints Resolution Procedure	Intranet
Councillors Code of Conduct	Intranet
Complaint Resolution Policy and Procedure	Intranet
Disciplinary (including Managing Underperformance) Procedure	Intranet
Staff Code of Conduct	Intranet
Victorian Child Safe Standards	<a href="#">Commission for Children and Young People</a>

## 9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	20 November 2017	Council	New Procedure	20 November 2020
02	XX August 2022	Council	Review in relation to updated Child Safe Standards	XX August 2022



### Types of Child Abuse and harm – Appendix 1

**Emotional/psychological harm** can arise as a result of experiencing a sexual offence, sexual misconduct, physical violence or neglect. It may also arise in circumstances that involve persistent verbal abuse, coercive or manipulative behaviour, hostility towards a child, humiliation, belittling or scapegoating, conveying to a child that they are worthless, unloved, inadequate or rejected, or causing a child to frequently feel frightened or in danger.

**Grooming** can involve the use of a variety of manipulative and controlling techniques to build trust or normalise sexually harmful behaviour and is often described as the ‘preparation’ phase of child sexual abuse, undertaken by the perpetrator to gain the trust of a child, and to establish secrecy and silence. Tactics can involve a range of subtle, drawn out, calculated, controlling and premeditated behaviours and can involve behaviour in person and activities on social media, email or phone.

**Neglect** is a failure to meet the basic needs of a child (such as their wellbeing and safety). Neglect can arise as a result of a single event or a combination of different events. Some neglectful behaviours that can occur include: supervisory neglect, physical neglect including the provision of adequate and appropriate food, clothing, shelter or physical hygiene, educational neglect and emotional neglect such as failure to provide adequate nurturing, encouragement and support to a child.

**Physical violence** can occur when a person intentionally or recklessly uses physical force against, with or in the presence of a child without their consent, which causes, or could cause, the child harm. Physical violence can also occur when someone intentionally or recklessly causes a child to believe that physical force is about to be used against them without their consent. Physical violence can include hitting, punching, kicking, pushing or throwing something that strikes a child. It also includes the use of words or gestures that cause a child to believe that they are about to suffer physical violence.

**Racial, cultural or religious abuse** can cause emotional and psychological harm. Cultural abuse occurs when the culture of a people is ignored, denigrated or intentionally attacked. It can be overt or covert, for example, a lack of cultural/religious sensitivity or absence of positive images about another culture. Cultural abuse is especially harmful for children ‘because it strikes their sense of identity, self-esteem and connectedness to family and community.

**Child sexual abuse** is when a person uses power or authority over a child to involve them in sexual activity. It includes a broad range of behaviours involving a sexual element that are committed against, with or in the presence of a child. Child sexual abuse does not always involve force. In some circumstances, a child may be manipulated into believing that they have brought the abuse on themselves, or that the abuse is an expression of love. Sexual offences may involve contact, like touching or penetration. They also include acts that do not involve physical contact like ‘flashing’, possessing child abuse material or grooming.

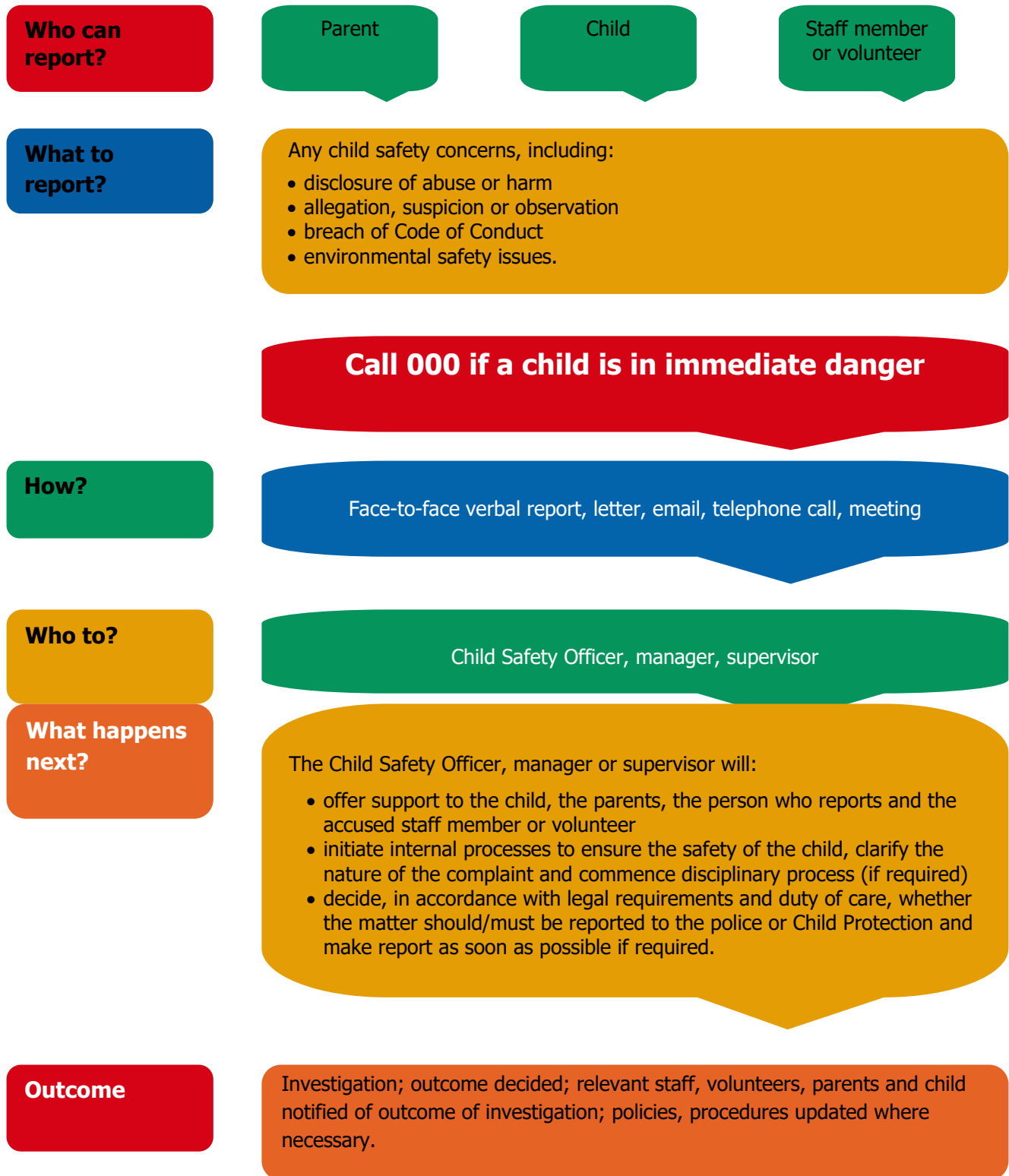
**Sexual misconduct** includes a variety of sexualised behaviours against, with or in the presence of a child. These behaviours may not meet the threshold for a sexual offence but can still pose a significant risk to children. Behaviours could include inappropriate conversations of a sexual nature, comments that express a desire to act in a sexual manner, or in some cases, behaviour that crosses a professional boundary, such as having or seeking to establish an inappropriate or overly personal or intimate relationship with a child.





Appendix 2

## Flowchart: Child safety reporting process



Appendix 3

**SIGNS THAT MAY INDICATE A CHILD IS BEING ABUSED**

Abuse can be hard to spot. Some children show no external signs of abuse.

Sometimes a child may tell us if they are being harmed, and at other times we will need to look out for changes in behaviour, emotions or physical appearance. Common signs across different abuse types include:

- unusual or regressive changes in behaviour, like a sudden decline in academic performance, anxiety, withdrawal, hyperactivity, sleep disturbances, drug or alcohol misuse, bedwetting
- concerning behaviours that may be harmful to themselves or others
- being extremely sensitive and alert to their surroundings (hypervigilance)
- absences from school without reasonable explanation
- frequent headaches or stomach pains
- drawings or writing which depict violence or abuse
- raising a concern about a friend or someone they know
- attempted suicide or self-harm
- unexplained or inconsistent, vague, or unlikely explanations for an injury
- unexplained bruising, fractures or other physical injuries
- unusual fear of physical contact
- harm to others or animals
- wariness or fear of someone including a parent, carer, other adult or child
- trying to protect friends or other family members from someone
- reluctance to go home
- the child is assessed as having experienced a significant delay in their emotional or intellectual development or that their functioning has been impaired
- taking on a caring or parental role with siblings prematurely.

A child may be suffering from one or more types of abuse.

Watch for any changes in the child's general mood. The child may become anxious, irritable, depressed, angry, or show a combination of emotions. However, do not assume that just because you see these signs the child is being abused. Keep in mind that these signs can apply to a child under stress and may not be related to child abuse.



# GOVERNANCE RULES

## SEPTEMBER 2022

(ADOPTED BY COUNCIL: \*\* \*\*\*\*\* 2022)



## GOVERNANCE RULES

### Introduction

#### 1. Nature of Rules

These are the Governance Rules of **Horsham Rural City** Council, made in accordance with section 60 of the *Local Government Act 2020*.

#### 2. Date of Commencement

These Governance Rules commence on 2 September 2022.

#### 3. Contents

These Governance Rules are divided into the following Chapters:

Chapter	Name
Chapter 1	Governance Framework
Chapter 2	Meeting Procedure for Council Meetings
Chapter 3	Meeting Procedure for Delegated Committees
Chapter 4	Meeting Procedure for Community Asset Committees
Chapter 5	Disclosure of Conflicts Of Interest
Chapter 6	Miscellaneous
Chapter 7	Election Period Policy

#### 4. Definitions

In these Governance Rules, unless the context suggests otherwise the following words and phrases mean:

*Act* means the *Local Government Act 2020*.

*attend*, *attending* and *in attendance* include attend, attending or in attendance by electronic means. *Chief Executive Officer* includes an Acting Chief Executive Officer.

*Community Asset Committee* means a Community Asset Committee established under section 65 of the Act.

*Council* means **Horsham Rural City** Council.

*Council meeting* has the same meaning as in the Act.

*Delegated Committee* means a Delegated Committee established under section 63 of the Act.

*Mayor* means the Mayor of *Council*.

*these Rules* means these Governance Rules.

## Chapter 1 – Governance Framework

### 1. Context

*These Rules* should be read in the context of and in conjunction with:

- (a) the overarching governance principles specified in section 9(2) of the *Act*; and
- (b) the following documents adopted or approved by *Council*:
  - (i) Council Plan
  - (ii) Councillor Code of Conduct

### 2. Decision Making

- (a) In any matter in which a decision must be made by *Council* (including persons acting with the delegated authority of *Council*), *Council* must consider the matter and make a decision:
  - (i) fairly, by giving consideration and making a decision which is balanced, ethical and impartial; and
  - (ii) on the merits, free from favouritism or self-interest and without regard to irrelevant or unauthorised considerations
- (b) *Council* must, when making any decision to which the principles of natural justice apply, adhere to the principles of natural justice (including, without limitation, ensuring that any person whose rights will be directly affected by a decision of *Council* is entitled to communicate their views and have their interests considered).
- (c) Without limiting anything in paragraph (b) of this sub-Rule:
  - (i) before making a decision that will directly affect the rights of a person, *Council* (including any person acting with the delegated authority of *Council*) must identify the person or persons whose rights will be directly affected, give notice of the decision which *Council* must make and ensure that such person or persons have an opportunity to communicate their views and have their interests considered before the decision is made;
  - (ii) if a report to be considered at a *Council meeting* concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered;
  - (iii) if a report to be considered at a *Delegated Committee* meeting concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered; and
  - (iv) if a member of Council staff proposes to make a decision under delegation and that decision will directly affect the rights of a person or persons, the member of Council staff must, when making that decision, complete a Delegate Report that records that notice of the decision to be made was given to the person or persons and such person or persons were provided with an opportunity to communicate their views and their interests considered.

## Chapter 2 – Meeting Procedure for Council Meetings

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## Part A – Introduction

### 1. Title

This Chapter will be known as the "Meeting Procedure Chapter".

### 2. Purpose of this Chapter

The purpose of this Chapter is to:

- 2.1 provide for the election of the Mayor and any Deputy Mayor;
- 2.2 provide for the appointment of any Acting Mayor; and
- 2.3 provide for the procedures governing the conduct of *Council meetings*.

### 3. Definitions and Notes

#### 3.1 In this Chapter:

"*agenda*" means the notice of a meeting setting out the business to be transacted at the meeting;

"*Chair*" means the Chairperson of a meeting and includes a Councillor who is appointed by resolution to chair a meeting under section 61(3) of the *Act*;

"*minute book*" means the collective record of proceedings of *Council*;

"*municipal district*" means the municipal district of *Council*;

"*notice of motion*" means a notice setting out the text of a motion, which it is proposed to move at the next relevant meeting;

"*notice of rescission*" means a *notice of motion* to rescind a resolution made by *Council*; and

"*written*" includes duplicated, lithographed, photocopied, printed and typed, and extends to both hard copy and soft copy form, and *writing* has a corresponding meaning.

- 3.2 Introductions to Parts, headings and notes are explanatory notes and do not form part of this Chapter. They are provided to assist understanding.

## Part B – Election of Mayor, Deputy Mayor and Chairs of Delegated Committees

**Introduction:** This Part is concerned with the annual election of the *Mayor*. It describes how the *Mayor* is to be elected.

### 4. Election of the *Mayor*

The *Chief Executive Officer* must facilitate the election of the *Mayor* in accordance with the provisions of the *Act*.

### 5. Method of Voting

The election of the *Mayor* must be carried out by a show of hands or such other visual or audible means as the *Chief Executive Officer* determines.

### 6. Determining the election of the *Mayor*

6.1 The *Chief Executive Officer* must open the meeting at which the *Mayor* is to be elected, and invite nominations for the office of *Mayor*.

6.2 Any nominations for the office of *Mayor* must be:

6.2.1 in writing and in a form prescribed by the *Chief Executive Officer*; and

6.2.2 seconded by another Councillor.

6.3 Once nominations for the office of *Mayor* have been received, the following provisions will govern the election of the *Mayor*:

6.3.1 if there is only one nomination, the candidate nominated must be declared to be duly elected;

6.3.2 if there is more than one nomination, the Councillors present at the meeting must vote for one of the candidates;

6.3.3 in the event of a candidate receiving an absolute majority of the votes, that candidate is declared to have been elected;

6.3.4 in the event that no candidate receives an absolute majority of the votes, and it is not resolved to conduct a new election at a later date and time, the candidate with the fewest number of votes must be declared to be a defeated candidate. The Councillors present at the meeting must then vote for one of the remaining candidates;

6.3.5 if one of the remaining candidates receives an absolute majority of the votes, he or she is duly elected. If none of the remaining candidates receives an absolute majority of the votes, the process of declaring the candidates with the fewest number of votes a defeated candidate and voting for the remaining candidates must be repeated until one of the candidates receives an absolute majority of the votes. That candidate must then be declared to have been duly elected;

6.3.6 in the event of two or more candidates having an equality of votes and one of them having to be declared:

(a) a defeated candidate; and

(b) duly elected



the declaration will be determined by lot.

- 6.3.7 if a lot is conducted, the *Chief Executive Officer* will have the conduct of the lot and the following provisions will apply:
- (a) each candidate will draw one lot;
  - (b) the order of drawing lots will be determined by the alphabetical order of the surnames of the Councillors who received an equal number of votes except that if two or more such Councillors' surnames are identical, the order will be determined by the alphabetical order of the Councillors' first names; and
  - (c) as many identical pieces of paper as there are Councillors who received an equal number of votes must be placed in a receptacle. If the lot is being conducted to determine who is a defeated candidate, the word "Defeated" shall be written on one of the pieces of paper, and the Councillor who draws the paper with the word "Defeated" written on it must be declared the defeated candidate (in which event a further vote must be taken on the remaining candidates unless there is only one candidate remaining, in which case that candidate will be declared to have been duly elected).

## 7. Election of Deputy Mayor and Chairs of Delegated Committees

Any election for:

- 7.1 any office of Deputy Mayor; or
- 7.2 Chair of a *Delegated Committee*

will be regulated by Rules 4-6 (inclusive) of this Chapter, as if the reference to the:

- 7.3 *Chief Executive Officer* is a reference to the *Mayor*; and
- 7.4 *Mayor* is a reference to the Deputy Mayor or the Chair of the *Delegated Committee* (as the case may be).

## 8. Appointment of Acting Mayor

If *Council* has not established an office of Deputy Mayor and it becomes required to appoint an Acting Mayor, it can do so by:

- 8.1 resolving that a specified Councillor be so appointed; or
- 8.2 following the procedure set out in Rules 5 and 6 (inclusive) of this Chapter, at its discretion.

## 9. Ceremonial Mayoral Speeches

- 9.1 Upon being elected, the Mayor and outgoing Mayor may make a ceremonial speech.
- 9.2 The purpose of the ceremonial Mayoral speeches is to highlight priorities for the year ahead and the previous year.

## Part C – Meetings Procedure

**Introduction:** This Part is divided into a number of Divisions. Each Division addresses a distinct aspect of the holding of a meeting. Collectively, the Divisions describe how and when a meeting is convened, when and how business may be transacted at a meeting.

### Division 1 – Notices of Meetings and Delivery of Agendas

#### 10. Dates and Times of Meetings Fixed by Council

Subject to Rule 12, *Council* must from time to time fix the date, time and place of all *Council meetings*.

#### 11. Council May Alter Meeting Dates

*Council* may change the date, time and place of any *Council meeting* which has been fixed by it and must provide reasonable notice of the change to the public.

#### 12. Meetings Not Fixed by Council (Unscheduled or Special Meetings)

12.1 The *Mayor* or at least 3 Councillors may by a *written* notice call a *Council meeting*.

12.2 The notice must specify the date and time of the *Council meeting* and the business to be transacted.

12.3 The *Chief Executive Officer* must convene the *Council meeting* as specified in the notice.

12.4 Unless all Councillors are in attendance and unanimously agree to deal with any other matter, only the business specified in the *written* notice can be transacted at the *Council meeting*.

#### 13. Notice Of Meeting

13.1 A notice of meeting, incorporating or accompanied by an *agenda* of the business to be dealt with, must be delivered or sent electronically to every Councillor for all *Council meetings* at least 96 hours before the meeting.

13.2 Notwithstanding sub-Rule 13.1, a notice of meeting need not be delivered or sent electronically to any Councillor who has been granted leave of absence unless the Councillor has requested the *Chief Executive Officer* in *writing* to continue to give notice of any meeting during the period of their absence.

13.3 That the agenda be made available to members of the public by 5pm 4 days prior to the meeting via the website.

13.4 Reasonable notice of each *Council meeting* must be provided to the public. *Council* may do this:

13.4.1 for *meetings* which it has fixed by preparing a schedule of meetings annually, twice yearly or from time to time, and arranging publication of such schedule in a newspaper generally circulating in the *municipal district* either at various times throughout the year, or prior to each such *Council meeting*; and

13.4.2 for any meeting by giving notice on its website and:

(a) in each of its Customer Service Centres; and/or

- (b) in at least one newspaper generally circulating in the *municipal district*.

## Division 2 – Quorums

### 14. Inability To Obtain A Quorum

If after 30 minutes from the scheduled starting time of any *Council meeting*, a quorum cannot be obtained:

- 14.1 the meeting will be deemed to have lapsed;
- 14.2 the *Mayor* must convene another *Council meeting*, the *agenda* for which will be identical to the *agenda* for the lapsed meeting; and
- 14.3 the *Chief Executive Officer* must give all Councillors *written* notice of the meeting convened by the *Mayor*.

### 15. Inability To Maintain A Quorum

- 15.1 If during any *Council meeting*, a quorum cannot be maintained then Rule 14 will apply as if the reference to the meeting is a reference to so much of the meeting as remains.
- 15.2 Sub-Rule 15.1 does not apply if the inability to maintain a quorum is because of the number of Councillors who have a conflict of interest in the matter to be considered.

### 16. Adjourned Meetings

- 16.1 *Council* may adjourn any meeting to another date or time but cannot in the absence of disorder or a threat to the safety of any Councillor or member of Council staff adjourn a meeting in session to another place.
- 16.2 The *Chief Executive Officer* must give *written* notice to each Councillor of the date, time and place to which the meeting stands adjourned and of the business remaining to be considered.
- 16.3 If it is impracticable for the notice given under sub-Rule 16.2 to be in *writing*, the *Chief Executive Officer* must give notice to each Councillor by telephone or in person.

### 17. Time limits for Meetings

- 17.1 A *Council meeting* must not continue after 9:30pm unless a majority of Councillors who are in attendance vote in favour of it continuing.
- 17.2 A meeting cannot be continued for more than 30 minutes (or a further 30 minutes, if a majority of Councillors has already voted to continue it for 30 minutes).
- 17.3 In the absence of such continuance, the meeting must stand adjourned to a time, date and place announced by the *Chair* immediately prior to the meeting standing adjourned. In that event, the provisions of sub-Rules 16.2 and 16.3 apply.

### 18. Cancellation or Postponement of a Meeting

- 18.1 The *Chief Executive Officer* following consultation with the Mayor if possible may, in the case of an emergency necessitating the cancellation or postponement of a *Council meeting*, cancel or postpone a *Council meeting*.



- 18.2 The *Chief Executive Officer* must present to the immediately following *Council meeting* a *written* report on any exercise of the power conferred by sub-Rule 18.1.

### Division 3 – Business of Meetings

#### 19. Agenda and the Order Of Business

The *agenda* for and the order of business for a *Council meeting* is to be determined by the *Chief Executive Officer* so as to facilitate and maintain open, efficient and effective processes of government.

#### 20. Change To Order Of Business

Once an *agenda* has been sent to Councillors, the order of business for that *Council meeting* may be altered with the consent of *Council*.

#### 21. Urgent Business

If the *agenda* for an *Council meeting* makes provision for urgent business, business cannot be admitted as urgent business other than by resolution of *Council* and only then if it:

- 21.1 relates to or arises out of a matter which has arisen since distribution of the *agenda*; and
- 21.2 cannot safely or conveniently be deferred until the next *Council meeting*.

### Division 4 – Motions and Debate

#### 22. Councillors May Propose *Notices Of Motion*

Councillors may ensure that an issue is listed on an *agenda* by lodging a *Notice of Motion*.

#### 23. Notice Of Motion

- 23.1 A *notice of motion* must be in *writing* signed by a Councillor, and be lodged with or sent to the *Chief Executive Officer* at least 24 hours before the *Agenda* is finalised and distributed to allow sufficient time for the *Chief Executive Officer* to include the *notice of motion* in agenda papers for a *Council meeting*.
- 23.2 The *Chief Executive Officer* following consultation with the Mayor if possible may reject any *notice of motion* which:
- 23.2.1 is vague or unclear in intention
- 23.2.2 it is beyond *Council's* power to pass; or
- 23.2.3 if passed would result in *Council* otherwise acting invalidly
- but must:
- 23.2.4 give the Councillor who lodged it an opportunity to amend it prior to rejection, if it is practicable to do so; and
- 23.2.5 notify in *writing* the Councillor who lodged it of the rejection and reasons for the rejection.
- 23.3 The full text of any *notice of motion* accepted by the *Chief Executive Officer* must be included in the *agenda*.

- 23.4 The *Chief Executive Officer* must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.
- 23.5 Except by leave of *Council*, each *notice of motion* before any meeting must be considered in the order in which they were entered in the notice of motion register.
- 23.6 If a Councillor who has given a *notice of motion* is absent from the meeting or fails to move the motion when called upon by the *Chair*, any other Councillor may move the motion.
- 23.7 If a *notice of motion* is not moved at the *Council meeting* at which it is listed, it lapses.
- 23.8 Unless the Council resolves to relist at a future meeting a Notice of Motion which has been lost or not moved, a similar motion must not be put before the Council for at least three (3) months from the date it was lost.

## 24. Chair's Duty

Any motion which is determined by the *Chair* to be:

- 24.1 defamatory;
- 24.2 objectionable in language or nature;
- 24.3 vague or unclear in intention;
- 24.4 outside the powers of *Council*; or
- 24.5 irrelevant to the item of business on the *agenda* and has not been admitted as urgent, or purports to be an amendment but is not,

must not be accepted by the *Chair*.

## 25. Introducing a Report

- 25.1 Before a *written* report is considered by *Council* and any motion moved in relation to such report, a member of Council staff may introduce the report by indicating in not more than 2 minutes:
- 25.1.1 its background; or
- 25.1.2 the reasons for any recommendation which appears.
- 25.2 Unless *Council* resolves otherwise, a member of Council staff need not read any written report to *Council* in full.

## 26. Introducing A Motion or an Amendment

The procedure for moving any motion or amendment is:

- 26.1 the mover must state the motion without speaking to it;
- 26.2 the motion must be seconded and the seconder must be a Councillor other than the mover. If a motion is not seconded, the motion lapses for want of a seconder;
- 26.3 if a motion or an amendment is moved and seconded the *Chair* must ask:

"Is the motion or amendment opposed? Does any Councillor wish to speak to the motion or amendment?"

- 26.4 if no Councillor indicates opposition or a desire to speak to it, the *Chair* may declare the motion or amendment carried without discussion;
- 26.5 if a Councillor indicates opposition or a desire to speak to it, then the *Chair* must call on the mover to address the meeting;
- 26.6 after the mover has addressed the meeting, the seconder may address the meeting;
- 26.7 after the seconder has addressed the meeting (or after the mover has addressed the meeting if the seconder does not address the meeting,) the *Chair* must invite debate by calling on any Councillor who wishes to speak to the motion; and
- 26.8 if, after the mover has addressed the meeting, the *Chair* has invited debate and no Councillor speaks to the motion, then the *Chair* must put the motion to the vote.

## 27. Right Of Reply

- 27.1 The mover of a motion, including an amendment, has a right of reply to matters raised during debate.
- 27.2 After the right of reply has been taken but subject to any Councillor exercising his or her right to ask any question concerning or arising out of the motion, the motion must immediately be put to the vote without any further discussion or debate.

## 28. Moving An Amendment

- 28.1 Subject to sub-Rule 28.2 a motion which has been moved and seconded may be amended by leaving out or adding words. Any added words must be relevant to the subject of the motion.
- 28.2 A motion to confirm a previous resolution of *Council* cannot be amended.
- 28.3 An amendment must not be directly opposite to the motion.

## 29. Who May Propose An Amendment

- 29.1 An amendment may be proposed or seconded by any Councillor, except the mover or seconder of the original motion.
- 29.2 Any one Councillor cannot move more than two amendments in succession.

## 30. How Many Amendments May Be Proposed

- 30.1 Any number of amendments may be proposed to a motion but only one amendment may be accepted by the *Chair* at any one time.
- 30.2 No second or subsequent amendment, whether to the motion or an amendment of it, may be taken into consideration until the previous amendment has been dealt with.

## 31. An Amendment Once Carried

- 31.1 If the amendment is carried, the motion as amended then becomes the motion before the meeting, and the amended motion must then be put.



31.2 The mover of the original motion retains the right of reply to that motion.

### 32. Foreshadowing Motions

32.1 At any time during debate a Councillor may foreshadow a motion so as to inform *Council* of their intention to move a motion at a later stage in the meeting dealing with the same subject matter, but this does not extend any special right to the foreshadowed motion.

32.2 A motion foreshadowed may be prefaced with a statement that in the event of a particular motion before the *Chair* being resolved in a certain way, a Councillor intends to move an alternative or additional motion.

32.3 The *Chief Executive Officer* or person taking the minutes of the meeting is not expected to record foreshadowed motions in the minutes until the foreshadowed motion is formally moved.

32.4 The *Chair* is not obliged to accept foreshadowed motions.

### 33. Withdrawal Of Motions

33.1 Before any motion is put to the vote, it may be withdrawn by the mover and seconder with the leave of *Council*.

33.2 If the majority of Councillors objects to the withdrawal of the motion, it may not be withdrawn.

### 34. Separation Of Motions

Where a motion contains more than one part, a Councillor may request the *Chair* to put the motion to the vote in separate parts.

### 35. Chair May Separate Motions

The *Chair* may decide to put any motion to the vote in several parts.

### 36. Priority of address

After a motion is seconded and the mover has addressed the meeting, the seconder may address the meeting or reserve their address until later in the debate. The Chairperson may then call upon any Councillor who wishes to speak against the motion, then any other Councillors for and against the motion then debate in turn.

Except for the purposes of proposing an amendment or for the purposes of raising a point of order no Councillor may speak more than once on any motion.

In the case of competition for the right of speak, the Chair must decide the order in which the Councillors concerned will be heard.

### 37. Motions In Writing

37.1 The *Chair* may require that a complex or detailed motion be in writing.

37.2 *Council* may adjourn the meeting while the motion is being *written* or *Council* may defer the matter until the motion has been *written*, allowing the meeting to proceed uninterrupted.

### 38. Repeating Motion and/or Amendment

The *Chair* may request the person taking the minutes of the *Council meeting* to read the motion or amendment to the meeting before the vote is taken.

### 39. Debate Must Be Relevant To The Motion

- 39.1 Debate must always be relevant to the motion before the Chair, and, if not, the *Chair* must request the speaker to confine debate to the motion.
- 39.2 If after being requested to confine debate to the motion before the Chair, the speaker continues to debate irrelevant matters, the *Chair* may direct the speaker to be seated and not speak further in respect of the motion then before the Chair.
- 39.3 A speaker to whom a direction has been given under sub-Rule 39.2 must comply with that direction.

### 40. Speaking Times

A Councillor must not speak longer than the time set out below, unless granted an extension by the *Chair*.

- 40.1 the mover of a motion or an amendment which has been opposed: 5 minutes;
- 40.2 any other Councillor: 3 minutes; and
- 40.3 the mover of a motion exercising a right of reply: 2 minutes.

### 41. Addressing the Meeting

If the *Chair* so determines:

- 41.1 any person addressing the *Chair* must refer to the *Chair* as:
- 41.1.1 Madam Mayor; or
- 41.1.2 Mr Mayor; or
- 41.1.3 Madam Chair; or
- 41.1.4 Mr Chair
- as the case may be;
- 41.2 all Councillors, other than the *Mayor*, must be addressed as
- Cr .....(name).**
- 41.3 all members of Council staff, must be addressed as Mr or Ms
- .....(name) as appropriate or by their official title.

### 42. Right to Ask Questions

- 42.1 A Councillor may, when no other Councillor is speaking, ask any question concerning or arising out of the motion or amendment before the Chair.
- 42.2 The *Chair* has the right to limit questions and direct that debate be commenced or resumed.

## Division 5 – Procedural Motions

### 43. Procedural Motions

- 43.1 Unless otherwise prohibited, a procedural motion may be moved at any time and must be dealt with immediately by the *Chair*.
- 43.2 Procedural motions require a seconder.
- 43.3 Notwithstanding any other provision in this Chapter, procedural motions must be dealt with in accordance with the following table:

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 PROCEDURAL MOTIONS TABLE
 

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Procedural Motion	Form	Mover & Seconder	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on Motion
1. Adjournment of debate to later hour and/or date	That this matter be adjourned to *am/pm and/or *date	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of a <i>Chair</i> ; (b) When another Councillor is speaking	Motion and any amendment postponed to the stated time and/or date	Debate continues unaffected	Yes
2. Adjournment of debate indefinitely	That this matter be adjourned until further notice	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of a <i>Chair</i> ; (b) When another Councillor is speaking; or (d) When the motion would have the effect of causing <i>Council</i> to be in breach of a legislative requirement	Motion and any amendment postponed but may be resumed at any later meeting if on the agenda	Debate continues unaffected	Yes
3. The closure	That the motion be now put	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	During nominations for <i>Chair</i>	Motion or amendment in respect of which the closure is carried is put to the vote immediately without debate of this motion, subject to any Councillor exercising their right to ask any question concerning or arising out of the motion	Debate continues unaffected	No

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## Division 6 – Rescission Motions

### 44. Notice of Rescission

- 44.1 A Councillor may propose a *notice of rescission* provided:
- 44.1.1 it has been signed and dated by at least three Councillors;
  - 44.1.2 the resolution proposed to be rescinded has not been acted on; and
  - 44.1.3 the *notice of rescission* is delivered to the *Chief Executive Officer* within 24 hours of the resolution having been made setting out -
    - (a) the resolution to be rescinded; and
    - (b) the meeting and date when the resolution was carried.

*It should be remembered that a notice of rescission is a form of notice of motion.*

*Accordingly, all provisions in this Chapter regulating notices of motion equally apply to notices of rescission.*

- 44.2 A resolution will be deemed to have been acted on if:
- 44.2.1 its contents have or substance has been communicated in *writing* to a person whose interests are materially affected by it; or
  - 44.2.2 a statutory process has been commenced
- so as to vest enforceable rights in or obligations on *Council* or any other person.
- 44.3 The *Chief Executive Officer* or an appropriate member of Council staff must defer implementing a resolution which:
- 44.3.1 has not been acted on; and
  - 44.3.2 is the subject of a *notice of rescission* which has been delivered to the *Chief Executive Officer* in accordance with sub-Rule 44.1.3,
- unless deferring implementation of the resolution would have the effect of depriving the resolution of efficacy.

*By way of example, assume that, on a Monday evening, Council resolves to have legal representation at a planning appeal to be heard on the following Monday. Assume also that, immediately after that resolution is made, a Councillor lodges a notice of motion to rescind that resolution. Finally, assume that the notice of rescission would not be dealt with until the next Monday evening (being the evening of the day on which the planning appeal is to be heard).*

*In these circumstances, deferring implementation of the resolution would have the effect of depriving the resolution of efficacy. This is because the notice of rescission would not be debated until after the very thing contemplated by the resolution had come and gone. In other words, by the time the notice of rescission was dealt with the opportunity for legal representation at the planning appeal would have been lost.*

*Sub-Rule 44.3 would, in such circumstances, justify the Chief Executive Officer or an appropriate member of Council staff actioning the resolution rather than deferring implementation of it.*

**45. If Lost**

If a motion for rescission is lost, a similar motion may not be put before *Council* for at least three months from the date it was last lost, unless *Council* resolves that the *notice of motion* be re-listed at a future meeting.

**46. If Not Moved**

If a motion for rescission is not moved at the meeting at which it is listed, it lapses.

**47. May Be Moved By Any Councillor**

A motion for rescission listed on an *agenda* may be moved by any Councillor in attendance but may not be amended.

**48. When Not Required**

48.1 Unless sub-Rule 48.2 applies, a motion for rescission is not required where *Council* wishes to change policy.

48.2 The following standards apply if *Council* wishes to change policy:

48.2.1 if the policy has been in force in its original or amended form for less than 12 months, a *notice of rescission* must be presented to *Council*; and

48.2.2 any intention to change a *Council* policy, which may result in a significant impact on any person, should be communicated to those affected and this may include publication and consultation, either formally or informally.

**Division 7 – Points of Order**

**49. Chair To Decide**

The *Chair* must decide all points of order by stating the provision, rule, practice or precedent which they consider applicable to the point raised without entering into any discussion or comment.

**50. Chair May Adjourn To Consider**

50.1 The *Chair* may adjourn the meeting to consider a point of order but otherwise must rule on it as soon as it is raised.

50.2 All other questions before the meeting are suspended until the point of order is decided.

**51. Dissent From Chair's Ruling**

51.1 A Councillor may move that the meeting disagree with the *Chair's* ruling on a point of order, by moving:

"That the *Chair's* ruling [setting out that ruling or part of that ruling] be dissented from".

- 51.2 When a motion in accordance with this Rule is moved and seconded, the *Chair* must leave the Chair and the Deputy Mayor (or, if there is no Deputy Mayor or the Deputy Mayor is not in attendance, temporary *Chair* elected by the meeting) must take their place.
- 51.3 The Deputy Mayor or temporary *Chair* must invite the mover to state the reasons for their dissent and the *Chair* may then reply.
- 51.4 The Deputy Mayor or temporary *Chair* must put the motion in the following form:  
"That the *Chair's* ruling be dissented from."
- 51.5 If the vote is in the negative, the *Chair* resumes the Chair and the meeting proceeds.
- 51.6 If the vote is in the affirmative, the *Chair* must then resume the Chair, reverse or vary (as the case may be) their previous ruling and proceed.
- 51.7 The defeat of the *Chair's* ruling is in no way a motion of censure or non- confidence in the *Chair*, and should not be so regarded by the meeting.

## 52. Procedure For Point Of Order

A Councillor raising a point of order must:

- 52.1 state the point of order; and
- 52.2 state any section, Rule, paragraph or provision relevant to the point of order before resuming their seat.

## 53. Valid Points Of Order

A point of order may be raised in relation to:

- 53.1 a motion, which, under Rule 24, or a question which, under Rule 54, should not be accepted by the *Chair*;
- 53.2 a question of procedure; or
- 53.3 any act of disorder.

Rising to express a difference of opinion or to contradict a speaker is not a point of order.

## Division 8 – Public Question Time

### 54. Question Time

- 54.1 There must be a public question time at every *Council meeting* fixed under Rule 10 to enable members of the public to submit questions to *Council*.
- 54.2 Sub-Rule 54.1 does not apply during any period when a meeting is closed to members of the public in accordance with section 66(2) of the *Act*.

- 54.3 Public question time will not exceed 15 minutes in duration, however the Council may determine an extensions of a further 15 minutes.
- 54.4 Questions submitted to *Council* must be:
- 54.4.1 in *writing*, state the name and address of the person submitting the question and generally be in a form approved or permitted by *Council*; and
- 54.4.2 placed in the receptacle designated for the purpose at the place of the meeting prior to 5pm on the day of the *Council meeting*, or be lodged electronically at the prescribed email address prior to 5pm on the Friday prior to the day of the *Council meeting*.
- 54.5 No person may submit more than two questions at any one meeting.
- 54.6 If a person has submitted two questions to a meeting, the second question:
- 54.6.1 may, at the discretion of the *Chair*, be deferred until all other persons who have asked a question have had their questions asked and answered; or
- 54.6.2 may not be asked if the time allotted for public question time has expired.
- 54.7 The *Chair* or a member of Council staff nominated by the *Chair* may read to those in attendance at the meeting a question which has been submitted in accordance with this Rule.
- 54.8 Notwithstanding sub-Rule 54.6, the *Chair* may refrain from reading a question or having a question read if the person who submitted the question is not present in the gallery at the time when the question is due to be read.
- 54.9 A question may be disallowed by the *Chair* if the *Chair* determines that it:
- 54.9.1 relates to a matter outside the duties, functions and powers of *Council*;
- 54.9.2 is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
- 54.9.3 deals with a subject matter already answered;
- 54.9.4 is aimed at embarrassing a Councillor or a member of Council staff;
- 54.9.5 relates to personnel matters;
- 54.9.6 relates to the personal hardship of any resident or ratepayer;
- 54.9.7 relates to industrial matters;
- 54.9.8 relates to contractual matters;
- 54.9.9 relates to proposed developments;
- 54.9.10 relates to legal advice;
- 54.9.11 relates to matters affecting the security of *Council* property; or
- 54.9.12 relates to any other matter which *Council* considers would prejudice *Council* or any person.



- 54.10 A submitter to a question that has been disallowed will be notified in writing the reason/s for not allowing the question.
- 54.11 Any question which has been disallowed by the *Chair* must be made available to any other Councillor upon request.
- 54.12 All questions and answers must be as brief as possible, and no discussion may be allowed other than by *Councillors* for the purposes of clarification.
- 54.13 Like questions may be grouped together and a single answer provided.
- 54.14 The *Chair* may nominate a Councillor or the *Chief Executive Officer* to respond to a question.
- 54.15 A Councillor or the *Chief Executive Officer* may require a question to be put on notice. If a question is put on notice, a *written* copy of the answer will be sent to the person who asked the question.
- 54.16 A Councillor or the *Chief Executive Officer* may advise *Council* that it is their opinion that the reply to a question should be given in a meeting closed to members of the public. The Councillor or *Chief Executive Officer* (as the case may be) must state briefly the reason why the reply should be so given and, unless *Council* resolves to the contrary, the reply to such question must be so given.

## Division 9 – Petitions and Joint Letters

### 55. Petitions and Joint Letters

- 55.1 Unless *Council* determines to consider it as an item of urgent business, no motion (other than a motion to receive the same) may be made on any petition, joint letter, memorial or other like application until the next fixed *Council meeting* after that at which it has been presented.
- 55.2 It is incumbent on every Councillor presenting a petition or joint letter to acquaint themselves with the contents of that petition or joint letter, and to ascertain that it does not contain language which is disrespectful towards *Council*.
- 55.3 Every Councillor presenting a petition or joint letter to *Council* must:
- 55.3.1 write or otherwise record their name at the beginning of the petition or joint letter; and
- 55.3.2 confine themselves to a statement of the persons from whom it comes, the number of signatories to it, the material matters expressed in it and the text of the prayer or request.
- 55.4 Every petition or joint letter presented to *Council* must be in *writing* (other than pencil), contain the request of the petitioners or signatories and be signed by at least 12 people.
- 55.5 Every petition or joint letter must be signed by the persons whose names are appended to it by their names or marks, and, except in cases of incapacity or sickness, by no one else and the address of every petitioner or signatory must be clearly stated.
- 55.6 Any signature appearing on a page which does not bear the text of the whole of the petition or request may not be considered by *Council*.

- 55.7 Every page of a hard copy petition or joint letter must be a single page of paper and not be posted, stapled, pinned or otherwise affixed or attached to any piece of paper other than another page of the petition or joint letter.
- 55.8 Electronic or online petitions, joint letters, memorials or like applications must contain the name, address and email address of each petitioner or signatory, which details will, for the purposes of this Rule 55, qualify as the signature of such petitioner or signatory.
- 55.9 If a petition, joint letter, memorial or other like application relates to an operational matter, *Council* must refer it to the *Chief Executive Officer* for consideration.

## Division 10 – Voting

### 56. How Motion Determined

To determine a motion before a meeting, the *Chair* must first call for those in favour of the motion and then those opposed to the motion, and must then declare the result to the meeting.

### 57. Silence

Subject to Rule 60, voting must take place in silence.

### 58. Recount

The *Chair* may direct that a vote be recounted to satisfy themselves of the result.

### 59. Casting Vote

In the event of a tied vote, the *Chair* must exercise a casting vote.

59.1 The Chair may adjourn a meeting to consider how their casting vote will be cast.

### 60. How Votes Are Cast

Voting on any matter is by show of hands or such other visible or audible means as the Chair determines.

### 61. Procedure For A Division

61.1 Immediately after any question is put to a meeting and before the next item of business has commenced, a Councillor may call for a division.

61.2 When a division is called for, the vote already taken must be treated as set aside and the division shall decide the question, motion or amendment.

61.3 When a division is called for, the *Chair* must:

61.3.1 first ask each Councillor wishing to vote in the affirmative to raise a hand and, upon such request being made, each Councillor wishing to vote in the affirmative must raise one of their hands or otherwise signify their support in a manner recognised by the Chair . The Chair must then state, and the Chief Executive Officer or any authorised officer must record, the names of those Councillors voting in the affirmative; and

61.3.2 then ask each Councillor wishing to vote in the negative to raise a hand and, upon such request being made, each Councillor wishing to vote in

the negative must raise one of his or her hands. The *Chair* must then state, and the *Chief Executive Officer* or any *authorised officer* must record, the names of those Councillors voting in the negative.

## 62. No Discussion Once Declared

Once a vote on a question has been taken, no further discussion relating to the question is allowed unless the discussion involves:

- 62.1 a Councillor requesting, before the next item of business is considered, that their opposition to a resolution be recorded in the minutes or a register maintained for that purpose; or
- 62.2 foreshadowing a *notice of rescission* where a resolution has just been made, or a positive motion where a resolution has just been rescinded.

*For example, Rule 62 would allow some discussion if, immediately after a resolution was made, a Councillor foreshadowed lodging a notice of rescission to rescind that resolution.*

*Equally, Rule 62 would permit discussion about a matter which would otherwise be left in limbo because a notice of rescission had been successful. For instance, assume that Council resolved to refuse a planning permit application. Assume further that this resolution was rescinded.*

*Without a positive resolution – to the effect that a planning permit now be granted – the planning permit application will be left in limbo. Hence the reference, in sub-Rule 62.2, to discussion about a positive motion were a resolution has just been rescinded.*

## Division 11 – Minutes

### 63. Confirmation of Minutes

- 63.1 At every *Council meeting* the minutes of the preceding meeting(s) must be dealt with as follows:
  - 63.1.1 a copy of the minutes must be delivered to each Councillor no later than 96 hours before the meeting;
  - 63.1.2 if no Councillor indicates opposition, the minutes must be declared to be confirmed;
  - 63.1.3 if a Councillor indicates opposition to the minutes:
    - (a) they must specify the item(s) to which they object;
    - (b) the objected item(s) must be considered separately and in the order in which they appear in the minutes;
    - (c) the Councillor objecting must move accordingly without speaking to the motion;
    - (d) the motion must be seconded;
    - (e) the *Chair* must ask:
 

"Is the motion opposed?"

- (f) if no Councillor indicates opposition, then the *Chair* must declare the motion carried without discussion and then ask the second of the questions described in sub-Rule 63.1.3(k);
- (g) if a Councillor indicates opposition, then the *Chair* must call on the mover to address the meeting;
- (h) after the mover has addressed the meeting, the seconder may address the meeting;
- (i) after the seconder has addressed the meeting (or after the mover has addressed the meeting if the seconder does not address the meeting), the *Chair* must invite debate by calling on any Councillor who wishes to speak to the motion, providing an opportunity to alternate between those wishing to speak against the motion and those wishing to speak for the motion;
- (j) if, after the mover has addressed the meeting, the *Chair* invites debate and no Councillor speaks to the motion, the *Chair* must put the motion; and
- (k) the *Chair* must, after all objections have been dealt with, ultimately ask:

"The question is that the minutes be confirmed" or

"The question is that the minutes, as amended, be confirmed",

and then must put the question to the vote accordingly;

- 63.1.4 a resolution of *Council* must confirm the minutes and the minutes must, if practicable, be signed by the *Chair* of the meeting at which they have been confirmed;
- 63.1.5 the minutes must be entered in the *minute book* and each item in the *minute book* must be entered consecutively; and
- 63.1.6 unless otherwise resolved or required by law, minutes of a *Delegated Committee* requiring confirmation by *Council* must not be available to the public until confirmed by *Council*.

#### **64. No Debate on Confirmation Of Minutes**

No discussion or debate on the confirmation of minutes is permitted except where their accuracy as a record of the proceedings of the meeting to which they relate is questioned.

#### **65. Deferral Of Confirmation Of Minutes**

*Council* may defer the confirmation of minutes until later in the *Council meeting* or until the next meeting if considered appropriate.

#### **66. Form and Availability of Minutes**

66.1 The *Chief Executive Officer* (or other person authorised by the *Chief Executive Officer* to attend the meeting and to take the minutes of such meeting) must keep minutes of each *Council meeting*, and those minutes must record:

- 66.1.1 the date, place, time and nature of the meeting;



- 66.1.2 the names of the Councillors in attendance and the names of any Councillors who apologised in advance for their non-attendance;
  - 66.1.3 the names of the members of Council staff in attendance;
  - 66.1.4 any disclosure of a conflict of interest made by a Councillor, including the explanation given by the Councillor under Chapter 5;
  - 66.1.5 arrivals and departures (including temporary departures) of Councillors during the course of the meeting;
  - 66.1.6 each motion and amendment moved (including motions and amendments that lapse for the want of a seconder);
  - 66.1.7 the vote cast by each Councillor upon a division and any abstention from voting;
  - 66.1.8 the vote cast by any Councillor who has requested that their vote be recorded in the minutes;
  - 66.1.9 questions upon notice;
  - 66.1.10 the failure of a quorum;
  - 66.1.11 any adjournment of the meeting and the reasons for that adjournment; and
  - 66.1.12 the time at which standing orders were suspended and resumed.
- 66.2 The *Chief Executive Officer* must ensure that the minutes of any *Council meeting* are:
- 66.2.1 published on *Council's* website; and
  - 66.2.2 available for inspection at *Council's* office during normal business hours.
- 66.3 Nothing in sub-Rule 66.2 requires *Council* or the *Chief Executive Officer* to make public any minutes relating to a *Council meeting* or part of a *Council meeting* closed to members of the public in accordance with section 66 of the *Act*.

## Division 12 – Behaviour

### 67. Public Addressing The Meeting

- 67.1 Members of the public do not have a right to address *Council* and may only do so with the consent of the *Chair* or by prior arrangement.
- 67.2 Any member of the public addressing *Council* must extend due courtesy and respect to *Council* and the processes under which it operates and must take direction from the *Chair* whenever called on to do so.
- 67.3 A member of the public in attendance at a *Council meeting* must not disrupt the meeting.

### 68. Chair May Remove

The *Chair* may order and cause the removal of any person, other than a Councillor, who disrupts any meeting or fails to comply with a direction given under sub-Rule 67.2.

*It is intended that this power be exercisable by the Chair, without the need for any Council resolution. The Chair may choose to order the removal of a person whose actions immediately threaten the stability of the meeting or wrongly threatens the Chair's authority in chairing the meeting.*

**69. Chair may adjourn disorderly meeting**

If the *Chair* is of the opinion that disorder at the *Council* table or in the gallery makes it desirable to adjourn the *Council meeting*, the Chair may adjourn the meeting to a later time on the same day or to some later day as they think proper. In that event, the provisions of sub-Rules 16.2 and 16.3 apply.

**70. Removal from Chamber**

The *Chair*, or *Council* in the case of a suspension, may ask the *Chief Executive Officer* or a member of the Victoria Police to remove from the Chamber any person who acts in breach of this Chapter and whom the *Chair* has ordered to be removed from the gallery under Rule 71.

**Division 13 – Additional Duties of Chair**

**71. The Chair's Duties And Discretions**

In addition to the duties and discretions provided in this Chapter, the *Chair*:

71.1 must not accept any motion, question or statement which is derogatory, or defamatory of any Councillor, member of Council staff, or member of the community; and

71.2 must call to order any person who is disruptive or unruly during any meeting.

**Division 14 – Suspension of Standing Orders**

**72. Suspension of Standing Orders**

72.1 To expedite the business of a meeting, *Council* may suspend standing orders.

*The suspension of standing orders should be used to enable full discussion of any issue without the constraints of formal meeting procedure.*

*Its purpose is to enable the formalities of meeting procedure to be temporarily disposed of while an issue is discussed.*

72.2 The suspension of standing orders should not be used purely to dispense with the processes and protocol of the government of *Council*. An appropriate motion would be:

"That standing order be suspended to enable discussion on....."

72.3 No motion can be accepted by the *Chair* or lawfully be dealt with during any suspension of standing orders.

72.4 Once the discussion has taken place and before any motions can be put, the resumption of standing orders will be necessary. An appropriate motion would be:

"That standing orders be resumed."

## Division 15 – Physical and Remote Attendance

### 73. Mode of Attendance

- 73.1 Each notice of meeting must indicate whether the relevant *Council meeting* is to be conducted:
- 73.1.1 wholly in person;
  - 73.1.2 wholly by electronic means; or
  - 73.1.3 partially in person and partially by electronic means.
- 73.2 The indication in the notice of meeting must be consistent with any Resolution of *Council* that has expressed a preference for, or otherwise specified, when *Council meetings* are to be conducted:
- 73.2.1 wholly in person;
  - 73.2.2 wholly by electronic means; or
  - 73.2.3 partially in person and partially by electronic means.
- 73.3 If a *Council meeting* is to be conducted wholly in person a Councillor may nonetheless request to attend by electronic means.
- 73.4 Any request made under sub-Rule 73.3 must:
- 73.4.1 be in writing;
  - 73.4.2 be given to the *Chief Executive Officer* preferably no later than 24 hours prior to the commencement of the relevant *Council meeting*; and
- 73.5 specify the reasons why the Councillor is unable or does not wish to attend the *Council meeting* in person. The *Chief Executive Officer* must ensure that any request received in accordance with sub-Rule 73.4 and any other request received from a Councillor to attend by electronic means is made known at the commencement of the relevant *Council meeting*.
- 73.6 *Council* may approve and must not unreasonably refuse any request.
- 73.7 A Councillor who is *attending* a *Council meeting* by electronic means is responsible for ensuring that they are able to access such equipment and are in such an environment that facilitates participation in the *Council meeting*.
- 73.8 Without detracting from anything said in sub-Rule 73.7 a Councillor who is *attending* a meeting by electronic means must be able to:
- 73.8.1 hear the proceedings;
  - 73.8.2 see all Councillors and members of Council staff who are also *attending* the *Council meeting*, at least while a Councillor or member of Council staff is speaking;
  - 73.8.3 be seen by all Councillors, members of Council staff and members of the public who are physically present at the *Council meeting*; and

73.8.4 be heard when they speak.

73.9 If the conditions of sub-Rule 73.8 cannot be met by one or more Councillors *attending a Council meeting*, whether because of technical difficulties or otherwise:

73.9.1 the *Council meeting* will nonetheless proceed as long as a quorum is present; and

73.9.2 the relevant Councillor (or Councillors) will be treated as being absent from the *Council meeting* or that part of the *Council meeting*

unless the *Council meeting* has been adjourned in accordance with *these Rules*.

73.10 Nothing in this Rule 73 prevents a Councillor from joining (or re-joining) a *Council meeting* at the time that they achieve compliance with sub-Rule 73.9 even if the *Council meeting* has already commenced or has continued in their absence

#### **74. Meetings Conducted Remotely**

If a Council meeting is conducted:

*wholly or partially by electronic means*, the *Chair* may, with the consent of the meeting, modify the application of any of the Rules in this Chapter to facilitate the more efficient and effective transaction of the business of the meeting.

### **Division 16 – Miscellaneous**

#### **75. Criticism of members of Council staff**

75.1 The *Chief Executive Officer* may make a brief statement at a *Council meeting* in respect of any statement by a Councillor made at the *Council meeting* criticising them or any member of Council staff.

75.2 A statement under sub-Rule 75.1 must be made by the *Chief Executive Officer*, through the *Chair*, as soon as it practicable after the Councillor who made the statement has resumed their seat.

#### **76. Procedure not provided in this Chapter**

In all cases not specifically provided for by this Chapter, resort must be had to the Standing Orders and Rules of Practice of the Upper House of the Victorian Parliament (so far as the same are capable of being applied to *Council proceedings*).



## Chapter 3 – Meeting Procedure for Delegated Committees

### 1. Meeting Procedure Generally

If *Council* establishes a *Delegated Committee*:

- 1.1 all of the provisions of Chapter 2 apply to meetings of the *Delegated Committee*; and
- 1.2 any reference in Chapter 2 to:
  - 1.2.1 a *Council meeting* is to be read as a reference to a *Delegated Committee* meeting;
  - 1.2.2 a Councillor is to be read as a reference to a member of the *Delegated Committee*; and
  - 1.2.3 the Mayor is to be read as a reference to the Chair of the *Delegated Committee*.

### 2. Meeting Procedure Can Be Varied

Notwithstanding Rule 1, if *Council* establishes a *Delegated Committee* that is not composed solely of Councillors:

- 2.1 *Council* may; or
- 2.2 the *Delegated Committee* may, with the approval of *Council*

resolve that any or all of the provisions of Chapter 2 are not to apply to a meeting of the *Delegated Committee*, in which case the provision or those provisions will not apply until *Council* resolves, or the *Delegated Committee* with the approval of *Council* resolves, otherwise.

## **Chapter 4 – Meeting Procedure for Community Asset Committees**

### **1. Introduction**

In this Chapter, “Instrument of Delegation” means an instrument of delegation made by the *Chief Executive Officer* under section 47(1)(b) of the *Act*.

### **2. Meeting Procedure**

Unless anything in the Instrument of Delegation provides otherwise, the conduct of a meeting of a *Community Asset Committee* is in the discretion of the *Community Asset Committee*.

## Chapter 5 – Disclosure of Conflicts of Interest

### 1. Definition

In this Chapter:

- 1.1 “meeting conducted under the auspices of *Council*” means a meeting of the kind described in section 131(1) of the Act, and includes a meeting referred to in Rule 1 of Chapter 6 (whether such a meeting is known as a ‘Councillor Briefing’ or by some other name); and
- 1.2 a member of a *Delegated Committee* includes a Councillor.

### 2. Disclosure of a Conflict of Interest at a Council Meeting

A Councillor who has a conflict of interest in a matter being considered at a *Council meeting* at which they:

- 2.1 is in attendance must disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance at the *Council meeting* immediately before the matter is considered and indicating whether it is a general conflict of interest or a material conflict of interest; or
- 2.2 intend to attend must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Council meeting* commences a written notice:
- 2.2.1 advising of the conflict of interest;
- 2.2.2 explaining the nature of the conflict of interest; and indicating whether it is a general conflict of interest or a material conflict of interest; and
- 2.2.3 detailing, if the nature of the conflict of interest involves a Councillor’s relationship with or a gift from another person, the:
- (a) name of the other person;
- (b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
- (c) nature of that other person’s interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those in attendance that they have a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Council meeting* immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

### 3. Disclosure of Conflict of Interest at a Delegated Committee Meeting

A member of a *Delegated Committee* who has a conflict of interest in a matter being considered at a *Delegated Committee* meeting at which they:

- 3.1 is in attendance must disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance at the *Delegated Committee* meeting immediately before the matter is considered; and indicating whether it is a general conflict of interest or a material conflict of interest; or

- 3.2 intend to attend must disclose that conflict of interest by providing to the *Chief Executive Officer* before the Delegated Committee meeting commences a written notice:
- 3.2.1 advising of the conflict of interest;
  - 3.2.2 explaining the nature of the conflict of interest; and indicating whether it is a general conflict of interest or a material conflict of interest; and
  - 3.2.3 detailing, if the nature of the conflict of interest involves a member of a *Delegated Committee's* relationship with or a gift from another person the:
    - (a) name of the other person;
    - (b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
  - 3.2.4 nature of that other person's interest in the matter,
- and then immediately before the matter is considered at the meeting announcing to those in attendance that they have a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

**4. The member of a *Delegated Committee* must, in either event, leave the *Delegated Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.**

**Disclosure of a Conflict of Interest at a Community Asset Committee Meeting**

A Councillor who has a conflict of interest in a matter being considered at a *Community Asset Committee* meeting at which they:

- 4.1 are in attendance must disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance at the *Community Asset Committee* meeting immediately before the matter is considered and indicating whether it is a general conflict of interest or a material conflict of interest; or
- 4.2 intend to attend must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Community Asset Committee* meeting commences a written notice:
  - 4.2.1 advising of the conflict of interest;
  - 4.2.2 explaining the nature of the conflict of interest; and indicating whether it is a general conflict of interest or a material conflict of interest; and
  - 4.2.3 detailing, if the nature of the conflict of interest involves a member of a Councillor's relationship with or a gift from another person the:
    - (a) name of the other person;
    - (b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
  - 4.2.4 nature of that other person's interest in the matter,



and then immediately before the matter is considered at the meeting announcing to those in attendance that they have a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Committee Asset Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

## 5. Disclosure at a Meeting Conducted Under the Auspices of Council

A Councillor who has a conflict of interest in a matter being considered by a meeting conducted under the auspices of *Council* at which they are in attendance must:

- 5.1 disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance at the meeting immediately before the matter is considered and indicating whether it is a general conflict of interest or a material conflict of interest;
- 5.2 absent themselves from any discussion of the matter; and
- 5.3 as soon as practicable after the meeting concludes provide to the *Chief Executive Officer* a written notice recording that the disclosure was made and accurately summarising the explanation given to those in attendance at the meeting.

## 6. Disclosure by Members of Council Staff Preparing Reports for Meetings

6.1 A member of Council staff who, in their capacity as a member of Council staff, has a conflict of interest in a matter in respect of which they are preparing or contributing to the preparation of a Report for the consideration of a:

- 6.1.1 *Council meeting*;
- 6.1.2 *Delegated Committee meeting*;
- 6.1.3 *Community Asset Committee meeting*

must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* disclosing the conflict of interest and explaining the nature of the conflict of interest and indicating whether it is a general conflict of interest or a material conflict of interest.

- 6.2 The *Chief Executive Officer* must ensure that the Report referred to in sub-Rule 6.1 records the fact that a member of Council staff disclosed a conflict of interest in the subject-matter of the Report.
- 6.3 If the member of Council staff referred to in sub-Rule 6.1 is the *Chief Executive Officer*:
  - 6.3.1 the written notice referred to in sub-Rule 6.1 must be given to the *Mayor*; and
  - 6.3.2 the obligation imposed by sub-Rule 6.2 may be discharged by any other member of Council staff responsible for the preparation of the Report.

**7. Disclosure of Conflict of Interest by Members of Council Staff in the Exercise of Delegated Power**

- 7.1 A member of Council staff who has a conflict of interest in a matter requiring a decision to be made by the member of Council staff as delegate must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* explaining the nature of the conflict of interest and indicating whether it is a general conflict of interest or a material conflict of interest.
- 7.2 If the member of Council staff referred to in sub-Rule 7.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

**8. Disclosure by a Member of Council Staff in the Exercise of a Statutory Function**

- 8.1 A member of Council staff who has a conflict of interest in a matter requiring a statutory function to be performed under an Act by the member of Council staff must, upon becoming aware of the conflict of interest, immediately provide a written notice to the *Chief Executive Officer* explaining the nature of the conflict of interest and indicating whether it is a general conflict of interest or a material conflict of interest..
- 8.2 If the member of Council staff referred to in sub-Rule 8.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

**9. Retention of Written Notices**

The *Chief Executive Officer* must retain all written notices received under this Chapter for a period of three years.

## Chapter 6 – Miscellaneous

### 1. Informal Meetings of Councillors

If there is a meeting of Councillors that:

- 1.1 is scheduled or planned for the purpose of discussing the business of *Council* or briefing Councillors;
- 1.2 is attended by at least one member of Council staff; and
- 1.3 is not a *Council meeting*, *Delegated Committee* meeting or *Community Asset Committee* meeting

the *Chief Executive Officer* must ensure that a summary of the matters discussed at the meeting are:

- (a) tabled at the next convenient *Council meeting*; and
- (b) recorded in the minutes of that *Council meeting*.

### 2. Confidential Information

- 2.1 If the *Chief Executive Officer* is of the opinion that information relating to a meeting is confidential information within the meaning of the *Act*, they may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.
- 2.2 Information which has been designated by the *Chief Executive Officer* as confidential information within the meaning of the *Act*, and in respect of which advice has been given to Councillors and/or members of Council staff in writing accordingly, will be presumed to be confidential information. Nothing in sub-Rule 2.2 will, without more, mean that information designated by the *Chief Executive Officer* under sub-Rule 2.1 satisfies the definition of “confidential information” contained in section 3(1) of the *Act*.

## Chapter 7 – Election Period Policy

### COUNCIL ELECTION PERIOD POLICY 2020

#### 1. PURPOSE

This policy provides a framework for the conduct of Council business during the 2020 general election period. It establishes a series of caretaker practices, which aim to ensure that prohibited decisions and actions of the current Council are not made, and ensure the use of Council resources and information throughout the election period is in accordance with the caretaker provisions of the *Local Government Act 2020*. This policy is designed to prevent the Council from making prohibited decisions or using resources inappropriately during the election period before the general election.

#### 2. INTRODUCTION

Victorian Councils are required to observe special “caretaker arrangements” during a general election period. Caretaker arrangements aim to avoid the use of public resources in a way that may unduly affect the election result and minimise decisions that may unduly limit the decision-making ability of the incoming council. Section 69 of the *Local Government Act 2020* requires that Council prepare, adopt and maintain an election period policy in relation to procedures to be applied by Council during the election period for a general election and any by-election.

#### 3. SCOPE

This policy applies to individual Councillors, the Council as a Body Corporate, Delegated Committees of the Council, the Chief Executive Officer, Executive Managers, all Council staff and any person acting on behalf of the organisation under a delegation.

#### 4. PRINCIPLES

Councillors and staff are committed to the lawful, transparent, fair and un-biased conduct of Council elections and will ensure that the terms, conditions and arrangements provided for under this policy will be adhered to. In addition, the reporting requirements contained in the Council’s Public Interest Disclosure Guidelines and the Management of the Public Interest Disclosures Procedure will be followed where disclosures of improper or corrupt conduct or detrimental action by Councillors or employees, in regard to election-related matters, are made.

##### 4.1 Prohibited Decisions

- 4.1.1 Council is prohibited from making any Council decision:
- (a) during the election period for a general election that:
    - (i) relates to the appointment or remuneration of the Chief Executive Officer but not to the appointment or remuneration of an Acting Chief Executive Officer; or
    - (ii) commits the Council to expenditure exceeding one per cent (1%) this amounts refers to \$266,850 (for purchase of goods or services) or \$200,000 (for carrying out of works). of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; or
    - (iii) the Council considers could be reasonably deferred until the next Council is in place; or



- (iv) the Council considers should not be made during an election period; or
- (b) during the election period for a general election or a by-election that would enable the use of Council's resources in a way that is intended to influence, or is likely to influence, voting at the election.

- 4.1.2 For the purposes of clause 4.1.1 of this policy, **Council decision** means the following:
- (a) a resolution made at a Council meeting;
  - (b) a resolution made at a meeting of a delegated committee; or
  - (c) the exercise of a power or the performance of a duty or function of Council by a member of Council staff (which includes the Chief Executive Officer) or a Community Asset Committee under delegation.

## 4.2 Council Publications and Communications

Section 304 of the *Local Government Act 2020* prohibits Council from printing, publishing and distributing material that is electoral matter during an election period. Electoral matter is broadly defined to be matter which is intended or likely to affect voting in an election. This limitation does not apply to electoral material that is only about the election process.

There is a requirement that the Chief Executive Officer is familiar with the requirements of the *Local Government Act 2020*, and any other requirements, with respect to the printing, publishing and/or distribution of electoral publications.

The Chief Executive Officer will review and approve all publications throughout the election period prior to publication, to ensure that they comply with the requirements of Section 304. This includes Council newsletters, handbills, pamphlets, advertisements and notices, media releases, brochures, leaflets and mail-outs (whether electronic or otherwise). This also applies to publication of material on Council's website and the social media.

In accordance with the intent of the *Local Government Act 2020*:

- the Chief Executive Officer must not intentionally or recklessly approve an electoral advertisement, handbill, pamphlet or notice during the election period unless it only contains information about the election process
- the Chief Executive Officer must not delegate the power to approve any advertisement, handbill, pamphlet or notice under this section to a member of Council staff
- a Councillor or member of Council staff must not intentionally or recklessly print, publish or distribute or cause, permit or authorise to be printed, published or distributed an electoral advertisement, handbill, pamphlet or notice during the election period on behalf of, or in the name of, the Council or on behalf of, or in the name of, a Councillor using Council resources if the electoral advertisement, handbill, pamphlet or notice has not been certified by the Chief Executive Officer under this section.

The requirements, above, do not apply to the publication of any document published before the commencement of the election period and to publication of any document required to be published in accordance with, or under, any Act or regulation.

Official media statements will only be made by the Chief Executive Officer during the election period, including radio and television interviews. In as much as it is possible throughout the election period,

Council publicity and communications will be restricted to promoting normal Council activities and services and informing residents about the election process.

#### **4.3 Council and Delegated Committee meetings**

The Chief Executive Officer will ensure that arrangements are in place so that papers prepared for council or delegated committee meetings during the election period do not include any agenda matter that could potentially influence voters' intentions at the forthcoming election or could encourage councillor candidates to use the matter as part of their campaign platform.

During the election period, Councillors will refrain from moving motions on or raise matters at a meeting that could potentially influence voting at the election. Council will not consider decisions relating to the following matters during the election period:

- allocation of community grants or other direct funding to community organisations
- major planning scheme amendments
- changes to strategic objectives and strategies in the council plan.

#### **4.4 Use of Public Resources**

Public resources must not be used in any way that may influence the way people vote in the general election or give Councillors any inappropriate real or perceived electoral advantage. The following guidelines during the election period will apply:

- Council resources, including offices, support staff, hospitality, equipment, email, mobile phones and stationery will be used exclusively for normal Council business and will not be used in connection with election campaigning.
- Any resource provided to a Councillor which has an expressly permitted private-use component (e.g. the mayoral vehicle) may still be used for private purposes, but nothing in connection with election campaigning.
- Reimbursement of out-of-pocket expenses for sitting Councillors during the election period will only apply to costs that have been incurred in the performance of normal Council duties and not for expenses that could be perceived as supporting, or being connected with, a candidate's election campaign.
- The council logo, letterhead or other Horsham Rural City Council branding will not be used for, or linked in any way to, a candidate's election campaign.
- Council officers will not be asked to undertake any tasks connected with a candidate's election campaign.
- Any requests for provision of information or advice held by Council, made by a sitting Councillor or candidate, should be directed to the Chief Executive Officer or appropriate senior management member. There shall be complete transparency in the provision of all information and advice and any information or advice provided to a sitting Councillor or candidate as part of the conduct of the Council election will be provided equally to all candidates and made available in an accessible format if requested.

Councillors will continue to automatically access council-held documents during the election period, but only as is necessary for them to perform their current role and functions.

#### **4.5 Public Consultation, Council Events and other activities**

Consultation forms an integral part of policy development and operations; however, consultation undertaken close to a general election may become an election issue in itself and influence voting.

Issues raised through the consultation and decisions that follow may also unreasonably bind the incoming council.

## **Events**

The scheduling of council events in the lead-up to elections also frequently raises concerns over their potential use by sitting councillors for electioneering purposes. Events and functions can take many forms including conferences, workshops, forums, launches/openings, promotional activities, and social occasions (such as dinners, receptions and balls).

Any public consultation or scheduling of council events during the election period will be reviewed by the Chief Executive Officer who may determine that an individual activity or event is:

- not permitted to proceed; or
- is permitted to proceed but subject to any restrictions which the Chief Executive Officer may impose.

## **Consultation**

If the Chief Executive Officer determines that consultation must be undertaken or an event held during this time, the Chief Executive Officer (on behalf of the Council) must justify to the community the special circumstances making it necessary and how risks over influencing the election will be mitigated or prevented.

Public consultation must be undertaken during an election period if the consultation is mandated by legislation.

Where consultation is discretionary then the consultation can occur during the election period but only after the Chief Executive Officer determines whether or not the consultation will influence the outcome of the election. If the matter subject to the consultation is likely to be closely associated in the minds of voters with a particular candidate or group of candidates then it may be prudent for the Chief Executive Officer to delay the consultation until after the election period.

## **Councillor attendance at events and functions**

Councillors can continue to attend events and functions during an election period provided that their attendance is consistent with the ordinary course of their Council duties.

If a Councillor is asked to give a speech at an event or function during an election period then they should take particular care to only use or provide information that would generally be the nature of a speech to the relevant audience.

## **Council staff activities during an election period**

Council staff should not undertake any activity that may influence the outcome of an election, except where the activity relates to the election process and is authorised by the Chief Executive Officer.

Council staff should not authorise, use or allocate a Council resource for any purpose which may influence voting in the election, except where it relates to the election process and is authorised by the Chief Executive Officer.

This includes making Council resources available to Councillors for campaign purposes. Council staff must not assist any Councillor with their election campaign at any time, including outside working hours. Where the use of Council resources could be construed as being related to a candidate's election campaign, the incident must be reported to the Chief Executive Officer.

#### 4.6 Record keeping

The Chief Executive Officer shall keep a documented record of all:

- documentation reviewed
- documentation approved
- media or other statements released
- information or advice provided on request to a sitting Councillor or candidate
- information relating to events and consultation permitted to proceed, under this policy during the election period.

### 5. COMMUNICATION

Individual Councillors, Reception (Civic Centre and Natimuk), Website, Intranet

### 6. RESPONSIBILITY

**Policy Owner:** Director Corporate Services

### 7. DEFINITIONS

Definition	Meaning
Council as a Body Corporate	Refers to decisions and actions arising from a meeting of the Horsham Rural City Council.
Delegation	Principally a formal document issued by the Council or the Chief Executive Officer which empowers another officer or officers to undertake an action, duty or responsibility, but an individual may have authority arising from an informal or implied direction or instruction (delegation) from a body or senior person.
Election period (also known as Caretaker Period)	Is defined in the <i>Local Government Act 2020</i> to be the period from the last day of nominations until the election day (a 32 day period). In conjunction with Section 44(1) of the Interpretation of Legislation Act 1984, the first day of the period for the 2020 general election will therefore be Tuesday, 22nd September 2020.
Prohibited Decision or Prohibited Action	A decision or action whenever made by the current Council that binds the incoming Council and limits its freedom of action.

### 8. SUPPORTING DOCUMENTS

Document	Location
Local Government Act 2020	Internet
Public Interest Disclosures Guidelines	HRCC Intranet
Management of Public Interest Disclosures Procedure	HRCC Intranet

### 9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	15 February 2016	Council	Replaces Council Election Caretaker Arrangements Policy 2019	1 October 2019
02	28 October 2019	Council	Review	1 October 2023
03	21 September 2020	Council	Review in line with <i>Local Government Act 2020</i>	1 October 2023





# GOVERNANCE RULES

## SEPTEMBER 2022

(ADOPTED BY COUNCIL: \*\* \*\*\*\*\* 2022)

## GOVERNANCE RULES

### Introduction

#### 1. Nature of Rules

These are the Governance Rules of **Horsham Rural City** Council, made in accordance with section 60 of the *Local Government Act 2020*.

#### 2. Date of Commencement

These Governance Rules commence on ~~24~~ September 202~~20~~.

#### 3. Contents

These Governance Rules are divided into the following Chapters:

Chapter	Name
Chapter 1	Governance Framework
Chapter 2	Meeting Procedure for Council Meetings
Chapter 3	Meeting Procedure for Delegated Committees
Chapter 4	Meeting Procedure for Community Asset Committees
Chapter 5	Disclosure of Conflicts Of Interest
Chapter 6	Miscellaneous
Chapter 7	Election Period Policy

#### 4. Definitions

In these Governance Rules, unless the context suggests otherwise the following words and phrases mean:

*Act* means the *Local Government Act 2020*.

*attend, attending and in attendance include attend, attending or in attendance by electronic means.*

*Chief Executive Officer* includes an Acting Chief Executive Officer.

*Community Asset Committee* means a Community Asset Committee established under section 65 of the Act.

*Council* means **Horsham Rural City** Council.

*Council meeting* has the same meaning as in the Act.

*Delegated Committee* means a Delegated Committee established under section 63 of the Act.

*Mayor* means the Mayor of *Council*.

*these Rules* means these Governance Rules.

## Chapter 1 – Governance Framework

### 1. Context

*These Rules* should be read in the context of and in conjunction with:

- (a) the overarching governance principles specified in section 9(2) of the *Act*; and
- (b) the following documents adopted or approved by *Council*:
  - (i) Council Plan
  - (ii) Councillor Code of Conduct

### 2. Decision Making

- (a) In any matter in which a decision must be made by *Council* (including persons acting with the delegated authority of *Council*), *Council* must consider the matter and make a decision:
  - (i) fairly, by giving consideration and making a decision which is balanced, ethical and impartial; and
  - (ii) on the merits, free from favouritism or self-interest and without regard to irrelevant or unauthorised considerations
- (b) *Council* must, when making any decision to which the principles of natural justice apply, adhere to the principles of natural justice (including, without limitation, ensuring that any person whose rights will be directly affected by a decision of *Council* is entitled to communicate their views and have their interests considered).
- (c) Without limiting anything in paragraph (b) of this sub-Rule:
  - (i) before making a decision that will directly affect the rights of a person, *Council* (including any person acting with the delegated authority of *Council*) must identify the person or persons whose rights will be directly affected, give notice of the decision which *Council* must make and ensure that such person or persons have an opportunity to communicate their views and have their interests considered before the decision is made;
  - (ii) if a report to be considered at a *Council meeting* concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered;
  - (iii) if a report to be considered at a *Delegated Committee* meeting concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered; and
  - (iv) if a member of Council staff proposes to make a decision under delegation and that decision will directly affect the rights of a person or persons, the member of Council staff must, when making that decision, complete a Delegate Report that records that notice of the decision to be made was given to the person or persons and such person or persons were provided with an opportunity to communicate their views and their interests considered.

## Chapter 2 – Meeting Procedure for Council Meetings

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## Part A – Introduction

### 1. Title

This Chapter will be known as the "Meeting Procedure ~~Chapter~~Local Law".

### 2. Purpose of this Chapter

The purpose of this Chapter is to:

- 2.1 provide for the election of the Mayor and any Deputy Mayor;
- 2.2 provide for the appointment of any Acting Mayor; and
- 2.3 provide for the procedures governing the conduct of *Council meetings*.

### 3. Definitions and Notes

#### 3.1 In this Chapter:

"*agenda*" means the notice of a meeting setting out the business to be transacted at the meeting;

"*Chair*" means the Chairperson of a meeting and includes a Councillor who is appointed by resolution to chair a meeting under section 61(3) of the *Act*;

"*minute book*" means the collective record of proceedings of *Council*;

"*municipal district*" means the municipal district of *Council*;

"*notice of motion*" means a notice setting out the text of a motion, which it is proposed to move at the next relevant meeting;

"*notice of rescission*" means a *notice of motion* to rescind a resolution made by *Council*; and

"*written*" includes duplicated, lithographed, photocopied, printed and typed, and extends to both hard copy and soft copy form, and *writing* has a corresponding meaning.

- 3.2 Introductions to Parts, headings and notes are explanatory notes and do not form part of this Chapter. They are provided to assist understanding.

## Part B – Election of Mayor, Deputy Mayor and Chairs of Delegated Committees

**Introduction:** This Part is concerned with the annual election of the *Mayor*. It describes how the *Mayor* is to be elected.

### 4. Election of the *Mayor*

The *Chief Executive Officer* must facilitate the election of the *Mayor* in accordance with the provisions of the *Act*.

### 5. Method of Voting

The election of the *Mayor* must be carried out by a show of hands or such other visual or audible means as the *Chief Executive Officer* determines.

### 6. Determining the election of the *Mayor*

6.1 The *Chief Executive Officer* must open the meeting at which the *Mayor* is to be elected, and invite nominations for the office of *Mayor*.

6.2 Any nominations for the office of *Mayor* must be:

6.2.1 in writing and in a form prescribed by the *Chief Executive Officer*; and

6.2.2 seconded by another Councillor.

6.3 Once nominations for the office of *Mayor* have been received, the following provisions will govern the election of the *Mayor*:

6.3.1 if there is only one nomination, the candidate nominated must be declared to be duly elected;

6.3.2 if there is more than one nomination, the Councillors present at the meeting must vote for one of the candidates;

6.3.3 in the event of a candidate receiving an absolute majority of the votes, that candidate is declared to have been elected;

6.3.4 in the event that no candidate receives an absolute majority of the votes, and it is not resolved to conduct a new election at a later date and time, the candidate with the fewest number of votes must be declared to be a defeated candidate. The Councillors present at the meeting must then vote for one of the remaining candidates;

6.3.5 if one of the remaining candidates receives an absolute majority of the votes, he or she is duly elected. If none of the remaining candidates receives an absolute majority of the votes, the process of declaring the candidates with the fewest number of votes a defeated candidate and voting for the remaining candidates must be repeated until one of the candidates receives an absolute majority of the votes. That candidate must then be declared to have been duly elected;

6.3.6 in the event of two or more candidates having an equality of votes and one of them having to be declared:

(a) a defeated candidate; and

(b) duly elected

the declaration will be determined by lot.

- 6.3.7 if a lot is conducted, the *Chief Executive Officer* will have the conduct of the lot and the following provisions will apply:
- (a) each candidate will draw one lot;
  - (b) the order of drawing lots will be determined by the alphabetical order of the surnames of the Councillors who received an equal number of votes except that if two or more such Councillors' surnames are identical, the order will be determined by the alphabetical order of the Councillors' first names; and
  - (c) as many identical pieces of paper as there are Councillors who received an equal number of votes must be placed in a receptacle. If the lot is being conducted to determine who is a defeated candidate, the word "Defeated" shall be written on one of the pieces of paper, and the Councillor who draws the paper with the word "Defeated" written on it must be declared the defeated candidate (in which event a further vote must be taken on the remaining candidates unless there is only one candidate remaining, in which case that candidate will be declared to have been duly elected).

## 7. Election of Deputy Mayor and Chairs of Delegated Committees

Any election for:

- 7.1 any office of Deputy Mayor; or
- 7.2 Chair of a *Delegated Committee*

will be regulated by Rules 4-6 (inclusive) of this Chapter, as if the reference to the:

- 7.3 *Chief Executive Officer* is a reference to the *Mayor*; and
- 7.4 *Mayor* is a reference to the Deputy Mayor or the Chair of the *Delegated Committee* (as the case may be).

## 8. Appointment of Acting Mayor

If *Council* has not established an office of Deputy Mayor and it becomes required to appoint an Acting Mayor, it can do so by:

- 8.1 resolving that a specified Councillor be so appointed; or
- 8.2 following the procedure set out in Rules 5 and 6 (inclusive) of this Chapter, at its discretion.

## 9. Ceremonial Mayoral Speeches

- 9.1 Upon being elected, the Mayor and outgoing Mayor may make a ceremonial speech.
- 9.2 The purpose of the ceremonial Mayoral speeches is to highlight priorities for the year ahead and the previous year.



## Part C – Meetings Procedure

**Introduction:** This Part is divided into a number of Divisions. Each Division addresses a distinct aspect of the holding of a meeting. Collectively, the Divisions describe how and when a meeting is convened, when and how business may be transacted at a meeting.

### Division 1 – Notices of Meetings and Delivery of Agendas

#### 10. Dates and Times of Meetings Fixed by Council

Subject to Rule 12, *Council* must from time to time fix the date, time and place of all *Council meetings*.

#### 11. Council May Alter Meeting Dates

*Council* may change the date, time and place of any *Council meeting* which has been fixed by it and must provide reasonable notice of the change to the public.

#### 12. Meetings Not Fixed by Council (Unscheduled or Special Meetings)

12.1 The *Mayor* or at least 3 Councillors may by a *written* notice call a *Council meeting*.

12.2 The notice must specify the date and time of the *Council meeting* and the business to be transacted.

12.3 The *Chief Executive Officer* must convene the *Council meeting* as specified in the notice.

12.4 Unless all Councillors are ~~in attendance~~ present and unanimously agree to deal with any other matter, only the business specified in the *written* notice can be transacted at the *Council meeting*.

#### 13. Notice Of Meeting

13.1 A notice of meeting, incorporating or accompanied by an *agenda* of the business to be dealt with, must be delivered or sent electronically to every Councillor for all *Council meetings* at least 96 hours before the meeting.

13.2 Notwithstanding sub-Rule 13.1, a notice of meeting need not be delivered or sent electronically to any Councillor who has been granted leave of absence unless the Councillor has requested the *Chief Executive Officer* in *writing* to continue to give notice of any meeting during the period of ~~their~~ ~~his or her~~ absence.

13.3 That the agenda be made available to members of the public by 5pm 4 days prior to the meeting via the website.

13.4 Reasonable notice of each *Council meeting* must be provided to the public. *Council* may do this:

13.4.1 for *meetings* which it has fixed by preparing a schedule of meetings annually, twice yearly or from time to time, and arranging publication of such schedule in a newspaper generally circulating in the *municipal district* either at various times throughout the year, or prior to each such *Council meeting*; and

13.4.2 for any meeting by giving notice on its website and:

(a) in each of its Customer Service Centres; and/or

- (b) in at least one newspaper generally circulating in the *municipal district*.

## Division 2 – Quorums

### 14. Inability To Obtain A Quorum

If after 30 minutes from the scheduled starting time of any *Council meeting*, a quorum cannot be obtained:

- 14.1 the meeting will be deemed to have lapsed;
- 14.2 the *Mayor* must convene another *Council meeting*, the *agenda* for which will be identical to the *agenda* for the lapsed meeting; and
- 14.3 the *Chief Executive Officer* must give all Councillors *written* notice of the meeting convened by the *Mayor*.

### 15. Inability To Maintain A Quorum

- 15.1 If during any *Council meeting*, a quorum cannot be maintained then Rule 14 will apply as if the reference to the meeting is a reference to so much of the meeting as remains.
- 15.2 Sub-Rule 15.1 does not apply if the inability to maintain a quorum is because of the number of Councillors who have a conflict of interest in the matter to be considered.

### 16. Adjourned Meetings

- 16.1 *Council* may adjourn any meeting to another date or time but cannot in the absence of disorder or a threat to the safety of any Councillor or member of Council staff adjourn a meeting in session to another place.
- 16.2 The *Chief Executive Officer* must give *written* notice to each Councillor of the date, time and place to which the meeting stands adjourned and of the business remaining to be considered.
- 16.3 If it is impracticable for the notice given under sub-Rule 16.2 to be in *writing*, the *Chief Executive Officer* must give notice to each Councillor by telephone or in person.

### 17. Time limits for Meetings

- 17.1 A *Council meeting* must not continue after 9:30pm unless a majority of Councillors ~~who are in attendance~~ ~~present~~ vote in favour of it continuing.
- 17.2 A meeting cannot be continued for more than 30 minutes (or a further 30 minutes, if a majority of Councillors has already voted to continue it for 30 minutes).
- 17.3 In the absence of such continuance, the meeting must stand adjourned to a time, date and place announced by the *Chair* immediately prior to the meeting standing adjourned. In that event, the provisions of sub-Rules 16.2 and 16.3 apply.

### 18. Cancellation or Postponement of a Meeting

- 18.1 The *Chief Executive Officer* following consultation with the *Mayor* if possible may, in the case of an emergency necessitating the cancellation or postponement of a *Council meeting*, cancel or postpone a *Council meeting*.

- 18.2 The *Chief Executive Officer* must present to the immediately following *Council meeting* a *written* report on any exercise of the power conferred by sub-Rule 18.1.

### Division 3 – Business of Meetings

#### 19. Agenda and the Order Of Business

The *agenda* for and the order of business for a *Council meeting* is to be determined by the *Chief Executive Officer* so as to facilitate and maintain open, efficient and effective processes of government.

#### 20. Change To Order Of Business

Once an *agenda* has been sent to Councillors, the order of business for that *Council meeting* may be altered with the consent of *Council*.

#### 21. Urgent Business

If the *agenda* for an *Council meeting* makes provision for urgent business, business cannot be admitted as urgent business other than by resolution of *Council* and only then if it:

- 21.1 relates to or arises out of a matter which has arisen since distribution of the *agenda*; and
- 21.2 cannot safely or conveniently be deferred until the next *Council meeting*.

### Division 4 – Motions and Debate

#### 22. Councillors May Propose *Notices Of Motion*

Councillors may ensure that an issue is listed on an *agenda* by lodging a *Notice of Motion*.

#### 23. Notice Of Motion

- 23.1 A *notice of motion* must be in *writing* signed by a Councillor, and be lodged with or sent to the *Chief Executive Officer* at least 24 hours before the Agenda is finalised and distributed to allow sufficient time for ~~him or her~~ the Chief Executive Officer to include the *notice of motion* in agenda papers for a *Council meeting*.
- 23.2 The *Chief Executive Officer* following consultation with the Mayor if possible may reject any *notice of motion* which:
- 23.2.1 is vague or unclear in intention
- 23.2.2 it is beyond *Council's* power to pass; or
- 23.2.3 if passed would result in *Council* otherwise acting invalidly
- but must:
- 23.2.4 give the Councillor who lodged it an opportunity to amend it prior to rejection, if it is practicable to do so; and
- 23.2.5 notify in *writing* the Councillor who lodged it of the rejection and reasons for the rejection.
- 23.3 The full text of any *notice of motion* accepted by the *Chief Executive Officer* must be included in the *agenda*.

- 23.4 The *Chief Executive Officer* must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.
- 23.5 Except by leave of *Council*, each *notice of motion* before any meeting must be considered in the order in which they were entered in the notice of motion register.
- 23.6 If a Councillor who has given a *notice of motion* is absent from the meeting or fails to move the motion when called upon by the *Chair*, any other Councillor may move the motion.
- 23.7 If a *notice of motion* is not moved at the *Council meeting* at which it is listed, it lapses.
- 23.8 Unless the Council resolves to relist at a future meeting a Notice of Motion which has been lost or not moved, a similar motion must not be put before the Council for at least three (3) months from the date it was lost.

## 24. Chair's Duty

Any motion which is determined by the *Chair* to be:

- 24.1 defamatory;
- 24.2 objectionable in language or nature;
- 24.3 vague or unclear in intention;
- 24.4 outside the powers of *Council*; or
- 24.5 irrelevant to the item of business on the *agenda* and has not been admitted as urgent, or purports to be an amendment but is not,

must not be accepted by the *Chair*.

## 25. Introducing a Report

- 25.1 Before a *written* report is considered by *Council* and any motion moved in relation to such report, a member of Council staff may introduce the report by indicating in not more than 2 minutes:
- 25.1.1 its background; or
- 25.1.2 the reasons for any recommendation which appears.
- 25.2 Unless *Council* resolves otherwise, a member of Council staff need not read any written report to *Council* in full.

## 26. Introducing A Motion or an Amendment

The procedure for moving any motion or amendment is:

- 26.1 the mover must state the motion without speaking to it;
- 26.2 the motion must be seconded and the seconder must be a Councillor other than the mover. If a motion is not seconded, the motion lapses for want of a seconder;
- 26.3 if a motion or an amendment is moved and seconded the *Chair* must ask:



"Is the motion or amendment opposed? Does any Councillor wish to speak to the motion or amendment?"

- 26.4 if no Councillor indicates opposition or a desire to speak to it, the *Chair* may declare the motion or amendment carried without discussion;
- 26.5 if a Councillor indicates opposition or a desire to speak to it, then the *Chair* must call on the mover to address the meeting;
- 26.6 after the mover has addressed the meeting, the seconder may address the meeting;
- 26.7 after the seconder has addressed the meeting (or after the mover has addressed the meeting if the seconder does not address the meeting,) the *Chair* must invite debate by calling on any Councillor who wishes to speak to the motion, ~~providing an opportunity to alternate between those wishing to speak against the motion and those wishing to speak for the motion;~~ and
- 26.8 if, after the mover has addressed the meeting, the *Chair* has invited debate and no Councillor speaks to the motion, then the *Chair* must put the motion to the vote.

## 27. Right Of Reply

- 27.1 The mover of a motion, including an amendment, has a right of reply to matters raised during debate.
- 27.2 After the right of reply has been taken but subject to any Councillor exercising his or her right to ask any question concerning or arising out of the motion, the motion must immediately be put to the vote without any further discussion or debate.

## 28. Moving An Amendment

- 28.1 Subject to sub-Rule 28.2 a motion which has been moved and seconded may be amended by leaving out or adding words. Any added words must be relevant to the subject of the motion.
- 28.2 A motion to confirm a previous resolution of *Council* cannot be amended.
- 28.3 An amendment must not be directly opposite to the motion.

## 29. Who May Propose An Amendment

- 29.1 An amendment may be proposed or seconded by any Councillor, except the mover or seconder of the original motion.
- 29.2 Any one Councillor cannot move more than two amendments in succession.

## 30. How Many Amendments May Be Proposed

- 30.1 Any number of amendments may be proposed to a motion but only one amendment may be accepted by the *Chair* at any one time.
- 30.2 No second or subsequent amendment, whether to the motion or an amendment of it, may be taken into consideration until the previous amendment has been dealt with.

### 31. An Amendment Once Carried

- 31.1 If the amendment is carried, the motion as amended then becomes the motion before the meeting, and the amended motion must then be put.
- 31.2 The mover of the original motion retains the right of reply to that motion.

### 32. Foreshadowing Motions

- 32.1 At any time during debate a Councillor may foreshadow a motion so as to inform *Council* of ~~their~~his or her intention to move a motion at a later stage in the meeting dealing with the same subject matter, but this does not extend any special right to the foreshadowed motion.
- 32.2 A motion foreshadowed may be prefaced with a statement that in the event of a particular motion before the *Chair* being resolved in a certain way, a Councillor intends to move an alternative or additional motion.
- 32.3 The *Chief Executive Officer* or person taking the minutes of the meeting is not expected to record foreshadowed motions in the minutes until the foreshadowed motion is formally moved.
- 32.4 The *Chair* is not obliged to accept foreshadowed motions.

### 33. Withdrawal Of Motions

- 33.1 Before any motion is put to the vote, it may be withdrawn by the mover and seconder with the leave of *Council*.
- 33.2 If the majority of Councillors objects to the withdrawal of the motion, it may not be withdrawn.

### 34. Separation Of Motions

Where a motion contains more than one part, a Councillor may request the *Chair* to put the motion to the vote in separate parts.

### 35. Chair May Separate Motions

The *Chair* may decide to put any motion to the vote in several parts.

### 36. Priority of address

After a motion is seconded and the mover has addressed the meeting, the seconder may address the meeting or reserve their address until later in the debate. The Chairperson may then call upon any Councillor who wishes to speak against the motion, then any other Councillors for and against the motion then debate in turn.

Except for the purposes of proposing an amendment or for the purposes of raising a point of order no Councillor may speak more than once on any motion.

In the case of competition for the right of speak, the Chair must decide the order in which the Councillors concerned will be heard.

### 37. Motions In Writing

- 37.1 The *Chair* may require that a complex or detailed motion be in writing.
- 37.2 *Council* may adjourn the meeting while the motion is being *written* or *Council* may defer the matter until the motion has been *written*, allowing the meeting to proceed uninterrupted.

### 38. Repeating Motion and/or Amendment

The *Chair* may request the person taking the minutes of the *Council meeting* to read the motion or amendment to the meeting before the vote is taken.

### 39. Debate Must Be Relevant To The Motion

- 39.1 Debate must always be relevant to the motion before the Chair, and, if not, the *Chair* must request the speaker to confine debate to the motion.
- 39.2 If after being requested to confine debate to the motion before the Chair, the speaker continues to debate irrelevant matters, the *Chair* may direct the speaker to be seated and not speak further in respect of the motion then before the Chair.
- 39.3 A speaker to whom a direction has been given under sub-Rule 39.2 must comply with that direction.

### 40. Speaking Times

A Councillor must not speak longer than the time set out below, unless granted an extension by the *Chair*:

- 40.1 the mover of a motion or an amendment which has been opposed: 5 minutes;
- 40.2 any other Councillor: 3 minutes; and
- 40.3 the mover of a motion exercising a right of reply: 2 minutes.

### 41. Addressing the Meeting

If the *Chair* so determines:

- 41.1 any person addressing the *Chair* must refer to the *Chair* as:

- 41.1.1 Madam Mayor; or
- 41.1.2 Mr Mayor; or
- 41.1.3 Madam Chair; or
- 41.1.4 Mr Chair

as the case may be;

- 41.2 all Councillors, other than the *Mayor*, must be addressed as

**Cr** .....**(name)**.

- 41.3 all members of Council staff, must be addressed as Mr or Ms

.....(name) as appropriate or by their official title.

#### **42. Right to Ask Questions**

- 42.1 A Councillor may, when no other Councillor is speaking, ask any question concerning or arising out of the motion or amendment before the Chair.
- 42.2 The *Chair* has the right to limit questions and direct that debate be commenced or resumed.

#### **Division 5 – Procedural Motions**

#### **43. Procedural Motions**

- 43.1 Unless otherwise prohibited, a procedural motion may be moved at any time and must be dealt with immediately by the *Chair*.
- 43.2 Procedural motions require a seconder.
- 43.3 Notwithstanding any other provision in this Chapter, procedural motions must be dealt with in accordance with the following table:



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 PROCEDURAL MOTIONS TABLE
 

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Procedural Motion	Form	Mover & Seconder	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on Motion
1. Adjournment of debate to later hour and/or date	That this matter be adjourned to *am/pm and/or *date	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of a <i>Chair</i> ; (b) When another Councillor is speaking	Motion and <u>any</u> amendment <del>is</del> -postponed to the stated time and/or date	Debate continues unaffected	Yes
2. Adjournment of debate indefinitely	That this matter be adjourned until further notice	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of a <i>Chair</i> ; (b) When another Councillor is speaking; <u>or</u> <del>(c) When the matter is one in respect of which a call of the Council has been made for that meeting in accordance with section 85 of the Act;</del> <del>or</del> (d) When the motion would have the effect of causing <i>Council</i> to be in breach of a legislative requirement	Motion and any amendment postponed but may be resumed at any later meeting if on the agenda	Debate continues unaffected	Yes
3. The closure	That the motion be now put	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	During nominations for <i>Chair</i>	Motion or amendment in respect of which the closure is carried is put to the vote immediately without debate of this motion, subject to any Councillor exercising <del>their</del> <u>his or her</u> right to ask any question concerning or arising out of the motion	Debate continues unaffected	No

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## Division 6 – Rescission Motions

### 44. Notice of Rescission

- 44.1 A Councillor may propose a *notice of rescission* provided:
- 44.1.1 it has been signed and dated by at least three Councillors;
  - 44.1.2 the resolution proposed to be rescinded has not been acted on; and
  - 44.1.3 the *notice of rescission* is delivered to the *Chief Executive Officer* within 24 hours of the resolution having been made setting out -
    - (a) the resolution to be rescinded; and
    - (b) the meeting and date when the resolution was carried.

*It should be remembered that a notice of rescission is a form of notice of motion.*

*Accordingly, all provisions in this Chapter regulating notices of motion equally apply to notices of rescission.*

- 44.2 A resolution will be deemed to have been acted on if:
- 44.2.1 its contents have or substance has been communicated in *writing* to a person whose interests are materially affected by it; or
  - 44.2.2 a statutory process has been commenced
- so as to vest enforceable rights in or obligations on *Council* or any other person.
- 44.3 The *Chief Executive Officer* or an appropriate member of Council staff must defer implementing a resolution which:
- 44.3.1 has not been acted on; and
  - 44.3.2 is the subject of a *notice of rescission* which has been delivered to the *Chief Executive Officer* in accordance with sub-Rule 44.1.3,
- unless deferring implementation of the resolution would have the effect of depriving the resolution of efficacy.

*By way of example, assume that, on a Monday evening, Council resolves to have legal representation at a planning appeal to be heard on the following Monday. Assume also that, immediately after that resolution is made, a Councillor lodges a notice of motion to rescind that resolution. Finally, assume that the notice of rescission would not be dealt with until the next Monday evening (being the evening of the day on which the planning appeal is to be heard).*

*In these circumstances, deferring implementation of the resolution would have the effect of depriving the resolution of efficacy. This is because the notice of rescission would not be debated until after the very thing contemplated by the resolution had come and gone. In other words, by the time the notice of rescission was dealt with the opportunity for legal representation at the planning appeal would have been lost.*

*Sub-Rule 44.3 would, in such circumstances, justify the Chief Executive Officer or an appropriate member of Council staff actioning the resolution rather than deferring implementation of it.*

**45. If Lost**

If a motion for rescission is lost, a similar motion may not be put before *Council* for at least three months from the date it was last lost, unless *Council* resolves that the *notice of motion* be re-listed at a future meeting.

**46. If Not Moved**

If a motion for rescission is not moved at the meeting at which it is listed, it lapses.

**47. May Be Moved By Any Councillor**

A motion for rescission listed on an *agenda* may be moved by any Councillor in attendance ~~present~~ but may not be amended.

**48. When Not Required**

48.1 Unless sub-Rule 48.2 applies, a motion for rescission is not required where *Council* wishes to change policy.

48.2 The following standards apply if *Council* wishes to change policy:

48.2.1 if the policy has been in force in its original or amended form for less than 12 months, a *notice of rescission* must be presented to *Council*; and

48.2.2 any intention to change a *Council* policy, which may result in a significant impact on any person, should be communicated to those affected and this may include publication and consultation, either formally or informally.

**Division 7 – Points of Order**

**49. Chair To Decide**

The *Chair* must decide all points of order by stating the provision, rule, practice or precedent which they consider ~~he or she considers~~ applicable to the point raised without entering into any discussion or comment.

**50. Chair May Adjourn To Consider**

50.1 The *Chair* may adjourn the meeting to consider a point of order but otherwise must rule on it as soon as it is raised.

50.2 All other questions before the meeting are suspended until the point of order is decided.

**51. Dissent From *Chair's* Ruling**

51.1 A Councillor may move that the meeting disagree with the *Chair's* ruling on a point of order, by moving:

"That the *Chair's* ruling [setting out that ruling or part of that ruling] be dissented from".

- 51.2 When a motion in accordance with this Rule is moved and seconded, the *Chair* must leave the Chair and the Deputy Mayor (or, if there is no Deputy Mayor or the Deputy Mayor is not ~~in attendance~~~~present~~, temporary *Chair* elected by the meeting) must take ~~their~~~~his or her~~ place.
- 51.3 The Deputy Mayor or temporary *Chair* must invite the mover to state the reasons for ~~their~~~~his or her~~ dissent and the *Chair* may then reply.
- 51.4 The Deputy Mayor or temporary *Chair* must put the motion in the following form:  
"That the *Chair's* ruling be dissented from."
- 51.5 If the vote is in the negative, the *Chair* resumes the Chair and the meeting proceeds.
- 51.6 If the vote is in the affirmative, the *Chair* must then resume the Chair, reverse or vary (as the case may be) ~~their~~~~his or her~~ previous ruling and proceed.
- 51.7 The defeat of the *Chair's* ruling is in no way a motion of censure or non- confidence in the *Chair*, and should not be so regarded by the meeting.

## 52. Procedure For Point Of Order

A Councillor raising a point of order must:

- 52.1 state the point of order; and
- 52.2 state any section, Rule, paragraph or provision relevant to the point of order before resuming ~~their~~~~his or her~~ seat.

## 53. Valid Points Of Order

A point of order may be raised in relation to:

- 53.1 a motion, which, under Rule 24, or a question which, under Rule 54, should not be accepted by the *Chair*;
- 53.2 a question of procedure; or
- 53.3 any act of disorder.

Rising to express a difference of opinion or to contradict a speaker is not a point of order.

## Division 8 – Public Question Time

### 54. Question Time

- 54.1 There must be a public question time at every *Council meeting* fixed under Rule 10 to enable members of the public to submit questions to *Council*.
- 54.2 Sub-Rule 54.1 does not apply during any period when a meeting is closed to members of the public in accordance with section 66(2) of the *Act*.



- 54.3 Public question time will not exceed 15 minutes in duration, however the Council may determine an extensions of a further 15 minutes.
- 54.4 Questions submitted to *Council* must be:
- 54.4.1 in *writing*, state the name and address of the person submitting the question and generally be in a form approved or permitted by *Council*; and
- 54.4.2 placed in the receptacle designated prescribed for the purpose at the place of the meeting prior to 5pm on the day of the *Council meeting*, or be lodged electronically at the prescribed email address prior to 5pm on the Friday prior to the day of the *Council meeting*.
- 54.5 No person may submit more than two questions at any one meeting.
- 54.6 If a person has submitted two questions to a meeting, the second question:
- 54.6.1 may, at the discretion of the *Chair*, be deferred until all other persons who have asked a question have had their questions asked and answered; or
- 54.6.2 may not be asked if the time allotted for public question time has expired.
- 54.7 The *Chair* or a member of Council staff nominated by the *Chair* may read to those in attendance present at the meeting a question which has been submitted in accordance with this Rule.
- 54.8 Notwithstanding sub-Rule 54.6, the *Chair* may refrain from reading a question or having a question read if the person who submitted the question is not present in the gallery at the time when the question is due to be read.
- 54.9 A question may be disallowed by the *Chair* if the *Chair* determines that it:
- 54.9.1 relates to a matter outside the duties, functions and powers of *Council*;
- 54.9.2 is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
- 54.9.3 deals with a subject matter already answered;
- 54.9.4 is aimed at embarrassing a Councillor or a member of Council staff;
- 54.9.5 relates to personnel matters;
- 54.9.6 relates to the personal hardship of any resident or ratepayer;
- 54.9.7 relates to industrial matters;
- 54.9.8 relates to contractual matters;
- 54.9.9 relates to proposed developments;
- 54.9.10 relates to legal advice;
- 54.9.11 relates to matters affecting the security of *Council* property; or
- 54.9.12 relates to any other matter which *Council* considers would prejudice *Council* or any person.

- 54.10 A submitter to a question that has been disallowed will be notified in writing the reason/s for not allowing the question.
- 54.11 Any question which has been disallowed by the *Chair* must be made available to any other Councillor upon request.
- 54.12 All questions and answers must be as brief as possible, and no discussion may be allowed other than by *Councillors* for the purposes of clarification.
- 54.13 Like questions may be grouped together and a single answer provided.
- 54.14 The *Chair* may nominate a Councillor or the *Chief Executive Officer* to respond to a question.
- 54.15 A Councillor or the *Chief Executive Officer* may require a question to be put on notice. If a question is put on notice, a *written* copy of the answer will be sent to the person who asked the question.
- 54.16 A Councillor or the *Chief Executive Officer* may advise *Council* that it is ~~their~~~~his or her~~ opinion that the reply to a question should be given in a meeting closed to members of the public. The Councillor or *Chief Executive Officer* (as the case may be) must state briefly the reason why the reply should be so given and, unless *Council* resolves to the contrary, the reply to such question must be so given.

## Division 9 – Petitions and Joint Letters

### 55. Petitions and Joint Letters

- 55.1 Unless *Council* determines to consider it as an item of urgent business, no motion (other than a motion to receive the same) may be made on any petition, joint letter, memorial or other like application until the next fixed *Council meeting* after that at which it has been presented.
- 55.2 It is incumbent on every Councillor presenting a petition or joint letter to acquaint ~~themselves~~~~himself or herself~~ with the contents of that petition or joint letter, and to ascertain that it does not contain language which is disrespectful ~~towards~~ *Council*.
- 55.3 Every Councillor presenting a petition or joint letter to *Council* must:
- 55.3.1 write or otherwise record ~~their~~~~his or her~~ name at the beginning of the petition or joint letter; and
- 55.3.2 confine ~~themselves~~~~himself or herself~~ to a statement of the persons from whom it comes, the number of signatories to it, the material matters expressed in it and the text of the prayer or request.
- 55.4 Every petition or joint letter presented to *Council* must be in *writing* (other than pencil), ~~typing or printing~~, contain the request of the petitioners or signatories and be signed by at least 12 people.
- 55.5 Every petition or joint letter must be signed by the persons whose names are appended to it by their names or marks, and, except in cases of incapacity or sickness, by no one else and the address of every petitioner or signatory must be clearly stated.
- 55.6 Any signature appearing on a page which does not bear the text of the whole of the petition or request may not be considered by *Council*.

- 55.7 Every page of a hard copy petition or joint letter must be a single page of paper and not be posted, stapled, pinned or otherwise affixed or attached to any piece of paper other than another page of the petition or joint letter.
- 55.8 Electronic or online petitions, joint letters, memorials or like applications must contain the name, address and email address of each petitioner or signatory, which details will, for the purposes of this Rule 55, qualify as the signature of such petitioner or signatory.
- 55.9 If a petition, joint letter, memorial or other like application relates to an operational matter, *Council* must refer it to the *Chief Executive Officer* for consideration.

## Division 10 – Voting

### 56. How Motion Determined

To determine a motion before a meeting, the *Chair* must first call for those in favour of the motion and then those opposed to the motion, and must then declare the result to the meeting.

### 57. Silence

Subject to Rule 60, voting must take place in silence.

### 58. Recount

The *Chair* may direct that a vote be recounted to satisfy themselveshimself or herself of the result.

### 59. Casting Vote

In the event of a tied vote, the *Chair* must exercise a casting vote.

59.1 The Chair may adjourn a meeting to consider how their casting vote will be cast.

### ~~60. By Show Of Hands~~

### 60. How Votes Are Cast

Voting on any matter is by show of hands or such other visible or audible means as the Chair determines.

### 61. Procedure For A Division

- 61.1 Immediately after any question is put to a meeting and before the next item of business has commenced, a Councillor may call for a division.
- 61.2 When a division is called for, the vote already taken must be treated as set aside and the division shall decide the question, motion or amendment.
- 61.3 When a division is called for, the *Chair* must:
- 61.3.1 first ask each Councillor wishing to vote in the affirmative to raise a hand and, upon such request being made, each Councillor wishing to vote in the affirmative must raise one of theirhis or her hands or otherwise signify their support in a manner recognised by the Chair. The *Chair* must then state, and the Chief Executive Officer or any authorised officer must record, the names of those Councillors voting in the affirmative; and

- 61.3.2 then ask each Councillor wishing to vote in the negative to raise a hand and, upon such request being made, each Councillor wishing to vote in the negative must raise one of his or her hands. The *Chair* must then state, and the *Chief Executive Officer* or any *authorised officer* must record, the names of those Councillors voting in the negative.

## 62. No Discussion Once Declared

Once a vote on a question has been taken, no further discussion relating to the question is allowed unless the discussion involves:

- 62.1 a Councillor requesting, before the next item of business is considered, that **their** ~~his or her~~ opposition to a resolution be recorded in the minutes or a register maintained for that purpose; or
- 62.2 foreshadowing a *notice of rescission* where a resolution has just been made, or a positive motion where a resolution has just been rescinded.

*For example, Rule 62 would allow some discussion if, immediately after a resolution was made, a Councillor foreshadowed lodging a notice of rescission to rescind that resolution.*

*Equally, Rule 62 would permit discussion about a matter which would otherwise be left in limbo because a notice of rescission had been successful. For instance, assume that Council resolved to refuse a planning permit application. Assume further that this resolution was rescinded.*

*Without a positive resolution – to the effect that a planning permit now be granted – the planning permit application will be left in limbo. Hence the reference, in sub-Rule 62.2, to discussion about a positive motion were a resolution has just been rescinded.*

## Division 11 – Minutes

### 63. Confirmation of Minutes

- 63.1 At every *Council meeting* the minutes of the preceding meeting(s) must be dealt with as follows:
- 63.1.1 a copy of the minutes must be delivered to each Councillor no later than 96 hours before the meeting;
- 63.1.2 if no Councillor indicates opposition, the minutes must be declared to be confirmed;
- 63.1.3 if a Councillor indicates opposition to the minutes:
- (a) ~~they~~ ~~he or she~~ must specify the item(s) to which ~~they object~~ ~~he or she objects~~;
  - (b) the objected item(s) must be considered separately and in the order in which they appear in the minutes;
  - (c) the Councillor objecting must move accordingly without speaking to the motion;
  - (d) the motion must be seconded;



- (e) the *Chair* must ask:  
"Is the motion opposed?"
  - (f) if no Councillor indicates opposition, then the *Chair* must declare the motion carried without discussion and then ask the second of the questions described in sub-Rule 63.1.3(k);
  - (g) if a Councillor indicates opposition, then the *Chair* must call on the mover to address the meeting;
  - (h) after the mover has addressed the meeting, the seconder may address the meeting;
  - (i) after the seconder has addressed the meeting (or after the mover has addressed the meeting if the seconder does not address the meeting), the *Chair* must invite debate by calling on any Councillor who wishes to speak to the motion, providing an opportunity to alternate between those wishing to speak against the motion and those wishing to speak for the motion;
  - (j) if, after the mover has addressed the meeting, the *Chair* invites debate and no Councillor speaks to the motion, the *Chair* must put the motion; and
  - (k) the *Chair* must, after all objections have been dealt with, ultimately ask:  
"The question is that the minutes be confirmed" or  
"The question is that the minutes, as amended, be confirmed",  
and ~~then~~ ~~he or she~~ must put the question to the vote accordingly;
- 63.1.4 a resolution of *Council* must confirm the minutes and the minutes must, if practicable, be signed by the *Chair* of the meeting at which they have been confirmed;
- 63.1.5 the minutes must be entered in the *minute book* and each item in the *minute book* must be entered consecutively; and
- 63.1.6 unless otherwise resolved or required by law, minutes of a *Delegated Committee* requiring confirmation by *Council* must not be available to the public until confirmed by *Council*.

#### 64. No Debate on Confirmation Of Minutes

No discussion or debate on the confirmation of minutes is permitted except where their accuracy as a record of the proceedings of the meeting to which they relate is questioned.

#### 65. Deferral Of Confirmation Of Minutes

*Council* may defer the confirmation of minutes until later in the *Council meeting* or until the next meeting if considered appropriate.

## 66. Form and Availability of Minutes

- 66.1 The *Chief Executive Officer* (or other person authorised by the *Chief Executive Officer* to attend the meeting and to take the minutes of such meeting) must keep minutes of each *Council meeting*, and those minutes must record:
- 66.1.1 the date, place, time and nature of the meeting;
  - 66.1.2 the names of the Councillors ~~in attendance~~present and the names of any Councillors who apologised in advance for their non-attendance;
  - 66.1.3 the names of the members of Council staff ~~in attendance~~present;
  - 66.1.4 any disclosure of a conflict of interest made by a Councillor, including the explanation given by the Councillor under Chapter 5;
  - 66.1.5 arrivals and departures (including temporary departures) of Councillors during the course of the meeting;
  - 66.1.6 each motion and amendment moved (including motions and amendments that lapse for the want of a seconder);
  - 66.1.7 the vote cast by each Councillor upon a division ~~and any abstention from voting~~;
  - 66.1.8 the vote cast by any Councillor who has requested that ~~their~~his or her vote be recorded in the minutes;
  - 66.1.9 questions upon notice;
  - 66.1.10 the failure of a quorum;
  - 66.1.11 any adjournment of the meeting and the reasons for that adjournment; and
  - 66.1.12 the time at which standing orders were suspended and resumed.
- 66.2 The *Chief Executive Officer* must ensure that the minutes of any *Council meeting* are:
- 66.2.1 published on *Council's* website; and
  - 66.2.2 available for inspection at *Council's* office during normal business hours.
- 66.3 Nothing in sub-Rule 66.2 requires *Council* or the *Chief Executive Officer* to make public any minutes relating to a *Council meeting* or part of a *Council meeting* closed to members of the public in accordance with section 66 of the *Act*.

## Divisi

### on 12 – Behaviour

## 67. Public Addressing The Meeting

- 67.1 Members of the public do not have a right to address *Council* and may only do so with the consent of the *Chair* or by prior arrangement.

- 67.2 Any member of the public addressing *Council* must extend due courtesy and respect to *Council* and the processes under which it operates and must take direction from the *Chair* whenever called on to do so.
- 67.3 A member of the public ~~in attendance~~present at a *Council meeting* must not disrupt the meeting.

#### 68. **Chair May Remove**

The *Chair* may order and cause the removal of any person, other than a Councillor, who disrupts any meeting or fails to comply with a direction given under sub-Rule 67.2.

*It is intended that this power be exercisable by the Chair, without the need for any Council resolution. The Chair may choose to order the removal of a person whose actions immediately threaten the stability of the meeting or wrongly threatens the Chair's~~his or her~~ authority in chairing the meeting.*

#### 69. **Chair may adjourn disorderly meeting**

If the *Chair* is of the opinion that disorder at the *Council* table or in the gallery makes it desirable to adjourn the *Council meeting*, ~~the Chair~~he or she may adjourn the meeting to a later time on the same day or to some later day as ~~they think~~he or she thinks proper. In that event, the provisions of sub-Rules 16.2 and 16.3 apply.

#### 70. **Removal from Chamber**

The *Chair*, or *Council* in the case of a suspension, may ask the *Chief Executive Officer* or a member of the Victoria Police to remove from the Chamber any person who acts in breach of this Chapter and whom the *Chair* has ordered to be removed from the gallery under Rule 71.

### Division 13 – Additional Duties of *Chair*

#### 71. **The *Chair's* Duties And Discretions**

In addition to the duties and discretions provided in this Chapter, the *Chair*:

- 71.1 must not accept any motion, question or statement which is derogatory, or defamatory of any Councillor, member of Council staff, or member of the community; and
- 71.2 must call to order any person who is disruptive or unruly during any meeting.

### Division 14 – Suspension of Standing Orders

#### 72. **Suspension of Standing Orders**

- 72.1 To expedite the business of a meeting, *Council* may suspend standing orders.

*The suspension of standing orders should be used to enable full discussion of any issue without the constraints of formal meeting procedure.*

*Its purpose is to enable the formalities of meeting procedure to be temporarily disposed of while an issue is discussed.*

- 72.2 The suspension of standing orders should not be used purely to dispense with the processes and protocol of the government of *Council*. An appropriate motion would be:
- "That standing order be suspended to enable discussion on....."
- 72.3 No motion can be accepted by the *Chair* or lawfully be dealt with during any suspension of standing orders.
- 72.4 Once the discussion has taken place and before any motions can be put, the resumption of standing orders will be necessary. An appropriate motion would be:
- "That standing orders be resumed."

## Division 15 – **Physical and Remote Attendance**

### **73. Mode of Attendance**

- 73.1 Each notice of meeting must indicate whether the relevant *Council meeting* is to be conducted:
- 73.1.1 wholly in person;
- 73.1.2 wholly by electronic means; or
- 73.1.3 partially in person and partially by electronic means.
- 73.2 The indication in the notice of meeting must be consistent with any Resolution of *Council* that has expressed a preference for, or otherwise specified, when *Council meetings* are to be conducted:
- 73.2.1 wholly in person;
- 73.2.2 wholly by electronic means; or
- 73.2.3 partially in person and partially by electronic means.
- 73.3 If a *Council meeting* is to be conducted wholly in person a Councillor may nonetheless request to attend by electronic means.
- 73.4 Any request made under sub-Rule 73.3 must:
- 73.4.1 be in writing;
- 73.4.2 be given to the *Chief Executive Officer* preferably no later than 24 hours prior to the commencement of the relevant *Council meeting*; and
- specify the reasons why the Councillor is unable or does not wish to attend the *Council meeting* in person.
- 73.5 The *Chief Executive Officer* must ensure that any request received in accordance with sub-Rule 73.4 and any other request received from a Councillor to attend by electronic means is made known at the commencement of the relevant *Council meeting*.
- 73.6 *Council* may approve and must not unreasonably refuse any request.



73.7 A Councillor who is attending a Council meeting by electronic means is responsible for ensuring that they are able to access such equipment and are in such an environment that facilitates participation in the Council meeting.

73.8 Without detracting from anything said in sub-Rule 73.7 a Councillor who is attending a meeting by electronic means must be able to:

73.8.1 hear the proceedings;

73.8.2 see all Councillors and members of Council staff who are also attending the Council meeting, at least while a Councillor or member of Council staff is speaking;

73.8.3 be seen by all Councillors, members of Council staff and members of the public who are physically present at the Council meeting; and

73.8.4 be heard when they speak.

73.9 If the conditions of sub-Rule 73.8 cannot be met by one or more Councillors attending a Council meeting, whether because of technical difficulties or otherwise:

73.9.1 the Council meeting will nonetheless proceed as long as a quorum is present; and

73.9.2 the relevant Councillor (or Councillors) will be treated as being absent from the Council meeting or that part of the Council meeting

unless the Council meeting has been adjourned in accordance with these Rules.

73.10 Nothing in this Rule 73 prevents a Councillor from joining (or re-joining) a Council meeting at the time that they achieve compliance with sub-Rule 73.9 even if the Council meeting has already commenced or has continued in their absence

## **Miscellaneous**

### **74. Meetings Conducted Remotely**

If a Council meeting is conducted::

74.1 by law a meeting may be conducted electronically; and

74.2 Council decides that a meeting is to be conducted electronically;

wholly or partially by electronic means, the Chair may, with the consent of the meeting, modify the application of any of the Rules in this Chapter to facilitate the more efficient and effective transaction of the business of the meeting.

## **Division 16 – Miscellaneous**

### **73. Procedure not provided in this Chapter**

In all cases not specifically provided for by this Chapter, the Chairperson must decide the procedure to be followed based on law or generally accepted meeting protocols.

## 75. Criticism of members of Council staff

- 75.1 The *Chief Executive Officer* may make a brief statement at a *Council meeting* in respect of any statement by a Councillor made at the *Council meeting* criticising ~~them~~~~him or her~~ or any member of Council staff.
- 75.2 A statement under sub-Rule 75.1 must be made by the *Chief Executive Officer*, through the *Chair*, as soon as it practicable after the Councillor who made the statement has resumed ~~their~~~~his or her~~ seat.

## 76. Procedure not provided in this Chapter

In all cases not specifically provided for by this Chapter, resort must be had to the Standing Orders and Rules of Practice of the Upper House of the Victorian Parliament (so far as the same are capable of being applied to Council proceedings).

## Chapter 3 – Meeting Procedure for Delegated Committees

### 1. Meeting Procedure Generally

If *Council* establishes a *Delegated Committee*:

- 1.1 all of the provisions of Chapter 2 apply to meetings of the *Delegated Committee*; and
- 1.2 any reference in Chapter 2 to:
  - 1.2.1 a *Council meeting* is to be read as a reference to a *Delegated Committee* meeting;
  - 1.2.2 a Councillor is to be read as a reference to a member of the *Delegated Committee*; and
  - 1.2.3 the Mayor is to be read as a reference to the Chair of the *Delegated Committee*.

### 2. Meeting Procedure Can Be Varied

Notwithstanding Rule 1, if *Council* establishes a *Delegated Committee* that is not composed solely of Councillors:

- 2.1 *Council* may; or
- 2.2 the *Delegated Committee* may, with the approval of *Council*

resolve that any or all of the provisions of Chapter 2 are not to apply to a meeting of the *Delegated Committee*, in which case the provision or those provisions will not apply until *Council* resolves, or the *Delegated Committee* with the approval of *Council* resolves, otherwise.

## Chapter 4 – Meeting Procedure for Community Asset Committees

### 1. Introduction

In this Chapter, “Instrument of Delegation” means an instrument of delegation made by the *Chief Executive Officer* under section 47(1)(b) of the *Act*.

### 2. Meeting Procedure

Unless anything in the ~~Instrument~~instrument of ~~Delegation~~delegation provides otherwise, the conduct of a meeting of a *Community Asset Committee* is in the discretion of the *Community Asset Committee*.



## Chapter 5 – Disclosure of Conflicts of Interest

### 1. Introduction

~~The following Rules in this Chapter apply only upon Division 1A of Part 4 of the Local Government Act 1989 being repealed.<sup>2</sup>~~

#### 1. Definition

In this Chapter:

- 1.1 “meeting conducted under the auspices of *Council*” means a meeting of the kind described in section 131(1) of the Act, and includes a meeting referred to in Rule 1 of Chapter 6 (whether such a meeting is known as a ‘Councillor Briefing’ or by some other name); and
- 1.2 a member of a *Delegated Committee* includes a Councillor.

#### 2. Disclosure of a Conflict of Interest at a Council Meeting

A Councillor who has a conflict of interest in a matter being considered at a *Council meeting* at which ~~they~~ ~~he or she~~:

- 2.1 is ~~in attendance~~ ~~present~~ must disclose that conflict of interest by explaining the nature of the conflict of interest to those ~~in attendance~~ ~~present~~ at the *Council meeting* immediately before the matter is considered ~~and indicating whether it is a general conflict of interest; or a material conflict of interest; or~~
- 2.2 ~~intend~~ ~~intends~~ to ~~attend~~ ~~be present~~ must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Council meeting* commences a written notice:
- 2.2.1 advising of the conflict of interest;
- 2.2.2 explaining the nature of the conflict of interest; ~~and and indicating whether it is a general conflict of interest or a material conflict of interest; and~~
- 2.2.3 detailing, if the nature of the conflict of interest involves a Councillor’s relationship with or a gift from another person, the:
- (a) name of the other person;
- (b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
- (c) nature of that other person’s interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those ~~in attendance~~ ~~present~~ that ~~they have~~ ~~he or she has~~ a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Council meeting* immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

<sup>2</sup>~~-At the time of making these Rules the date on which Division 1A of Part 4 of the Local Government Act 1989 is expected to be repealed is 24 October 2020.~~

### 3. Disclosure of Conflict of Interest at a Delegated Committee Meeting

A member of a *Delegated Committee* who has a conflict of interest in a matter being considered at a *Delegated Committee* meeting at which ~~they~~he or she:

- 3.1 is ~~in attendance~~present must disclose that conflict of interest by explaining the nature of the conflict of interest to those ~~in attendance~~present at the *Delegated Committee* meeting immediately before the matter is considered; ~~and indicating whether it is a general conflict of interest or a material conflict of interest;~~ or
- 3.2 ~~intend~~intends to ~~attend~~present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Delegated Committee* meeting commences a written notice:
- 3.2.1 advising of the conflict of interest;
- 3.2.2 explaining the nature of the conflict of interest; ~~and~~ ~~;~~ ~~and~~ ~~and~~ indicating whether it is a general conflict of interest or a material conflict of interest; ~~and~~
- 3.2.3 detailing, if the nature of the conflict of interest involves a member of a *Delegated Committee*'s relationship with or a gift from another person the:
- (a) name of the other person;
- (b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
- 3.2.4 nature of that other person's interest in the matter,
- and then immediately before the matter is considered at the meeting announcing to those ~~in attendance~~present that ~~they have~~he or she has a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The member of a *Delegated Committee* must, in either event, leave the *Delegated Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

### 4. Disclosure of a Conflict of Interest at a Community Asset Committee Meeting

A Councillor who has a conflict of interest in a matter being considered at a *Community Asset Committee* meeting at which ~~they~~he or she:

- 4.1 ~~are in attendance~~is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those ~~in attendance~~present at the *Community Asset Committee* meeting immediately before the matter is considered ~~and indicating whether it is a general conflict of interest or a material conflict of interest;~~ or
- 4.2 ~~intend~~intends to ~~attend~~present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Community Asset Committee* meeting commences a written notice:
- 4.2.1 advising of the conflict of interest;

- 4.2.2 explaining the nature of the conflict of interest; ~~and~~ and indicating whether it is a general conflict of interest or a material conflict of interest;  
and
- 4.2.3 detailing, if the nature of the conflict of interest involves a member of a Councillor's relationship with or a gift from another person the:
- (a) name of the other person;
  - (b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
- 4.2.4 nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those in attendance~~present~~ that ~~they have~~~~he or she has~~ a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Committee Asset Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

## 5. Disclosure at a Meeting Conducted Under the Auspices of Council

A Councillor who has a conflict of interest in a matter being considered by a meeting ~~conducted~~~~held~~ under the auspices of *Council* at which ~~they are in attendance~~~~he or she is present~~ must:

- 5.1 disclose that conflict of interest by explaining the nature of the conflict of interest to those in attendance~~present~~ at the meeting immediately before the matter is considered and indicating whether it is a general conflict of interest or a material conflict of interest;
- 5.2 absent ~~themselves~~~~himself or herself~~ from any discussion of the matter; and
- 5.3 as soon as practicable after the meeting concludes provide to the *Chief Executive Officer* a written notice recording that the disclosure was made and accurately summarising the explanation given to those in attendance~~present~~ at the meeting.

## 6. Disclosure by Members of Council Staff Preparing Reports for Meetings

6.1 A member of Council staff who, in ~~their~~~~his or her~~ capacity as a member of Council staff, has a conflict of interest in a matter in respect of which ~~they are~~~~he or she is~~ preparing or contributing to the preparation of a Report for the consideration of a:

- 6.1.1 *Council meeting;*
- 6.1.2 *Delegated Committee meeting;*
- 6.1.3 *Community Asset Committee meeting*

must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* disclosing the conflict of interest and explaining the nature of the conflict of interest ~~and indicating whether it is a general conflict of interest or a material conflict of interest.~~

6.2 The *Chief Executive Officer* must ensure that the Report referred to in sub-Rule 6.1 records the fact that a member of Council staff disclosed a conflict of interest in the subject-matter of the Report.

6.3 If the member of Council staff referred to in sub-Rule 6.1 is the *Chief Executive Officer*:

6.3.1 the written notice referred to in sub-Rule 6.1 must be given to the *Mayor*; and

6.3.2 the obligation imposed by sub-Rule 6.2 may be discharged by any other member of Council staff responsible for the preparation of the Report.

## **7. Disclosure of Conflict of Interest by Members of Council Staff in the Exercise of Delegated Power**

7.1 A member of Council staff who has a conflict of interest in a matter requiring a decision to be made by the member of Council staff as delegate must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* explaining the nature of the conflict of interest - and indicating whether it is a general conflict of interest or a material conflict of interest.-

7.2 If the member of Council staff referred to in sub-Rule 7.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

## **8. Disclosure by a Member of Council Staff in the Exercise of a Statutory Function**

8.1 A member of Council staff who has a conflict of interest in a matter requiring a statutory function to be performed under an Act by the member of Council staff must, upon becoming aware of the conflict of interest, immediately provide a written notice to the *Chief Executive Officer* explaining the nature of the conflict of interest - and indicating whether it is a general conflict of interest or a material conflict of interest.-

8.2 If the member of Council staff referred to in sub-Rule 8.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

## **9. Retention of Written Notices**

The *Chief Executive Officer* must retain all written notices received under this Chapter for a period of three years.



## Chapter 6 – Miscellaneous

### 1. Informal Meetings of Councillors

If there is a meeting of Councillors that:

- 1.1 is scheduled or planned for the purpose of discussing the business of *Council* or briefing Councillors;
- 1.2 is attended by at least one member of Council staff; and
- 1.3 is not a *Council meeting*, *Delegated Committee* meeting or *Community Asset Committee* meeting

the *Chief Executive Officer* must ensure that a summary of the matters discussed at the meeting are:

- (a) tabled at the next convenient *Council meeting*; and
- (b) recorded in the minutes of that *Council meeting*.

### 2. Confidential Information

- 2.1 ~~If, after the repeal of section 77(2)(c) of the Local Government Act 1989, If~~ the *Chief Executive Officer* is of the opinion that information relating to a meeting is confidential information within the meaning of the *Act*, ~~theyhe or she~~ may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.

~~2.2~~ Information which has been designated by the *Chief Executive Officer* as confidential information within the meaning of the *Act*, and in respect of which advice has been given to Councillors and/or members of Council staff in writing accordingly, will be presumed to be confidential information.

2.2 Nothing in sub-Rule 2.2 will, without more, mean that information designated by the *Chief Executive Officer* under sub-Rule 2.1 satisfies the definition of “confidential information” contained in section 3(1) of the *Act*.

## Chapter 7 – Election Period Policy

### COUNCIL ELECTION PERIOD POLICY 2020

#### 1. PURPOSE

This policy provides a framework for the conduct of Council business during the 2020 general election period. It establishes a series of caretaker practices, which aim to ensure that prohibited decisions and actions of the current Council are not made, and ensure the use of Council resources and information throughout the election period is in accordance with the caretaker provisions of the *Local Government Act 2020*. This policy is designed to prevent the Council from making prohibited decisions or using resources inappropriately during the election period before the general election.

#### 2. INTRODUCTION

Victorian Councils are required to observe special “caretaker arrangements” during a general election period. Caretaker arrangements aim to avoid the use of public resources in a way that may unduly affect the election result and minimise decisions that may unduly limit the decision-making ability of the incoming council. Section 69 of the *Local Government Act 2020* requires that Council prepare, adopt and maintain an election period policy in relation to procedures to be applied by Council during the election period for a general election and any by-election.

#### 3. SCOPE

This policy applies to individual Councillors, the Council as a Body Corporate, Delegated Committees of the Council, the Chief Executive Officer, Executive Managers, all Council staff and any person acting on behalf of the organisation under a delegation.

#### 4. PRINCIPLES

Councillors and staff are committed to the lawful, transparent, fair and un-biased conduct of Council elections and will ensure that the terms, conditions and arrangements provided for under this policy will be adhered to. In addition, the reporting requirements contained in the Council’s Public Interest Disclosure Guidelines and the Management of the Public Interest Disclosures Procedure will be followed where disclosures of improper or corrupt conduct or detrimental action by Councillors or employees, in regard to election-related matters, are made.

##### 4.1 Prohibited Decisions

4.1.1 Council is prohibited from making any Council decision:

- (a) during the election period for a general election that:
  - (i) relates to the appointment or remuneration of the Chief Executive Officer but not to the appointment or remuneration of an Acting Chief Executive Officer; or
  - (ii) commits the Council to expenditure exceeding one per cent (1%) this amounts refers to \$266,850 (for purchase of goods or services) or \$200,000 (for carrying out of works). of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; or
  - (iii) the Council considers could be reasonably deferred until the next Council is in place; or
  - (iv) the Council considers should not be made during an election period; or
- (b) during the election period for a general election or a by-election that would enable the use of Council's resources in a way that is intended to influence, or is likely to influence, voting at the election.

- 4.1.2 For the purposes of clause 4.1.1 of this policy, **Council decision** means the following:
- (a) a resolution made at a Council meeting;
  - (b) a resolution made at a meeting of a delegated committee; or
  - (c) the exercise of a power or the performance of a duty or function of Council by a member of Council staff (which includes the Chief Executive Officer) or a Community Asset Committee under delegation.

## 4.2 Council Publications and Communications

Section 304 of the *Local Government Act 2020* prohibits Council from printing, publishing and distributing material that is electoral matter during an election period. Electoral matter is broadly defined to be matter which is intended or likely to affect voting in an election. This limitation does not apply to electoral material that is only about the election process.

There is a requirement that the Chief Executive Officer is familiar with the requirements of the *Local Government Act 2020*, and any other requirements, with respect to the printing, publishing and/or distribution of electoral publications.

The Chief Executive Officer will review and approve all publications throughout the election period prior to publication, to ensure that they comply with the requirements of Section 304. This includes Council newsletters, handbills, pamphlets, advertisements and notices, media releases, brochures, leaflets and mail-outs (whether electronic or otherwise). This also applies to publication of material on Council's website and the social media.

In accordance with the intent of the *Local Government Act 2020*:

- the Chief Executive Officer must not intentionally or recklessly approve an electoral advertisement, handbill, pamphlet or notice during the election period unless it only contains information about the election process
- the Chief Executive Officer must not delegate the power to approve any advertisement, handbill, pamphlet or notice under this section to a member of Council staff
- a Councillor or member of Council staff must not intentionally or recklessly print, publish or distribute or cause, permit or authorise to be printed, published or distributed an electoral advertisement, handbill, pamphlet or notice during the election period on behalf of, or in the name of, the Council or on behalf of, or in the name of, a Councillor using Council resources if the electoral advertisement, handbill, pamphlet or notice has not been certified by the Chief Executive Officer under this section.

The requirements, above, do not apply to the publication of any document published before the commencement of the election period and to publication of any document required to be published in accordance with, or under, any Act or regulation.

Official media statements will only be made by the Chief Executive Officer during the election period, including radio and television interviews. In as much as it is possible throughout the election period, Council publicity and communications will be restricted to promoting normal Council activities and services and informing residents about the election process.

## 4.3 Council and Delegated Committee meetings

The Chief Executive Officer will ensure that arrangements are in place so that papers prepared for council or delegated committee meetings during the election period do not include any agenda matter that could potentially influence voters' intentions at the forthcoming election or could encourage councillor candidates to use the matter as part of their campaign platform.

During the election period, Councillors will refrain from moving motions on or raise matters at a meeting that could potentially influence voting at the election. Council will not consider decisions relating to the following matters during the election period:

- allocation of community grants or other direct funding to community organisations
- major planning scheme amendments
- changes to strategic objectives and strategies in the council plan.

#### 4.4 Use of Public Resources

Public resources must not be used in any way that may influence the way people vote in the general election or give Councillors any inappropriate real or perceived electoral advantage. The following guidelines during the election period will apply:

- Council resources, including offices, support staff, hospitality, equipment, email, mobile phones and stationery will be used exclusively for normal Council business and will not be used in connection with election campaigning.
- Any resource provided to a Councillor which has an expressly permitted private-use component (e.g. the mayoral vehicle) may still be used for private purposes, but nothing in connection with election campaigning.
- Reimbursement of out-of-pocket expenses for sitting Councillors during the election period will only apply to costs that have been incurred in the performance of normal Council duties and not for expenses that could be perceived as supporting, or being connected with, a candidate's election campaign.
- The council logo, letterhead or other Horsham Rural City Council branding will not be used for, or linked in any way to, a candidate's election campaign.
- Council officers will not be asked to undertake any tasks connected with a candidate's election campaign.
- Any requests for provision of information or advice held by Council, made by a sitting Councillor or candidate, should be directed to the Chief Executive Officer or appropriate senior management member. There shall be complete transparency in the provision of all information and advice and any information or advice provided to a sitting Councillor or candidate as part of the conduct of the Council election will be provided equally to all candidates and made available in an accessible format if requested.

Councillors will continue to automatically access council-held documents during the election period, but only as is necessary for them to perform their current role and functions.

#### 4.5 Public Consultation, Council Events and other activities

Consultation forms an integral part of policy development and operations; however, consultation undertaken close to a general election may become an election issue in itself and influence voting. Issues raised through the consultation and decisions that follow may also unreasonably bind the incoming council.

##### Events

The scheduling of council events in the lead-up to elections also frequently raises concerns over their potential use by sitting councillors for electioneering purposes. Events and functions can take many forms including conferences, workshops, forums, launches/openings, promotional activities, and social occasions (such as dinners, receptions and balls).

Any public consultation or scheduling of council events during the election period will be reviewed by the Chief Executive Officer who may determine that an individual activity or event is:

- not permitted to proceed; or
- is permitted to proceed but subject to any restrictions which the Chief Executive Officer may impose.

##### Consultation

If the Chief Executive Officer determines that consultation must be undertaken or an event held during this time, the Chief Executive Officer (on behalf of the Council) must justify to the community the special circumstances making it necessary and how risks over influencing the election will be mitigated or prevented.



Public consultation must be undertaken during an election period if the consultation is mandated by legislation.

Where consultation is discretionary then the consultation can occur during the election period but only after the Chief Executive Officer determines whether or not the consultation will influence the outcome of the election. If the matter subject to the consultation is likely to be closely associated in the minds of voters with a particular candidate or group of candidates then it may be prudent for the Chief Executive Officer to delay the consultation until after the election period.

#### **Councillor attendance at events and functions**

Councillors can continue to attend events and functions during an election period provided that their attendance is consistent with the ordinary course of their Council duties.

If a Councillor is asked to give a speech at an event or function during an election period then they should take particular care to only use or provide information that would generally be the nature of a speech to the relevant audience.

#### **Council staff activities during an election period**

Council staff should not undertake any activity that may influence the outcome of an election, except where the activity relates to the election process and is authorised by the Chief Executive Officer.

Council staff should not authorise, use or allocate a Council resource for any purpose which may influence voting in the election, except where it relates to the election process and is authorised by the Chief Executive Officer. This includes making Council resources available to Councillors for campaign purposes. Council staff must not assist any Councillor with their election campaign at any time, including outside working hours. Where the use of Council resources could be construed as being related to a candidate's election campaign, the incident must be reported to the Chief Executive Officer.

#### **4.6 Record keeping**

The Chief Executive Officer shall keep a documented record of all:

- documentation reviewed
- documentation approved
- media or other statements released
- information or advice provided on request to a sitting Councillor or candidate
- information relating to events and consultation permitted to proceed, under this policy during the election period.

### **5. COMMUNICATION**

Individual Councillors, Reception (Civic Centre and Natimuk), Website, Intranet

### **6. RESPONSIBILITY**

**Policy Owner:** Director Corporate Services

## 7. DEFINITIONS

Definition	Meaning
Council as a Body Corporate	Refers to decisions and actions arising from a meeting of the Horsham Rural City Council.
Delegation	Principally a formal document issued by the Council or the Chief Executive Officer which empowers another officer or officers to undertake an action, duty or responsibility, but an individual may have authority arising from an informal or implied direction or instruction (delegation) from a body or senior person.
Election period (also known as Caretaker Period)	Is defined in the <i>Local Government Act 2020</i> to be the period from the last day of nominations until the election day (a 32 day period). In conjunction with Section 44(1) of the Interpretation of Legislation Act 1984, the first day of the period for the 2020 general election will therefore be Tuesday, 22nd September 2020.
Prohibited Decision or Prohibited Action	A decision or action whenever made by the current Council that binds the incoming Council and limits its freedom of action.

## 8. SUPPORTING DOCUMENTS

Document	Location
Local Government Act 2020	Internet
Public Interest Disclosures Guidelines	HRCC Intranet
Management of Public Interest Disclosures Procedure	HRCC Intranet

## 9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	15 February 2016	Council	Replaces Council Election Caretaker Arrangements Policy 2019	1 October 2019
02	28 October 2019	Council	Review	1 October 2023
03	21 September 2020	Council	Review in line with <i>Local Government Act 2020</i>	1 October 2023

## Amendments to Governance Rules

**EXTERNAL EMAIL:** This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

---

Horsham Rural City Council CEO  
Mr Sunil Bhalla

Dear Mr Bhalla,

In the proposed Amendments to the Governance Rules I can see a potential problem when it comes to **Petitions** being accepted on-line.

***55.8 Electronic or online petitions, joint letters, memorials or like applications must contain the name and email address of each petitioner or signatory, which details will, for the purposes of this Rule 55, qualify as the address and signature of such petitioner or signatory.***

By someone simply supplying an Email address they could in fact be from anywhere in Australia.

While anyone can sign a paper Petition, for example on a Milk Bar counter, they are required to put their address or a minimum a Post Code.

Signing a Petition is a 'public' process, it is not a 'private' process.

When the Petition comes to Council for consideration the Councillors can see how many of the petitioners are local people.

This can influence how much 'value' should be placed on the petition when it comes to making a decision.

There is a risk that, if only an Email address is required that the Petition:

**\*\*May be dismissed too easily because of not knowing where the people come from OR**

**\*\*Accepted too easily and the Petition becomes a deciding factor in an important decision.....when in truth a large proportion of the signatories live miles away...as friends or family of the authors.**

To give an Electronic Petition more trustworthy value, I would suggest that a **LOCATION and POSTCODE** should be required.

For example:

**John Smith**  
**Jillian Jones**

**WONWONDAH**  
**NATIMUK**

**3401**  
**3409**

Thank you for considering my submission....

[REDACTED]

[REDACTED]

# HRCC Governance Rules Revision - Feedback Received

#1 Feedback Received from [REDACTED] (12.08.2022)

SECTION	SECTION DESCRIPTION	SUBMITTERS ISSUE/CONCERN	SUBMITTERS SUGGESTED CHANGES	HRCC RESPONSE	HRCC PROPOSED CHANGES
Division 9 S. 55.8 (Page 18)	<p><b>Petitions and Joint Letters</b></p> <p>Petitions and Joint Letters</p>	<p>By someone simply supplying an Email address they could in fact be from anywhere in Australia.</p> <p>When the Petition comes to Council for consideration the Councillors can see how many of the petitioners are local people. This can influence how much 'value' should be placed on the petition when it comes to making a decision.</p> <p>There is a risk that, if only an Email address is required that the Petition:</p> <ul style="list-style-type: none"> <li>**May be dismissed too easily because of not knowing where the people come from OR</li> <li>**Accepted too easily and the Petition becomes a deciding factor in an important decision.....when in truth a large proportion of the signatories live miles away...as friends or family of the authors.</li> </ul>	<p>To give an Electronic Petition more trustworthy value, I would suggest that a <b>LOCATION and POSTCODE</b> should be required.</p> <p>For example:  <b>John Smith                    WONDONDAH                    3401</b>  <b>Jillian Jones                    NATIMUK                    3409</b></p>	<p>This has been included.</p>	<p>Nil</p>



# QUARTERLY PERFORMANCE REPORT



**Horsham Rural City**  
Council urban rural balance

**DOG OWNERS**  
PLEASE ALWAYS LEASH AND CONTROL YOUR DOG IN PUBLIC PLACES.  
FENCING YOUR DOG DO NOT EXEMPT YOU FROM A FINE.

April to June 2022





### ACKNOWLEDGEMENT OF COUNTRY

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

We recognise the important and ongoing place that all Indigenous people hold in our community.

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

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## CHIEF EXECUTIVE OFFICER'S OVERVIEW

### *Horsham Rural City Community Vision 2041*

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

This quarter has presented one of the most meaningful projects in Horsham Rural City Council's history. National Reconciliation Week saw the grand opening of the new *Yangga Dyata – Walking on Country* Silot artwork. The opening commenced with a smoking ceremony and walk on country following Yangga Tyerrang Street (the temporarily renamed Firebrace Street) through to Warta Tyerrang Mulwil Park (Sawyer Park).



The silo is the culmination of extensive partnership works with Barenji Gadjin Land Council Aboriginal Corporation and Horsham Rural City Council, led by Shana Miatke. The Chair of Barenji Gadjin Land Council Aboriginal Corporation and Clarke Family Representative Dylan Clarke noted the important achievement.

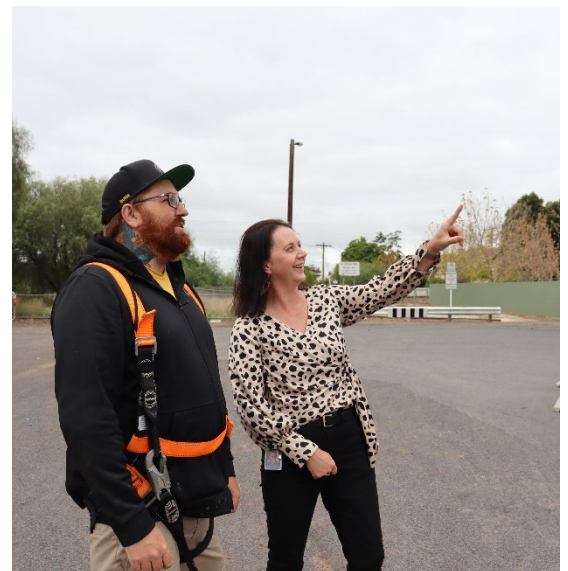
The silo opening saw a significant community turnout with many travelers now stopping in Horsham to view the silo.

The tireless efforts of Shana, her team and Barenji Gadjin Land Council have not gone unnoticed with this incredible legacy of reconciliation, resilience, acknowledgement and respect.

Also of note the Local Government Minister, Melissa Horne, recently announced the appointment of a municipal monitor to Horsham Rural City Council to work with Councillors. While this process is being worked through, Council operations will continue as normal.

Sunil Bhalla

Chief Executive Officer  
Horsham Rural City Council



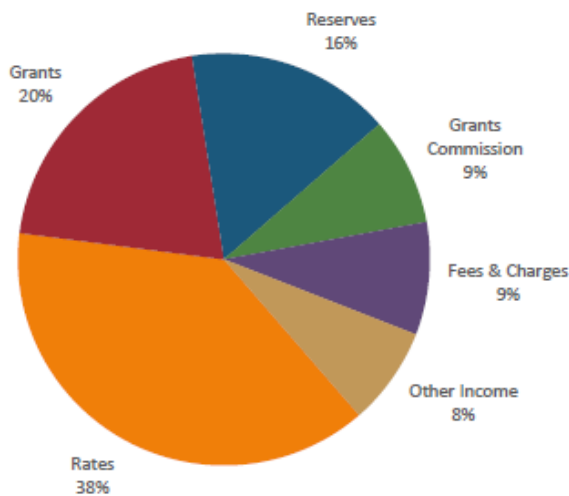


## FINANCIAL OVERVIEW

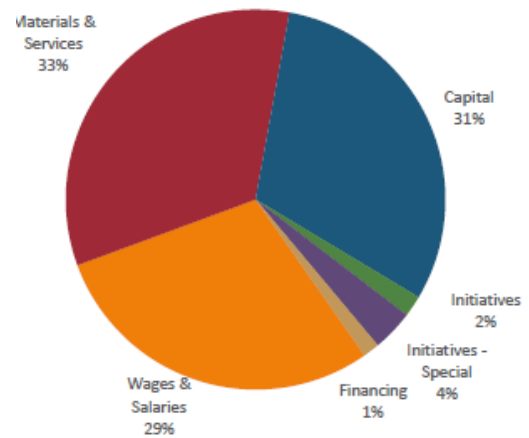
Below is a simple breakdown of the revenue budget for 2021/2022 and expenditure for the fourth quarter.

There is an underspend variance in all Service delivery in Corporate Services, Communities & Place and Infrastructure Services as noted in the previous quarter. There is also an underspend variance in Capital Expenditure and Special Initiatives Expenditure which includes the Rural Council Corporate Collaboration. For a detailed breakdown of the Finance and Performance Report please see page 33

### Revenue Budget 2021/22



### Expenditure Budget 2021/22



Business Activity	Actuals 20/21	Adopted Budget 21/22	Forecast 21/22	Forecast YTD 21/22	Actual YTD 21/22	YTD		Notes
						Variance 21/22	Variance %	
<b>Income</b>								
Service Delivery	-13,527	-13,392	-13,499	-13,499	-13,612	113	0.8%	
General Revenue	-33,613	-33,998	-35,248	-35,248	-35,390	142	0.4%	
Capital	-11,365	-14,278	-22,787	-22,787	-12,869	-9,918	-43.5%	1
Initiatives	-2,141	-712	-1,028	-1,028	-1,427	399	38.9%	
Initiatives - Special	-5,470	-2,325	-2,325	-2,325	-473	-1,852	-79.7%	2
Financing	-1,832	-	-	-	-	-	0.0%	
Reserves	-1,521	-1,573	-1,579	-1,579	-630	-950	-60.1%	3
<b>Income Total</b>	<b>-69,469</b>	<b>-66,278</b>	<b>-76,467</b>	<b>-76,467</b>	<b>-64,400</b>	<b>-12,066</b>	<b>-15.8%</b>	
<b>Expenditure</b>								
Service Delivery	34,120	39,068	41,655	41,655	36,409	5,245	12.6%	4
General Revenue	118	73	73	73	90	-17	-23.8%	
Capital	16,992	20,361	31,917	31,917	17,571	14,346	44.9%	5
Initiatives	3,072	1,194	3,025	3,025	2,000	1,025	33.9%	
Initiatives - Special	6,308	2,325	2,325	2,325	726	1,599	68.8%	6
Financing	513	913	913	913	513	400	43.8%	
Reserves	2,743	2,327	3,351	3,351	3,740	-390	-11.6%	
<b>Expenditure Total</b>	<b>63,866</b>	<b>66,260</b>	<b>83,257</b>	<b>83,257</b>	<b>61,049</b>	<b>22,208</b>	<b>26.7%</b>	
<b>Grand Total</b>	<b>-5,603</b>	<b>-19</b>	<b>6,790</b>	<b>6,790</b>	<b>-3,351</b>	<b>10,142</b>	<b>149.4%</b>	



## THEME 1 - COMMUNITY



### RAINBOW FLAG FLIES HIGH IN HORSHAM

Horsham Rural City Council recognized IDAHOBIT Day on May 17 by hoisting the rainbow flag in the municipality and joining Wimmera Pride Project Breakfast. IDAHOBIT is the international day against homophobia, biphobia, and interphobia and transphobia discrimination.

Mayor Robyn Gulline said it was a day to come together and support LGBTIQ friends, family and colleagues in their fight against discrimination. “The purpose is to raise awareness of the discrimination faced by lesbian, gay, bisexual, intersex, trans, queer or questioning and asexual (LGBTIQ+) community members and celebrate the richness that diversity brings to our lives. This year’s international theme was “Our Bodies, Our Lives, Our Rights” Cr Gulline said.



IDAHOBIT began in 2004 and is observed annually on 17 May to mark the date in 1990 when the World Health Organisation removed homosexuality from the list of mental disorders. Wimmera Pride is a volunteer organization that supports the Wimmera LGBTIQ+ community by providing knowledge, resources and education.

## ANNUAL ACTION SUMMARY REPORT - COMMUNITY

Following is the Annual Action Plan Summary Report. Items not listed here are not due to be reported on this year or updates have been unable to be provided at the time of reporting. This process will improve from report to report. The starts against each item are as follows:

Complete		Delayed due to reasons in our control		Not started	
In progress		Delayed due to reasons out of our control			

*“Horsham will develop the municipality as a diverse, inclusive and vibrant community”*

1.2 Community	Support and empower localised community groups in their goals and plans	1.2.3	Support Wesley Committee to make the Wesley Performing Arts Centre operational (subject to funding)	0%	Grant applications being prepared and submitted when opportunity arises
		1.2.4	Increase activation and promotion of Council owned outdoor venues	30	Promotion of the Sawyer Park area with the inclusion of the artwork on the front of the Sawyer Park Stage and the inclusion of new event fencing. Large promoter performance booked for December.
1.3 Community	Enhance the inclusivity, accessibility and safety of our places and spaces				
		1.3.2	Develop a new Community Inclusion Plan following the close out of the 2019-2022 plan	0	Still to commence, advertised for a consultant to develop the plan.
		1.3.3	Develop a policy on open space within subdivisions (consider pedestrian, cyclist and vehicle movements) and amend planning scheme	20	A draft has been completed but needs to be reviewed by consultant undertaking the open space contribution work.
		1.3.4	Develop a policy for developer's open space contributions & amend the planning scheme	10	Do to staff resources this will commence later in the year. Scoped but yet to commence.

		1.3.5	Develop the Horsham North Local Area Plan	60	A draft has been completed and will be subject shortly to internal review followed by Council briefing and public release.
		1.3.6	Implement priorities of the Horsham North Local Area Plan - Finalise Rail Corridor landscape plan - Finalise concept design of the Pedestrian underpass	0	North Area Plan will be finalised before concept design can be developed.
		1.3.7	work with Victoria Police to update the CCTV Memorandum of Understanding. Update CCTV policy and procedure.	10	Meeting being set with Police.
1.4 Community	Develop a principles based and community need driven planning approach for our infrastructure	1.4.1	Develop policies and procedures to ensure use of Council owned or managed recreational facilities is transparent and fair	20	Scoping of required policies and procedures has commenced with work to be prioritised to reflect existing HRCC strategies.
1.5 Community	Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres Strait Islander community in Horsham	1.5.2	Deliver on the Horsham Silo project with Barenji Gadjin Land Council to promote, celebrate and share first nations stories of significance	90	The silo work and the flour mill have been completed. The amenities and lighting are in the final completion stage
		1.5.3	Ensure connections to land and culture are protected and maintained by engaging early with BGLC in identifying places of Aboriginal cultural heritage sensitivity	50	This is ongoing and currently occurring with Horsham South and the alternative truck route.
		1.5.4	Work with the local Traditional Owners to identify suitable aboriginal language names for new streets and public places and facilitate applications through the RAP	20	Discussions have commenced with BGLC

			Aboriginal Advisory Committee		
1.6 Community	promote and support the municipality's key tourism, events and local and cultural offerings				
		1.6.1	Increase the range, quality and appropriateness of Visitor Services information and products	10	Commenced with review of Visitor Guide and Tourism website
		1.6.2	Ensure Visitor Services successfully integrates into the Horsham Town Hall venue	80	The integration and the VTIC Accreditation has been completed. Fit out of the area is still underway
		1.6.3	Encourage, promote and celebrate events enriching cultural diversity	100	A full multicultural program was run in March with performances in the Hall. Full production of the events for Reconciliation Week including projection, a walk on country and live entertainment at Sawyer Park
		1.6.4	Implement the Horsham Heritage Study by undertaking a planning scheme amendment	50	Review of study almost complete. Next step to brief councillors. Amendment to occur early next year.
		1.6.5	Prepare a conservation management plan for Horsham Botanical Gardens	0	Yet to commence, to be budgeted in a future year
		1.6.6	Prepare heritage controls and complete amendment to the HRCC Planning Scheme	20	Review of study complete. Amendment to occur next year subject to Council resolution to exhibit.
1.7 Community	Partner on public initiatives to reduce family violence, alcohol and other drugs, tobacco and gambling related harm	1.7.1	Lead and partner on public initiatives to improve awareness and knowledge of family violence	60	This is an ongoing health and wellbeing action implemented across the organisation. Early Years are developing a grant application for 16 days of activism grants looking at a guest speaker focussing on early years and gender.  International Women's Day is another key activity for March 2023.



## THEME 2 – LIVEABILITY



*“Horsham Rural City Council will actively work to create a healthy and connected community that is a great place to live, work invest and explore for all ages, abilities and backgrounds”*

### RIVERFRONT ACTIVATION PROJECTS

The Riverfront Activation Project is the first stage of the City to River Masterplan, a 20 year plan which aims to enhance and activate the Wimmear River Precinct and its link to the Central Activity District of Horsham. Ten individual projects are underway including three new riverfront nodes, improved public amenities, new barbeque shelters, a new sculpture and the



angling club pergola.

“For many years our residents have asked for our riverfront precinct to be developed to its full potential, and they are now delighted to see it happening,” Mayor Robyn Gulline said.

## ANNUAL ACTION SUMMARY REPORT - LIVEABILITY

Following is the Annual Action Plan Summary Report. Items not listed here are not due to be reported on this year or updates have been unable to be provided at the time of reporting. This process will improve from report to report. The stars against each item are as follows:

Complete		Delayed due to reasons in our control		Not started	
In progress		Delayed due to reasons out of our control			

***“Horsham Rural City Council will actively work to create a healthy and connected community that is a great place to live, work invest and explore for all ages, abilities and backgrounds”***

2.2 Liveability	Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning			
		2.2.2	Work with the WRLC to promote the library and related events through Council's public notice page	100
2.3 Liveability	Create engaging spaces and places for social connection and wellbeing to build community resilience			
		2.3.1	Work with community to develop Concept Plans for Sawyer Park & City Oval and develop detailed designs and drawings - Stage 2	70
2.4 Liveability				

	Encourage participation, diversity and growth in sports, events, arts and culture	2.4.1	Seek funding opportunities through sport and recreation grants	25	Funding applications are prioritised according to existing strategic plans and priorities. Funding applications will be based on the outcomes of place-based planning (Sunnyside Park, Haven - Anzac Park and the Skate Park planning)
		2.4.2	Produce, publish & promote an annual program of HTH performances	100	The 2nd half of the annual program of MTH was printed in May and dispersed in June
		2.4.3	Produce, publish & promote an annual program of visual art	100	The 2nd half of the annual program was printed in May and distributed in June
		2.4.4	Develop and deliver an annual program of Public art commissions, installations & promotion	100	We delivered 15 NBN Boxes, 2 powercor boxes and the Silo Artwork
		2.4.5	Build on the quality of the Gallery's Visual Art Collection	20	
		2.4.6	Advance the Horsham Aquatic Centre Masterplan - Hydro Therapy pool, spa, steam and sauna rooms		Priority for 2023/24 financial year (subject to funding).
		2.4.7	Oversee contract management of the Horsham aquatic services	100	New contract has commenced as of 1 July
2.5 Liveability	Respond to key community needs, ensuring our municipality is child and youth friendly and encourages positive ageing	2.5.1	Municipal Early Years Plan 2019-2023 to be reviewed and updated	0	Still to commence
		2.5.2	Finalise the Dudley Cornell Reserve Master Plan	20	Initial planning has occurred for Dudley Cornell Park. Planning was halted because of issues associated with parking and traffic movement. Planning will conclude when the results of strategic planning re: play and sports facilities and the

				Horsham North Local Area Plan has been completed.	
2.6 Liveability	Promote the municipality as a destination highlighting Horsham as a base in Western Victoria, halfway between Melbourne and Adelaide	2.6.1	Promote recreation activities in our natural environment to increase destination tourism and visitation	10	Investigations underway with regard to potential user groups utilising the HRCC owned pedal boats. Enquiry received from new business interested in starting a stand up paddle boarding business.
		2.7 Liveability	Develop a range of recreational opportunities in our natural environment and recreational waterways to increase visitation	20	Updates to the mobile vehicle trading policy have enabled businesses to trade on the riverfront. Commercial businesses have located at the rowing sheds and the angling club. Regular pop up activities are planned for the remainder of the year and into Summer.  A business plan has been received as a potential investment opportunity to create an area along the riverfront for a mobile business or shipping container to operate a cafe along with a water sports business.
2.8 Liveability	Promote recreational opportunities in our natural environment and recreational waterways to	2.7.1	Identify and seek out commercial opportunities to activate the riverfront	20	Updates to the mobile vehicle trading policy have enabled businesses to trade on the riverfront. Commercial businesses have located at the rowing sheds and the angling club. Regular pop up activities are planned for the remainder of the year and into Summer.  A business plan has been received as a potential investment opportunity to create an area along the riverfront for a mobile business or shipping container to operate a cafe along with a water sports business.
		2.8.1	Support the delivery of tourism opportunities on the Wimmera River, Mt Arapiles and lakes in our region.	20	The Natimuk Economic and Social plan is nearing completion and will contain actions that will support the delivery of tourism in the Natimuk region.




	increase visitation			Westvic Business have engaged a consultant to deliver a plan for the Green Lake Yacht Club and precinct.	
2.9 Liveability	Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members	2.9.1	in partnership with our Health & Wellbeing partners, advocate for local mental health service provision (refer to Royal Commission into Mental Health)	0	Still to commence
		2.9.10	Implement the Horsham Planning Scheme and monitor land supply and demand	30	Commenced, Supply study currently being completed
		2.9.2	In partnership with our Health & Wellbeing partners, advocate for an alcohol and drug rehabilitation clinic in Horsham	0	Still to commence

## SERVICE PERFORMANCE INDICATORS


The following performance indicators are for the three months to March 2022. Some data is unavailable or shown at half of the annual indicator due to the timing of collection.

### \*Active library borrowers in the municipality

	FY 2019-2020 10.84%	FY 2020-21 9.08%	YTD 7.66
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### Library collection usage

Number borrowed divided by total number items in collection.


	FY 2019-2020 1.86	FY 2020-21 1.20	YTD 1.35
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### Standard of library collection


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

	FY 2019-2020 45.82%	FY 2020-21 39.87%	YTD 41.65
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### Cost of library service per population

	FY 2019-2020 22.13	FY 2020-21 24.53	YTD 25.47
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### \*Percentage of children enrolled who attended the MCH service at least once in the year

	FY 2019-2020 89.99%	FY 2020-21 96.65%	YTD 85.89%
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### Number of Infant enrolments in the MCH service based on birth notifications received

	FY 2019-2020 100.85%	FY 2020-21 101.4%	YTD 101.07%
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### Cost of the MCH service per hour worked

	FY 2019-2020 \$77.07	FY 2020-21 \$62.31	YTD \$60.84
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**\*Percentage of Aboriginal children who attend the MCH service at least once a year**

	FY 2019-2020 88.76%	FY 2020-21 97.30%	YTD 86.64
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**\*Percentage of Food Safety Non-Compliance Notifications followed up**

	FY 2019-2020 66.67%	FY 2020-21 75.31%	YTD 70%
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**Time taken to action food complaints**

	FY 2019-2020 2 days	FY 2020-21 1.25	YTD 1.00
---	------------------------	--------------------	-------------


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

	FY 2019-2020 86.78%	FY 2020-21 75.31%	YTD 67.76
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**Cost of food safety service per registered premise**

	FY 2019-2020 \$767.58	FY 2020-21 \$569.69	YTD \$742.39
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**\*Utilisation of Aquatic Facilities per population**

	FY 2019-2020 6.73%	FY 2020-21 3.03%	YTD 3.71%
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**Cost of aquatic facilities per visit**

	FY 2019-2020 \$4.55	FY 2020-21 \$13.30	YTD \$11.91
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**\*Animal Management Prosecutions for the year**

	FY 2019-2020 0	FY 2020-21 1	YTD 1
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**Cost of animal management service per head of council's population**

	FY 2019-2020 \$16.58	FY 2020-21 \$18.65	YTD \$17.81
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**Time taken to action animal management requests**

	FY 2019-2020 1 day	FY 2020-21 1 day	YTD 1 day
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**Percentage of animals reclaimed from the pound**

	FY 2019-2020 53.10%	FY 2020-21 52.83%	YTD 63.68%
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\*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.



## THEME 3 – SUSTAINABILITY



*“Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy”*

### COUNCIL LOOKS TO LANDOWNERS FOR NEW GRAVEL SOURCE

Farmers with potential gravel resources on their properties could hold the key to improving rural roads as Horsham Rural City Council looks to establish new quarries in the municipality.

With the region’s gravel supply becoming scarce, HRCC is contacting private landowners to see if they would be open to having their gravel resources excavated and used for road maintenance.

Infrastructure Director John Marting said his department would soon write to selected landowners to garner interest.

“Council is interested in finding new gravel pit locations that would minimise impact on residents and farm operations, while providing enough locally sourced gravel to maintain about 2000 kilometers of unsealed roads in the municipality,” Mr Martin said.



Any agreements would be contract based and subject to a range of conditions including being at least 100m away from any residential building. Compensation such as royalties would be paid and land management and rehabilitation plans would be put in place. “Front of mind is the fact that this needs to be done with consideration to residents living in the vicinity of any potential new quarries,” Mr Martin said.

## ANNUAL ACTION SUMMARY REPORT - SUSTAINABILITY

Following is the Annual Action Plan Summary Report. Items not listed here are not due to be reported on this year or updates have been unable to be provided at the time of reporting. This process will improve from report to report. The stars against each item are as follows:

Complete		Delayed due to reasons in our control		Not started	
In progress		Delayed due to reasons out of our control			

*“Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy”*

3.1 Sustainability	Plan for sustainable development which balance economic, environmental and social considerations				
		3.1.1	Prepare a Commercial & Industrial Land strategy and undertake a planning scheme amendment	0	Yet to commence.
		3.1.2	Review the recommendations from the Wartook Valley Strategy and undertake a planning scheme amendment	0	Yet to commence.
		3.1.3	Implement the recommendations from the Natimuk social and Economic Plan	0	Will occur post the plan being adopted
3.2 Sustainability	Plan for sustainable development which balances economic, environmental and social considerations				
		3.2.2	Implement the infrastructure works required for the next stage of development at Burnt Creek Industrial Estate and Enterprise Industrial Estate	30	Burnt Creek Industrial Estate has been subdivided and planning designs for infrastructure commenced. Project requires external funding to commence construction of infrastructure such as roads and power. Enterprise Estate subdivision to be informed by SHSP.

3.3 Sustainability	Promote and encourage innovation and new technologies in our community	3.3.1	Source opportunities and develop partnership with technology industry bodies to enhance connectivity	30	Meetings underway to understand options for progression of connectivity.
3.4 Sustainability	Support business resilience and recovery from the impact of business interruption	3.4.1	Implement the recommendations from the Investment Attraction and Growth Plan	50	Council to receive an Investment Attraction and Growth Report monthly commencing in July. This report will identify progress of the Investment Attraction Strategy and Implementation Plan. Please note the reports are presented at a Council Meeting six weeks post end of month. Prior to this Council have received a monthly Investment Attraction and Growth dept. report.
	Support business resilience and recovery from the impact of business interruption	3.4.2	Work with local business to activate the Horsham town centre (CAD)	50	<p>Businesses have been engaged in the development of the CAD Revitalisation plan which is nearing completion.</p> <p>Regular events to activate the CAD will be held in order to promote localised shopping and activity in the centre of town. The block on the corner of Roberts Ave and Ward St has been leased for the next 12 months to enable this.</p> <p>Planning is underway for an event in the September school holidays in the town centre. Planning is underway for the Christmas Extravaganza event which was highly successful in 2021.</p>

3.5 Sustainability	Advocate for mining in our region to meet world's best practice	3.5.1	Submission to the Environmental Effects Statement (EES) for the Avonbank mining project to ensure that the license reflects world best practises.	0	Still to commence
3.6 Sustainability	Support our community and region in adapting to reduce emissions, build resilience to climate change and respond to environmental challenges	3.6.1	promote the benefits of reducing carbon emissions using Council's actions as a model (Zero Net Emissions Carbon Action Plan)	20	<p>Council has already started promotion of its Zero Carbon Plan through different media releases including the below, to highlight on the benefits of carbon reduction.</p> <p><a href="https://www.hrcc.vic.gov.au/Our-Council/News-and-Media/Latest-News/Council-sets-zero-net-carbon-goal">https://www.hrcc.vic.gov.au/Our-Council/News-and-Media/Latest-News/Council-sets-zero-net-carbon-goal</a></p> <p>Waste Unit will plan more media releases in collaboration with the CRAT team during this financial year.</p>
		3.6.2	Implement Actions from Zero Net Emissions Carbon Action Plan	50	<p>Implementation of the actions from the Zero Net Emissions Carbon Action Plan is on going.</p> <p>Council has so far delivered on a number of solar energy projects, building efficiency projects, energy audits and other zero carbon initiatives.</p> <p>More actions will follow this financial year.</p>

		3.6.3	Develop a plan for the introduction of electric vehicles to Council's fleet	5	KS 01 08 2022:  Extensive in house assessment and study is being carried out; with aim to produce a draft report by January 2023.
		3.6.4	Implement the actions from the electric vehicle transition plan	10	Ongoing. Investigating. Receiving quarterly reports from Everergi / LG fleet group updates / Own research. Purchasing Hybrids where possible.  Looking into electric vehicles travelling around town, Melbourne not viable yet. Govt. set to remove FBT from Electric Vehicles.  Looking into Hydrogen.
		3.6.5	Advise the community of the statewide reforms to our recycling system and implement the State Government's Four Bin Kerbside Collection Policy to enable the increased recovery of recyclable materials	25	Community awareness on the state wide reform started as part of the initial community survey done by Council last financial year.  Council has adopted a 4 bin policy which has been shared with the community as part of multiple media releases.  Further community education and consultation will be done as part of the 4 bin project this financial year.
3.7 Sustainability	Advocate for protection, conservation and management of our natural environment to sustain biodiversity and habitats	3.7.1	Seek funds to educate and assist groups at Green Lake to maintain safe & compliant use of marine and aquatic environments	80	Consultant engaged and working with key stakeholders and community groups to update the waterway rules at Green Lake to ensure the rules support ongoing recreation opportunities in a safe manner.



3.8 Sustainability	Promote recreational and social environments for people to enjoy (open spaces, waterways, etc)				
		3.8.1	Support recreational clubs and groups to gain access to information and grants to strengthen viability and health of groups	50	Information is shared regularly through the Active newsletter to a database of over 300 including representatives of local community groups.
		3.8.2	Support communities to access Council owned recreational assets	50	Facility bookings are managed by the Recreation and Open Space team through a third party booking platform 'IMS'.

## SERVICE PERFORMANCE INDICATORS


The following performance indicators are for three months to March 2022. Some data is unavailable due to the timing of collection.

### \*Council planning decisions upheld at VCAT

	FY 2019-2020 0 %	FY 2020-21 0%	YTD 100%
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\*only one VCAT matter during the first quarter of 2022


### Days taken to decide planning applications

	FY 2019-2020 45	FY 2020-21 63	YTD 62
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### Planning applications decided within required time frames

	FY 2019-2020 81.89%	FY 2020-21 78.49%	YTD 91.18%
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### Cost of statutory planning process per application

	FY 2019-2020 \$2,898	FY 2020-21 \$2,328	YTD \$8,834.59
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### \*Kerbside collection waste diverted from landfill

	FY 2019-2020 20.49%	FY 2020-21 19.91%	YTD 19.74%
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### Kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts

	FY 2019-2020 1.45	FY 2020-21 0.99	YTD 1.90
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### Cost of kerbside garbage bin collection service per bin

	FY 2019-2020 \$117.83	FY 2020-21 \$123.97	YTD \$140.81
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### Cost of kerbside recyclables collection service per bin

	FY 2019-2020 \$61.64	FY 2020-21 \$68.42	YTD \$72.14
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\*LGPRF Indicators (Local Government Performance Reporting Framework)

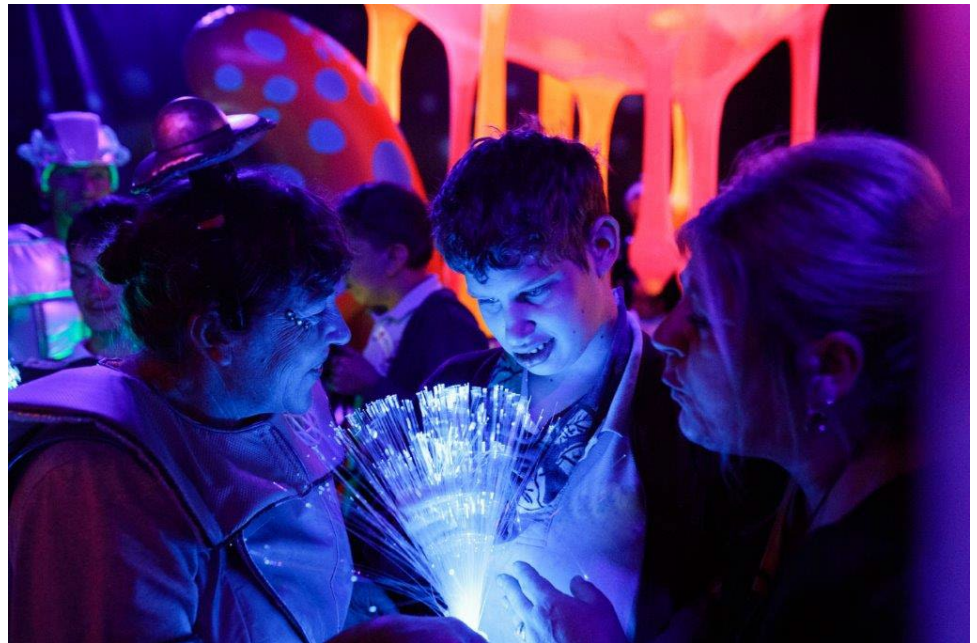
## THEME 4 – ACCESSIBILITY



*“An accessible community is a connected hub supported by an extensive transport network. It is designed to meet the growing demand for services and supports education and wellbeing”*

### WHOOSH! – INNOVATIVE AND ACCESSIBLE PERFORMANCE

After working with Performing Lines WA for the last 3 years Horsham Town Hall was able to present Whoosh! One of only two Victorian centers to present the performance, Horsham Town Hall was extremely privileged to host this unique and inclusive performance. Horsham Town Hall’s audience development plan focuses on accessibility for all community members. Whoosh enabled the venue to present in a way that was accessible and unique in the experience.



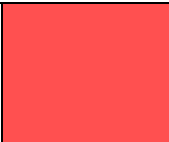




*Image credit: Daniel Walker*

Whoosh! is an immersive work that puts children and adults with disabilities at the center of the action. Utilising an impressive set and pioneering use of technology, including a digital app to deliver pre-show materials. The preparatory materials help participants become familiar with the story, characters, songs and storytelling methods used in the performance. Creating ease with the experience.

## ANNUAL ACTION SUMMARY REPORT - ACCESSIBILITY

Following is the Annual Action Plan Summary Report. Items not listed here are not due to be reported on this year or updates have been unable to be provided at the time of reporting. This process will improve from report to report. The stars against each item are as follows:

Complete		Delayed due to reasons in our control		Not started	
In progress		Delayed due to reasons out of our control			

***“An accessible community is a connected hub supported by an extensive transport network. It is designed to meet the growing demand for services and supports education and wellbeing”***

4.1 Accessibility	Ensure a safe and connected transport network including active transport	4.1.01	Maintain the existing road and path network to established standards, and improve these routes in accordance with priorities identified in the Road Management Plan	90	<p>A service level for roads and footpaths has been established. Assets that do not meet the service are being listed onto 10 years CAPEX plan for upgrades. Works is being carried out through strategic collaboration with Federal government's HVSP program and council's own fund.</p> <p>Footpaths are being created on streets where there were no footpaths. Horsham North Footpath project is an example where council invested significant fund to ensure that every residents has at least footpath on one side.</p>
		4.1.02	Work with Regional Roads Victoria to undertake investigation and planning for Horsham's alternative truck route.	40%	Study has commenced with Cultural Heritage Assessment being undertaken

		4.1.03	Implement prioritised actions identified in the Horsham Urban Transport Plan 2020, Rural Road Network Plan and Bicycle and Shared Path Plan 2012-2016	60	<p>Various works identified through Urban Transport Plan are being gradually accomplished. Update work on Bicycle and Shared Path Plan is being underway. Tender for foot bridge is closed and execution of this work is underway.</p>
		4.1.04	Develop a greater focus on safety improvements in the road and path network in urban and rural areas, including speed limit reviews, using historic crash statistics to inform priorities	50	<p>Council's Road Management Plan has been administered such that any defects/issues on the roads and paths will be rectified within agreed time frame.</p> <p>Some relatively high volume roads with 3.7 m seal width are gradually being converted onto 6.2 m wide seal; over \$ 8 M is being spent on this endeavour over next 3 financial years.</p>
		4.1.05	Maintain assets in accordance with Councils Asset Plan 2021-2031 adopted service levels	75	<p>Funding for renewal has been matched to the demand based on the service level analysis, which was developed through rigorous assessment of affordability and minimum standard.</p> <p>A degree of maturity on maintenance of transport infrastructure has been achieved. Extensive work is being carried out on maintenance aspects of open space assets and key assets/facilities within the municipality.</p> <p>An approach of upgrade or new asset creation based on whole of lifecycle assessment is being implemented.</p>



		4.1.06	Investigate and implement new methods and materials to improve the efficiency of Council's road maintenance program	35	<p>A map of potential gravel pit site has been developed. Sample of material from 3 potential sites has been collected and sent to Deakin University for material testing.</p> <p>The work will be continued in next 4-5 years with main objective of finding local gravel which will reduce unit cost of resheeting, thus enabling to provide thicker gravel and all year accessible gravel roads.</p>
		4.1.07	Investigate the capacity of all bridges	45	Tier 1 assessment of 40 % of the bridges has been completed. Additional work is underway for Tier 1 assessment of major culverts.
		4.1.08	Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham	80	Draft Horsham Bicycle and Shared Path plan is currently being finalised. Following this the plan will be reviewed by key internal stakeholders and the Community Reference Group. Any feedback will be considered and, if appropriate, incorporated, before being presented to Council and the broader community for feedback.
		4.1.09	Develop and implement a plan for the provision of footpaths in residential streets in Horsham	60	Council has developed a level of service where each streets will have at least footpaths on one side of the road provided there are 10 dwellings per hectare. Based on this metric, entire of Horsham North roads will have footpath on one side. A project about Identifying locations and costing to create new footpaths on remainder of streets is underway.


4.2 Accessibility	Advocate for supporting infrastructure to ensure connections to key places and services				
		4.2.1	Undertake a Community Buildings Co-location & needs Assessment- to determine space availability, options, decommission and potentially new solutions	10	Initial scoping meeting held. Development of Gender Impact Assessment, Project Management Plan and Project Brief underway.
		4.2.2	Seek funding to complete the Hamilton Street pedestrian bridge	100	Complete
4.3 Accessibility	Planning for places and spaces to provide connectedness and social inclusion				
		4.3.1	Create a pipeline of projects as identified through the Open Space Strategy	50	An implementation plan for the 2019 Open Space Strategy has been developed with key actions currently occurring. This includes planning for parks: Sunnyside, Haven and the Skate Park, a review of sporting facilities, the review and refresh of a Bike Plan and the development of a Play Spaces strategy. A formal review of the progress and achievements of the Open Space Strategy will be provided by December 2022.
		4.3.2	Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework	0	First step is the Conservation Management Plan for the Horsham Cinema. Masterplan will follow this. Currently waiting on funding outcome
		4.3.3	Develop prioritised projects from outcomes from the  Regional Multi Sport Facility Feasibility study	0	Still to commence
		4.3.4	Develop schematic plans for priority toilets listed in  the Public Toilet Plan	0	Still to commence
		4.3.5	Develop a detailed outdoor Play Space Plan	10	A Project Brief is being developed and will be released to the market by the end of August 2022.

		4.3.6	Implement the actions from the Greening Greater Horsham Municipal Tree Strategy		
4.4 Accessibility	Support lifelong learning opportunities for all people				
		4.4.1	In collaboration with the Primary Care Partnership, support the delivery of the Sons and Daughters of the West wellness program	90	Currently being delivered.
		4.4.2	Deliver the Dept of Education & Training funded Schools Education Program at the Horsham Town Hall Venue.	0	Funding agreement signed with DET, program to commence August 22, Initial Spark program promoted


## SERVICE PERFORMANCE INDICATORS

The following performance indicators are for three months to March 2022. Some data is unavailable due to the timing of collection.


### \* Community satisfaction with sealed local roads

	FY 2019-2020 39	FY 2020-21 39	YTD 45
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### Sealed local road requests as a percentage of kilometers

	FY 2019-2020 9.80%	FY 2020-21 10.76%	YTD 10.89%
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### Sealed local roads maintained to condition standards

	FY 2019-2020 96.62%	FY 2020-21 99.30%	YTD 99.55%
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### Cost of sealed local road reconstruction per square meter of road

	FY 2019-2020 \$30.73	FY 2020-21 \$36.62	YTD 35.13
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### Cost of sealed local road resealing per square meter of road

	FY 2019-2020 \$5.47	FY 2020-21 \$5.20	YTD 7.18
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*The total expenditures on sealed roads year to date includes microsurfacing, final seal and reseal works on sealed roads*

\*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

## THEME 5 – LEADERSHIP



*“Horsham Rural City council, will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability”*

### NEW COUNCIL CAMPAIGN TO ATTRACT INDUSTRY INVESTMENT



Horsham Rural City Council has launched a campaign to fulfil the Wimmera’s economic potential by using the region’s untapped advantages to attract investment and new industry. Mayor Robyn Gulline launched the Destination Horsham – Investment Attraction Strategy at the Wimmera Business Centre in May.

The strategy sets bold targets for the region including the goal of becoming Australia’s most dynamic sustainable energy region. It also explores the potential for the municipality to become a major nature-based tourism destination.

The regions dependence on agriculture is also addressed, with increased local processing and export marketing the keys to adding strength to the region’s main industry. Cr Gulline said in the post-COVID regional boom, the contest for investment opportunities

was becoming increasingly competitive.

“It is essential the Wimmera is promoted on a national and international platform to attract companies that will generate new employment opportunities for current and future residents,” she said.



## ANNUAL ACTION SUMMARY REPORT - LEADERSHIP

Following is the Annual Action Plan Summary Report. Items not listed here are not due to be reported on this year or updates have been unable to be provided at the time of reporting. This process will improve from report to report. The stars against each item are as follows:

Complete		Delayed due to reasons in our control		Not started	
In progress		Delayed due to reasons out of our control			

*“Horsham Rural City council, will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability”*

5.1 Leadership	Build trust through meaningful community engagement and transparent decision making				
		5.1.3	Seek community input and feedback on services at Horsham Town Hall	0	Still to occur due to staff vacancy
		5.1.4	Establish a transparent procedure for prioritising projects in the Capex plan	60	A proper prioritisation process has been developed for asset renewals.  Regarding asset upgrade or new asset creation, various models has been discussed, and are yet to be finalised. A draft current model of prioritisation accounts 5 main criteria namely project readiness, benefit cost ratio (whole of lifecycle), % co-contribution, alignment with strategies and plans, and asset subcategory prioritisation.


		5.1.5	Investigate and Implement a Project Management Software System	2	Review options available commercially and asses for suitability
5.2 Leadership	Engage with community early on in projects and throughout to promote efficiencies and awareness of external funding opportunities				
		5.2.2	Review the Project Management Framework to ensure that community engagement occurs early in the project process and at other key stages in projects	5	Community engagement is well documented in the Project Management Framework. The issue is when the Framework is not followed.  Consultant review of the Framework and barriers to adopting this is to commence shortly.
		5.2.3	Manage performance and finances in line with income and regulation	10	currently developing reporting templates
		5.2.4	Promote grant funding options, resources and information available to community groups	50	The Recreation and Open Space Planning team engage with and keep community groups informed through a regular 'Active Newsletter'. The recipient list is over 300 in number and funding and grant opportunities are included in the newsletters.
5.3 Leadership	Enable a customer/stakeholder focused approach that delivers efficient and responsive services				
		5.3.1	Develop Organisational non-financial reporting measures	100	Final measures signed off by EMT currently collecting data
		5.3.2	Phone system upgrade including improved staff access and customer chat options	10	Review of options prior to procurement process underway.

		5.3.3	Be responsive to all asset related service requests, queries and complaints.	65	<p>Council is gradually developing a fact based decision making process to enable transparent, affordable and consistent approach in dealing with customer requests.</p> <p>All customer requests that need capital investment are currently answered with definitive yes or no, within 90 days with proper reasoning.</p> <p>All maintenance management related customer requests has been answered as per customer service chartered.</p> <p>Further work on development of better statistics of planned and actual response is being planned.</p>
5.5 Leadership	Implement systems, process and use of technology that support efficient and secure business operations				
		5.5.10	Upgrade & update Visit Horsham Website	30	Brief developed for website re-design
		5.5.11	Installation of Smart Sensors on all Council owned facilities (to measure demand and plan for asset upgrades & renewal)	10	Conducted initial scoping meeting. Now developing GIA and PMP.
5.6 Leadership	Work in partnership with key agencies and other levels of government to provide leadership and support in emergency preparedness, response and recovery processes				
		5.6.1	Review and update Emergency Management Plans and Processes	20	Commenced


## SERVICE PERFORMANCE INDICATORS

The following performance indicators are for six months to March 2022. Some data is unavailable due to the timing of collection.


### \*Community satisfaction with Council decisions

	FY 2019-2020 39	FY 2020-21 48	YTD 53
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### Council decisions made at meetings closed to the public

	FY 2019-2020 18.44%	FY 2020-21 9.03%	YTD 6.25%
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### Community satisfaction with community consultation and engagement

	FY 2019-2020 41	FY 2020-21 48	YTD 52
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### Councillor attendance at Council meetings

	FY 2019-2020 87.76%	FY 2020-21 96.43%	YTD 91.30%
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### Cost of governance per Councillor

	FY 2019-2020 \$31,418.08	FY 2020-21 \$35,874.87	YTD \$44,415.73
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\*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

## COUNCIL EXPENSE REPORTING

Council Expenses Reporting April - June 2022													
Councillor	Expense Type								Total April - June	Total Jan - Mar	Total Oct - Dec	Total Jul - Sept	Cumulative YTD Total 2021-22
	Carer and Dependent-Related	Car Milage	Communication Tools	Functions and Events	Meetings, Seminars, Conferences and Training Fees	Memberships	Travel and Accommodation	Other					
Cr Robyn Gulline (Mayor)			355.97				1023.19	43.64	1422.80	1295.80	758.91	770.27	4247.78
Cr Claudia Haenel		1041.00	313.80		590.91		256.91	86.28	2288.90	1019.24	2352.47	2748.36	8408.97
Cr David Bowe			270.78		100.00				370.78	520.92	767.69	485.46	2144.85
Cr Penny Flynn			248.36		1058.18		1023.18		2329.72	570.92	704.96	470.46	4076.06
Cr Di Bell			249.22		445.00				694.22	70.92	1384.97	840.46	2990.57
Cr Les Power			139.29		1058.18		1023.18		2220.65	35.46	687.96	645.00	3589.07
Cr Ian Ross		6594.39	124.11					186.30	6904.80	245.46	641.79	267.73	8059.78
<b>Total (Councillors)</b>		<b>7635.39</b>	<b>1701.53</b>	<b>0.00</b>	<b>3252.27</b>	<b>0.00</b>	<b>3326.46</b>	<b>316.22</b>	<b>16231.87</b>	<b>3758.72</b>	<b>7298.77</b>	<b>6227.74</b>	<b>33517.10</b>
<b>Delegated Committee Member</b>													
<b>Total (Delegated Committee Members)</b>													
<b>Total Expenses (Councillor and Delegated Committee Members)</b>		<b>7635.39</b>	<b>1701.53</b>	<b>0.00</b>	<b>3252.27</b>	<b>0.00</b>	<b>3326.46</b>	<b>316.22</b>	<b>16231.87</b>	<b>3758.72</b>	<b>7298.77</b>	<b>6227.74</b>	<b>33517.10</b>



## COMMUNITY PROJECTS UPDATE

### Visitor Services Highlights

#### VISITOR SERVICES PROMOTIONS

The Visitor Services Team have continued to engage directly with businesses this quarter, photographing businesses and attractions that will form and new and refreshed image bank to promote the Horsham region and were taken by local photographic business 'Jumpin Jac'. The images will be used both throughout HRCC's brand new Official Visitor Guide (OVG) and to update the 'Visit Horsham' website. Wimmera based company 'Aubrey & Aregra' are commissioned to graphically design the OVG. The OVG is drafted and currently being edited. An official launch date of the OVG is being planned for spring.

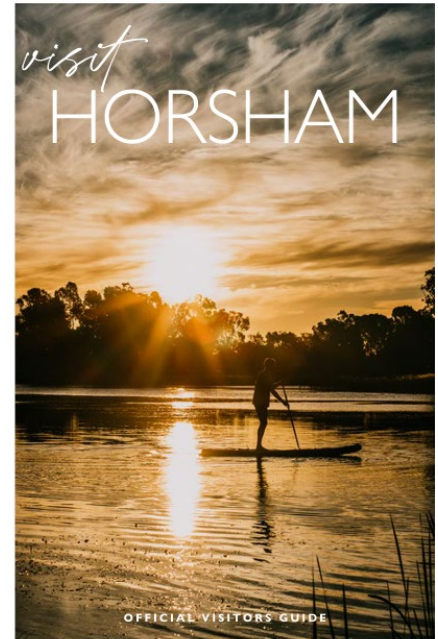


Image: Front cover of HRCC's OVG

#### NEW VISIT HORSHAM WEBSITE

In addition to the new OVG brochure, Visitor Services and Marketing staff have been preparing to update and refresh a new look for the 'Visit Horsham' web Site. 'Visit Horsham' has been the signature brand to promote visitation to Horsham, the new site will dovetail and compliment the OVG and provide a digital platform to reference up to date and change information from the printed OVG. There are opportunities to develop additional promotional products over the next 12 months lined to these key pieces of marketing collateral. A re-launch of the updated website will occur later in the year.

Existing Visit Horsham Website visitation (YTD) below:

Year	2021						2022				
Month	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Total visits	2929	2168	2414	3080	4616	4888	4531	3582	5085	5306	4399
% Repeat visit	14.6	11.5	12.1	12.3	13.2	13.8	13.8	12	12.1	14.1	14.4
% new visits	85.4	88.5	87.9	87.7	86.8	86.2	86.2	88	87.9	85.9	85.6

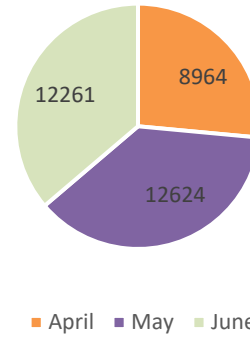
#### VISITATION DURING APR-JUNE

From April- June, 33,849 visitors accessed the venue via the Pynsent Street entrance with a direct number of enquiries to the visitor services counter of 5739 for specific advice/help. A significant increase from the previous quarter of 1381 visitors.

The improvement is attributed to:

- the increased number of events at the PAC,
- Interest in the new silo artwork, launched in April
- Increase community events.
- decreased COVID restrictions for businesses and travelers

Visitor Numbers April to June 2022



Year to Date VIC visitation

Year	2022					
	Jan	Feb	March	April	May	June
Total visits	173	169	1,039	8,964	12,624	12,261

Reception inquiries fielded from the Wilson Street (Gallery) entrance of the HTH. Customer and Visitor Services are also provided at the Wilson Street end of the HTH facility.

Over the past quarter, the following number of queries were fielded.

April	May	June
656	711	454

Horsham Regional Art Gallery Highlights

EXHIBITION: NORMAN LINDSAY- PHOTOGRAPHS TO PAINTINGS

Previous Gallery Director Jane Scott opened the Norman Lindsay exhibition- photographs to paintings, on Friday 22 April, with 50 people attending the opening event and 3984 people visiting the exhibition. Development of the exhibition brought forward a number of locally owned works by the famous artist, lent to the Gallery for the exhibition, including one piece donated. Lindsay, well known for his fascination and capture of the female nude, was also famous for the creation of the enduring story and illustrations for the Magic Pudding.

Image: Norman Lindsay and Rose Soady, Bond Street Studio 1909, silver gelatin print, 2007.74, Horsham regional Art Gallery



## EXHIBITION: MALI MARRANG MALLEE SKY EXHIBITION



Mali Marrang means Mallee sky in Wergaia language. This exhibition featured two local artists Belinda Eckermann and Gail Harradine. Forty people attended the Opening event on Fri 13 May, where the artists spoke of their unique collaboration. Up until the 30 June, 2574 people have visited the exhibition. Central to this work is a possum skin cloak, which carries the stories of the past and present, placed on the shoulders of a young woman as she journeys through the Country of the Wergaia and Wotjobaluk. This beautiful exhibition was followed up with a workshop, attended by

7 people, led by the artists using the cloaks' materials.

Image: Installation image of the exhibition Mali marrang Mallee Sky at the HRAG

## GALLERY ACTIVITIES & PUBLIC PROGRAMS

### Gallery Collection Re-Valued

Every 5 years, the Gallery's Collection is re-valued to include any new donations or purchases into the Collection. This ensures the Collection is appropriately insured. Art valuer, Simon Storey spent several days working with curatorial officer Astrid Barry to update and revalue the Collection.

### Valuation Day

On Sat 18 June, art valuer Simon Storey, supported by Gallery staff, ran their very own 'Antiques Roadshow'. One hundred and ten members of the public brought along 'treasures' for appraisal and valuation. Simon's knowledge extends to 14 different specialties and he was able to provide attendees with fascinating insights into unique, historic, personal items presented.

### Trustees Dinner

The Gallery Trustees hosted a small gathering of collectors, benefactors and donors to an intimate dinner set amongst the Norman Lindsay exhibition on Sat 11 June. Lender and Lindsay expert, Geoffrey Smith, Chair of the auction house Smith & Singer (former Sothebys) was special guest for the evening. Guests enjoyed catering and service provided by the excellent in-house skills of Wendy Preece. The Trustees established important relationships and connections to potential lenders and benefactors at this dinner event.

### Gallery Lighting Upgrade

A tender to upgrade and replace the Gallery's dated and inefficient lighting system was awarded to Buckford Lumination Group. Many of the existing units are the original lighting fixtures and date back to the 1970-80. The new lighting will provide more cost effective, low energy and functional lighting for the Gallery and its exhibition program.

### Community Gallery in the Foyer

Over the past quarter, two exhibitions have been hosted in the Community Gallery located in the Venue Foyer. The artists involved in the nbn Art Box project shared their designs and development. Secondly, The Art is.. festival exhibited artists and held their Gala function at the venue on Fri 24 June. Staff at the venue are working on an expression of interest process to seek local artists to show their work and celebrate local talent in this space.

## EDUCATION PROGRAMS AT THE VENUE

### Education Programs

The following Children's programs were delivered over the following quarter:

Date	Art Club	Mini Makers	School Holiday Program
Tues 5 April			
Tues 3 May			
Tues 10 May			
Tues 17 May			
Tues 17 May			
Tues 24 May			
Tues 31 May			
Tues 31 May			
Tues 7 June			
Tues 14 June			
Tues 14 June			
Tues 28 June			
Tues 28 June			

### Art Club @ the Gallery

As part of the Education program, Art Club for Term 2 was fully subscribed, with 22 children attending. Other programs, Mini Makers and Story Time, provided to pre-school children and their families, have also proved successful with up to 25 participants per session attending.

### Spark Education program

The Department of Education and Training funded Spark Education Program will commence Semester 2 and run over the next 18 months



## PUBLIC ART PROGRAM

### Horsham has its first painted silo!

The Horsham Silo project officially opened as part of National Reconciliation Week, (NRW) on Fri 27 April. Over 300 guests attended the opening. The silo painted by internationally renowned street artist SMUG (Sam Bates) captures the story of Yanggendyinyuk, the Wotjobaluk warrior, hunter, tracker and sportsman. It is the first painted silo in the Council region and has purposely profiled and shared the story of a significant First Nations leader and achiever.

Guest speakers at the Opening included Dylan Clarke (Chair of BGLC), Aunty Jennifer Beer (descendant of Yanggendyinyuk), Helena Plazzer (Representative of Reconciliation Australia and the Plazzer Family) and the Mayor Robyn Gulline.





Image: Aunt Jennifer Beer, SMUG Artwork Tanisha Lovett- 'Let's take those steps'

Sam Bates, Tanisha Lovett & Marianne Plazzer

Special thanks to Shana Miatke -Creative Services and Events Lead and Jillian Pearce -Public Art & Development Officer for ably facilitating and supporting all partners and artists in this project.

### Art-Box Outdoor Gallery Program April – June 2022

Horsham Rural City Council has commissioned six local public artists to install their street artwork across six Powercor electrical boxes in the centre of Horsham.

The artists, selected through an expression of interest process.

The successful artists included, Yama Harradine, Anthony Pelchen, Amabile Dalfarra-Smith, Nichola Clarke, Horsham College Year 8 students collaborating with the Pitcha Makin Fellas and the Youth Pride group from Headspace Horsham.

*Artist: Nichola Clarke at O'Callaghan Parade Powerbox*



The commissioned artworks become part of the Public Outdoor Gallery of street art work across the central activity district of Horsham. This brings the number of Powercor painted boxes to eight.

These join 16 nbn box designs recently launched on April 30<sup>th</sup>, with an exhibition in the Community Gallery. The ArtBox project has engaged 18 artists, two art collectives and two schools. In delivering these bright and engaging artworks

Council acknowledges nbn<sup>TM</sup> Local for enabling access to their infrastructure, as well as financial support for the Goolum Goolum artists. The purpose of the Outdoor Gallery art box projects has been to engage our local artists and broader local community to beautify the city and public spaces with meaningful public artwork. This project also aims to lessen the impact and cost of graffiti.





Artist: Amarah's InDigital Art



Artist: Mark Radford

## Performing Arts Highlights at HTH

### Program Delivery

HTH saw the return of several community groups back into the venue after Covid closures. The Rotary Art Fair reconfirmed itself in the Heritage Hall, while Smart Artz, finally presented 'The Laramie Project' on stage. May also saw the return of the Horsham Arts Council with 'Broadway Musical' and St Brigid's College presenting 18 young adults as part of its' annual Ball

### Community Events:

April	Smart Artz Performance HTH
April	Rotary Art Show.
12-22 May	Horsham Arts Council
27 <sup>th</sup> May	Horsham Silo Opening and Sawyer
29 <sup>th</sup> May	Horsham Band Wilbur Wilde
24 <sup>th</sup> June	St Brigids College Presentation Ball
20 <sup>th</sup> – 22 <sup>nd</sup>	Horsham Calisthenics

### Commercial Touring performances:

23 <sup>rd</sup> April	A Taste of Ireland
1 <sup>st</sup> May	Human Nature
6 <sup>th</sup> May	Consentino
28 <sup>th</sup> May	Bjorn Again

17<sup>th</sup> June Best of the Bee Gees

19<sup>th</sup> June Jimeoin

### HTH Initiated Events:

8<sup>th</sup> March- Stardust & the Mission– Featuring the Horsham Brass Band

31<sup>st</sup> May – Melbourne Comedy Festival

7<sup>th</sup> – 11<sup>th</sup> June - Whoosh

28<sup>th</sup>-30<sup>th</sup> June – Chunky Moves

### Commercial Meeting Hires

There were six commercial hires of parts of the facility including, ASU Delegates Meeting, Horsham Historical Society, RSM Financial Services, Seat of Mallee Candidates – Ace Radio, Genu, Ambulance Victoria

## Recreation and Open Space Planning (ROSP)

### Horsham Bike & Shared Path Plan

HRCC has engaged a consultant to develop a Horsham Bicycle and Shared Path Plan, building on the 2012-2016 Horsham Municipal Shared Path & Bike Plan. A Community Reference Group (CRG) has been established and is supporting the development of the plan along with key internal stakeholders. A draft plan will be shared firstly with the CRG, before a broader community engagement process occurs.



### Green Lake Waterway rules review



Green Lake located 10km south-east of Horsham is highly valued by a range of recreational users for sailing, swimming, rowing, water-skiing, jet skiing, canoeing, fishing and (seasonal) duck hunting.

In 2016 Transport Safety Victoria (TSV) undertook an audit of waterway rules and associated signage at Green Lake. The audit builds on previous assessments completed in 2011 and 2013 and identified a number of issues with the current waterway rules at Green Lake. These issues included but were not limited to; non-compliant signage and ski access lanes overlapping boat ramps.

*Mandy Kirsopp at the Green Lake Waterway rules review Consultation*

A consultant has been engaged, funded by a grant from TSV. They will lead a review of the current waterway rules and present an updated set of rules that encourage safe recreation and activity at Green Lake, aligned to contemporary standards. An extensive engagement process with both key stakeholders and the broader community has been undertaken with the rules set to be released for further public consultation for four weeks in August 2022, prior to being finalised in Sept 2022.

### ACTIVE Horsham

The RO SP team and staff from the Horsham Town Hall have worked together with local health and wellbeing providers to deliver free community health and wellbeing sessions every Saturday at Sawyer Park (Horsham Soundshell). April saw the YMCA deliver a range of Full Body sessions.



May saw Studio Sukha deliver alternating Yoga and Pilates sessions. June saw the frost hit and the mornings cool down however Snap Fitness Horsham delivered a range of sessions including Strength, Booty, Tabata and Boxing to get participants moving and warm. The sessions are continuing through July and August with Horsham F45 and Horsham Allied Martial Arts delivering respectively

### Horsham Skate Park – An Urban Park for all

Planning is currently underway will create the following outcomes for the Horsham Skatepark. The park will:

- Be accessible to people of different abilities
- Be welcoming to people of different ages, genders and interests
- Provide a diversity of activities and spaces that are flexible in use and can be adapted as required
- Provide an event space, generating economic activity for local businesses
- Provide a safe meeting space and increase opportunities for social connection

A Community Reference Group (GRG) has been meeting since August 2021 to provide input into the planning for the park. A draft concept plan is available for a 6-week period of public consultation.





## Haven (Anzac Park)

The planning phase has been completed for the upgrade of Anzac Park at Haven.

A Community Reference Group (CRG) provided direction for the planning of the park. With planning guided by the 2019 HRCC Open Space Strategy and Victorian Urban Design Guidelines. Key design elements supported by the CRG included that the park should:



- Retain and enhance the natural amenity of the area
- Include public art in the development of the space
- Provide opportunities for groups to gather and to use the park for social activities

A report regarding the planning process, outcomes and recommendation for endorsement is being developed for presentation to Council.

## Sunnyside Park

Planning for the upgrade of Sunnyside Park commenced in 2019 from a vision developed by the Sunnyside Park Committee of Management (CoM). Planning occurred when an Advisory committee was established and has been completed with the input of a Community Reference Group (CRG).

The vision of the CoM and supported by the CRG is that the park should be a community meeting place providing opportunities for both organised sport but also for community connections. Planning for the park has included consultation with all current user groups, and a wide variety of other groups with an interest in the park. Some of the groups include: Horsham PS, Sunnyside Retirement Home, Wimmera Health Care Group, Sunnyside Bowling Club.

Sunnyside Bowling Club has confirmed an 'in-principle' plan to make two of the current bowling greens available for community use. Both Homers Sporting Club (tennis and cricket) and Wimmera Whippets have also confirmed their desire to work together for the shared use of community facilities. A report regarding the planning process, outcomes and recommendation for endorsement is currently being developed for presentation to Council.



## Customer Service Performance

Customer service has had a slight reduction in customer contact as a result of the rise in COVID number however the Tree Revegetation Program commenced in May with payments being mostly made online save for a system error that was resolved quickly. Reminder Rates payments texts were sent to 799 residents in June and animal infringement notices were also distributed over the May/June period. The customer service team have taken up a number of training opportunities this quarter while also training staff in the merit system and working with other departments to make continuous improvements to the system and its use.

Service	Qtr1	Qtr 2	Qtr 3	Qtr 4
Animals	356	386	362	398
Bin Services	277	237	242	241
Parking	118	184	93	100
Trees	67	65	133	45
Roads	117	96	90	113
Business or Events	24	28	34	26
Parks & Reserves	13	61	80	37
Local Laws	129	127	67	66
Miscellaneous	45	52	46	41
Drainage	57	32	41	29
Footpaths	52	43	74	60
Nature Strips	26	13	52	28
Environmental Health	51	40	21	10
Fire Control & Safety	17	99	37	4
Signs	34	24	20	16
Planning	137	149	152	122
Public Amenities	9	11	16	15
Rates & Property	9	7	19	21
Roadsides	14	31	24	20
Graffiti & Vandalism	12	17	8	6
Other	205	201	212	170
<b>Grand Total</b>	<b>1,769</b>	<b>1,903</b>	<b>1,823</b>	<b>1,568</b>

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

"In-Time?"	Qtr1	Qtr2	Qtr 3	Qtr 4
No	683	729	524	542
Yes	942	1,012	1138	896
<b>Grand Total</b>	<b>1,625</b>	<b>1,741</b>	<b>1662</b>	<b>1438</b>

"In-Time?"	Qtr1	Qtr2	Qtr 3
No	558	717	503
Yes	1,004	1,025	1158
<b>Grand Total</b>	<b>1,562</b>	<b>1,742</b>	<b>1661</b>

Complaints received:

Complaints	Qtr1	Qtr2	Qtr 3	Qtr 4
Finalised	25	25	11	6
Open	3	5	6	11
<b>Grand Total</b>	<b>28</b>	<b>30</b>	<b>17</b>	<b>17</b>



## COMMUNITY ENGAGEMENT PROJECTS UPDATE

### GREEN LAKE WATER WAY RULES REVIEW

Green Lake is highly valued by a range of recreational users for sailing, swimming, rowing, water-skiing, jet skiing, canoeing, fishing and (seasonal) duck hunting. The lake hosts the Horsham Yacht Club and Water sports and the Natimuk Water Ski Club. It is also important for its cultural heritage and environmental values.

This review relates only to the rules for activities on the water. This includes the direction of travel for powered craft and designated areas for boating restrictions such as the swimming area. It does not include the provision of water for the lake or the facilities on the foreshore of the lake, such as toilets, barbecues or picnic shelters.

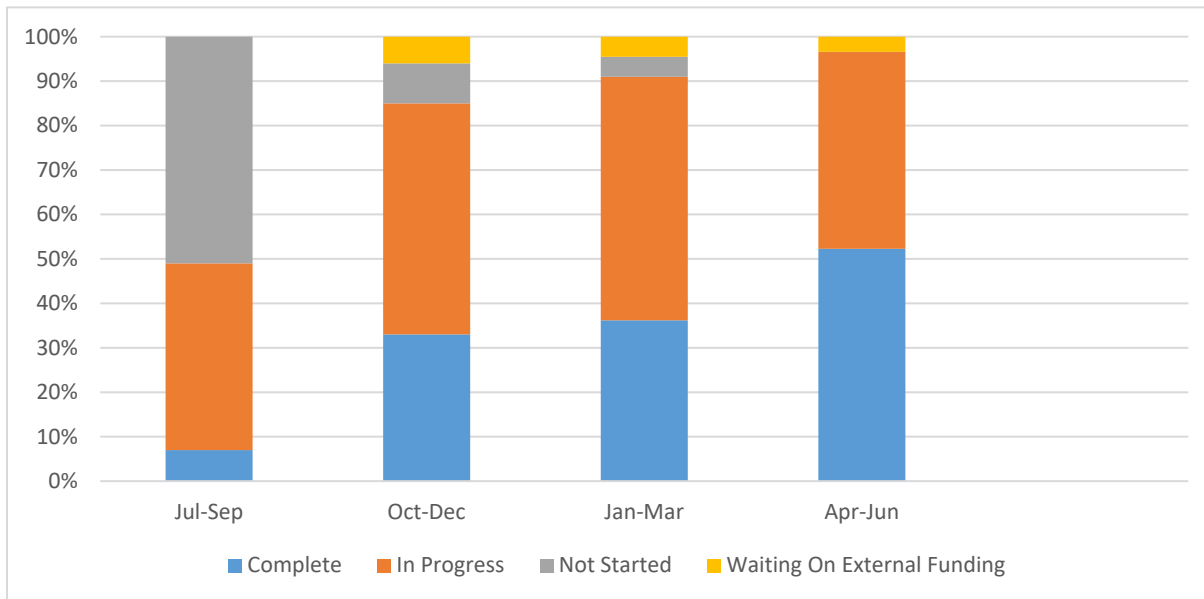
A Community Open House was conducted in June at the Reception Room at the Civic Centre Horsham.



## CAPITAL WORKS PROGRAM UPDATE

The 2021-22 budget has 109 Capital Works projects listed, for a total of \$20.64 million.

An additional 66 Capital Works projects (\$10.8M) have been added due to additional funding received or works carried forward from 2020-21.



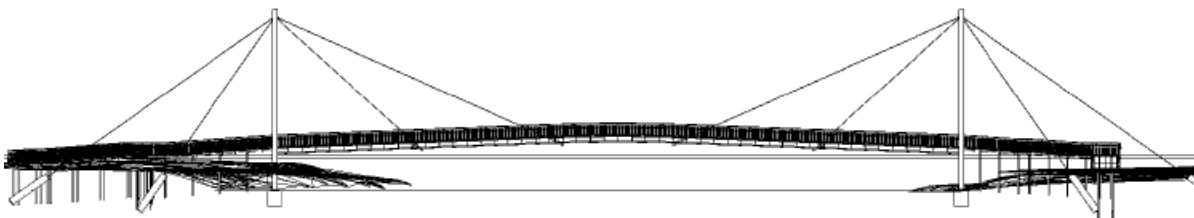
The delivery of CAPEX projects during the past 12 months has been hindered by contractor shortage, ongoing COVID health impact and supply chain delays.

Highlights during the April to June quarter of the Capital Works Program include:

### Hamilton St Pedestrian Bridge

The design of an accessible pedestrian and cycling bridge across the Wimmera River in central Horsham, at the extension of Hamilton St, is well underway. This will link the newly developed residential areas on the south-east side of Horsham with Horsham's central business district, several schools and the major health precinct. Most of the structure will be pre-fabricated by the contractor before work commences onsite in October.

This work is funded by the Federal Government's *Local Roads and Community Infrastructure* program and the *Regional Infrastructure Fund* provided by the Victorian Government.



### Tennis Court Renewal – Central Park Tennis Club

Contractors for Council completed works at Central Park Tennis Club to resurface four tennis courts. The old surface was removed and a new three-coat acrylic sports surface has been applied. This is part of a larger suite of works across the municipality, where failed court surfaces have already been replaced at Quantong, Telangatuk, Sunnyside and Brimpaen. Eight courts at Haven will be resurfaced in the 2022-23 financial year, to complete this project.



### City to River – Riverfront Activation Stage 1

Stage 1 of the City to River project is nearing completion. The Sawyer Park public toilets and barbecue shelters are finished and open to the public.



The pergola on the Angling Clubrooms is complete, with the impressive timber structure intended to provide around 100 m<sup>2</sup> of protected outdoor space for this community facility. Paving of the space underneath the pergola has been completed. This includes a re-design of the access ramp and allows flat-floor entry to the clubrooms through recently installed sliding glass doors. The Entrance pergola at the end of Firebrace St is complete, with the addition of landscaping and lighting in August.

Construction of the three Riverfront Nodes is also well underway, with all structural components and decking complete. The installation of balustrading and handrails will occur in late August, due to delivery delays.

Artistic sculptures have been installed at both the Wimmera Bridge roundabout and the end of Firebrace St, and wayfinding signage is currently being designed for the precinct.



The Federal Government's Community Development Grant, the Victorian State Government's Regional Infrastructure Fund and Sustainable Infrastructure Fund, and Horsham Rural City Council as part of the City to River Project have funded this work.



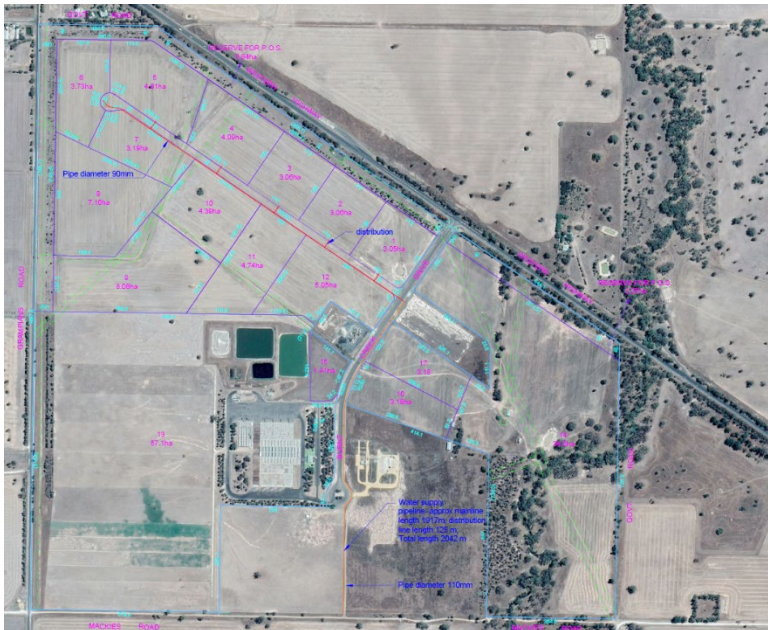
## City to River – Sawyer Park and City Oval Stage 2

Council has developed a master plan for this vital community space and submitted a number of funding applications in February to support the \$12.8M redevelopment. To date, we have been successful with the Victorian Government’s *Regional Tourism Investment Fund* for \$2M to deliver a raised and roofed stage in between City Oval and Sawyer Park, as well as a broadcast box and event screen, new ticket box, and kiosk, and road and parking improvements in Hocking St, to be completed by February 2024. This will enable Horsham to host large-scale music events such as the “Red Hot Summer” tour. Tender preparation for this work is underway.



ARTIST'S IMPRESSION

## Burnt Creek Industrial Estate



Flood modelling is underway to assess the overall impact of the Burnt Creek Industrial Estate development on the existing retarding basin and storm water system. A consultant has been engaged to deliver the next stage Road & Drainage design, taking this flood modelling into consideration. It is anticipated that this design will be completed in two months. A water supply pipe has been installed to service the existing lots located along Burnt Creek Drive.

## Horsham Nature and Water Play Park

The nature-themed play park to be constructed along the Wimmera River in central Horsham will provide an exciting outdoor nature and aquatic recreation facility, free and accessible for all ages and capabilities. The project scope includes a combination of exciting all-year-round nature-based play elements and various water play activities.

The final design is being completed by the contractor to meet Wimmera Catchment Management Authority flood plain requirements, along with the fabrication of custom climbing and water play structures. The Yabby, the Catfish, and the Turtle will echo the riverside location of the park while providing interactive and accessible play. Major construction works will start on site in August and are due to be completed by Christmas.

This major project has been funded by the Victorian Government's *Community Sports Infrastructure Stimulus Program*, and the *Local Road and Community Infrastructure* funding from the Federal Government.



## Local Roads and Community Infrastructure Phase 3

Council received \$2,856,792 under Phase 3 of this Federal Government program, with a requirement to complete funded works by 30 June 2023. Works have been planned and designed and delivery will roll out over the coming months. Projects funded by this program will include:

- Solar power and energy-efficient lighting for Natimuk Preschool
- Accessibility upgrades to Council's youth facility "The Station"
- Kerb and channel renewals
- Road sealing and micro-surfacing
- Heavy patching of rural roads
- Footpath and bicycle track extensions
- Tennis court resurfacing at Haven



- Replacement of the Heritage Hall floor in the Horsham Town Hall
- Upgrades or replacement of Public Toilets in rural and urban areas
- Parking and traffic management improvements at the new Silo Art location in Horsham

## ROADS PROGRAM

Horsham Rural City Council is responsible for over 3,000 kilometers of roads, for which we have an ongoing Asset Management Plan.



Some of the works recently completed are:

### Completed

- Telangatuk East Rocklands Rd bridge guardrail replacement
- Dimboola Rd footpath
- Seal extension - Mitchell St, Natimuk
- Speed Hump renewal - Albert St, Horsham
- Kerb and channel renewal

### In Progress

- Native vegetation assessment for upcoming road reconstructions
  - Polkemmet Rd
  - Horsham-Lubeck Rd
  - North-East Wonwondah Rd
- Rural culvert replacement

## FINANCE AND PERFORMANCE

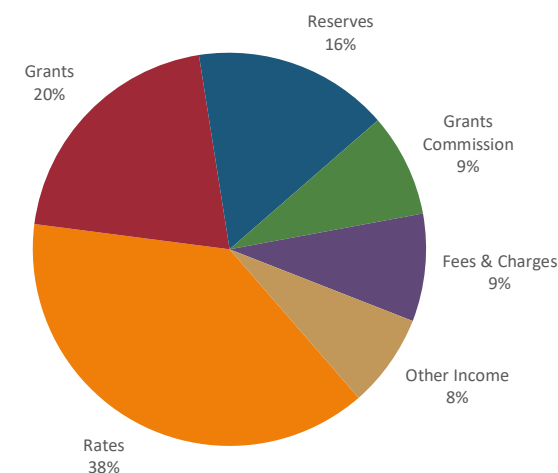
## Finance & Performance Report - 30 June 2022

### Executive Summary

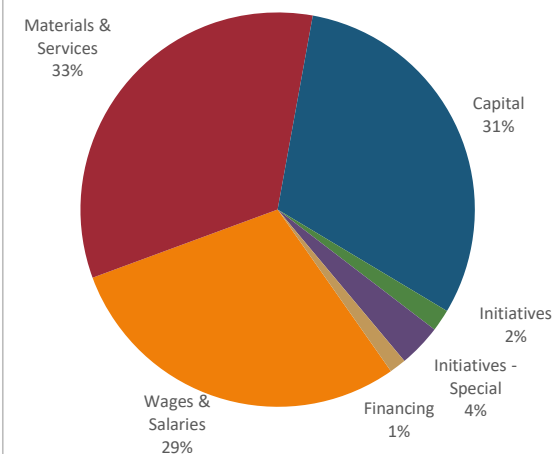
#### Overall Cash Budget Summary - \$'000

Business Activity	Actuals	Adopted	Forecast	Forecast	Actual	YTD	YTD	Variance	Variance	Notes
	20/21	Budget 21/22	21/22	YTD 21/22	21/22	YTD 21/22	21/22	%		
<b>Income</b>										
Service Delivery	-13,527	-13,392	-13,499	-13,499	-13,612	-13,612	113	0.8%		
General Revenue	-33,613	-33,998	-35,248	-35,248	-35,390	-35,390	142	0.4%		
Capital	-11,365	-14,278	-22,787	-22,787	-12,869	-12,869	-9,918	-43.5%	1	
Initiatives	-2,141	-712	-1,028	-1,028	-1,427	-1,427	399	38.9%		
Initiatives - Special	-5,470	-2,325	-2,325	-2,325	-473	-473	-1,852	-79.7%	2	
Financing	-1,832	-	-	-	-	-	-	0.0%		
Reserves	-1,521	-1,573	-1,579	-1,579	-630	-630	-950	-60.1%	3	
<b>Income Total</b>	<b>-69,469</b>	<b>-66,278</b>	<b>-76,467</b>	<b>-76,467</b>	<b>-64,400</b>	<b>-64,400</b>	<b>-12,066</b>	<b>-15.8%</b>		
<b>Expenditure</b>										
Service Delivery	34,120	39,068	41,655	41,655	36,409	36,409	5,245	12.6%	4	
General Revenue	118	73	73	73	90	90	-17	-23.8%		
Capital	16,992	20,361	31,917	31,917	17,571	17,571	14,346	44.9%	5	
Initiatives	3,072	1,194	3,025	3,025	2,000	2,000	1,025	33.9%		
Initiatives - Special	6,308	2,325	2,325	2,325	726	726	1,599	68.8%	6	
Financing	513	913	913	913	513	513	400	43.8%		
Reserves	2,743	2,327	3,351	3,351	3,740	3,740	-390	-11.6%		
<b>Expenditure Total</b>	<b>63,866</b>	<b>66,260</b>	<b>83,257</b>	<b>83,257</b>	<b>61,049</b>	<b>61,049</b>	<b>22,208</b>	<b>26.7%</b>		
<b>Grand Total</b>	<b>-5,603</b>	<b>-19</b>	<b>6,790</b>	<b>6,790</b>	<b>-3,351</b>	<b>-3,351</b>	<b>10,142</b>	<b>149.4%</b>		

#### Revenue Budget 2021/22



#### Expenditure Budget 2021/22



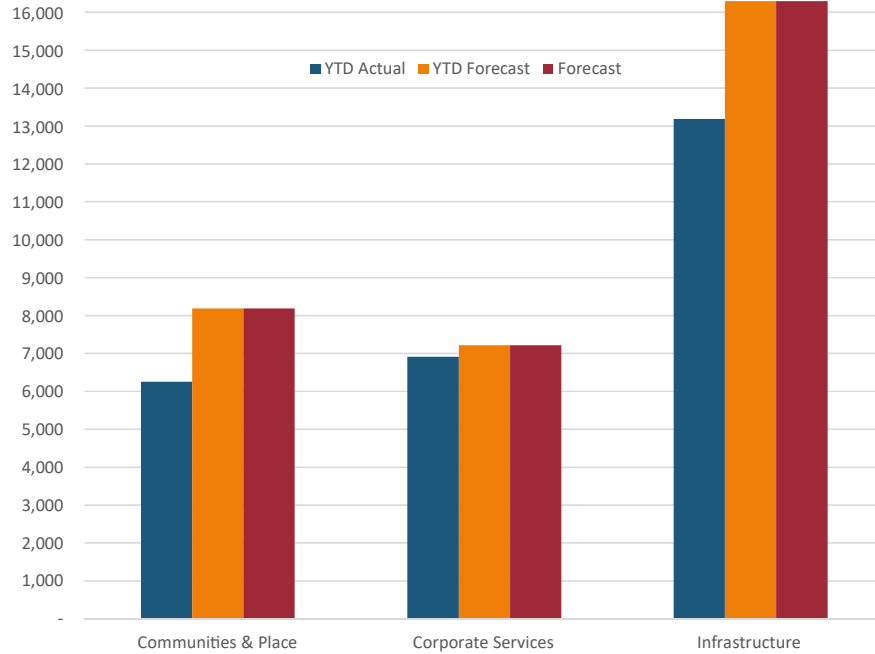
**Comments:**

- Capital Income - reduction of revenue in the following:
  - \$0.542 million Wesley refurb and Town Hall floor works
  - \$2.735 million rural road reconstruction grants not received
  - \$2.717 million - Natural Play feature (\$1.703 million), City to River (\$0.473 million), Apex Island Boardwalk grant unsuccessful (\$0.284 million)
  - \$1.318 million Waste management - Cell 2B Ladlows construction not started
- Initiatives Special Income - RCCC grant expenditure delayed to 2022/23
- Reserves Income - Transfers not required as capital works on several projects have not been completed
- Service Delivery Expenditure - underspend of \$5.245 million
  - \$233 thousand underspend Corporate Services,
  - \$2.047 million underspend Communities & Place, and
  - \$2.979 million underspend Infrastructure Services.
- Capital Expenditure - overall underspend of \$14.346 million variance
  - \$4.614m Roads & Bridges (\$2m uncompleted due to grant funding not received during the year)
  - \$3.314m Buildings
  - \$1.823m Plant, machinery and equipment
  - \$1.912m Recreation, leisure & community facilities
  - \$929k Waste management
  - \$1.412m Footpaths & Cycleways (Wimm River Ped Bridge grant \$2.1m received late in financial year)
- Special Initiatives Expenditure - under expenditure of \$1.599 million variance
  - \$1.852 million underspend Rural Councils Corporate Collaboration, \$253 thousand overspend Dooen Landfill Fire Incident

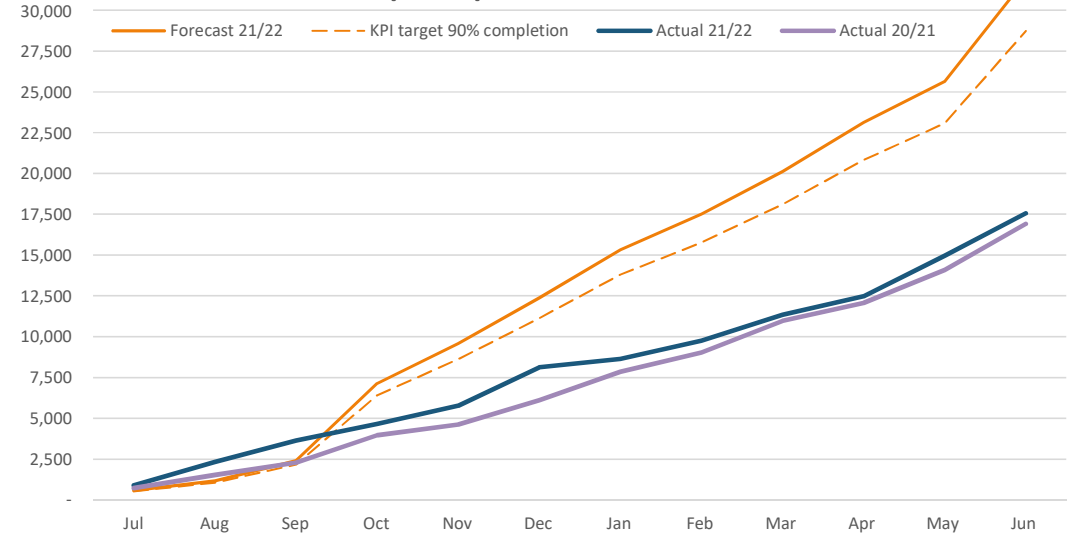
# Finance & Performance Report - 30 June 2022

## Financial Snapshot

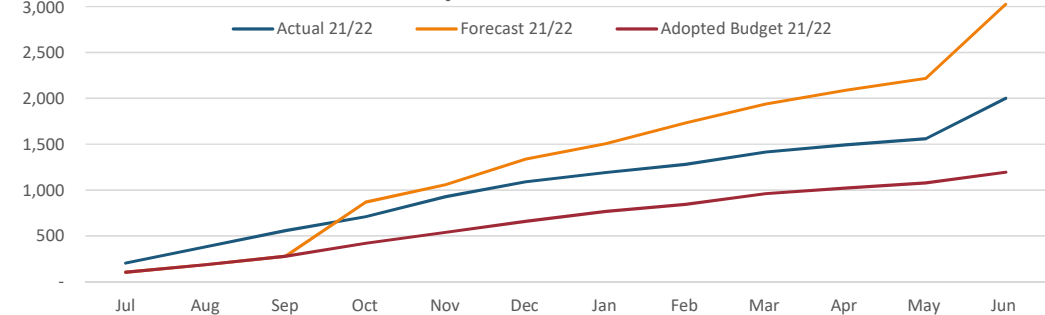
### Net Service Delivery Operations \$'000



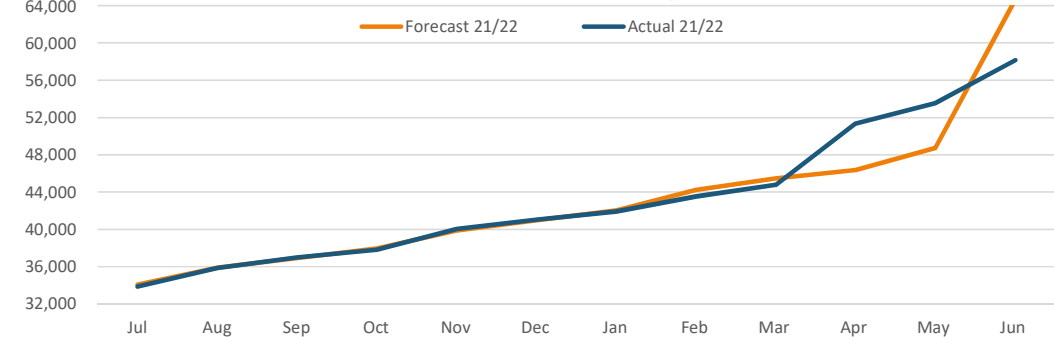
### Capital Spend vs Forecast \$'000



### Initiatives Spend vs Forecast \$'000



### 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 \$14.356 million to YTD Forecast.

(see page 4 for further breakdown)

##### Initiatives Spend

Variance of \$1.416 million to YTD Forecast.

## Finance &amp; Performance Report - 30 June 2022

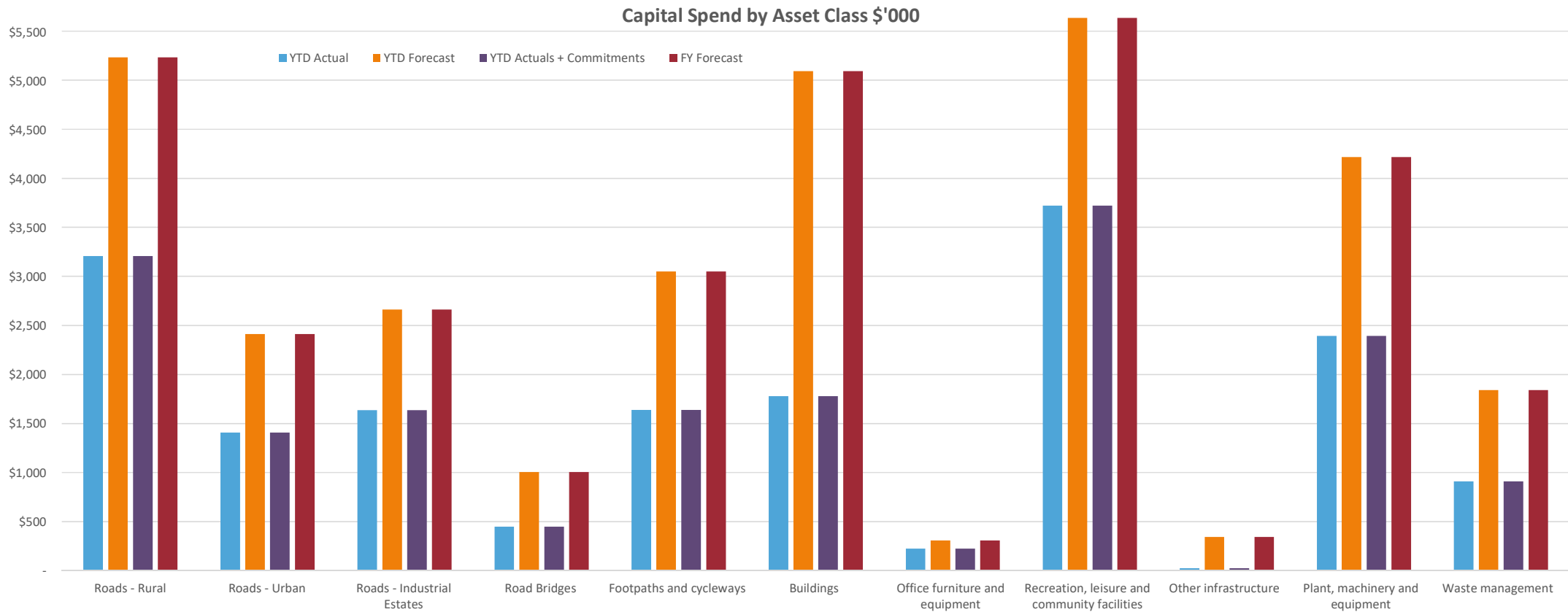
## Service Delivery Operations (NET) \$'000

Key variances: \$'000	Adopted Budget	Full Year Forecast	YTD Forecast	YTD Actual	YTD Variance	Variance %	
<b>Corporate Services</b>	<b>7,466</b>	<b>7,586</b>	<b>7,586</b>	<b>7,298</b>	<b>289</b>	<b>3.8%</b>	
Management & Admin	1,636	1,636	1,636	1,686	-51	-3.1%	●
Accounting Services	937	937	937	893	45	4.8%	●
General Revenue	363	363	363	360	3	0.8%	●
Revenue Services	414	414	414	331	83	20.0%	●
People & Culture	1,007	1,074	1,074	1,140	-66	-6.2%	●
Information Technology	879	932	932	817	115	12.4%	●
Community Relations and Advocacy	436	436	436	408	28	6.5%	●
Governance	1,795	1,795	1,795	1,663	131	7.3%	●
<b>Communities &amp; Place</b>	<b>6,584</b>	<b>8,184</b>	<b>8,184</b>	<b>6,257</b>	<b>1,927</b>	<b>23.5%</b>	
Management & Admin	828	828	828	709	119	14.4%	●
Social Infrastructure Support	689	720	720	524	196	27.2%	●
Performing Arts	577	595	595	561	34	5.7%	●
Visual Arts	441	504	504	421	83	16.5%	●
Aquatic Recreation	890	974	974	1,044	-70	-7.2%	●
Youth and Early Years	666	939	939	365	574	61.1%	●
Home Support	-	394	394	-47	441	111.9%	●
Emergency Management	13	460	460	225	235	51.0%	●
Library	568	568	568	556	12	2.1%	●
Economic Development	266	286	286	346	-60	-20.9%	●
Business Development and Tourism	669	857	857	505	352	41.1%	●
Commercial Activities	-93	-93	-93	-106	13	-14.0%	●
Strategic Planning Services	229	309	309	316	-7	-2.2%	●
Statutory Planning & Building Regulations	590	590	590	575	15	2.6%	●
Environmental Health	124	124	124	96	29	23.1%	●
Community Safety	113	113	113	247	-134	-118.3%	●
Animal Management	46	46	46	-30	76	163.9%	●
Parking & Traffic Management	-33	-33	-33	-51	18	-53.7%	●
<b>Infrastructure</b>	<b>11,641</b>	<b>12,401</b>	<b>12,401</b>	<b>9,258</b>	<b>3,144</b>	<b>25.3%</b>	
Operations Management	160	160	160	139	21	13.1%	●
Mgt and Admin Infrastructure Services	697	808	808	784	24	2.9%	●
Engineering Services	1,822	1,936	1,936	1,323	612	31.6%	●
Infrastructure - Urban	1,619	1,724	1,724	1,332	391	22.7%	●
Infrastructure - Rural	2,069	2,277	2,277	1,939	338	14.8%	●
Parks & Gardens	2,697	2,816	2,816	2,652	164	5.8%	●
Streetscape & Public Conveniences	1,278	1,278	1,278	1,142	136	10.7%	●
Sports & Recreation	593	612	612	710	-98	-16.0%	●
Commercial Operations	-129	-129	-129	-61	-69	53.1%	●
Emergency Support	7	7	7	17	-11	-165.8%	●
Natural Resource Management	86	164	164	37	127	77.5%	●
Strategic Asset Management	697	697	697	511	185	26.6%	●
Sustainability	259	259	259	299	-40	-15.3%	●
Waste Management Services	-212	-206	-206	-1,567	1,362	-662.5%	●



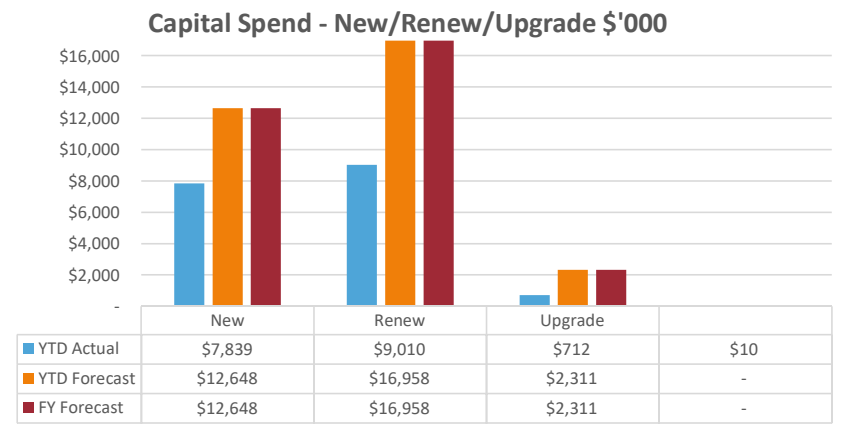
## Finance & Performance Report - 30 June 2022

### Capital



**Comments:**  
 The adopted budget for capital expenditure excluding reserve allocations is \$20.361m.  
 \$31.917m forecast budget after recognising carried forward works and grants received after the budget was adopted.

Differences between YTD actuals & YTD forecast are as follows;  
 \$4.614m Roads & Bridges (\$2m uncompleted due to grant funding not received during the year, \$353k of commitments)  
 \$3.314m Buildings (\$1.124k of commitments)  
 \$1.823m Plant, machinery and equipment (\$1.663m of commitments)  
 \$1.912m Recreation, leisure & community facilities (\$2.695m of commitments)  
 \$929k Waste management (\$12k of commitments)  
 \$1.412m Footpaths & Cycleways (Wimm River Ped Bridge grant \$2.1m received late in financial year, \$1.107 of commitments)



**Finance & Performance Report - 30 June 2022**  
**Contract Variations & New Contracts - [April to June Quarter](#)**  
**Contract Variations [Accepted Under Instrument Of Delegation] - (GST exclusive)**

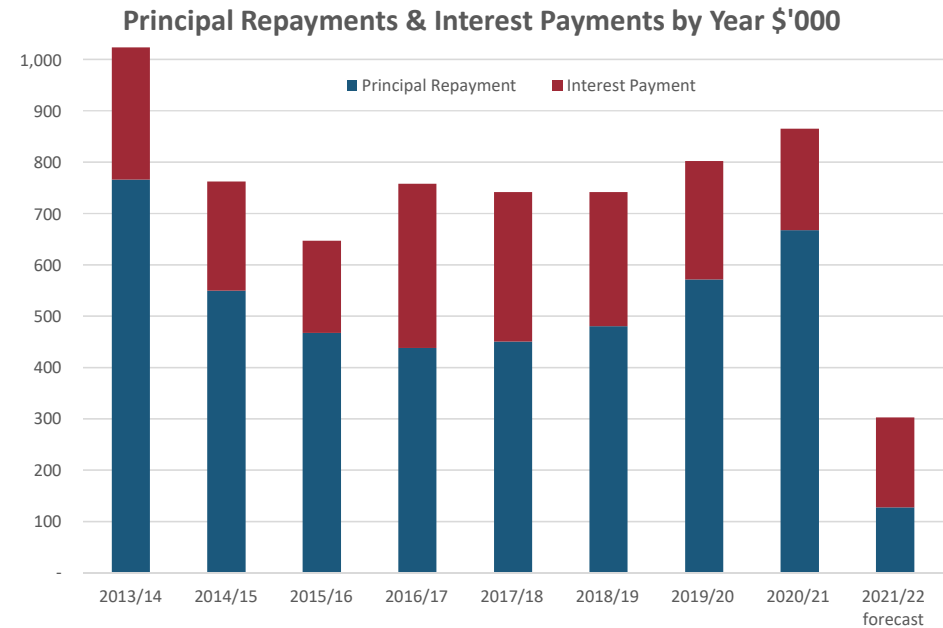
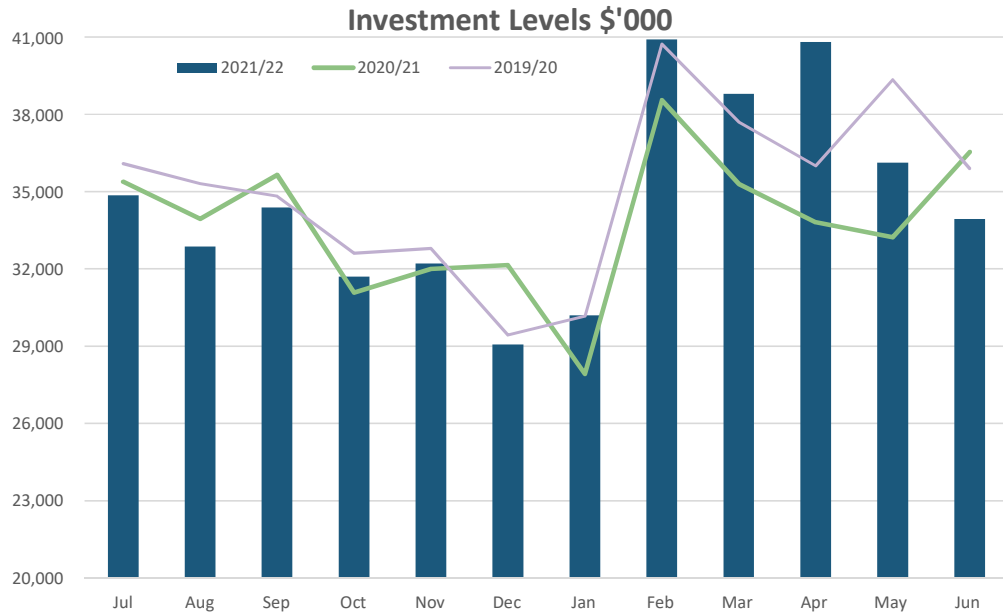
Item No	Contract No	Date Approved	Delegated Officer	Contractor	Contract Description	Description of Variation	Variation
1	16-025B	19/04/2022	CEO	Woodys Cleaning	Cleaning HTH, Art Gallery, Wesley	Additional Cleans	\$1,011
2	16-025B	9/06/2022	CEO	Cleaning HTH, Art Gallery, Wesley	Woodys Cleaning	Increased cleans	\$637
3	22-018	17/06/2022	J Martin	City2River: Landscaping & Café Site	Landscapelt	Supply and install hydropavers Angling Club Pergola	\$26,315
4	22-008	27/06/2022	J Martin	Design and construct two pergolas - Wir	Bridgewater Marine	Supply and install stainless steel split retaining plates	\$2,356
5	22-009	28/06/2022	CEO	City2River Riverfront Nodes V3	Bridgewater Marine	Raised Portion of Node 1, to protect tree	\$16,191
6	22-009	28/06/2022	CEO	City2River Riverfront Nodes V4	Bridgewater Marine	Raise levels and introduce seat at Node 3, to protect tree	\$19,309
7	22-009	28/06/2022	CEO	City2River Riverfront Nodes V5	Bridgewater Marine	Changes to Balustrade and Handrail	\$17,920
8	22-009	28/06/2022	CEO	City2River Riverfront Nodes V6	Bridgewater Marine	Tactile Indicators (stainless steel)	\$3,804
9	22-009	28/06/2022	CEO	City2River Riverfront Nodes V7	Bridgewater Marine	Additional Timber Toe Board at lower level edge Node 2	\$508

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

Item No	Contract No	Date Approved	Required Signatories	Contractor	Contract Description	Contract Value
1	22-021	14/04/2022	CEO	Locks	Horsham Riverside Caravan Park - Refurbishment of Amenities	\$184,885
2	22-018	26/04/2022	Council	Landscape It	Riverfront Landscaping and Lighting	\$631,584
3	22-022	26/04/2022	Council	Panel	Supply of Quarry & Road Making Materials	Rates
4	22-024	23/05/2022	Council	Glover Earthmoving	Horsham Aerodrome Apron Upgrade	\$292,760
5	22-016	16/06/2022	CEO	Midbrook	Golf Course Rd Section Reconstruction	\$243,951

## Finance & Performance Report - 30 June 2022

### Investments & Loans



	Interest Rate	
Corporate Investment Account	1.30%	
11 Term Deposits	0.32% - 2.67%	Ranging 103 Days to 308 Days
Last investment	2.67%	188 Days 07/06/2022 to 12/12/2022

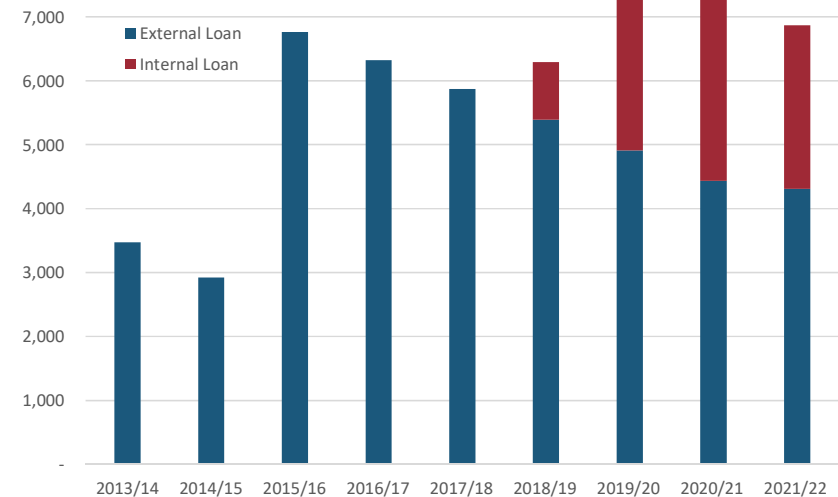
#### Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 22	Start Date	Year End Date	No. of Years	
Drainage Works	5.73%	500,000	-	20 Jun 12	20 Jun 22	10	P & I
Wimmera Intermodal Freight Hub	5.73%	500,000	-	20 Jun 12	20 Jun 22	10	P & I
Anzac Pedestrian Bridge	3.97%	500,000	500,000	23 Jun 16	23 Jun 26	10	I
Horsham North Children's Hub	3.97%	100,000	100,000	23 Jun 16	23 Jun 26	10	I
City Oval Clubroom Purchase	3.97%	230,000	230,000	23 Jun 16	23 Jun 26	10	I
Horsham Town Hall Refurbishment	3.97%	3,475,000	3,475,000	23 Jun 16	23 Jun 26	10	I
*Horsham North Community & Childrens Hub		900,000	500,000	23 Jun 18	23 Jun 28	10	P
*Livestock roofing		1,887,143	1,607,143	29 Jun 20	29 Jun 44	24	P
*HACC redundancies		955,000	455,000	29 Jun 21	29 Jun 23	2	P

\* Funded from internal cash reserves

No new loan borrowings have been included in the 2021/22 budget.

#### Value of Loans Outstanding at Year End \$'000



## Finance & Performance Report - 30 June 2022

### Employee Costs - EMT

#### Current Vacancies

Position	Progress / Comment	Vacancy Date	Current Work Days Vacant
1) Co-ordinator Immunisation	Still vacant	07/12/2020	407
2) Co-ordinator Assets	Position re-evaluated and not required	09/02/2021	363
3) Co-ordinator Engineering	Applications close 31/07/2022	N/A	
4) Supported Playgroup Facilitator	Re-advertised. Applications close 31/07/2022	04/04/2022	64
5) Assistant Road Worker	Applications closed 24/07/2022. Shortlisting underway	30/06/2022	1
6) Truck Driver	Applications closed 24/07/2022. Shortlisting underway	28/06/2022	3
7) Business Development Liaison Officer	Applications closed 22/07/2022. Shortlisting underway	26/05/2022	26
8) Customer Service Officer	Applications close 07/08/2022	11/07/2022	-8
9) Director Corporate Services	Advertised through external Agency - McArthurs	20/06/2022	9
10) Gardener/Labourer	Interviews being held 27th & 28th July	21/06/2022	8
11) Infrastructure Support Officer	Applications close 31/07/2022	16/03/2022	77
12) Strategic Planner	Applications close 05/08/2022	27/05/2022	
13) Economic and Business Administration Placement	LaTrobe Uni shortlisting for us to interview shortly	N/A	
14) Casual Art Gallery Education Tutors	Interviews held 18/07/2022.	N/A	
15) Assets Technical Officer	Applications close 31/07/2022	N/A	
16) IT Systems Administrator	Applications close 14/08/2022	N/A	

*\* Internal appointments*

#### Vacancies Impacts on 21/22 Financial Year

Additional grant funding was received in Maternal and Child Health area to employ extra staff. Council has been unable to fill these roles during the year (\$232k underspend).

Various vacancies occurred during year in Strategic Asset Dept, with the Co-ordinator Assets position being reviewed (\$199k underspend), but contractors have been used to carry out some tasks in this area.

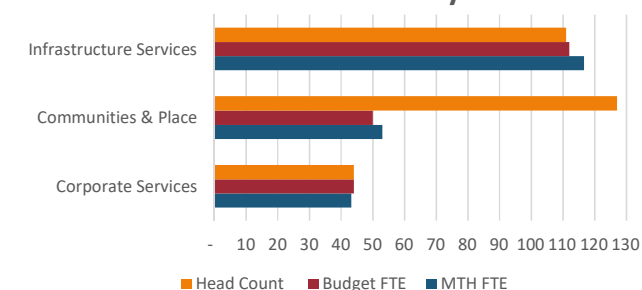
Department manager structure review resulted in a reduction of 1 EFT (\$102k saving).

Capital projects have been delayed due to the inability to attract suitable project managers (\$232k underspend).

#### Head Count & FTE by Directorate

	MTH FTE	Budget FTE	Head Count
Corporate Services	43.2	44.0	44.0
Communities & Place	53.0	50.0	127.0
Infrastructure	116.7	112.0	111.0
<b>Total Organisation</b>	<b>212.9</b>	<b>206.0</b>	<b>282.0</b>

#### Head Count & FTE by Directorate



## Finance & Performance Report - 30 June 2022

### Application Status of Non-Recurrent Grant Applications

Project	Funding Source	Project Total	Grant	Other Grant Sources	Council Contribution	Other Sources	Project Status / Stage
<b>Local Roads &amp; Community Infrastructure (round 1)</b>							
Botanical Gardens Pathways	Department of Infrastructure/DELWP	100,000	50,000	50,000	-	-	Project Completed
Footpath repairs - backlog	Department of Infrastructure	300,000	150,000	-	150,000	-	Project Completed
Horsham Town Hall complete flyline installation	Department of Infrastructure	100,000	100,000	-	-	-	Project Completed
Horsham Town Hall Visitor Information Centre digital resources	Department of Infrastructure	50,000	50,000	-	-	-	Project Completed
HTH Acoustic Banners	Department of Infrastructure	150,000	150,000	-	-	-	Project Completed
HTH Auditorium Lighting	Department of Infrastructure	50,000	50,000	-	-	-	Project Completed
Irrigation works - Riverfront/Wotonga Basin	Department of Infrastructure	181,000	181,000	-	-	-	Project Completed
Jung Peppertree Park Solar Lighting	Department of Infrastructure	20,000	20,000	-	-	-	Project Completed
Mitre Hall Kitchen Refurbishment	Department of Infrastructure	40,000	40,000	-	-	-	Project Completed
Park Drive Upgrade	Department of Infrastructure	180,000	180,000	-	-	-	Project Completed
Quantong Community Centre Roof Repair and Solar panels	Department of Infrastructure	20,000	20,000	-	-	-	Project Completed
Roberts Avenue Kerb and Channel Repairs	Department of Infrastructure	156,000	156,000	-	-	-	Project Completed
Taylors Lake Hall Ceiling Repair and Energy Efficient Lighting	Department of Infrastructure	12,000	12,000	-	-	-	Project Completed
The Station- Outdoor Activation Project	Department of Infrastructure	189,396	189,396	-	-	-	Project Completed
Walmer Crossing increase in culvert capacity	Department of Infrastructure	80,000	80,000	-	-	-	Project Completed
<b>Local Roads &amp; Community Infrastructure (round 2)</b>							
Horsham Nature & Water Play Park	Department of Infrastructure/SRV	2,450,000	350,000	2,100,000	-	-	Project Commenced
Hamilton Street Pedestrian Bridge	Department of Infrastructure/RDV	2,450,000	1,125,924	1,224,076	100,000	-	Project Commenced
<b>Local Roads &amp; Community Infrastructure (round 3)</b>							
Natimuk Pre-school Accessible toilet and solar panels	Department of Infrastructure	65,564	61,714	-	3,850	-	Project Commenced
The Station upgrades	Department of Infrastructure	265,000	115,000	-	150,000	-	Project Commenced
Town Hall Heritage Floor replacement	Department of Infrastructure	220,000	220,000	-	-	-	Project Commenced
Bennett Road Public Convenience Upgrade	Department of Infrastructure	65,455	65,455	-	-	-	Project Commenced
Weir Park Public Convenience Upgrade	Department of Infrastructure	31,800	31,800	-	-	-	Project Commenced
Telangatuk Public Convenience Upgrade	Department of Infrastructure	66,489	66,489	-	-	-	Project Commenced
Urban Microsurfacing- all Condition 4	Department of Infrastructure	534,252	534,252	-	-	-	Project Commenced
Renewal of Kerb & Channel - Glancy Street	Department of Infrastructure	145,000	145,000	-	-	-	Project Commenced
Heavy Road Patching - rural areas	Department of Infrastructure	600,000	600,000	-	-	-	Project Commenced
Rural Local Roads - Final seals	Department of Infrastructure	302,282	302,282	-	-	-	Project Commenced
Extending Bike Tracks - Bike Plan priorities	Department of Infrastructure	105,000	105,000	-	-	-	Project Commenced
Renewal of Footpaths - Condition 4	Department of Infrastructure	150,000	150,000	-	-	-	Project Commenced
Horsham North Footpath Upgrade Program	Department of Infrastructure	243,800	243,800	-	-	-	Project Commenced
Rural Tennis Court Refurbishment - Haven	Department of Infrastructure	109,000	109,000	-	-	-	Project Commenced
Mill Street Traffic and Parking Management	Department of Infrastructure	107,000	107,000	-	-	-	Project Commenced
Lubeck Road Bridge Upgrade	Department of Infrastructure	372,000	186,000	-	186,000	-	Project Completed
Horsham Aquatic Centre Accessible Family Change Rooms	Department of Infrastructure	662,468	331,000	-	331,468	-	Project Commenced
Horsham Riverside Caravan Park - Accessibility and Environmental upgrades	DELWP	158,893	128,352	-	15,821	14,720	Project Commenced
City to River Stage 1 - Wimmera Riverfront Activation (FED)	Department of Infrastructure	3,000,000	1,650,000	500,000	850,000	-	Project Commenced
COVID-19 Vaccination Engagement Community Grant	DHHS	20,000	20,000	-	-	-	Project Commenced
COVID-19 Vaccination Engagement Community Grant - Extension to 31 Dec 2021	DHHS	20,000	20,000	-	-	-	Project Commenced
COVID-19 Vaccination Engagement Community Grant - 2022 extension	DHHS	20,000	20,000	-	-	-	Project Commenced
Found on Country - Lost in the Bush Silo Art	Creative Victoria	312,320	99,000	-	120,320	93,000	Project Commenced
Engage! 2021 Program - Young Generation	Youth Affairs	28,194	28,194	-	-	-	Project Commenced
Horsham Rural City Land Care Facilitator	DELWP	197,995	173,955	24,040	-	-	Project Commenced



## Finance & Performance Report - 30 June 2022

### Application Status of Non-Recurrent Grant Applications

Project	Funding Source	Project		Other Grant Sources	Council Contribution	Other Sources	Project Status / Stage
		Total	Grant				
Heritage Hall Floor	Heritage Victoria	534,715	200,000	-	334,715	-	Project Commenced
School to Home - Closing the gap on safe cycling along the Wimmera River in urban Horsham	TAC	94,124	47,062	-	47,062	-	Project Commenced
Local Government Business Concierge and Hospitality Support Program	DJPR	120,000	120,000	-	-	-	Project Commenced
Municipal Emergency Resourcing Program (MERP) 2020-2024	DELWP	960,000	960,000	-	-	-	Project Commenced
Municipal Emergency Resourcing Program (MERP) 2020-2024. Additional funding 20-21	DELWP	52,800	52,800	-	-	-	Project Commenced
Horsham Aerodrome Apron Reconstruction	Department of Infrastructure	285,750	285,750	-	-	-	Project Commenced
People, Projects, Places - a creative boost for the Wotjobaluk Nations	Regional Arts Victoria	262,000	125,000	-	131,000	6,000	Project Commenced
Burnt Creek Industrial Estate	Regional Development Victoria	1,785,800	1,190,533	-	595,267	-	Application
Hamilton Street Pedestrian Bridge	Regional Development Victoria	2,450,000	1,225,000	1,125,000	100,000	-	Project Commenced
Destination Horsham - Stay, Play the Wimmera River Way	Regional Development Victoria	506,000	316,000	-	93,000	97,000	Project Commenced
City to River Stage 1 - Wimmera Riverfront Activation (RDV)	RDV	3,000,000	500,000	1,650,000	850,000	-	Project Commenced
RCTP Rural Councils Transformation Project	DELWP	5,000,000	5,000,000	-	-	-	Project Commenced
Roadside Pests and Weeds 2021-2022	DELWP	75,000	75,000	-	-	-	Project Commenced
Horsham Rural City Council Recycling Education & Behaviour Change Project	Sustainability Victoria	56,800	56,800	-	-	-	Funding Agreement
Horsham Nature & Water Play Park	SRV	2,453,000	2,103,000	350,000	-	-	Project Commenced
South Horsham Structure Plan Stage 2	VPA	100,000	70,000	-	30,000	-	Project Commenced
Wimmera Riverfront Activation - a sustainable approach	Sustainability Victoria	241,670	104,510	-	137,160	-	Project Commenced
Transfer Station Upgrade- waste stream collection points	DELWP	463,000	463,000	-	-	-	Project Commenced
Pride at the Station	Youth Affairs	5,000	5,000	-	-	-	Funding Agreement
Enterprise Industrial Estate Horsham Activation and Development Project	Regional Development Victoria	75,000	60,000	-	15,000	-	Application
Horsham Regional City Flight Hub	Regional Development Victoria	300,000	240,000	-	60,000	-	Application
Horsham City Urban Renewal	Victorian Planning Authority	120,000	70,000	-	50,000	-	Project Commenced
Spark - Arts Engagement Program	Department of Education	333,260	160,160	62,000	68,600	42,500	Project Commenced
Horsham Riverside Caravan Park Amenities Upgrade	DELWP	206,020	142,720	60,000	-	3,300	Project Commenced
Green Lake Waterway Rules Review	Depart of Transport	40,000	40,000	-	-	-	Project Commenced
COVID safe Outdoor Activation Fund 2021	DJPR	575,000	575,000	-	-	-	Funding Agreement
Quantong Recreation Reserve Oval Upgrade	SRV	234,517	175,887	46,130	12,500	-	Project Commenced
Engage! Culture Shift	Youth Affairs	135,000	135,000	-	-	-	Project Commenced
Action Station (FREEZA)	Youth Affairs	106,500	106,500	-	-	-	Project Commenced
City Oval Sawyer Park Tourism Infrastructure Project	Regional Tourism Victoria	3,008,218	2,000,000	-	1,008,218	-	Project Commenced
Horsham City Oval - Redevelopment of Netball Facilities	SRV	3,000,000	800,000	-	343,208	1,856,792	Application
Horsham City Oval and Sawyer Park Redevelopment	Department of Infrastructure	12,800,000	6,400,000	-	6,400,000	-	Application
Combined Planning Scheme Amendment C79	DELWP	30,000	30,000	-	-	-	Project Commenced
		<b>39,801,864</b>	<b>27,347,335</b>	<b>2,316,246</b>	<b>9,881,763</b>	<b>256,520</b>	
			69%	6%	25%	1%	

## 1. PURPOSE

This policy outlines the organisation's commitment to effective ongoing management of compliance with the governance requirements which are applicable to local government in Victoria.

## 2. INTRODUCTION

Council operates within a complex regulatory framework. Ensuring that the organisation maintains ongoing compliance with the many applicable requirements imposed upon it is a critical obligation, so that community and government expectations are satisfactorily addressed.

Compliance with legislation, regulations, industry codes, Council policy, agreements and other organisational requirements, and Council values identified in the Council Plan requires significant organisational resourcing and commitment. This policy articulates the principles by which Horsham Rural City Council (HRCC) will seek to ensure such compliance for the avoidance of any unnecessary penalties, costs, fines, adverse findings or risks against Council. The organisation wide compliance management system assists staff in meeting their compliance obligations and allows HRCC to demonstrate good governance and efficiently ensures that Council meets its obligations.

## 3. SCOPE

This policy applies to Councillors, employees, contractors and volunteers.

## 4. PRINCIPLES

Horsham Rural City Council, through the Executive Management Team, is committed to:

- the efficient management of compliance arrangements in order to ensure that obligations are met to the standards expected by the relevant regulating or controlling body, and so that activities are conducted in a manner befitting a professional and responsive organisation.
- making available sufficient resources to develop, implement, maintain and improve its compliance management system. Resources, generally, include financial and human resources, access to external advice and specialised skills, organisational infrastructure, reference material, professional development and technology.
- identifying and assessing compliance obligations.
- compliance obligations to be managed will be regularly monitored for currency and relevance to Council activities and services, and prioritised against the risk of compliance failure. The prioritisation of obligations may be influenced by the nature of the activity, power or duty required to be undertaken, the source of the requirement and obligation, and the extent of any penalties which may be applicable. Updates of new, changed and deleted obligations are regularly made by RelianSys to council and users are notified of changed and deleted obligations when they occur. Council Administrators of RelianSys are notified of new obligations which will not yet have a responsible person allocated.

- ensuring controls are in place to manage the identified compliance obligations and achieve desired behaviours. Control methods will support the integration of compliance obligations into operating and administrative procedures and include specific arrangements to deal with compliance failures that could arise.
- clearly articulating and assigning responsibility for identified compliance outcomes to ensure employees fully understand and carry out compliance obligations effectively. Councillors and members of the Executive Management Team and Managers will lead by example by adhering to and actively supporting compliance and by achieving compliance within their areas of responsibility. Employees will achieve compliance within their areas of responsibility and relevant to their positions. Contractors and volunteers will achieve compliance relevant to the activities they are undertaking.
- identifying and addressing competence and training needs to enable employees to fulfil their compliance obligations. Methods of achieving competence will include education, training and work experience; each method will be routinely assessed for effectiveness.
- encouraging behaviours that support compliance. Council acknowledges behaviours that support achievement of compliance objectives. This includes encouragement for the reporting of compliance failures, not necessarily for the purposes of penalising staff for failure but rather in order to ensure that problems are corrected as swiftly as possible and to support continual improvement in compliance performance arrangements.
- monitoring, measuring and reporting on the performance of the compliance management system. Monitoring of the system will include effectiveness of training and allocation of responsibilities and currency of compliance obligations. Monitoring of compliance performance will include details of compliance failures and 'near misses'. Performance measures will be relevant to Council's compliance management system. Reporting will be full and frank, align with existing Council reporting mechanisms, and include a process of enabling remedial action to be taken.
- in the course of their duties officers should be diligent in seeking to comply with relevant obligations and in accordance of Staff Code of Conduct, HRCC Governance Rules and HRCC Policies and Procedures. Responsible officers are expected to maintain a sound knowledge of their obligations.
- demonstrating the compliance management system through both documentation and practice. Accurate, up-to-date records of Council's compliance activities will be maintained in Council's electronic records management system, including complaints, disputes and alleged compliance failures and steps taken to resolve them.
- utilising the RelianSys Compliance module to highlight relevant legislation, regulations, policies, standards and other requirements to be met. Obligations that are not being met will be identified through a variety of reports and actions will be put in place in response. The compliance management system allows HRCC at any time to capture the entire compliance profile or compliance reports by position, person, register and status reports.
- ensuring the compliance management system is regularly reviewed to confirm its continued suitability, adequacy and effectiveness and review findings and recommendations are appropriately communicated and actioned.

#### 4.1 Resources

Specifically, Council is committed to the following resources for managing compliance:

- the Maddocks subscription-based delegations service (for the management of delegations of authority to Council staff and the authorisation of personnel for certain purposes) and the identification of legislative compliance obligations.
- the Maddocks subscription-based employment contracts service (for the management of employment contracts with senior officers).
- retainership of a suitably qualified workplace/industrial relations services and advice provider.
- the Executive Management Team and the HRCC Audit and Risk Committee (which has a range of monitoring functions, including in the area of *compliance with the Local Government Act 2020 and other applicable legislation and regulations including national competition policy*) for monitoring, measuring and reporting on the performance of the compliance management system.

In support of the clear articulation and assigning of responsibilities, HRCC is fully committed to the role which position descriptions have in detailing the high-level compliance responsibilities which each employee may have.

At a more detailed level, HRCC is strongly committed to the utilisation of the Maddocks delegation service and the RelianSys software system for:

- allocating
- recording
- reporting and advising
- prioritising
- compliance responsibilities/duties/powers to relevant personnel.

## 5. COMMUNICATION

HRCC Intranet

Direct distribution to selected staff (who have compliance obligations)

## 6. RESPONSIBILITY

**Policy Owner:** Manager Governance & Information

## 7. DEFINITIONS

Definition	Meaning
Audit and Risk Committee	An advisory committee which must be established by Council under section 53 of the <i>Local Government Act 2020</i> to meet the requirements established by the Minister for Local Government through guidelines published in the Victoria Government Gazette from time-to-time.
Compliance	Meeting all the HRCC compliance obligations (AS/ISO 19600). Compliance, in this policy, involves the carrying out of duties and/or responsibilities (often in accordance with an existing policy, procedure or precedent) in response to a requirement or requirements imposed on Council by a law, regulation, code, etc.

Compliance Management System	The policies, procedures, strategic documents that assist Council in meeting all HRCC's compliance obligations and compliance risks in relation to legislative reporting requirements, regulations, standards, industry and internal codes of conduct.
Obligation	Is the specific piece of information and is generally a requirement that must be complied with. Obligations are assessed to determine whether the HRCC has complied, partially complied or not complied.
Subscribed Registers	Collection of obligations with a compliance source.

## 8. SUPPORTING DOCUMENTS

Document	Location
HRCC Governance Rules	Intranet
Instruments of Appointment and Authorisation	RelianSys: Authorisation
Australian Standard AS19600:2015: Compliance management systems Guidelines	Internet
Staff Code of Conduct	Intranet

## 9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	10 April 2017	EMG	<ul style="list-style-type: none"> <li>• New</li> </ul>	10 April 2021
02	02 August 2022	EMT	<ul style="list-style-type: none"> <li>• LGA 2020</li> <li>• Principles of AS ISO 19600:2015 Compliance Management Systems Guidelines</li> <li>• RelianSys software system</li> </ul>	02 August 2026



## Compliance Policy



### 1. PURPOSE

This policy outlines the organisation's commitment to effective ongoing management of compliance with the governance requirements which are applicable to local government in Victoria.

### 2. INTRODUCTION

Council operates within a complex regulatory framework. Ensuring that the organisation maintains ongoing compliance with the many applicable requirements imposed upon it is a critical obligation, so that community and government expectations are satisfactorily addressed.

Compliance with legislation, regulations, industry codes; Council policy, agreements and other organisational requirements; and Council values identified in the Council Plan requires significant organisational resourcing and commitment. This policy articulates the principles by which the HRCC will seek to ensure such compliance for the avoidance of any unnecessary penalties, costs, fines, adverse findings or risks against the Horsham Rural City Council. ~~A professional and organised approach to compliance will also assist in the efficient and effective operations of the business of the organisation and help to ensure that community needs and expectations are satisfied.~~ The organisation wide compliance management system assists staff in meeting their compliance obligations and allows HRCC to demonstrate good governance and efficiently ensures that HRCC meets its obligations.

### 3. SCOPE

This policy applies to Councillors, employees, contractors and volunteers.

### 4. PRINCIPLES

Horsham Rural City Council, through the Executive Management ~~Group~~Team, is committed to:

- the efficient management of compliance arrangements in order to ensure that obligations are met to the standards expected by the relevant regulating or controlling body, and so that activities are conducted in a manner befitting a professional and responsive organisation.
- making available sufficient resources to develop, implement, maintain and improve its compliance ~~program~~management system. Resources, generally, include financial and human resources, access to external advice and specialised skills, organisational infrastructure, reference material, professional development and technology.
- identifying and assessing compliance obligations.
- compliance obligations to be managed will be regularly monitored for currency and relevance to Council activities and services, and prioritised against the risk of compliance failure. The prioritisation of obligations may be influenced by the nature of the activity, power or duty required to be undertaken, the source of the requirement and obligation, and the extent of any penalties which may be applicable. Updates of new, changed and deleted obligations are regularly made by RelianSys to the HRCC council

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15/08/2224/05/2223/05/22

HRCC Policy No: A04/175 – Compliance policy

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## Compliance Policy



Subscribed Registers and users are notified of changed and deleted obligations when they occur. Council HRCC Administrators of RelianSys are notified of new obligations which will not yet have a responsible person allocated.

- ensuring controls are in place to manage the identified compliance obligations and achieve desired behaviours. Control methods will support the integration of compliance obligations into operating and administrative procedures and include specific arrangements to deal with compliance failures that could arise.
- clearly articulating and assigning responsibility for identified compliance outcomes to ensure employees fully understand and carry out compliance obligations effectively. Councillors and members of the Executive Management Team and Managers will lead by example by adhering to and actively supporting compliance and by achieving compliance within their areas of responsibility. Employees will achieve compliance within their areas of responsibility and relevant to their positions. Contractors and volunteers will achieve compliance relevant to the activities they are undertaking.
- identifying and addressing competence and training needs to enable employees to fulfil their compliance obligations. Methods of achieving competence will include education, training and work experience; each method will be routinely assessed for effectiveness.
- encouraging behaviours that support compliance. Council acknowledges behaviours that support achievement of compliance objectives. This includes encouragement for the reporting of compliance failures, not necessarily for the purposes of penalising staff for failure but rather in order to ensure that problems are corrected as swiftly as possible and to support continual improvement in compliance performance arrangements.
- monitoring, measuring and reporting on the performance of the compliance program management system. Monitoring of the ~~program system~~ will include effectiveness of training and allocation of responsibilities and currency of compliance obligations. Monitoring of compliance performance will include details of compliance failures and 'near misses'. Performance measures will be relevant to Council's compliance ~~program management system~~. Reporting will be full and frank; align with existing Council reporting mechanisms; and include a process of enabling remedial action to be taken.
- in the course of their duties officers should be diligent in seeking to comply with relevant obligations and in accordance of Staff Code of Conduct, HRCC Governance Rules and HRCC Policies and Procedures. Responsible officers are expected to maintain a sound knowledge of their obligations.
- demonstrating the compliance program management system through both documentation and practice. Accurate, up-to-date records of Council's compliance activities will be maintained in Council's electronic records management system, including complaints, disputes and alleged compliance failures and steps taken to resolve them.
- utilising the ~~through~~ RelianSys Compliance module to highlight relevant legislation, regulations, policies, standards and other requirements to be met. ~~are managed with e~~Obligations that are not being met will be identified through a variety of reports and actions will be put in place in response. The compliance management system allows HRCC at any time to capture the entire compliance profile or compliance reports by position, person, register and status reports.

## Compliance Policy



- ensuring the compliance ~~program management system~~ is regularly reviewed to confirm its continued suitability, adequacy and effectiveness and review findings and recommendations are appropriately communicated and actioned

### 4.1 Resources

Specifically, Council is committed to the following resources for managing compliance:

- the Maddocks subscription-based delegations service (for the management of delegations of authority to Council staff and the authorisation of personnel for certain purposes) and the identification of legislative compliance obligations
- the Maddocks subscription-based employment contracts service (for the management of employment contracts with senior officers)
- retainership of ~~a suitably qualified Meerkin & Apel Macquarie Lawyers for~~ workplace/industrial relations services and advice ~~provider~~
- the Executive Management ~~Group Team~~ and the HRCC Audit ~~and Risk~~ Committee (which has a range of monitoring functions, including in the area of *compliance with the Local Government Act 2020 and other applicable legislation and regulations including national competition policy*) for monitoring, measuring and ~~reporting~~ reporting on the performance of the compliance ~~program management system~~.

In support of the clear articulation and assigning of responsibilities, HRCC is fully committed to the role which position descriptions have in detailing the high-level compliance responsibilities which each employee may have.

At a more detailed level, HRCC is strongly committed to the utilisation of the Maddocks delegation service and the ~~Fast Task Tools Delegations Manager~~ RelianSys software system for:

- allocating
- recording
- reporting and advising
- prioritising
- ~~compliance~~ compliance responsibilities/duties/powers to relevant personnel.

~~All compliance requirements are classified in the following categories:~~

~~**As Required:** A compliance requirement definitely exists and a duty or power will need to be exercised, but not on a regular or predictable basis~~

~~**If Required:** A compliance requirement only exists when prompted by a specific action, typically of a formal nature initiated by an external party and on no predictable basis~~

~~**Ongoing:** These are specific duties that need to be maintained at all times regardless of any other thing occurring e.g. maintain a register of something or making information available on a website etc.~~

~~**Annually:** These are duties that need to be undertaken on an annual basis~~

~~**Quarterly:** These are duties that need to be undertaken on a quarterly basis~~

~~**2-Yearly:** These are duties that need to be undertaken on a 2-Yearly basis~~

## Compliance Policy



**Horsham Rural City Council**  
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~~4 Yearly: These are duties that need to be undertaken on a 4 Yearly basis~~

### 5. COMMUNICATION

HRCC Intranet

Direct distribution to selected staff (who have compliance obligations)

### 6. RESPONSIBILITY

**Policy Owner:** ~~Organisational Development Manager~~ Co-ordinator Governance

### 7. DEFINITIONS

Definition	Meaning
Audit <del>and Risk</del> Committee	<del>An</del> advisory committee which must be established by Council under section <del>139-53</del> of the <i>Local Government Act 2020</i> to meet the requirements established by the Minister for Local Government through guidelines published in the Victoria Government Gazette from time-to-time
Compliance	<del>Meeting all the HRCC compliance obligations (AS/ISO 19600)</del> <u>the act or process of meeting a requirement</u> . Compliance, in this policy, involves the carrying out of duties and/or responsibilities (often in accordance with an existing policy, procedure or precedent) in response to a requirement or requirements imposed on Council by a law, regulation, code, etc
<u>Compliance Management System</u>	<del>The policies, procedures, strategic documents that assist Council in meeting all HRCC's compliance obligations and compliance risks in relation to legislative reporting requirements, regulations, standards, industry and internal codes of conduct.</del>
<u>Executive Management Team HRCC</u>	<del>principal operations decision-making body which meets weekly (and otherwise as required), comprising the Chief Executive Officer and four <del>three</del> Directors of the HRCC</del> Horsham Rural City Council
<u>Maddocks</u>	<del>principal legal advisors to the HRCC</del>
<u>Meerkin &amp; Apel</u>	<del>principal industrial relations advisors to the HRCC</del>
<u>Obligation</u>	<del>Is the specific piece of information and is generally a requirement that must be complied with. Obligations are assessed to determine whether the HRCC has complied, partially complied or not complied</del>
<u>Subscribed Registers</u>	<del>Collection of obligations with a compliance source</del>

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### 8. SUPPORTING DOCUMENTS

Document	Location
<u>HRCC Governance Rules</u>	<u>Intranet</u>
<u>Instruments of Appointment and Authorisation</u>	<u>RelianSys: Authorisation</u>
<del>Instruments of Delegation</del>	<del>As directed to individual delegates The original copies of the Instruments are held in the Director Corporate Services office</del> <u>RelianSys: Delegations+</u>

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Compliance Policy

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Australian Standard AS19600:2015: Compliance management systems Guidelines	Internet
<u>Staff Code of Conduct</u>	<u>Intranet</u>

## 9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	10 April 2017	EMG	<ul style="list-style-type: none"> <li>• New</li> </ul>	10 April 2021
<u>02</u>	<u>** August 2022</u>	<u>EMT</u>	<ul style="list-style-type: none"> <li>• <u>LGA 2020</u></li> <li>• <u>Principles of AS ISO 19600:2015 Compliance Management Systems Guidelines</u></li> <li>• <u>RelianSys software system</u></li> </ul>	<u>** August 2025</u>

Council will review this policy as required but always within two years after a general election of the Council.



**INFORMAL MEETINGS OF COUNCILLORS**  
**COUNCIL BRIEFING HELD VIA ZOOM**  
**ON MONDAY 1 AUGUST 2022 AT 5.15PM**

**ATTENDEES:** Cr Robyn Gulline, Mayor; Cr D Bowe, Cr D Bell, Cr P Flynn, Cr I Ross, Cr L Power, Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; Robyn Evans, Acting Director Infrastructure; Jude Holt, Monitor; Lindy Haigh (Item 4.1); Diana McDonald (Item 4.2); Heather Proctor (Item 4.3);

**APOLOGIES:** Cr C Haenel

**1. WELCOME AND INTRODUCTION**

**2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES**

**3. PRESENTATIONS**

3.1 Green Lake Precinct Update **5.15pm to 5.45pm**  
**Attending:** Stacey Taig

**4. COUNCIL REPORTS FOR DISCUSSION**

4.1 Child Safe Standards (GH) **Appendix 4.1** **5:45pm to 5:58pm**  
**Attending:** Lindy Haigh

Discussed the draft Policy & Procedure.

4.2 Governance Rules – Review (GH) **Appendix 4.2** **5:58pm to 6:29pm**  
**Attending:** Diana McDonald

Discussed the Governance Rules review.

4.3 Library Services Review **CONFIDENTIAL** (KOB) **Appendix 4.3** **6:29pm to 6:39pm**  
**Attending:** Heather Proctor

Discussed.

**5. VERBAL REPORTS**

5.1 2026 Commonwealth Games (KOB) **6:39pm to 6:50pm**

Kevin provided a verbal update on tourism promotional opportunities as part of the Commonwealth Games.

**6. REPORTS FOR INFORMATION ONLY**

6.1 Community Engagement Quarterly Report Q4 (GH) **Appendix 6.1**  
 (April to June 2022)

**7. GENERAL DISCUSSION (Sunil Bhalla)** **6:50pm to 7:28pm**

- Jude Holt provided an overview of her role as Municipal Monitor and her terms of reference.
- **Sunil Items:**
  - Foot & Mouth
  - Passenger Rail to Horsham
- **Cr IR**
  - Land use change – access over easement, Darlot Street
  - Laneways in CBD area

**8. CLOSE**

Meeting closed at 7:28pm

**SUNIL BHALLA**  
**Chief Executive Officer**

**INFORMAL MEETINGS OF COUNCILLORS**  
**COUNCIL BRIEFING HELD VIA ZOOM**  
**ON TUESDAY 16 AUGUST 2022 AT 5.00PM**

**ATTENDEES:** Cr Robyn Gulline, Mayor; Cr D Bowe, Cr P Flynn, Cr I Ross, Cr L Power, Sunil Bhalla, Chief Executive Officer; Kevin O'Brien, Director Communities and Place; Robyn Evans, Acting Director Infrastructure; Jude Holt, Monitor.

**APOLOGIES:** Cr C Haenel, Graeme Harrison, Director Corporate Services

**1. WELCOME AND INTRODUCTION**

The Mayor welcomed those in attendance.

**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 CAD (CBD) Revitalisation Streetscape Plan:

Discussed

3.2 Heritage Study Review

Discussed

**4. COUNCIL REPORTS FOR DISCUSSION**

4.1 Parking Meter Tender

Discussed

4.2 Governance Rules – Review

Discussed

4.3 Strategic Planning Expo - Update / Program

Discussed

4.4 Finance & Performance Report

Discussed

**DINNER BREAK (15 min)**

4.5 Landfill fees & charges - Clean landfill change in fee

Discussed

4.6 Nature & Water Play Park Variation

Discussed

4.7 Quarterly Performance report

Discussed

4.8 Investment Attraction & Growth Report

Discussed

4.9 VCAT /Planning/Building Update

Discussed

**5. VERBAL REPORTS**

Nil

**6. REPORTS FOR INFORMATION ONLY**

6.1 Compliance Policy

Discussed

**7. GENERAL DISCUSSION (Sunil Bhalla)**

Council meeting next week will be in person

ASU matter: Wise Workplace Solutions has been appointed as an independent investigator

RCCC: Approved to proceed for implementation

Passenger Rail: Scoping paper has been completed.

CEO Leave in October/November, Acting CEO duties to be finalised.

**8. CLOSE**

8.23pm

**SUNIL BHALLA**  
**Chief Executive Officer**

## Minutes - Older Persons Advisory Committee

1:30pm - 3pm Thursday 23<sup>rd</sup> June 2022

@ Kalkee Road Children's and Community Hub

24-28 Kalkee Road, Horsham

### Attendees:

Members - June Liddy, Shayne Keenan, Wes Hazelden, Kola Kennedy, Elaine Cooper, Cherie Ladlow, Pamela Baker, Laureen Sherriff and Beryl Moloney.

HRRC - Daniel Rees (Chairperson / Committee Support Officer) and Kevin O'Brien (Director Communities and Place).

### Apologies:

Members - Rick Walker, Faye Alison-Smith and Janet Hall.

### 1. Welcome and Introductions

- a) The Chairperson welcomed attendees to the meeting.
- b) The Chairperson acknowledged the traditional owners of the Country.
- c) Members introduced themselves to the rest of the committee.

### 2. Current and Future HRCC Projects (Kevin O'Brien)

- a) Kevin O'Brien discussed current and future projects being delivered by Horsham Rural City Council.
- b) Members discussed important issues that impact older people in the community.
- c) **Action 1.** Follow up with the Town Hall regarding wheelie walker issue previously raised by Elaine Cooper. (Kevin O'Brien)
- d) **Action 2.** Follow up with Stephanie Harder regarding photos taken for grant application. (Daniel Rees)



### **3. How the Committee will operate**

- a) The Chairperson explained how the committee will operate, including how recommendations are minuted and sent to Council.
- b) The committee discussed how they can best advocate for the needs of all older people living in Horsham Rural City.

### **4. Future Agenda Items**

- a) Committee members discussed options for future agenda items, some of these included;
  - i. Mobility device users and associated issues
  - ii. Town Planning for outer lying areas such as Natimuk, Jung and Dooen
  - iii. Communication processes at Horsham Rural City Council
  - iv. Tourism and business planning.
- b) **Action 3.** The committee asked if they could have an update on the World Health Organisation checklist for age friendly cities priorities. (Daniel Rees)
- c) At a future meeting the HRCC Committee Support Officer will provide an update on the Age Friendly Communities Implementation Plan.

### **5. Next Meeting:**

- a) 10am – 12pm on Wednesday 3 August at the Kalkee Road Children’s and Community HUB.

Action	Task	Responsibility	Status
1	Follow up with the Town Hall regarding wheelie walker issue previously raised by Elaine Cooper.	Kevin O'Brien	Has been raised with Town Hall staff. Elaine has received letter.
2	Follow up with Stephanie Harder regarding photos taken for grant application.	Daniel Rees	OPAC letter helped to strengthen grant application for developments to the Horsham Cinema. Will find out outcome of application in August.
3	The committee asked if they could have an update on the World Health Organisation checklist for age friendly cities priorities.	Daniel Rees	Update will be provided at a future meeting.

## Minutes - Older Persons Advisory Committee

10:00am – 12:00pm Wednesday 3 August, 2022

@ Kalkee Road Children's and Community Hub

24-28 Kalkee Road

### Attendees:

Members - Rick Walker, Wes Hazelden, Beryl Moloney, Lorraine Sherriff, Janet Hall, Elaine Cooper, Kola Kennedy, Shayne Keenan and June Liddy.

HRCC – Daniel Rees, Shayanna Vella, Annie Mintern and Mandy Kirsopp.

### Apologies:

Faye Alison Smith, Pamela Baker and Cherie Ladlow.

### 1. Welcome and Introductions

- a) The Chairperson provided an acknowledgement of country and welcomed attendees to the meeting.
- b) New members introduced themselves to the committee.

### 2. Natimuk Social and Economic Plan

- a) Annie Mintern presented the Draft Natimuk Social and Economic Plan.
- b) Suggestions from members of the committee:
  - Improved communication from Parks Vic regarding planning at Arapiles
  - More campgrounds near Arapiles
  - Sequencing of Priority Areas - Mt Arapiles & the Lake are important to achieve tourism in the region
  - Transport from Natimuk to Horsham
    - Fuel prices and the ability of some older people to drive themselves means an improved bus service is needed.

### 3. Business and Tourism

- a) Annie Mintern presented some tourism issues and opportunities for the region.
- b) Suggestions from members of the Committee
  - Accessible transport to Horsham
    - Return of passenger rail
    - Improved bus services to Horsham and to outer lying towns
  - A museum would attract older people to Horsham
  - Caravan parking is too spread out which is not attractive 'grey nomads'
  - Communication around where caravan parking is needs to improve
    - Improved signage with 'RV Friendly Parking'
    - Parks indicated on Google Maps
  - Action – send link for Investment Opportunities to members
  - Action – Annie Mintern to follow up caravan parking issue.

### 4. Horsham Skate Park

- a) Mandy Kirsopp presented the Draft Horsham Skate Park Precinct Plan
- b) Suggestions from members of the Committee
  - Native plants in garden
  - Inclusion of sensory garden and plants
  - Seating – consider the seating design for older people (back rests & arm chairs)
  - Members individually completed the Horsham Skate Park survey.

### 5. Future meeting dates

- TBC

Action	Task	Responsibility	Status
1	Follow up with the Town Hall regarding wheelie walker issue previously raised by Elaine Cooper.	Kevin O'Brien	<b>Complete</b>  Issue has been raised with Town Hall staff. Elaine has received letter.
2	Follow up with Stephanie Harder regarding photos taken for grant application.	Daniel Rees	OPAC letter helped to strengthen grant application for developments to the Horsham Cinema. Will find out outcome of application in August.
3	The committee asked if they could have an update on the World Health Organisation checklist for age friendly cities priorities.	Daniel Rees	Update will be provided at a future meeting.
4	Send link for Investment Opportunities to members.	Daniel Rees	<b>Complete</b>
5	Follow up caravan parking issue. This includes considering the instalment of better signage / promotion of caravan parking spaces.	Annie Mintern	