

AGENDA

MEETING OF THE
HORSHAM RURAL CITY COUNCIL

To be held on
27 February 2023
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 27 February 2023 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

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

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

3. OPENING AND WELCOME

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 held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 30 January 2023 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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| <i>Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(g) – Private Commercial Information</i> | |
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| <i>Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(g) – Private Commercial Information</i> | |
| 15.3 PROVISION OF ROADSIDE RECYCLING COLLECTION SERVICES CONTRACT 16-005 | |
| <i>Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(g) – Private Commercial Information</i> | |
| 15.4 CEO EMPLOYMENT AND REMUNERATION COMMITTEE REPORT: 27 FEBRUARY 2023 | |
| <i>Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(f) –Personal Information</i> | |
| 16. PROCEDURAL BUSINESS | |
| 16.1 INFORMAL MEETINGS OF COUNCILLORS – RECORD OF MEETINGS | |
| <i>Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(a) - Council Business Information</i> | |

CLOSE


SUNIL BHALLA
Chief Executive Officer

REPORTS FOR COUNCIL DECISION

9.1 ANNUAL ACTION PLAN

| | | | |
|------------------------|-----------------------------|---------------------|--------------------|
| Author's Name: | Kim Hargreaves | Director: | Kim Hargreaves |
| Author's Title: | Director Corporate Services | Directorate: | Corporate Services |
| Department: | Corporate Services | File Number: | F14/A03/000003 |

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Draft Annual Action Plan (**Appendix 9.1A**)

Purpose

To present the draft Annual Action Plan 2023-2024 to Council in order to make it available to the Community for feedback.

Summary

- The Council Plan 2021-2025 was adopted by Council at the meeting held on 25 October 2021.
- Following extensive community engagement and feedback, the adopted Council Plan included the requirement for the development of an Annual Action Plan to detail how the initiatives and priorities identified in the Council Plan will be implemented.
- The draft Annual Action Plan 2023-2024 will be presented for community feedback upon Council's recommendation.
- Given the limited changes in this plan compared to the 2022-2023 plan, it is proposed that the plan be made available to the community for a period of two weeks to capture feedback.

Recommendation

That Council receive and note the draft Annual Action Plan 2023-2024 and make it available to the public from 1 to 15 March 2023 to enable the community to provide feedback.

REPORT

Background

Following a comprehensive community engagement process in 2021 both the Council Vision and the Council Plan 2021-2025 were adopted by Council. Development of an Annual Action Plan was then undertaken to identify the key activities that would be implemented to achieve the priorities and initiatives outlined in the Council Plan.

Discussion

Broad consultation was undertaken with Councillors, Executive, Managers, Co-ordinators and staff to develop actions that aligned to the priorities and initiatives in the Council Plan, including measures and expected timeframes.

The initial Annual Action Plan was constructed following feedback from Councillors at several briefings in late 2021 and early 2022. This year represents the second iteration of the Annual Action Plan and will provide an opportunity to review and capture appropriate changes or additions to actions and agreed delivery timeframes.

Options to Consider

Nil

Sustainability Implications

The Annual Action Plan relates to all elements of Council's operations so will impact all sustainability, environmental, climate, social and economic matters.

Community Engagement

Council developed the Community Vision and Council Plan using deliberative processes with a Community Panel in 2021. Community feedback was sought and considered in the development of the Council Plan which included the Health and Wellbeing plan. The initiatives and priorities listed in the Council Plan fall under the five long-term strategic objectives and themes of Community, Liveability, Sustainability, Accessibility and Leadership.

The draft Annual Action Plan 2023-2024 represents the second iteration of the plan and outlines how Council will deliver the Council Plan to the community. It will be made available via Council's *Have Your Say* page for the period 1-15 March 2023 to enable the community to provide feedback to further inform the Plan.

Innovation and Continuous Improvement

The work undertaken to develop the Council Plan 2021-2025 represented a significant change from previous years and led to better connection between the community priorities and their implementation by the organisation. The addition of an Annual Action Plan to steer the implementation of the Council Plan, and provide regular reporting to the community, represented a new innovation for Council. As anticipated at adoption, the plan will naturally evolve over time as our strategic planning processes become more embedded within the organisation.

Collaboration

The Annual Action Plan was developed from the Council Plan and created in collaboration with a range of stakeholders including input from the Council and Council officers.

Financial Implications

The activities within the Annual Action Plan will be financially resourced from various methods including available resources, new initiatives, reserves and grants. The financial resourcing will be considered as part of the annual Budget development process.

Regional, State and National Plans and Policies

Nil

Council Plans, Strategies and Policies

Council Plan 2021-2025 – all strategic objectives

Risk Implications

Strong and robust planning allows Council to align its objectives with those of the community and in turn ensures that the operations of Council are also working towards the same goals as the community that it is working for.

Conclusion

The draft Annual Action Plan 2023-2024 outlines how Council officers will implement the next phase of the Council Plan 2021-2025. Feedback from the community on the 2023-2024 plan will be sought and considered.

REPORTS FOR INFORMATION

9.2 QUARTERLY PERFORMANCE REPORT – JULY TO SEPTEMBER AND OCTOBER TO DECEMBER 2022 QUARTERS

| | | | |
|------------------------|-----------------------------|---------------------|--------------------|
| Author's Name: | Kim Hargreaves | Director: | Kim Hargreaves |
| Author's Title: | Director Corporate Services | Directorate: | Corporate Services |
| Department: | Corporate Services | File Number: | F18/A10/000001 |

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Quarterly Performance Report – July to September and October to December 2022 (**Appendix 9.2A**)

Purpose

To present the Quarterly Performance Report for the quarters 1 July to 30 September and 1 October to 31 December 2022.

Summary

- The Quarterly Performance Report is part of the continual improvement process of reporting back to Council and the community.
- Since the adoption of an Annual Action Plan there has been a significant change to the manner by which Council staff report progress. To best highlight the progress made against the Annual Action Plan, this report is presented as a comparative report showing the respective progress for each of the two quarters between 1 July and 31 December 2022.
- The Quarterly Performance Report brings together a range of reports including:
 - Quarterly Finance Report
 - Progress against Annual Action Plan deliverables
 - Service Performance Indicators
 - Progress against Major Projects and Capital Works
 - Councillor Expenses.

Recommendation

That Council receive and note the Quarterly Performance Report for the quarters 1 July to 30 September and 1 October to 31 December 2022 (**Appendix 9.2A**).

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 Quarterly Performance Report encapsulates a quarterly budget report, progress against the Annual Action Plan, the tracking of any major initiatives, Council Expenses and key data relating to the Local Government Performance Reporting Framework.

To further support our reporting, Council has a Financial and Performance Reporting Framework in place that provides some guidance on Council's reporting processes. It states 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 Quarterly Reporting Framework, are the following objectives:

- Council is committed to providing accurate, correct and quality information to the community relating to 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, Councillors and the community
- Council is committed to sound governance through the alignment of performance reporting with its strategic direction
- Performance reporting 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 provides Council and the community with updates on progress against the Annual Action Plan 2022-2023 and other key strategic items.

The format has evolved significantly given the adoption of an Annual Action Plan with the focus now on the reporting of progress against those action items. The report also provides Local Government Performance Reporting data which is a mandatory system of performance reporting for all Victorian councils. This information is listed as "Service Performance Indicators" within the report.

Options to Consider

Not applicable

Sustainability Implications

Not applicable other than any reporting included in the report on council's environmental and sustainability goals.

Community Engagement

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

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 – all aspects

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 provides a regular and succinct quarterly report for Council and the community to assess how Council is performing both financially and against its Annual Action Plan.

9.3 INVESTMENT ATTRACTION AND GROWTH DEPARTMENT REPORT

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

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

SpendMapp Report December 2022 (**Appendix 9.3A**)

Dadswells Bridge PIA Article (**Appendix 9.3B**)

Purpose

To present the Investment Attraction and Growth Department Report for December 2022.

Summary

The Investment Attraction and Growth Department Report provides the progress and outcomes achieved through the delivery of the investment attraction strategy and implementation plan during the reporting period.

Recommendation

That Council receive and note the Investment Attraction and Growth Department Report for December 2022.

REPORT

Background

An Investment Attraction and Growth Department Report is tabled monthly at the Council Meeting.

Discussion

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

The Investment Attraction Strategy and Implementation Plan progress and key achievements for the month of December are articulated in the information and tables, as follow.

Actions are measured by goals and set timelines. The timelines are indicated by years which relate to financial years.

- Year 1 - 2022-2023
- Year 2 - 2023-2024
- Year 3 - 2024-2025
- Year 4 - 2024-2025
- Year 5+ 2025+

The teams will focus on delivering actions with in the current financial year whilst carrying out the necessary planning to ensure targets are meet in sequential years.

Reports are presented approximately six weeks after the conclusion of each month, this enables data and statistical information to be captured within the reporting period.

INVESTMENT ATTRACTION

| Council Priorities | Action | Goal Measured by | Progress |
|--------------------|--|----------------------------------|---|
| 2.10 (ongoing) | Undertake regular meetings between the Wimmera Development Association and Investment Attraction Department to inform and discuss economic development opportunities | 10 forums held per year | Meeting held in December between WDA and HRCC Investment & Business Development Team 5/10 meetings held at 9/12/22 |
| 2.8.1 (2 years) | Support the Development of Mt Zero Resort | Planning Permit decision | Referrals received from CFA and WCMA. Permit on track to being signed off mid-January. |
| (2 years) | Prepare and implement the recommendations from the Aerodrome Masterplan | Aerodrome Masterplan development | A consultant will be appointed early in the new year to commence developing the masterplan. |

BUSINESS DEVELOPMENT & TOURISM

GRAMPIANS TOURISM – December News

Grampians Tourism had an inception meeting with our local and state government partners as they work towards a new Grampians Destination Management Plan plus four Local Area Action Plans for our regions. This work will provide direction for the development of our visitor economy and ensure the Grampians remains both compelling for visitors and sustainable for our local communities.

Next Industry Forum

Next Industry Forum for Grampians Tourism, will be held at Grampians Retreat in Dunkeld on Thursday 16 February and bring together our local government and industry partners from across the region. The afternoon session will focus on sustainable tourism and feature a range of guest speakers including an operator case study.

Wine Tourism & Cellar Door Grant

Wine Tourism and Cellar Door Grant provides funding to wine producers who add value by encouraging visitors to wine regions via their cellar door operations. Eligible producers can access an annual grant of up to \$100,000 for their rebateable domestic cellar door sales. Click below to find out more and to read through the eligibility criteria and frequently asked questions. Applications close on Tuesday 31 January at 5pm. [Grants | Wine Australia](#)

Live the Grampians Way

The December mid-month report has shown the following outcomes as at 19 December 2022:

- 86 Candidates viewed the Shift Regional website across all four councils.
- To date 17 Horsham employers have registered with Shift Regional, the business team is continually building on business registrations.

The last three months candidate's views were:

October - 92

November - 113

December - 86

Grampians site Shift Regional results:

December report indicates the top three employers seeking candidates are:

- Agriculture
- Allied Health
- Building Construction

Horsham Jobs Dashboard – view below link, it indicated that seven people applied for jobs.

<https://datastudio.google.com/reporting/6f7408f4-c2b0-4145-8e9d-ea4ccf00f44c/page/jxZPC>

| Council Priorities | Action | Goal Measured By | Progress |
|---------------------------|---|---|--|
| 2.1.2 (ongoing) | Design, promote, participate and support municipal activities and events as scheduled including NAIDOC, Volunteers, International Women's Day & Seniors Week | Events reported on in the Investment Attraction and Growth monthly Council Report | Two Christmas Extravaganza events were held on 2 and 16 December. Activities included a tree lighting ceremony, market stalls, food trucks, face painting, scavenger hunt, wood turners, hot choc bar, pantomime performance of Snow White, roaming advent calendar, window display comp and more. Great feedback has been received from businesses and the community. |
| 3.1.3 (2 years) | Develop and implement the Natimuk Social and Economic Plan | Plan Developed & Progress report to Council | Terms of reference for a Project Advisory Committee have been drafted. |
| (ongoing) | Host seasonal workshop sessions with Grampians Tourism and Wimmera Mallee Tourism to organise and update our businesses and tourism operators about relevant information for the region | 2 industry workshops have been hosted | Grampians Tourism hosted an industry workshop in Halls Gap on 8 December 2022. |
| (ongoing) | Ensure constant communication through e-mails and business newsletters with tourism operators and local businesses regarding what is happening in the region | A minimum of 10 business newsletters distributed annually 4 business forums are held annually | 1 newsletter was sent in December. The newsletter received 370 opens and 4 clicks. |
| 3.4 (2 years) | Provision, maintenance, or upgrade of outdoor spaces and parklet facilities | Increased foot traffic and further activation to support outdoor dining | Two charging pods have been installed on the corner of Roberts Ave and Ward St. These are being regularly used by the community. |
| (ongoing) | Attract businesses to lease vacant shops in the Horsham city centre through the Wimmera Business Centre | Vacant shops reduced from 24 shops to 20 in the first year and maintained at or below 18 shops for the succeeding years | See table below |
| (ongoing) | To promote Live the Grampians Way to local businesses and engage with people who show an interest in moving to the region | Ensure every person who contacts Live the Grampians Way has received a welcome/information sheet and follow up phone call | The December report indicated the following: 86 Candidates viewed the Shift Regional website across all four councils. To date 17 Horsham employers have registered with Shift Regional, the business team is continually building on business registrations. |

Business Visitations for the Month of December 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 |
| July | 9 | 30 | 2 | 2 | 43 |
| August | 4 | 3 | 10 | 8 | 25 |
| September | 26 | 2 | 14 | 12 | 54 |
| October | 60 | 30 | 12 | 14 | 116 |
| November | 45 | 12 | 20 | 9 | 86 |
| December | 40 | 10 | 7 | 3 | 60 |
| Total | 231 | 174 | 126 | 87 | 618 |

Spendmapp

December Report attached

Occupied Businesses:

| Street and Number of Businesses | November FY 22/23 Businesses Occupied | December FY 22/23 Businesses Occupied | December FY 22/23 Businesses Vacant | December FY 22/23 Percentage Businesses Occupied |
|--|---------------------------------------|---------------------------------------|-------------------------------------|--|
| Darlot St – 43 car wash and businesses operating from a house included | 40 | 40 | 3 | 93% |
| Firebrace St - 99 | 93 | 93 | 6 | 94% |
| Hamilton St - 17 | 17 | 17 | 0 | 100% |
| Wilson St – 34 | 28 | 28 | 6 | 82% |
| Pynsent St – 28 Cinema included | 25 | 25 | 3 | 89% |
| Roberts Ave – 27 Coles included | 26 | 26 | 1 | 96% |
| McLachlan St – 24 CFA & GWM included | 21 | 21 | 3 | 87% |
| Total 272 Post February 2022 there were 262 shops identified in the study area | 250/272 | 250/272 | 22 | 91% |

(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). There are four known shops that are not suitable for occupancy as they require major renovations or are being used as a secondary business not requiring a retail front. These shops are reflected in the vacant shop numbers and unfortunately reduce the percentage of occupied businesses.

STATUTORY PLANNING AND STRATEGIC PLANNING

Planning Applications Determined

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

| Type | DECEMBER 2022 | | DECEMBER 2021 | |
|------------------------|---------------|------------------|---------------|------------------|
| | No. | *Value \$ | No. | *Value \$ |
| Miscellaneous Domestic | 1 | 14,263 | 7 | 2,052,200 |
| Industrial/Commercial | 1 | 30,000 | 4 | 190,000 |
| Subdivisions | 6 (15 lots) | 3,850,000 | - | - |
| Other | - | - | 1 | 10,000 |
| Total | 8 | 3,894,263 | 12 | 2,252,200 |

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

Total number of planning permits issued in the Horsham Rural City Council area from 1 July 2022 to 31 December 2022 is 73 compared to 74 in the same period in 2021-2022.

Planning permits issued for subdivision have permitted 154 new lots from 1 July 2022 to 31 December 2022 compared to 41 in the same period in 2021-2022.

Building Services

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

Permits issued by Horsham Rural City Council for this Municipality

| Type | DECEMBER 2022 | | DECEMBER 2021 | |
|---------------------------------------|---------------|---------------|---------------|---------------|
| | No. | Value \$ | No. | Value \$ |
| Dwellings | - | - | | |
| Alterations to Dwellings | - | - | | |
| Dwelling resitings | - | - | | |
| Misc Domestic (Carports, Garages etc) | 1 | 30,021 | 2 | 40,210 |
| Removal/Demolish | - | - | 1 | 14,850 |
| Industrial/Commercial | 1 | 64,000 | | |
| Signs | - | - | | |
| Total | 2 | 94,021 | 3 | 55,060 |

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

| Type | DECEMBER 2022 | | DECEMBER 2021 | |
|---------------------------------------|---------------|------------------|---------------|------------------|
| | No. | Value \$ | No. | Value \$ |
| Dwellings | 7 | 2,243,888 | 5 | 1,692,823 |
| Alterations to Dwellings | - | - | 3 | 66,830 |
| Dwelling resittings | - | - | 1 | 65,367 |
| Misc Domestic (Carports, Garages etc) | 9 | 185,662 | 11 | 331,409 |
| Removal/Demolish | - | - | - | - |
| Industrial/Commercial | 1 | 548,548 | 5 | 7,240,228 |
| Signs | - | - | - | - |
| _Sub Total | 17 | 2,978,098 | 25 | 9,396,657 |

A total of **18** Building Permits have been issued by the Horsham Rural City Council at a total value of **\$1,968,436** from **1 July 2022 to 31 December 2022** compared to **48** Building Permits at a total value of **\$2,449,605** for the same period in 2021-2022.

Private Building Surveyors have issued **123** Building Permits at a total value of **\$29,319,980** from **1 July 2022 to 31 December 2022** compared to **149** at a total value of **\$37,707,261**. For the same period in 2021-2022.

Strategic Planning

Corrections Amendment

Mapping and Ordinance errors within the Horsham Planning Scheme were identified in *the 2010 Planning Scheme Review* and have become further evident through the operation of the Horsham Planning Scheme over the past ten years. The proposed amendment applies to approximately 170 parcels of land throughout the municipality. The Amendment is necessary to ensure the Horsham Planning Scheme is relevant, up-to-date, of a high quality and standard and meets the State Government's requirements. Some examples of the anomalies and errors include:

- Land being within two or three zones
- Privately owned land in a Public Land Zone
- The Heritage Overlay not being correctly applied to heritage listed properties
- Redundant Overlays
- Zones incorrectly applied

The proposed Amendment is being prepared to correct these errors to ensure the Planning Scheme can be used efficiently and effectively.

| Council Priorities | Action | Goal Measured By | Progress |
|---------------------------|--|--|--|
| 1.3.5 & 1.3.6 (1 year) | Develop and implement the Horsham North Local Area Plan | <ul style="list-style-type: none"> • Horsham North Local Area Plan adopted by Council • Progress report on implementation plan | Strategic Planning officers are currently preparing the <i>Engagement Summary Report</i> . |
| 2.10.3 (2 years) | Prepare and implement the Horsham South Structure Plan (Stage 2) | Plan adopted by Council | Technical background reports underway. Preparing to send an update to land owners. |

Options to Consider

Not applicable – no decision required

Sustainability Implications

Report provides overview of the 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 Grampians Tourism 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 Development 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

The monthly Investment Attraction and Growth Department report provides the opportunity to give Council and the community an insight into the projects being undertaken to grow our municipality and Horsham as a regional city.

9.4 CHIEF EXECUTIVE OFFICER'S OPERATIONAL REPORT

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

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Nil

Purpose

To present the Chief Executive Officer's Operational Report for February 2023.

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 February 2023.

REPORT

Background

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

Discussion

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

A. Advocacy/Funding Announcements

Joint State/Local Government CEO Meeting: The CEO attended virtually on Wednesday 1 February 2023. Presenters included Hon Melissa Horne MP, Department of Transport Executive Director Alex Green, School Crossing Supervisor Program discussions, and Local Government Victoria update.

Wimmera Southern Mallee Regional Partnership Meeting (WSMRP): The CEO attended a WSMRP meeting on 2 February 2023 at the Grains Innovation Park. The group received updates from Regional Development Victoria and G-Net.

Rural Council's Corporate Collaboration (RCCC) Board Meeting: The RCCC board met on Thursday 2 February 2023 and reviewed the progress of the project, including the change management plan and procurement activities for additional modules funded by the state government.

Regional Cities Victoria (RCV) Meeting: The Mayor and Chief Executive Officer attended the Regional Cities Victoria meeting on Thursday 16 February 2023. Key topics of discussion included State Budget submission, Commonwealth Games legacy, and the RCV election. Presentations included Victorian Chamber of Commerce and Industry, Property Council, the Hon Senator Murray Watt, Minister for Agriculture, Fisheries and Forestry, and Emergency Management; Head of NBN Emily Peel update on NBN network across Victoria.

Wimmera Regional CEO Meeting: The CEO's from Horsham, Hindmarsh, Yarriambiack, West Wimmera and Buloke met on Thursday 23 February 2023. The group received an update from WDA Executive Director and discussed other current regional issues.

Funding Opportunities:

Nil

B. Community Engagement

Grampians Health AGM: The CEO and Mayor attended the Grampians Health AGM on Wednesday 22 February 2023 in Stawell.

C. Projects and Events

Community Development Grants: Applications for Horsham Rural City Council's Community Grants Program are open for not-for-profit groups to deliver projects that directly benefit residents.

Clubs and organisations can apply for a share of the funding via the HRCC website from 1 February until 28 February. The grants have been highly successful over the past 12 months with dozens of local projects worth \$210,211 allocated funding.

Hamilton Street Bridge: Work is progressing on the Hamilton Street bridge, with foundations now being installed on the west side of the river. The picture shows the installation of one of the screw piers that form the base. Once installed, concrete caps will be poured on which the main bridge structure will sit. Fabrication of the main structural elements is progressing well off-site. These will be brought to site and assembled from late-March. After installation of these elements, the remaining works will include landscaping, connecting paths and lighting.

Art Installation: The latest art installation in the heart of Horsham is now underway. Artist Jack Rowland has completed a new mural on the laneway wall of Cafe Jas in Roberts Avenue – the first of three artworks to be completed in central Horsham in the coming months. It's all part of a Horsham Rural City Council 'off-street laneway network' project funded via the Victorian Government's COVIDSafe Outdoor Activation program.

Rowland holds a BFA (Painting) from RMIT University, Melbourne. He has been exhibiting nationally and internationally including James Makin Gallery, Anna Pappas Gallery, Linden New Art, Rubicon ARI, Blindside Gallery, Flinders Lane Gallery and Kunstraum Tapir (Berlin). He is one of three HRCC-commissioned artists currently working under leading street art company Juddy Roller.

Another artist Steve Cross will paint the Roberts Avenue arcade between the businesses of Gypsy Willow and Imelda's while Jimmy Dvate will install artwork on the Ward Street facing wall of Horsham Newsagency at 38-42 Pynsent Street.

D. Staff Matters

Retirement of Heather Proctor: This week we said farewell to Heather Proctor, our Finance Manager who retired after 33 years of service to Horsham Rural City Council, and its predecessor Shire of Wimmera. Heather started as Administrative Officer with the Shire of Wimmera in 1990. Following Council amalgamations in 1995 when Shire of Wimmera combined with the City of Horsham and Shire of Arapiles to become Horsham Rural City Council, Heather was appointed as the Reporting Manager. Heather became the Finance Manager in 2005, the role she held until her last day on 24 February 2023. We thank Heather for her commitment and extensive contribution to Council over a long period of time and wish her all the best for her retirement.

Australasian Management Challenge: A team of six staff members has been registered to participate in the Australasian Management Challenge. The Australasian Management Challenge is a development program that provides real life problem solving experiences and produces outcomes that translate into relevant, tangible and enduring benefits for people, teams and organisations. The annual challenge brings Council teams together from across Australia & New Zealand. It has been described by LGPro (Local Government Professionals) as "the most cost effective, enduring and targeted professional development program available for your council's emerging leaders".

Financial Implications

Not applicable

Links To Council Plans, Strategies, Policies

2021-2025 Council Plan

Theme 5 - Leadership

Consultation/Communication

Not applicable

Risk Implications

Not applicable

Environmental Implications

Not applicable

Human Rights Implications

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

Conclusion

That Council receive and note the Chief Executive Officer's Operational Report for February 2023.

10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Robyn Gulline, Mayor

| Committee Representation | |
|---------------------------------|---|
| 6/2/23 | Chaired Aboriginal Roundtable |
| 16/2/23 | Regional Cities Victoria meeting in Melbourne with CEO |
| Other Council Activities | |
| 31/1/23 | ABC Wimmera radio interview |
| 2/2/23 | Hosted Senator Bridget McKenzie and Emma Kealy MP for a tour of Council's key advocacy projects |
| 3/2/23 | Maroona-Portland Rail project update with CEO and Director of Infrastructure (virtual) |
| 7/2/23 | Discussion with David Walker, Local Government Inspectorate and CEO |
| 8/2/23 | Western Renewable Link: Community and Business Forum (virtual) |
| 10/2/23 | Ovarian Cancer Morning Tea at Black Pepper |
| 10/2/23 | Radio interview with Emma Elsom from 3WM |
| 14/2/23 | Former City of Horsham Mayor and Cr Bob Kirsopp's funeral |
| 17/2/23 | Darwin Defenders Commemoration Service |
| 22/2/23 | Hosted Regional Mayors meeting |
| 22/2/23 | Grampians Health AGM in Stawell |

Cr Penny Flynn

| Committee Representation | |
|---------------------------------|---|
| Date | Description |
| 22/2/23 | ALGWA – Finance Sub Committee – Online |
| Other Council Activities | |
| 21/2/23 | Councillor Workshop – Horsham Golf Club |

Cr David Bowe

| Committee Representation | |
|---------------------------------|--|
| Date | Description |
| 8/2/23 | CEO Employment and Remuneration Committee meeting – online via Zoom |
| 17/2/2023 | Wimmera Regional Library Corporation Board Meeting – Horsham Library |
| Other Council Activities | |
| 6/2/2023 | Council Briefing Meeting– Council Chambers |
| 13/2/2023 | Council Briefing Meeting– Council Chambers |
| 14/2/2023 | Funeral of Former Mayor & Councillor Bob Kirsopp – Uniting Church, Horsham |
| 20/2/2023 | Council Briefing Meeting– Council Chambers |
| 21/2/2023 | Councillor Workshop with Leading Teams –Horsham Golf Club |

Cr Bob Redden

| Committee Representation | |
|---------------------------------|--|
| Date | Description |
| 17/2/23 | Rail Freight Alliance Meeting online |
| Other Council Activities | |
| 6/2/23 | Council Briefing Meeting online |
| 8/2/23 | CEO Employment and Remuneration Committee Meeting online |
| 13/2/23 | Council Briefing Meeting online |
| 20/2/23 | Council Briefing Meeting – Council Chambers |

11. URGENT BUSINESS

12. PETITIONS AND JOINT LETTERS

13. PROCEDURAL BUSINESS

13.1 INFORMAL MEETINGS OF COUNCILLORS – RECORD OF MEETINGS

- Council Briefing Meeting held on Monday 6 February 2023 at 5.00pm
- Council Briefing Meeting held on Monday 13 February 2023 at 5.00pm
- Council Briefing Meeting held on Monday 20 February 2023 at 5.00pm

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 Wednesday 16 November 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

Horsham Rural City Council Annual Action Plan 2023-2024



Strategic Objectives

Theme 1 Community

"... develop the municipality as a diverse, inclusive and vibrant community."

Theme 2 Liveability

"... 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."

Theme 3 Sustainability

"... actively lead in sustainable growth and development of the community and the economy."








Theme 4 Accessibility

"... meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces."

Theme 5 Leadership

"... build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability."

| Theme 1 – Community: Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community | | | | | Year Action Finalised | | |
|--|--|--|--------------------------------|-----------------|-----------------------|-----------|-----------|
| Priorities & Initiatives | Action | Measure | Team | Due By | 2022-2023 | 2023-2024 | 2024-2025 |
| 1.1 Communicate and engage effectively with our community to understand their needs and advocate on their behalf | 1.1.1 Implement the recommendations in relation to a strategic planning committee (s) from the Committee Structure Review | Committees in place and operational | Governance | 31 Jul 2022 | ✓ | | |
| | 1.1.2 Review and update the HRCC Advocacy Priorities resource document | Updated HRCC Advocacy Priorities Resource and Report | Community Relations & Advocacy | Annually | ✓ | | |
| 1.2 Support and empower localised community groups in their goals and plans | 1.2.1 Increased reach and diversity of allocation of Annual Community Grants program | Report to Council on % increase of new successful applications | Community Relations & Advocacy | 31 May Annually | ✓ | | |
| | 1.2.2 Provide support and educate community groups on grant applications to external funding bodies | Report to Council on applications and assistance provided | Community Relations & Advocacy | 31 May Annually | | | |
| | 1.2.3 Support Wesley Committee to make the Wesley Performing Arts Centre operational, (subject to funding). | Venue is operational | Performance & Events | 30 Jun 2023 | | | |
| | 1.2.4 Increase activation and promotion of outdoor venues | Report to EMT on usage of indoor and outdoor venues | Performance & Events | 30 Jun 2023 | ✓ | | |
| 1.3 Enhance the inclusivity, accessibility and safety of our places and spaces | 1.3.1 Report on implementation of all actions identified in the 2019-2022 Community Inclusion Plan | Annual progress report to Council | Community Services & Safety | 31 Jan Annually | | | |
| | 1.3.2 Develop a new Community Inclusion Plan following the close out of the 2019-2022 plan | New Community Inclusion Plan adopted by Council | Community Services & Safety | 31 Dec 2022 | | | |
| | 1.3.3 Develop a policy on open space within subdivisions (consider pedestrian, cyclist and vehicle movements) | Policy adopted by Council | Strategic Planning & Heritage | 31 Jul 2022 | ✗ | | |
| | 1.3.4 Develop a policy for developer's open space contributions & amend the planning scheme | Policy adopted by Council | Strategic Planning & Heritage | 30 Jun 2023 | | | |
| | 1.3.5 Develop the Horsham North Local Area Plan | Plan adopted by Council | Strategic Planning & Heritage | 31 Dec 2022 | | | |
| | 1.3.6 Implement priorities of the Horsham North Local Area Plan - Finalise Rail Corridor landscape plan - Finalise concept design of the Pedestrian underpass. | Progress report on implementation plan | Executive | 31 Dec Annually | | | |
| | 1.3.7 Work with Victoria Police to update the CCTV Memorandum of Understanding. Update CCTV policy and procedure. | CCTV MOU, policy and procedure all updated | Community Safety | 31 Dec 2022 | | | |
| 1.4 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 | Recreation Facilities Maintenance and Use Policies and Procedures adopted by Council | Recreation & Open Space | 30 Jun 2023 | | | |
| 1.5 Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres Strait Islander community in Horsham | 1.5.1 In consultation with Barengi Gadjin Land Council develop a partnership agreement | Partnership agreement developed and adopted by Council | Executive | 30 Jun 2023 | | | |
| | 1.5.2 Deliver on the Horsham Silo project with Barengi Gadjin Land Council to promote, celebrate & share first nations stories of significance | Silo art complete | Arts Culture & Recreation | 30 Sep 2022 | ✓ | | |
| | 1.5.3 Identify and recognise areas and places of cultural and historical significance that maintain connection to places, land and culture and engage | Report presented to Council | Strategic Planning & Heritage | 30 June 2023 | | | |

| | | | | | | | |
|--|---|---|--|-------------|---|--|--|
| | early. | Cultural Heritage Overlay completed | | 31 Dec 2024 |  | | |
| | 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 Aboriginal Advisory Committee | Process established to record and utilise suitable names | Executive | 30 Jun 2025 |  | | |
| 1.6 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 | Visitation and product sales reported monthly to Council | Horsham Town Hall - Marketing & Customer Service | 30 Jun 2023 |  | | |
| | 1.6.2 Ensure Visitor Services successfully integrates into the Horsham Town Hall venue | Visitation reported monthly to Council | Horsham Town Hall - Marketing & Customer Service | 31 Dec 2022 |  | | |
| | 1.6.3 Encourage, promote and celebrate events enriching cultural diversity | Report on the number of cultural events at Horsham Town Hall | Horsham Town Hall - Marketing & Customer Service | Annually | ✓ | | |
| | 1.6.4 Implement the Horsham Heritage Study to protect buildings and places of historic cultural heritage to reinforce 'sense of place' and celebrate Horsham's character and distinctiveness | Horsham Planning Scheme amended | Strategic Planning & Heritage | 31 Dec 2023 |  | | |
| | 1.6.5 Prepare a conservation management plan for Horsham Botanical Gardens | Horsham Botanical Gardens Conservation Management Plan is endorsed by Council | Strategic Planning & Heritage | 31 Dec 2024 | ✗ | | |
| | 1.6.6 Prepare heritage controls and complete amendment to the HRCC Planning Scheme. | Heritage Controls complete and incorporated into HRCC Planning Scheme | Strategic Planning & Heritage | 30 Jun 2023 |  | | |
| 1.7 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 | Report on initiatives in Annual Report | Community Services & Safety | 30 Sep 2022 |  | | |
| 1.8 Support the communication process to increase knowledge of local health and community services available to the public | 1.8.1 Implementation and training on use of the newly developed accessible documents guide | Training is provided and guidelines embedded within Council | Community Services & Safety | 30 Jun 2023 | ✓ | | |

♥ Health Wellbeing Plan Priorities & Initiatives

 In progress
  Completed
  Not delivered

| Theme 2 – Liveability: HRCC 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 (** Health and Wellbeing Priorities and Initiatives) | | | | | Year Action Finalised | | |
|---|--|---|--------------------------------|-----------------|-----------------------|-----------|-----------|
| Priorities & Initiatives | Action | Measure | Team | Due By | 2022-2023 | 2023-2024 | 2024-2025 |
| 2.1 Promote opportunities for life long social interactions and enjoyment ♥ | 2.1.1 Design and promote activities in collaboration with the Age Friendly Communities reference group | Activities reported on in the Annual Report | Community Services & Safety | 30 Jun Annually | | | |
| | 2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers, International Women's Day & Seniors week | Events reported in the Quarterly Report | Executive | 30 Jun Annually | | | |
| 2.2 Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning ♥ | 2.2.1 Develop and implement council wide guidelines for universal inclusion and access across all activities | Universal Access Guidelines adopted by Council | Community Services & Safety | 30 Jun 2023 | | | |
| | 2.2.2 Partner with the WRLC to promote the library and related events through Council's public notice page | Report to Council via the Quarterly Report (LGPRF) | Community Relations & Advocacy | Quarterly | | | |
| 2.3 Create engaging spaces and places for social connection and wellbeing to build community resilience ♥ | 2.3.1 Finalise actions from Stage 1 Concept Plans for Riverfront Activation Project - including detailed design drawings | Stage 1 Actions finalised | Infrastructure | 31 Dec 2022 | ✓ | | |
| | 2.3.2 Work with community to develop Concept Plans for Sawyer Park & City Oval and develop detailed designs and drawings - Stage 2 | Concept plan endorsed by Council. Works underway. | Recreation & Open Space | 31 Dec 2022 | | | |
| 2.4 Encourage participation, diversity and growth in sports, events, arts and culture | 2.4.1 Seek funding opportunities through sport and recreation grants | Monthly Finance Report - Grants | Recreation & Open Space | Annually | | | |
| | 2.4.2 Produce, publish & promote an annual program of HTH performances | Report to Council on participation at HTH events | Performance & Events | Quarterly | ✓ | | |
| | 2.4.3 Produce, publish & promote an annual program of visual art | Report to Council on participation at HTH events | Visual Arts | Quarterly | ✓ | | |
| | 2.4.4 Develop and deliver an annual program of Public art commissions, installations & promotion | Report to Council on Public art outcomes | Visual Arts | Quarterly | ✓ | | |
| | 2.4.5 Build on the quality of the Gallery's Visual Art Collection | Annual Report on the Art Gallery acquisitions | Visual Arts | Annually | | | |
| | 2.4.6 Implement the Horsham Aquatic Centre Masterplan - Hydro Therapy pool, spa, steam and sauna rooms | Progress report to Council. | Recreation & Open Space | 30 Jun 2025 | | | |
| | 2.4.7 Oversee Contract management of the Horsham aquatic services | Monthly contract review report to EMT | Recreation & Open Space | Monthly | | | |
| 2.5 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 | Updated Municipal Early Years Plan adopted by Council | Youth & Early Years | 31 Dec 2023 | | | |
| | 2.5.2 Finalise the Dudley Cornell Reserve Master Plan | Master Plan adopted by Council | Recreation & Open Space | 30 Jun 2023 | | | |
| 2.6 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 | Investment, Attraction & Growth monthly report | Business Development & Tourism | Monthly | | | |

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|---|---|--|--|--------------|---|--|--|
| 2.7 Develop a range of recreational opportunities with a focus on our natural environment and recreational waterways | 2.7.1 Identify and seek out commercial opportunities to activate the riverfront | Investment, Attraction & Growth monthly report | Business Development & Tourism | Oct Annually | | | |
| 2.8 Promote recreational opportunities in our natural environment and recreational waterways to increase visitation | 2.8.1 Support the delivery of tourism opportunities on the Wimmera River, Mt Arapiles and lakes in our region | Investment, Attraction & Growth monthly report | Business Development & Tourism | Monthly | | | |
| 2.9 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) | Quarterly Report | Community Relations & Advocacy | Quarterly | | | |
| | 2.9.2 In partnership with our Health & Wellbeing partners, advocate for an alcohol and drug rehabilitation clinic in Horsham | Updated HRCC Advocacy Priorities Resource and Report | Community Relations & Advocacy | Annually | ✘ | | |
| | 2.9.3 In partnership with our Health & Wellbeing partners, advocate for the provision of locally based sexual health and reproductive health services and outreach programs | Quarterly Report | Youth & Early Years | Quarterly | | | |
| | 2.9.4 In partnership with our Health & Wellbeing partners, advocate for increased options of services for NDIS and for potential service providers to increase their understanding of options | Quarterly Report | Community Services & Safety | Quarterly | ✘ | | |
| 2.10 Plan for sustainable and affordable housing needs of our community ♥ | 2.10.1 Implement the Horsham Planning Scheme and monitor land supply and demand | Investment, Attraction & Growth monthly report | Statutory Planning & Building Services | Monthly | | | |
| | 2.10.2 Develop a Housing Affordability and Diversity Strategy and complete an amendment to the Planning Scheme | Strategy adopted by Council | Strategic Planning & Heritage | 31 Dec 2024 | | | |
| | 2.10.3 Prepare and implement the Horsham South Structure Plan (Stage 2) | Plan adopted by Council | Strategic Planning & Heritage | 31 Dec 2023 | | | |

♥ Health Wellbeing Plan Priorities & Initiatives

  
 In progress Completed Not delivered

| Theme 3 – Sustainability: HRCC will actively lead in sustainable growth and development of the community and the economy | | | | | | Year Action Finalised | | |
|--|---|---|--|-----------------|-----------|-----------------------|-----------|--|
| Priorities & Initiatives | Action | Measure | Team | Due By | 2022-2023 | 2023-2024 | 2024-2025 | |
| 3.1 Plan for sustainable development which balances economic, environmental and social considerations ♥ | 3.1.1 Prepare a Commercial & Industrial Land Strategy and include in the HRCC Planning Scheme | Strategy adopted by Council | Strategic Planning & Heritage | 30 Jun 2024 | ✗ | | | |
| | 3.1.2 Implement the recommendations from the Wartook Valley Strategy | Progress report to Council | Strategic Planning & Heritage | 30 Jun Annually | ✗ | | | |
| | 3.1.3 Implement the recommendations from the Natimuk Social and Economic Plan | Progress report to Council | Business Development & Tourism | 30 Jun 2024 | | | | |
| 3.2 Support business, from start-ups to expansion, value adding products and services for our community | 3.2.1 Work with local business leaders throughout the municipality to develop business confidence and growth | Investment, Attraction & Growth monthly report | Business Development & Tourism | Monthly | ✓ | | | |
| | 3.2.2 Implement the infrastructure works required for the next stage of development at Burnt Creek Industrial Estate and Enterprise Industrial Estate | Industrial land developed and ready for sale. Progress report to Council. | Business Development & Tourism | 30 Jun Annually | | | | |
| 3.3 Promote and encourage innovation and new technologies in our community | 3.3.1 Source opportunities and develop partnerships with technology industry bodies to enhance connectivity | A yearly submission to the Regional Connectivity program | Business Development & Tourism | 30 Nov Annually | ✗ | | | |
| 3.4 Support business resilience and recovery from the impact of business interruption | 3.4.1 Implement the recommendations from the Investment Attraction plan | Progress report to Council | Business Development & Tourism | 30 Jun 2025 | | | | |
| | 3.4.2 Work with local business to activate the Horsham town centre (CAD) | Investment, Attraction & Growth monthly report | Business Development & Tourism | Monthly | | | | |
| 3.5 Advocate for mining in our region to meet world's best practice | 3.5.1 Submission to the Environmental Effects Statement for the Avonbank mining project to ensure that the license reflects world best practise. | Submission lodged by due date | Statutory Planning & Building Services | TBA | | | | |
| 3.6 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) | Progress report to EMT | Waste & Sustainability | 31 Mar Annually | | | | |
| | 3.6.2 Implement Actions from Zero Net Emissions Carbon Action Plan | Progress report to Council | Waste & Sustainability | 31 Mar Annually | | | | |
| | 3.6.3 Develop a plan for the introduction of electric vehicles to Council's fleet | Plan adopted by EMT | Fleet | 31 Dec 2022 | | | | |
| | 3.6.4 Implement the actions from the electric vehicle transition plan | Progress report to EMT | Fleet | 31 Dec Annually | | | | |
| | 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 | Progress report to Council on the implementation plan | Waste & Sustainability | 31 Mar Annually | | | | |
| | 3.6.6 Upgrade water supply to parks and reserves where possible from the GWMWater reclaimed water project | Report to Council | Infrastructure | 30 Jun Annually | | | | |








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| 3.7 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 | Seek funds | Recreation & Open Space | 30 Jun 2023 | | | |
| | | Monthly Finance Report - Grants | | Monthly | | | |
| 3.8 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 | Monthly Finance Report - Grants | Recreation & Open Space | Annually | | | |
| | 3.8.2 Support communities to access Council owned recreational assets | Analysis of data to maximise utilisation of spaces | Recreation & Open Space | 30 Jun 2023 | | | |

♥ Health Wellbeing Plan Priorities & Initiatives

In progress
 Completed
 Not delivered

DRAFT

| Theme 4 – Accessibility: HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and Spaces (** Health and Wellbeing Priorities and Initiatives) | | | | | Year Action Finalised | | |
|---|--|---|-----------------------------|------------------|-----------------------|-----------|-----------|
| Priorities & Initiatives | Action | Measure | Team | Due By | 2022-2023 | 2023-2024 | 2024-2025 |
| 4.1 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 | Community Satisfaction Survey results reported to Council annually Accident statistics (long term) | Assets | 30 Jun Annually | | | |
| | 4.1.02 Work with Regional Roads Victoria to undertake investigation and planning for Horsham's alternative truck route. | Progress report to Council | Assets | 31 Dec 2022 | | | |
| | 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 | Community Satisfaction Survey results reported to Council annually Accident statistics (long term) | Assets | TBA | | | |
| | 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 | Accident statistics | Assets | 30 Jun Annually | | | |
| | 4.1.05 Maintain assets in accordance with Councils Asset Plan 2021-2031 adopted service levels | Zero fatality on Councils local roads; 50 % reduction in road related complaints | Assets | Quarterly Report | | | |
| | 4.1.06 Investigate and implement new methods and materials to improve the efficiency of Council's road maintenance program | Report to Council on efficiencies achieved | Assets | 30 Sep Annually | | | |
| | 4.1.07 Investigate the capacity of all bridges, and upgrade where required | Report to EMT including a prioritised program of upgrades | Assets | 30 Jun 2023 | | | |
| | 4.1.08 Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham | Plan developed and adopted by Council | Recreation & Open Space | 30 Sep 2022 | | | |
| | | Progress Report to Council | | 30 Jun Annually | | | |
| | 4.1.09 Develop and implement a plan for the provision of footpaths in residential streets in Horsham | Plan developed and adopted by Council | Operations | 30 Sep 2022 | | | |
| Progress Report to Council | | 30 Jun Annually | | | | | |
| 4.1.10 Secure funding to assess municipal & regional bike tracks & trails aligned to Cycle West Strategy | Funding secured to undertake planning work | Recreation & Open Space | 30 Jun 2024 | | | | |
| 4.2 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 | Plan adopted by EMT | Community Services & Safety | 30 Jun 2023 | | | |
| | 4.2.2 Seek funding to complete the Hamilton Street pedestrian bridge | Hamilton Street Pedestrian Bridge project is complete | Engineering Design | 30 Jun 2023 | | | |
| 4.3 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 | Progress report to Council | Recreation & Open Space | 31 Dec Annually | | | |
| | 4.3.2 Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework | One Plan per year developed and adopted by EMT | Recreation & Open Space | 31 Dec Annually | | | |
| | 4.3.3 Develop prioritised projects from outcomes from the Regional Multi Sport Facility Feasibility study | Progress report to Council | Recreation & Open Space | 30 Jun 2023 | | | |
| | 4.3.4 Develop schematic plans for priority toilets listed in the Public Toilet Plan | Progress report to EMT | Infrastructure | 30 Jun Annually | | | |
| | 4.3.5 Develop a detailed outdoor Play Space Plan | Plan adopted by EMT | Recreation & Open Space | 30 Jun 2023 | | | |
| | 4.3.6 Implement the actions from the Greening Greater Horsham Municipal | Progress report to Council | Operations | 31 Mar Annually | | | |

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|--|---|--|---------------------|-----------------|---|---|---|
| 4.4 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 | Deliver both a men’s and women’s program | Youth & Early Years | 30 Jun 2022 |  |  |  |
| | 4.4.2 Deliver the Schools Education Program at the Horsham Town Hall. | Report to Council | Visual Arts | 30 Jun Annually |  |  |  |

 Health Wellbeing Plan Priorities & Initiatives

 In progress
  Completed
  Not delivered

DRAFT

| Theme 5 – Leadership: HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability | | | | | Year Action Finalised | | |
|---|---|--|--|-----------------|-----------------------|-----------|-----------|
| Priorities & Initiatives | Action | Measure | Team | Due By | 2022-2023 | 2023-2024 | 2024-2025 |
| 5.1 Build trust through meaningful community engagement and transparent decision making | 5.1.1 Embed the Community Engagement Policy to ensure Council reflects the communities voices in our decision making | Quarterly Engagement Report to Council | Community Relations & Advocacy | Quarterly | | | |
| | 5.1.2 Budget developed and adopted in line with statutory obligations | Annual Budget adopted by Council | General Accounting | 30 Jun Annually | | | |
| | 5.1.3 Seek community input and feedback on services at Horsham Town Hall | Horsham Town Hall Community Feedback Forum held annually | Horsham Town Hall - Marketing & Customer Service | Yearly | | | |
| | 5.1.4 Establish a transparent procedure for prioritising projects in the Capex plan | Procedure developed and Asset Plan reviewed annually | Assets | 31 Mar Annually | | | |
| | 5.1.5 Investigate and Implement a Project Management Software System | System fully implemented | Infrastructure | 30 Jun 2023 | RCCC | | |
| 5.2 Engage with community early on in projects and throughout to promote efficiencies and awareness of external funding opportunities | 5.2.1 Develop a calendar of planned community engagements and proposed dates publicly available on our website | List of planned community engagements accessible on Council's website | Community Relations & Advocacy | Quarterly | ✗ | | |
| | 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 | Project Management Framework reviewed and adopted by EMT | Infrastructure | 30 Jun Annually | | | |
| | 5.2.3 Manage performance and finances in line with income and regulation | Monthly Finance & Performance Report | General Accounting | Monthly | ✓ | | |
| | | Quarterly report to the Audit and Risk Committee | | Quarterly | ✓ | | |
| 5.2.4 Promote grant funding options, resources and information available to community groups | E-newsletter distributed to community & recreational groups | Recreation & Open Space | Quarterly | | | | |
| 5.3 Enable a customer/stakeholder focused approach that delivers efficient and responsive services | 5.3.1 Develop Organisational non-financial reporting measures | Organisational performance measures reported in the Quarterly Performance Report | Governance | Quarterly | ✓ | | |
| | 5.3.2 Phone system upgrade including improved staff access and customer chat options | New phone system in place and additional features functional | Information Technology | 30 Jun 2023 | | | |
| | 5.3.3 Be responsive to all asset related service requests, queries and complaints. | Monthly customer request report to EMT | Strategic Asset Management | Monthly | | | |
| | 5.3.4 Prepare detailed plans for the relocation of the Council Depot | Plans adopted by EMT and presented to Council | Engineering Design | 30 Jun 2023 | ✗ | | |
| | 5.3.5 Review Council's Place Naming policy and procedure to align with the updated Place Names Guidelines issued by the Surveyor General | HRCC Place naming policy and procedure reviewed | Rates & Valuations | 30 Jun 2023 | | | |
| 5.4 Attract, retain, respect, value and invest in quality staff | 5.4.1 Implement the actions from the Gender Equality Action Plan | Progress Report to EMT | Human Resources | Annually | | | |
| | 5.4.2 Implement the actions from the Workforce Plan | Progress Report to Council | Human Resources | Quarterly | | | |
| | 5.4.3 Negotiate a new HRCC Enterprise Agreement #10 | HRCC Enterprise Agreement #10 endorsed by Fair Work Commission | Human Resources | 30 Jun 2023 | | | |
| | 5.4.4 Strategic and Operational Risk Registers to be made current and a system for maintaining them embedded in the organisation | All risk registers current and being regularly reviewed. | Human Resources | 31 Dec 2022 | | | |
| | 5.4.5 Implement actions from all internal audits | Quarterly Report to the Audit & Risk Committee | Human Resources | Quarterly | | | |
| | 5.4.6 Develop and implement a healthy eating charter to guide Council staff on choosing healthy options at workplace facilities. | Commitment to providing healthy options endorsed by EMT | Human Resources | 30 Jun 2024 | | | |

| | | | | | | | |
|--|--|---|--|-------------|------|--|--|
| | 5.4.7 Implement new Child Safe Standards | Standards and processes are in place that comply with the legislation | Human Resources | 31 Dec 2022 | | | |
| | 5.4.8 Implement Actions from the Uni SA Survey of Organisational Culture | Actions completed | Human Resources | 31 Dec 2022 | | | |
| 5.5 Implement systems, processes and use of technology that support efficient and secure business operations | 5.5.01 Participate in the implementation plan for the Rural Council's Corporate Collaboration (RCCC) project | RCCC implementation plan is followed. Progress reports provided to EMT | General Accounting | Monthly | | | |
| | 5.5.02 Implement a new system for the completion of staff performance appraisals, action tracking on plans, strategies and audits. | Software is fully implemented and training completed | Governance | 31 Dec 2022 | RCCC | | |
| | 5.5.03 Investigate and implement options for a customer request system | Software is fully implemented and staff training completed | Customer Service | 31 Dec 2022 | RCCC | | |
| | 5.5.04 Investigate and implement a new electronic document management system | Software is fully implemented and staff training completed | Governance | 31 Dec 2024 | RCCC | | |
| | 5.5.05 Implement a zero budgeting approach. To refresh project budgets and start from a zero base. | Annual Budget adopted by Council | General Accounting | 30 Jun 2024 | | | |
| | 5.5.06 Implement recommendations from the Operations Efficiency Project | Progress Report to EMT | Operations | Quarterly | | | |
| | 5.5.07 Expand Council's Geographic Information System (GIS) capability to provide near real time information to the public | GIS system contains near real time data for public access | Assets | 30 Jun 2023 | | | |
| | 5.5.08 Investigate an automated weighbridge operation at the Doon Landfill | Report to EMT | Operations | 31 Dec 2022 | | | |
| | 5.5.09 Installation of an External Weather Proof Digital Promotions Sign in Wilson Street | Sign installed and operational | Horsham Town Hall - Marketing & Customer Service | 30 Jun 2024 | | | |
| | 5.5.10 Upgrade & update Visit Horsham Website | Website is live | Horsham Town Hall - Marketing & Customer Service | 31 Dec 2022 | | | |
| | 5.5.11 Installation of Smart Sensors on all Council owned facilities to measure demand and plan for asset upgrades & renewal | Asset Plan reviewed annually | Recreation & Open Space | 30 Jun 2023 | | | |
| 5.6 Work in partnership with key agencies and other levels of government to provide leadership and support in emergency preparedness, response and recover processes | 5.6.1 Review and update Emergency Management Plans and Processes | Plans and processes are up to date, endorsed by the Municipal Emergency Management Committee and publicly available | Wimmera Emergency Management | 30 Jun 2023 | | | |
| | 5.6.2 Inform and educate the Community on emergency preparedness | Information available and disseminated via multiple channels and events | Wimmera Emergency Management | 30 Jun 2023 | | | |

♥ Health Wellbeing Plan Priorities & Initiatives

In progress Completed Not delivered

Quarterly Performance Report

July – September 2022 and
October – December 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 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.”



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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"

Horsham Rural City Council welcomed the appointment of Municipal Monitor Jude Holt from July 2022 until January 2023. At Council's own request, and in line with our commitment to continuous improvement and excellence in governance, Ms Holt has worked with our elected representative team to observe, advise and report on any existing governance issues, and make formal recommendations to the Minister for Local Government.

Without a doubt, the community highlight for our September quarter was the Horsham Rural City Talks Expo. Over three days, residents helped shape our long-term strategic planning. The expo allowed Council's external committees, user groups and the general public to influence development of key documents, such as the Council Plan (including the Health and Wellbeing Plan), and our Annual Action Plan and Budget. Public contributions to the expo will inform the planning and design of major projects slated for the municipality in future. The event provided information, displays and the ability for community members to engage directly with Council officers and Directors. Staff relished this opportunity, and look forward to running the event again in 2023.

Another highlight of the September quarter was the \$800,000 funding boost for the City Oval netball facilities. The investment from Sport and Recreation Victoria will help deliver long awaited netball facility upgrades at the municipality's premier sporting precinct. The Commonwealth Government also provided an additional \$1.2million for road and bridge safety upgrades as a result of competitive funding applications

Our region encountered a very wet start to spring, with moderate flooding of the Wimmera River experienced in mid to late October. The anticipated flooding was well managed across the municipality. Many thanks to our Emergency Management team and our emergency services for an excellent response. Much work will be needed over the coming months to fix damage to our road networks. The flood recovery team are busily identifying all roads that will need such works.

Engagement was a highlight of the December quarter with extensive community engagement on the Horsham North Draft Local Area Plan which will outline key development directions for the Horsham North Community for the next 10+ years. Green Lake also featured with a review and update of the Water Way rules making this community recreational lake safer for all users. The Horsham Flood Amendment was also released for community for feedback. This Amendment seeks to implement the findings of six flood studies prepared on behalf of the Wimmera Catchment Management Authority

Council commenced a new partnership with the Foundation for Young Australians which will see the election of a new Youth Council to support young people in our region play a more active role in local democracy and decision making.

Horsham will also get a fresh, new, modern visual identity, with new logo and signage to be rolled out across the municipality over the next two years. This new branding will replace the current logo which has served the Council well for 15 years. It's time for a refresh and new image.

Works commenced to replace the floor of the Heritage Hall at the Town Hall. This work will install new flooring that is consistent with the beautiful but damaged old floor, and ensure that the Hall can be used by our community for the next 50+ years. The \$235,000 upgrade of the Quantong Recreation Reserve Oval upgrade also commenced, with funding support from Sport and Recreation Victoria. The Hamilton Street Pedestrian Bridge got underway with the installation of foundation works on the south-eastern side of the river. This is an exciting project being funded by the Federal and State Governments

Funding highlights during the December quarter included successful applications for funding to complete the upgrade of The Station facility; provide an additional pedestrian link to the new Hamilton Street Bridge; and undertake the Horsham Flight Hub study to map out the future of the Horsham Aerodrome. Investment by Regional Development Victoria and the Transport Accident commission will help fund these key projects for our community.

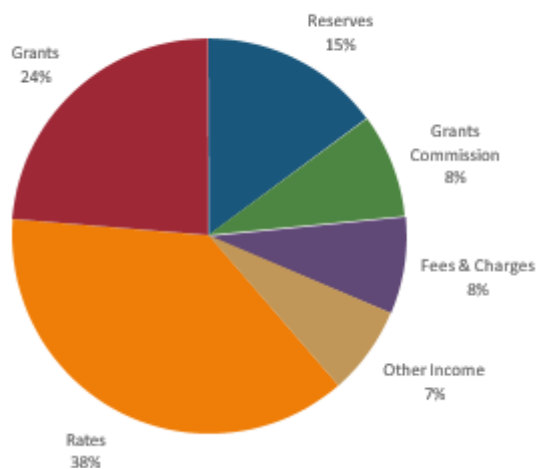
Sunil Bhalla
Chief Executive Officer
Horsham Rural City Council

Financial Overview

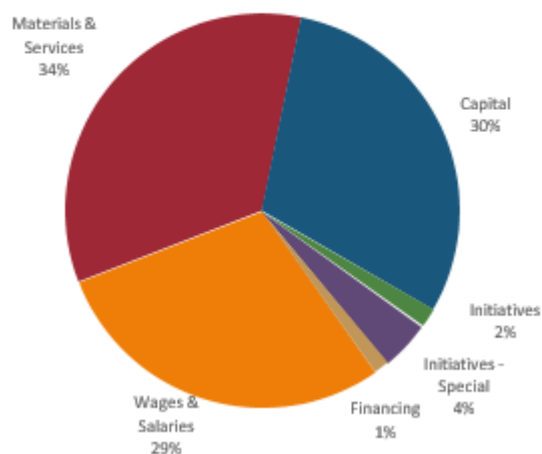
A simple year-to-date breakdown of the revenue budget for the period ending 31 December 2022 is provided below and reflects the year to date income and expenditure. Of note is the variance in capital income of \$1.029M which is due to the early arrival or timing of grant funding received. The figures also indicate under expenditure in the Capital Expenditure of \$3.187M which is attributable to underspend against buildings and roads, buildings and some plant and equipment given grant funding was not secured for some key infrastructure projects.

A more detailed breakdown of the Finance and Performance Reports for each quarters is provided later in this report.

Revenue Budget 2022/23



Expenditure Budget 2022/23



Overall Cash Budget Summary- \$'000

| Business Activity | Actuals | Adopted | Forecast | Forecast | Actual | YTD | Variance | Variance |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|--------------|----------|
| | 21/22 | 22/23 | 22/23 | YTD 22/23 | YTD 22/23 | 22/23 | % | |
| Income | | | | | | | | |
| Service Delivery | -13,715 | -13,640 | -14,789 | -8,809 | -9,211 | 402 | 4.6% | |
| General Revenue | -35,383 | -36,030 | -36,030 | -28,787 | -29,037 | 251 | 0.9% | |
| Capital | -16,047 | -15,007 | -23,638 | -4,377 | -5,406 | 1,029 | 23.5% | |
| Initiatives | -1,449 | -75 | -550 | - | -82 | 82 | 0.0% | |
| Initiatives - Special | -473 | -2,846 | -2,846 | - | - | - | 0.0% | |
| Financing | - | - | - | - | - | - | 0.0% | |
| Reserves | -630 | -2,919 | -3,448 | - | - | - | 0.0% | |
| Income Total | -67,697 | -70,517 | -81,301 | -41,973 | -43,737 | 1,764 | 4.2% | |
| Expenditure | | | | | | | | |
| Service Delivery | 36,322 | 40,783 | 43,717 | 18,455 | 18,228 | 227 | 1.2% | |
| General Revenue | 83 | 73 | 73 | 29 | 53 | -24 | -84.7% | |
| Capital | 21,354 | 21,296 | 34,346 | 10,659 | 7,473 | 3,187 | 29.9% | |
| Initiatives | 2,029 | 1,122 | 3,000 | 823 | 511 | 311 | 37.8% | |
| Initiatives - Special | 726 | 2,846 | 3,374 | 1,808 | 717 | 1,091 | 60.3% | |
| Financing | 513 | 913 | 913 | - | 0 | -0 | 0.0% | |
| Reserves | 4,131 | 3,569 | 3,569 | - | - | - | 0.0% | |
| Expenditure Total | 65,158 | 70,601 | 88,992 | 31,774 | 26,983 | 4,792 | 15.1% | |

Theme 1 – Community



“Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community”

| | | | | | |
|----------|--|-------------|--|-------------|--|
| Complete | | In Progress | | Not started | |
|----------|--|-------------|--|-------------|--|

| | | July to Sept 2022 | | Oct to December 2022 | |
|--|--|-------------------|--|----------------------|---|
| Strategy | Action | % | Key notes from quarter | % | Key Notes from quarter |
| 1.1 Communicate and engage effectively with our community to understand their needs and advocate on their behalf | 1.1.1 Implement the recommendations in relation to strategic planning committee(s) from the Committee Structure Review | 100 | Committee Structure Review concluded in 2021. Council endorsed the Horsham Rural City Talks Expo in place of the strategic planning committee in 2022 with a commitment for an annual expo. Action completed in September. | | |
| | 1.1.2 Review and update the HRCC Advocacy Priorities resource document | 50 | Review commenced with documentation on key advocacy projects for the Expo. | 100 | Full review completed. |
| 1.2 Support and empower localised community groups in their goals and plans | 1.2.1 Increased reach and diversity of allocation of Annual Community Grants program | 50 | Grant guidelines for the 22/23 program provided broader funding priorities that promote greater inclusion and diversity. Scoring weighting adjusted to provide greater support for projects that are genuinely focused on accessibility and inclusion. | 100 | Reach and diversity of programs increased through development of updated guidelines. |
| | 1.2.2 Provide support and educate community groups on grant applications to external funding bodies | 20 | Investigating system to facilitate this support. | 90 | Grants Guru software platform to go live February 2023 with Grants Workshops to be hosted following launch |
| | 1.2.3 Support Wesley Committee to make the Wesley Performing Arts Centre operational (subject to funding) | 30 | Grant opportunities have been identified and will be applied for where relevant. | 45 | Grant application to RDV unsuccessful. Project costings to be updated. Additional funding opportunities being considered. |

| | | | | | | |
|---|---|---|---|----|--|--|
| | 1.2.4 Increase activation and promotion of Council owned outdoor venues | 20 | 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. | 40 | Large promoter performance event occurred in December. | |
| 1.3 Enhance the inclusivity, accessibility and safety of our places and spaces | 1.3.1 Report on implementation of all actions identified in the 2019-2022 Community Inclusion Plan | 60 | Report detailing progress on actions will be compiled at the end of 2022. | 70 | Report detailing progress on actions will occur in 1 st quarter 2023 | |
| | 1.3.2 Develop a new Community Inclusion Plan following the close out of the 2019-2022 plan | 80 | Initial draft has been prepared. | 95 | Final Draft of Community Inclusion Plan prepared. | |
| | 1.3.3 Develop a policy on open space within subdivisions (consider pedestrian, cyclist and vehicle movements) and amend planning scheme | This action has been deferred pending the 2023-24 budget considerations | | | | |
| | 1.3.4 Develop a policy for developer's open space contributions & amend the planning scheme | 0 | Not yet commenced. | 20 | RFQ currently being finalised. Will be ready to seek quotes in March-April 2023. | |
| | 1.3.5 Develop the Horsham North Local Area Plan | 20 | Community Engagement currently underway. | 90 | The Local Area Plan is currently being revised following consultation with the community. An Engagement Summary Report is being prepared and will be released in March 2023. | |
| | 1.3.6 Implement priorities of the Horsham North Local Area Plan - Finalise Rail Corridor landscape plan - Finalise concept design of the Pedestrian underpass. | 10 | Community Engagement for the Horsham North Local Area Plan is underway. Plan to be finalised before concept design developed. | 30 | Draft Horsham North Local Area Plan near finalisation, Horsham Rail Corridor Underpass Design completed, Development of landscape plan being advanced. | |
| | 1.3.7 Work with Victoria Police to update the CCTV Memorandum of Understanding. Update CCTV policy and procedure. | 10 | Meeting has occurred with Police. | 90 | CCTV MOU reviewed and waiting final details. | |
| 1.4 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. | 30 | Policy and Procedures for use of Council owned facilities are being drafted. Application of fees and charges will be in line with the policy once adopted. | |
| 1.5 Value and respect the culture of our | 1.5.1 In consultation with Barengi Gadjin Land Council (BGLC) develop a partnership agreement | 20 | Discussions have commenced with BGLC. | 20 | Discussions have commenced with BGLC. | |

| | | | | | |
|---|--|---|---|-----|---|
| 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 Barengi 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. | 100 | Amenities and lighting completed. |
| | 1.5.3 Identify and recognise areas and places of cultural and historical significance that maintain connection to places, land and culture and engage early. | 50 | This is ongoing and currently occurring with Horsham South and the alternative truck route. | 50 | Will occur as part of the Horsham South Structure Plan. No completion date as this should be occurring for all land use plans / major infrastructure projects. |
| | 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 Aboriginal Advisory Committee | 20 | Discussions have commenced with BGLC. | 25 | Request for naming of new pedestrian bridge in Horsham made. |
| 1.6 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 | 15 | Work currently underway. | 65 | New Official Visitor Guide (OVG) developed and will be launched in 2023. |
| | 1.6.2 Ensure Visitor Services successfully integrates into the Horsham Town Hall venue | 70 | The integration and the VTIC Accreditation has been completed. Fit out of the area is still underway. | 85 | Continuing |
| | 1.6.3 Encourage, promote and celebrate events enriching cultural diversity | 25 | Programming has continued to address diversity and Inclusion | 50 | Ongoing |
| | 1.6.4 Implement the Horsham Heritage Study to protect buildings and places of historic cultural heritage to reinforce 'sense of place' and celebrate Horsham's character and distinctiveness | 60 | Review of study almost complete. | 75 | Review is now complete. |
| | 1.6.5 Prepare a conservation management plan for Horsham Botanical Gardens | This action has been deferred pending the 2023-24 budget considerations | | | |
| | 1.6.6 Prepare heritage controls and complete amendment to the HRCC Planning Scheme | 60 | Amendment to occur next year subject to Council resolution to exhibit. | 65 | Preparing for pre-amendment consultation. Landowners will receive the proposed statement of significance for their review and feedback. Amendment should commence shortly afterwards (12+ month process). |
| 1.7 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 | 30 | Event planning underway for 16 Days of Activism to be held in November | 70 | Event for 16 Days of Activism was held in November. |

| | | | |
|--|--|------------|--|
| 1.8 Support the communication process to increase knowledge of local health and community services available to the public | 1.8.1 Implementation and training on use of the newly developed accessible documents guide | 100 | Guidelines completed and training has been undertaken. |
|--|--|------------|--|

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”

| | | | | | |
|----------|--|-------------|--|-------------|--|
| Complete | | In Progress | | Not started | |
|----------|--|-------------|--|-------------|--|


| | | July to Sept 2022 | | Oct to December 2022 | |
|---|--|-------------------|--|----------------------|--|
| Strategy | Action | % | Key notes from quarter | % | Key Notes from quarter |
| 2.1 Promote opportunities for live long social interactions and enjoyment | 2.1.1 Design and promote activities in collaboration with the Age Friendly Communities reference group | 40 | Older Persons Advisory Committee have had regular meetings throughout 2022, providing advice on relevant activities. | 60 | The Seniors event has been delivered. |
| | 2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers, International Women's Day & Seniors week | 70 | Planning for Volunteer recognition morning tea underway. Seniors Festival events took place throughout October. | 80 | Volunteer recognition morning tea took place in December |
| | 2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers, International Women's Day & Seniors week | 0 | Not yet commenced. | 30 | Volunteer's day and Seniors week activities conducted. |
| 2.2 Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning | 2.2.1 Develop and implement council wide guidelines for universal inclusion and access across all activities | 80 | Easy English Guidelines have been developed. | 90 | Consultant appointed and completing guidelines. |
| | 2.2.2 Work with the WRLC to promote the library and related events through Council's public notice page | 25 | Ongoing | 50 | Ongoing |
| 2.3 Create engaging spaces and places for social connection and wellbeing to build community resilience *Part of Council Health & Wellbeing Plan | 2.3.1 Work with community to develop Concept Plans for Sawyer Park & City Oval and develop detailed designs and drawings - Stage 2 | 50 | Concept plans complete. | 90 | Detailed plans are now near completion. Some engagement remains. |

| | | | | | |
|--|--|-----|--|----|---|
| 2.4 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 have been prioritised according to existing strategic plans and priorities. | 80 | Successful Marine Safety Vic grant and upgrade to Quantong oval through SRV underway. |
| | 2.4.2 Produce, publish & promote an annual program of HTH performances | 100 | Second Annual Program has been released | | |
| | 2.4.3 Produce, publish & promote an annual program of visual art | 100 | Second Annual Program has been released | | |
| | 2.4.4 Develop and deliver an annual program of Public art commissions, installations & promotion | 40 | Silo Artwork delivered | 70 | NBN Boxes delivered, Powercor boxes underway. Skate Park Virtual Reality art project in progress. |
| | 2.4.5 Build on the quality of the Gallery's Visual Art Collection | 15 | Ongoing. | 90 | New acquisitions approved by the Gallery Trustees in Dec - including local First Nations acquisitions. |
| | 2.4.6 Advance the Horsham Aquatic Centre Masterplan - Hydro Therapy pool, spa, steam and sauna rooms | 10 | Design brief underway for Hydrotherapy facility. | 15 | Design brief further advanced for Hydrotherapy facility. |
| | 2.4.7 Oversee contract management of the Horsham aquatic services | 15 | Ongoing. | 30 | Ongoing |
| 2.5 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 | 15 | Initial review undertaken. | 30 | Brief being prepared. |
| | 2.5.2 Finalise the Dudley Cornell Reserve Master Plan (DCRMP) the Wimmera Regional Multi Sport Feasibility study | 20 | Planning currently waiting on the completion of the Wimmera Regional Multi Sport Feasibility study. | 45 | Future development of the DCRMP is being informed by the Wimmera Regional Multi Sport Feasibility study. |
| 2.6 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 | Planning with the Dimboola Ski Club to provide a water skiing event on the Wimmera river on Australia Day. | 20 | Talks still underway with potential business to activate the river with pedal boats and stand up paddle boarding. |
| 2.7 Develop a range of recreational opportunities in our natural environment and recreational waterways to increase visitation | 2.7.1 Identify and seek out commercial opportunities to activate the riverfront | 20 | Discussions are underway with a number of businesses. | 30 | Expression of Interest Form being developed to activate the new pop up cafe site at the river which is due for completion end of Feb. |


| | | | | | |
|--|---|----|---|----|---|
| 2.8 Promote recreational opportunities in our natural environment and recreational waterways to increase visitation | 2.8.1 Support the delivery of tourism opportunities on the Wimmera River, Mt Arapiles and lakes in our region. | 20 | City to River works are now underway and will increase riverfront tourism offerings. | 30 | Nature water play park is nearing completion |
| 2.9 Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members ♥ Ref Health & Wellbeing Plan | 2.9.1 In partnership with our Health & Wellbeing partners, advocate for local mental health service provision (refer to Royal Commission into Mental Health) | 25 | Advocacy work underway with our Health & Well-being partners as required. | 50 | No specific advocacy work from Council required in this reporting period. |
| | 2.9.2 In partnership with our Health & Wellbeing partners, advocate for an alcohol and drug rehabilitation clinic in Horsham | 0 | Not yet commenced. | 0 | Not yet commenced. |
| | 2.9.3 In partnership with our Health & Wellbeing partners, advocate for the provision of locally based sexual health and reproductive health services and outreach programs | 25 | Council is continuing to partner with local services around referral, education and profile building of local services. | 50 | We are continuing to partner with local services around referral, education and profile building of local services. |
| | 2.9.4 In partnership with our Health & Wellbeing partners advocate for increased options of services for NDIS and for potential service providers to increase their understanding of options | 0 | Not yet commenced. | 0 | Not yet commenced. |
| 2.10 Plan for sustainable and affordable housing needs of our community ♥ Ref Health & Wellbeing Plan | 2.10.1 Implement the Horsham Planning Scheme and monitor land supply and demand | 20 | WDA land supply report completed | 30 | Funding for Housing Strategy confirmed |
| | 2.10.2 Develop a Housing Affordability and Diversity Strategy and complete an amendment to the Planning Scheme | 10 | Grant application submitted to VPA. Awaiting outcome. Anticipate announcement in Oct-Nov. | 15 | Funding secured. RFQ currently being developed. |
| | 2.10.3 Prepare and implement the Horsham South Structure Plan and undertake a planning scheme amendment | 30 | Preparation of the structure plan is underway. Currently undertaking technical background reports. All but one technical consultants engaged. | 35 | Round 1 of background reports completed. |

Service Performance Indicators – Liveability (YTD)


*Active library borrowers in the municipality

| | | | |
|---|---------------------|--------------------|---------------------|
|  | FY 2020-21 9.08% | FY 2021-22 7.66 | FY 2022-23 6.31% |
|---|---------------------|--------------------|---------------------|


Library collection: number borrowed divided by total in collection.

| | | | |
|---|--------------------|--------------------|--------------------|
|  | FY 2020-21 1.20 | FY 2021-22 1.35 | FY 2022-23 1.37 |
|---|--------------------|--------------------|--------------------|


Proportion of library collection purchased in past 5yrs.

| | | | |
|---|----------------------|---------------------|----------------------|
|  | FY 2020-21 39.87% | FY 2021-22 41.65 | FY 2022-23 45.89% |
|---|----------------------|---------------------|----------------------|


Cost of library service per population

| | | | |
|---|---------------------|---------------------|---------------------|
|  | FY 2020-21 24.53 | FY 2021-22 25.47 | FY 2022-23 26.73 |
|---|---------------------|---------------------|---------------------|


*Percentage of Food Safety Non-Compliance Notifications followed up

| | | | |
|---|-------------------|-------------------|--------------------|
|  | FY 2021-22 70% | FY 2021-22 70% | FY 2022-23 100% |
|---|-------------------|-------------------|--------------------|


Time taken to action food complaints

| | | | |
|---|--------------------|--------------------|--------------------|
|  | FY 2021-22 1.00 | FY 2021-22 1.00 | FY 2022-23 7.25 |
|---|--------------------|--------------------|--------------------|


Food safety assessments of number of premises requiring annual ass't

| | | | |
|---|----------------------|----------------------|----------------------|
|  | FY 2020-21 75.31% | FY 2021-22 67.76% | FY 2022-23 65.52% |
|---|----------------------|----------------------|----------------------|


Cost of food safety service per registered premise

| | | | |
|---|------------------------|------------------------|------------------------|
|  | FY 2020-21 \$569.69 | FY 2021-22 \$742.39 | FY 2022-23 \$692.50 |
|---|------------------------|------------------------|------------------------|


*Utilisation of Aquatic Facilities per population

| | | | |
|---|---------------------|---------------------|---------------------|
|  | FY 2020-21 3.03% | FY 2021-22 3.71% | FY 2022-23 4.68% |
|---|---------------------|---------------------|---------------------|


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

| | | | |
|---|----------------------|----------------------|----------------------|
|  | FY 2020-21 96.65% | FY 2021-22 85.89% | FY 2022-23 63.28% |
|---|----------------------|----------------------|----------------------|


Number of Infant enrolments in MCH based on birth notifications rec'd

| | | | |
|---|----------------------|-----------------------|----------------------|
|  | FY 2020-21 101.4% | FY 2021-22 101.07% | FY 2022-23 92.81% |
|---|----------------------|-----------------------|----------------------|


Cost of the MCH service per hour worked

| | | | |
|---|-----------------------|-----------------------|-----------------------|
|  | FY 2020-21 \$62.31 | FY 2021-22 \$60.84 | FY 2022-23 \$50.02 |
|---|-----------------------|-----------------------|-----------------------|


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

| | | | |
|---|----------------------|---------------------|----------------------|
|  | FY 2020-21 97.30% | FY 2021-22 86.64 | FY 2022-23 80.00% |
|---|----------------------|---------------------|----------------------|


*Animal Management Prosecutions for the year

| | | | |
|---|-----------------|-----------------|-----------------|
|  | FY 2020-21 1 | FY 2021-22 1 | FY 2022-23 1 |
|---|-----------------|-----------------|-----------------|


Cost of animal management service per head of council's population

| | | | |
|---|-----------------------|-----------------------|-----------------------|
|  | FY 2020-21 \$18.65 | FY 2021-22 \$17.81 | FY 2022-23 \$21.44 |
|---|-----------------------|-----------------------|-----------------------|


Time taken to action animal management requests

| | | | |
|---|---------------------|---------------------|---------------------|
|  | FY 2020-21 1 day | FY 2021-22 1 day | FY 2022-23 1 day |
|---|---------------------|---------------------|---------------------|

Percentage of animals reclaimed from the pound

| | | | |
|---|----------------------|----------------------|----------------------|
|  | FY 2020-21 52.83% | FY 2021-22 63.68% | FY 2022-23 60.16% |
|---|----------------------|----------------------|----------------------|

Cost of aquatic facilities per visit

| | | | |
|---|-----------------------|-----------------------|---------------------|
|  | FY 2020-21 \$13.30 | FY 2021-22 \$11.91 | FY 2022-23 9.28% |
|---|-----------------------|-----------------------|---------------------|

Theme 3 – Sustainability



“Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy”

| | | | | | |
|----------|--|-------------|--|-------------|--|
| Complete | | In Progress | | Not started | |
|----------|--|-------------|--|-------------|--|


| | | July to Sept 2022 | | Oct to December 2022 | |
|--|--|-------------------|---|----------------------|--|
| Strategy | Action | % | Key notes from quarter | % | Key Notes from quarter |
| 3.1 Plan for sustainable development which balances economic, environmental and social considerations ♥ Ref Health & Wellbeing Plan | 3.1.1 Prepare a Commercial & Industrial Land Strategy and undertake a Planning Scheme amendment | 0 | Not yet commenced. | 0 | Not yet commenced. Subject to an annual budget allocation now expected in the 24/25 financial year |
| | 3.1.2 Review the recommendations from the Wartook Valley Strategy and undertake a planning scheme amendment | 0 | Not yet commenced. | 0 | Not yet commenced. |
| | 3.1.3 Implement the recommendations from the Natimuk Social and Economic Plan | 10 | Final plan was endorsed in September. Council is working with the community to form a group to lead the implementation of the plan. | 20 | Terms of Reference have been drafted for the Project Advisory Group which will be elected in the new year. |
| 3.2 Support business, from start-ups to expansion, value adding products and services for our community | 3.2.1 Work with local business leaders throughout the municipality to develop business confidence and growth | 10 | Planning for Business Event to be held in October underway. | 50 | Business forum focussing on activities within the CAD was held in October. Further work progressing. |
| | 3.2.2 Implement the infrastructure works required for the next stage of development at Burnt Creek Industrial Estate and Enterprise Industrial Estate | 30 | Regional Infrastructure Fund (RIF) application submitted to seek funding to construct infrastructure for 6 lots at Burnt Creek Industrial Estate subdivision to be informed by Horsham South Structure Plan (HSSP). | 30 | Regional Infrastructure Fund funding application unsuccessful |
| 3.3 Promote and encourage innovation | 3.3.1 Source opportunities and develop partnerships with technology industry bodies to enhance connectivity | 0 | Not yet commenced. | 0 | Not yet commenced. |

| | | | | |
|--|--|----|---|---|
| and new technologies in our community | | | | |
| 3.4 Support business resilience and recovery from the impact of business interruption | 3.4.1 Implement the recommendations from the Investment Attraction plan | 15 | Investment Attraction and growth monthly reports provided. July, August September. | 30 Investment Attraction and growth monthly reports provided. October, November, December. |
| | 3.4.2 Work with local business to activate the Horsham town centre (CAD) | 20 | Planning underway for Christmas Extravaganza event. | 40 Two Christmas Extravaganza events held in December. |
| 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 practise. | 0 | Not yet commenced. Submission will be prepared at time of EES exhibition in 2023. | 0 Not yet commenced. Submission will be prepared at time of EES exhibition in 2023. |
| 3.6 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) #Council Plan Target | 25 | Ongoing, need to explore more promotion media and pathways. | 30 Additional promotion to follow further installations of solar on community buildings. |
| | 3.6.2 Implement Actions from Zero Net Emissions Carbon Action Plan #Council Plan Target | 50 | Ongoing, further scope being developed. | 60 New projects being scoped and handed over to the project team for delivery. |
| | 3.6.3 Develop a plan for the introduction of electric vehicles to Council's fleet | 5 | In house study underway with a draft report anticipated by January 2023. | 5 Program to resume in 4 th quarter |
| | 3.6.4 Implement the actions from the electric vehicle transition plan | 0 | Not yet commenced. Pending completion of the plan | 0 Not yet commenced. Pending completion of the plan |
| | 3.6.5 Advise the community of the state wide reforms to our recycling system and implement the State Government's Four Bin Kerbside Collection Policy to enable the increased recovery of recyclable materials #Council Plan Target | 30 | Education of community on the new 4 bin system and new state recycling policies through a planned communication campaign has commenced. | 70 Education campaign ongoing in preparation for commencement of 4 Bin service in April 2023. |
| | 3.6.6 Upgrade water supply to parks and reserves where possible from the GWMWater reclaimed water project #Council Plan Target | 0 | Not yet commenced. | 15 Planning of GWMWater reclaimed water project is advancing - tenders to be issued early 2023. |
| 3.7 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 #Community Panel | 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. | 90 Project complete, with extensive consultation. Additional funding will be sought from MSV to implement the new rules. |

| | | | | | |
|--|---|----|--|----|--|
| 3.8 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. | 65 | Ongoing promotion of available grants and opportunities presented through the Active newsletter. |
| | 3.8.2 Support communities to access Council owned recreational assets | 0 | Not yet commenced. | 40 | Have supported clubs and recreational groups impacted by facility redevelopments, to find alternative locations to minimise disruption to seasonal programs. |


Service Performance Indicators – Sustainability (YTD)

Council planning decisions upheld at VCAT


| | | | |
|---|------------------|--------------------|--------------------------------|
|  | FY 2020-21 0% | FY 2021-22 100% | FY 2022-23 Data Unavailable |
|---|------------------|--------------------|--------------------------------|

Note: One matter remained pending at VCAT during the September & December quarters

Days taken to decide planning applications

| | | | |
|---|------------------|------------------|------------------|
|  | FY 2020-21 63 | FY 2021-22 62 | FY 2022-23 54 |
|---|------------------|------------------|------------------|


Planning applications decided within required time frames

| | | | |
|---|----------------------|----------------------|----------------------|
|  | FY 2020-21 78.49% | FY 2021-22 91.18% | FY 2022-23 95.24% |
|---|----------------------|----------------------|----------------------|


Cost of statutory planning process per application

| | | | |
|--|-----------------------|--------------------------|--------------------------|
|  | FY 2020-21 \$2,328 | FY 2021-22 \$8,834.59 | FY 2022-23 \$5,076.53 |
|--|-----------------------|--------------------------|--------------------------|


*Kerbside collection waste diverted from landfill

| | | | |
|---|----------------------|----------------------|----------------------|
|  | FY 2020-21 19.91% | FY 2021-22 19.74% | FY 2022-23 17.19% |
|---|----------------------|----------------------|----------------------|


Kerbside collection bins missed per 10,000 scheduled bin lifts

| | | | |
|---|--------------------|--------------------|--------------------|
|  | FY 2020-21 0.99 | FY 2021-22 1.90 | FY 2022-23 4.46 |
|---|--------------------|--------------------|--------------------|

Cost of kerbside garbage bin collection service per bin

| | | | |
|---|------------------------|------------------------|------------------------|
|  | FY 2020-21 \$123.97 | FY 2021-22 \$140.81 | FY 2022-23 \$134.15 |
|---|------------------------|------------------------|------------------------|

Cost of kerbside recyclables collection service per bin

| | | | |
|---|-----------------------|-----------------------|-----------------------|
|  | FY 2020-21 \$68.42 | FY 2021-22 \$72.14 | FY 2022-23 \$68.60 |
|---|-----------------------|-----------------------|-----------------------|

* Audited Indicators – Local Government Performance Reporting Framework (LGPRF)

Note: Some data is unavailable due to the timing of collection.

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”

| | | | | | |
|----------|--|-------------|--|-------------|--|
| Complete | | In Progress | | Not started | |
|----------|--|-------------|--|-------------|--|

| | | July to Sept 2022 | | Oct to December 2022 | |
|--|---|-------------------|---|----------------------|--|
| Strategy | Action | % | Key notes from quarter | % | Key Notes from quarter |
| 4.1 Ensure a safe and connected transport network including active transport | 4.1.1 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 | A service level for roads and footpaths has been established. Projects are being prioritised accordingly. Horsham North Footpath project still underway. | 90 | Service levels being delivered. |
| | 4.1.2 Work with Regional Roads Victoria to undertake investigation and planning for Horsham's alternative truck route. | 10 | Priority for coming financial year. | 30 | Background report prepared by consultant. Cultural heritage study nearing completion. |
| | 4.1.3 Implement prioritised actions identified in the Horsham Urban Transport Plan 2020, Rural Road Network Plan and Bicycle and Shared Path Plan 2012-2016 | 60 | Works are being implemented as per their priority under the Bicycle and Shared Path plan. | 65 | Various actions identified from Urban Transport Plan, Rural Road Network Plan, and Bicycle and shared path plan are listed in councils 10 years program; which will be funded through the annual reprioritization of projects. |
| | 4.1.4 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 #Council Plan Target | 50 | Council's Road Management Plan is being administered to ensure defects/issues are addressed within agreed timeframes. Works on speed limit reviews are due in the next phase. | 55 | A group of potential road safety hazards, including speed limit issues, has been identified and solutions are being developed. |
| | 4.1.5 Maintain assets in accordance with Councils Asset Plan 2021-2031 adopted service levels | 75 | Ongoing. | 90 | Assets renewal, maintenance management, and upgrades have been continuing as per the intervention level set in the council's asset management plan. |

| | | | | | |
|---|--|----|--|----|--|
| | 4.1.6 Investigate and implement new methods and materials to improve the efficiency of Council's road maintenance program | 35 | Ongoing. | 50 | Testing of material from 3 potential quarry sites has been completed. Work is progressing towards licensing these potential pits for material suitable for rural roadworks. |
| | 4.1.7 Investigate the capacity of all bridges | 45 | Ongoing. | 60 | Tier 1 assessment of all bridges has been completed. Load testing on 2 bridges will be completed by March, which will lead the pathway for renewal/upgrade planning of bridges around Horsham. |
| | 4.1.8 Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham | 30 | Plan under development. | 40 | Final draft prepared. |
| | 4.1.9 Develop and implement a plan for the provision of footpaths in residential streets in Horsham | 60 | Ongoing. | 60 | Ongoing. |
| | 4.1.10 Secure funding to assess municipal & regional bike tracks & trails aligned to Cycle West Strategy | 0 | Funding application unsuccessful. | | |
| 4.2 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 #Community Panel | 10 | Have conducted initial scoping meeting. Development of project management plan to follow shortly. | 30 | Scope finalised, needs analysis work to be undertaken as first step. |
| | 4.2.2 Seek funding to complete the Hamilton Street pedestrian bridge | 10 | Contractor commenced detailed design and ordering materials. | 75 | Final detailed design completed; footings on eastern bank completed, fabrication of bridge sections off-site well progressed. |
| 4.3 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 #Council Plan Target | 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. | 65 | Review of the Open Space Strategy is currently underway. All projects currently slated for completion have commenced. |
| | 4.3.2 Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework | 10 | First step is the Conservation management Plan for the Horsham Cinema. Masterplan will follow this. Meeting planned to | 20 | Project supported by ROSP, but undertaken by Strategic Planning with the Horsham Cinema first undergoing a Conservation |


| | | | | | |
|--|--|----|--|----|--|
| | | | determine sequence of Masterplans over the coming years. | | Management Plan, followed by a Masterplan process. |
| | 4.3.3 Develop prioritised projects from outcomes from the Regional Multi Sport Facility Feasibility study | 0 | Not yet commenced. | 10 | Initial planning undertaken with funding from SRV. Two additional sites were included into the Feasibility Study. Feasible sites have undergone high level site planning and cost estimates. |
| | 4.3.4 Develop schematic plans for priority toilets listed in the Public Toilet Plan | 0 | Not yet commenced. | 0 | Not yet commenced will now occur in 2024/25. |
| | 4.3.5 Develop a detailed outdoor Play Space Plan | 10 | Project Brief in development. | 15 | Project scope developed. |
| | 4.3.6 Implement the actions from the Greening Greater Horsham Municipal Tree Strategy | 0 | Not yet commenced. | 10 | Planning underway to determining staffing requirements / materials / equipment / ongoing maintenance requirements. |
| 4.4 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 | 25 | Ongoing. | 50 | Ongoing |
| | 4.4.2 Deliver the Dept of Education & Training funded Schools Education Program at the Horsham Town Hall Venue. | 15 | Program development and implementation underway. | 60 | Program in progress. |

Service Performance Indicators – Accessibility (YTD)


* Community satisfaction with sealed local roads

| | | | |
|---|------------------|------------------|--------------------------------|
|  | FY 2020-21 39 | FY 2021-22 45 | FY 2022-23 Data unavailable |
|---|------------------|------------------|--------------------------------|


Sealed local road requests as a percentage of kilometers

| | | | |
|---|----------------------|----------------------|----------------------|
|  | FY 2020-21 10.76% | FY 2021-22 10.89% | FY 2022-23 14.45% |
|---|----------------------|----------------------|----------------------|


Sealed local roads maintained to condition standards

| | | | |
|---|----------------------|----------------------|----------------------|
|  | FY 2020-21 99.30% | FY 2021-22 99.55% | FY 2022-23 99.55% |
|---|----------------------|----------------------|----------------------|

Cost of sealed local road reconstruction per square metre of road

| | | | |
|---|-----------------------|---------------------|--------------------------------|
|  | FY 2020-21 \$36.62 | FY 2021-22 35.13 | FY 2022-23 Data unavailable |
|---|-----------------------|---------------------|--------------------------------|

Cost of sealed local road resealing per square metre of road

| | | | |
|---|----------------------|----------------------|-----------------------|
|  | FY 2020-21 \$5.20 | FY 2021-22 \$7.18 | FY 2022-23 \$12.02 |
|---|----------------------|----------------------|-----------------------|

* Audited Indicators – Local Government Performance Reporting Framework (LGPRF)

Notes:

- Some data is unavailable due to the timing of collection.
- Total expenditures on sealed roads year to date includes microsurfacing, final seal and reseal works on sealed roads.

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”

| | | | | | |
|----------|--|-------------|--|-------------|--|
| Complete | | In Progress | | Not started | |
|----------|--|-------------|--|-------------|--|

| | | July to Sept 2022 | | Oct to December 2022 | |
|---|---|-------------------|--|----------------------|---|
| Strategy | Action | % | Key notes from quarter | % | Key Notes from quarter |
| 5.1 Build trust through meaningful community engagement and transparent decision making | 5.1.1 Embed the Community Engagement Policy to ensure Council reflects the communities voices in our decision making | 40 | Consultation has commenced as part of a review of the HRCC Project Management Framework. | 50 | Project Management Framework is still in development. |
| | 5.1.2 Budget developed and adopted in line with statutory obligations | 20 | Budget process for 2023/24 has commenced. | 40 | Budget development underway. |
| | 5.1.3 Seek community input and feedback on services at Horsham Town Hall | 10 | Planning for collection of input and feedback underway. | 85 | Automated online survey implemented to capture feedback from all attendees. |
| | 5.1.4 Establish a transparent procedure for prioritising projects in the Capex plan | 60 | Prioritisation process has been developed. Further refinement is currently underway. | 70 | Process implemented in 2023-24 Capex planning |
| | 5.1.5 Investigate and Implement a Project Management Software System | 25 | Business case being developed for additional funds to include a Project Management module in RCC | 50 | Tender process opened for procurement of Project Management Software. |
| 5.2 Engage with community early on in projects and throughout to promote efficiencies and awareness of external opportunities | 5.2.1 Develop a proposed schedule of planned community engagements and proposed dates publicly available on our website | 0 | Not yet commenced. | 10 | Planning has commenced for 2023 activity. |
| | 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 | 30 | 6 week Project Framework Review and Co-Design Process commenced | 80 | Review complete, final report to be compiled. |


| | | | | | |
|---|---|----|---|----|---|
| | 5.2.3 Manage performance and finances in line with income and regulation | 25 | Monthly reporting to EMT and Council Briefing. Quarterly reporting to Audit and Risk Committee. | 50 | Ongoing |
| | 5.2.4 Promote grant funding options, resources and information available to community groups | 70 | 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. | 80 | Achieved through regular e-communications through Active newsletter. |
| | 5.3.1 Develop Organisational non-financial reporting measures | 25 | Development of performance measures in progress. | 50 | Reporting protocols developed. |
| | 5.3.2 Phone system upgrade including improved staff access and customer chat options | 10 | Review of options prior to procurement process underway. | 20 | Options identified with procurement to progress shortly. |
| | 5.3.3 Be responsive to all asset related service requests, queries and complaints | 65 | All maintenance management related customer requests are answered as per the customer service charter. Further development of response and planning protocols will take place this year. | 70 | Timeframes to respond to all requests made related to asset renewal, upgrade, asset creation have been implemented. Compliance against these timeframes will be internally audited 6 monthly. |
| | 5.3.4 Prepare detailed plans for the relocation of the Council Depot | 0 | Not yet commenced. | 0 | Proposed for 2023-24. |
| | 5.3.5 Review Council's Place Naming policy and procedure to align with the updated Place Names Guidelines issued by the Surveyor General | 0 | Not yet commenced. | 90 | Final draft ready for formal review. |
| 5.4 Attract, retain, respect, value and invest in quality staff | 5.4.1 Implement the actions from the Gender Equality Action Plan | 15 | Steps being taken to implement the Gender Equality Action Plan. | 20 | Gender balance on interview panels, HR representative on interview panels, rolled out unconscious bias training for panel members. Oct-Nov 2022 leadership training was completed by 52 staff, 32 of whom were women. Voluntary intersectional data form provided to new starters and data collected. |
| | 5.4.2 Implement the actions from the Workforce Plan | 10 | Implementation underway. | 20 | Implementation continues with workplace culture improvements as priority. |
| | 5.4.3 Negotiate a new HRCC Enterprise Agreement #10 | 50 | Negotiations are underway. | 70 | Negotiations are well progressed. |
| | 5.4.4 Strategic and Operational Risk Registers to be made current and a system for maintaining them embedded in the organisation | 15 | Work has commenced. | 30 | Work plan for strategic risk review developed. |

| | | | | | |
|--|--|----|--|----|--|
| | 5.4.5 Implement actions from all internal audits | 50 | All internal audit items of priority are being progressed. | 80 | All internal audit items of priority are completed. All remaining items are being progressed. |
| | 5.4.6 Develop and implement a healthy eating charter to guide Council staff on choosing healthy options at workplace facilities. | 5 | Planning for charter has commenced | 25 | Development of charter has commenced |
| | 5.4.7 Implement new Child Safe Standards | 25 | Review complete and implementing. | 80 | Review complete and implementing. |
| | 5.4.8 Implement Actions from the Uni SA Survey of Organisational Culture | 50 | Culture Action Group working towards completion of actions and implementation of Action Plan. | 60 | Culture Action Group working towards finalisation and implementation of Action Plan. |
| 5.5 Implement systems, processes and use of technology that support efficient and secure business operations | 5.5.1 Participate in the implementation plan of the Rural Council's Corporate Collaboration (RCCC) project | 20 | Contract issued for Successful Supplier. | 25 | Identification of System Module Experts finalised and first implementation workshops commenced in December. |
| | 5.5.2 Implement a new system for the completion of staff performance appraisals, action tracking on plans, strategies and audits. | 10 | Planning for a new system in progress | 15 | Staff performance appraisal system is available for implementation through Civica Altitude. A new system for the tracking of plans, strategies and audits will need to be identified. |
| | 5.5.3 Investigate and implement options for a customer request system. | 10 | Investigation of options for a system underway as part of the Rural Councils Corporate Collaboration (RCCC) | 20 | New CRM system is being implemented with Civica Altitude through RCCC. |
| | 5.5.4 Investigate and commence implementation of a new electronic document management system | 10 | Investigation of options for a system underway as part of the Rural Councils Corporate Collaboration (RCCC) | 20 | Preparation of Tender documentation for the procurement of an electronic document management system has progressed as part of RCCC. |
| | 5.5.5 Implement a zero budgeting approach. To refresh project budgets and start from a zero base | 0 | Not yet commenced. | 0 | Proposed for delivery in 2024-25 post implementation of RCCC. |
| | 5.5.6 Implement recommendations from the Operations Efficiency Project | 25 | Currently in implementation phase. | 50 | Significant progress with Parks and Gardens team. Benefits starting to accrue. |
| | 5.5.7 Expand Council's Geographic Information System (GIS) capability to provide near real time information to the public | 50 | Liaise with the asset team to improve the quality of the dataset before making it available to the public. Focus on the data maintenance to provide the most current data to assist staff in decision making. Continue working with the 4 other councils and Pozi to implement more useful functions and tools to support community engagement and self-service. | 60 | GIS ascetic integration has been developed such that staff can access information of corporate asset information through Pozi. Work is being progressed to make data publication to the community much simpler. Work is progressing towards making everything GIS Centric. |


| | | | | | |
|---|--|----|--|----|--|
| | 5.5.8 Investigate an automated weighbridge operation at the Dooen Landfill | 10 | Initial planning well advanced. | 10 | No progress due to flooding and other issues. |
| | 5.5.10 Upgrade & update Visit Horsham Website | 10 | Review of this action currently underway. | 50 | Website upgrade aligned to new content developed for Official Visitors Guide. |
| | 5.5.11 Installation of Smart Sensors on all Council owned Facilities (to measure demand and plan for asset upgrades & renewal | 20 | Scoping is complete. Further development on hold due to secondment of Community Wellbeing Strategic Projects Officer. | 45 | Project Plan developed with clear brief to develop a sensor trial across multiple sites in Horsham. IT heavily engaged in process. |
| 5.6 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 | 30 | Review of Municipal Emergency Plan has commenced | 60 | Municipal Emergency Plan & Emergency Animal Welfare Plan review has been completed. |
| | 5.6.2 Inform and educate the Community on emergency preparedness | 30 | Information provided to the community before the 2022 flood event. Information sessions delivered re flooding at Horsham Neighbourhood House | 50 | Fire ready booklets were developed and distributed to extreme fire risk areas in Wartook and Laharum. |

Service Performance Indicators (YTD)


*Community satisfaction with Council decisions

| | | | |
|---|------------|------------|------------------|
|  | FY 2020-21 | FY 2021-22 | FY 2022-23 |
| | 48 | 53 | Data Unavailable |

Councillor attendance at Council meetings

| | | | |
|--|------------|------------|------------|
|  | FY 2020-21 | FY 2021-22 | FY 2022-23 |
| | 96.43% | 91.30% | 84.13% |


Council decisions made at meetings closed to the public

| | | | |
|---|------------|------------|------------|
|  | FY 2020-21 | FY 2021-22 | FY 2022-23 |
| | 9.03% | 6.25% | 30.36% |

Cost of governance per Councillor

| | | | |
|---|-------------|-------------|-------------|
|  | FY 2020-21 | FY 2021-22 | FY 2022-23 |
| | \$35,874.87 | \$44,415.73 | \$57,085.65 |

Community satisfaction with community consultation and engagement

| | | | |
|--|------------|------------|------------------|
|  | FY 2020-21 | FY 2021-22 | FY 2022-23 |
| | 48 | 52 | Data Unavailable |

* Audited Indicators – Local Government Performance Reporting Framework (LGPRF)

Note: Some data is unavailable due to the timing of collection.

Councillor Expenses

In accordance with Section 40 of the *Local Government Act 2020*, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

Details of Councillor expenses for the period 1 July 2022 to 31 December 2022 are set out in the following table.




| Expense Type and Value Oct-Dec 2022 | | | | | | | | |
|--|----------------|---------------------|---|--------------------------|---------------|----------------------|------------------------|------------------------------|
| Councillor | Car Mileage | Communication Tools | Meetings, Seminars, Conferences and Training Fees | Travel and Accommodation | Other | Total Oct – Dec 2022 | Total July – Sept 2022 | Cumulative YTD Total 2022-23 |
| Cr Robyn Gulline (Mayor) | | 175.90 | 3214.29 | | 22.85 | 3413.04 | 992.59 | 4405.63 |
| Cr Claudia Haenel | 810.00 | 167.54 | 5364.28 | 417.99 | 183.77 | 6493.58 | 2009.99 | 8953.57 |
| Cr David Bowe | | 145.61 | 3214.28 | | 22.86 | 3382.75 | 550.99 | 3933.74 |
| Cr Penny Flynn | | 142.02 | 3214.28 | | 33.86 | 3390.16 | 640.99 | 4031.15 |
| Cr Di Bell | | 8.37 | | | | 8.37 | 125.45 | 133.82 |
| Cr Les Power | | 75.53 | 3214.29 | 184.55 | 62.05 | 3536.42 | 533.27 | 4069.69 |
| Cr Ian Ross | 1050.00 | 70.94 | 3214.29 | | 27.40 | 4362.63 | 1965.89 | 6328.52 |
| Cr Robert Redden | | 149.59 | 3214.29 | | 48.40 | 3412.28 | 526.54 | 3938.82 |
| Total | 1860.00 | 935.50 | 24650.00 | 602.54 | 401.19 | 28449.23 | 7345.73 | 35794.96 |





Customer Service Performance



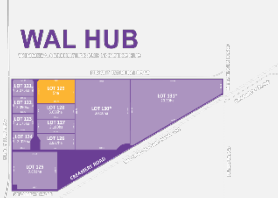
During the first two quarters of 2022-23, Council continued to receive significant customer service enquiries for the new four-bin waste system set to commence in April 2023. Rates notices were distributed in MONTH, prompting a routine spike in over the counter payments, telephone enquiries and rates-related complaints. The significant weather event in mid October generated significant flow-on customer service enquiries including: sandbagging and emergency assistance requests, drainage and road damage reports, and customers seeking information about waste collection impacts. Phone lines stayed open over the weekend of 15-16 October in preference to the after-hours service, ensuring the best possible response to impacts of the flood peak.

| Customer Service Requests | Quarter 1 | | | | | Quarter 2 | | | | |
|---------------------------|------------|------------|------------|--------------|-------------|------------|------------|------------|--------------|-------------|
| | Jul | Aug | Sep | Total (Q1) | % of Total | Oct | Nov | Dec | Total (Q2) | % of Total |
| Animals | 131 | 139 | 128 | 398 | 21% | 81 | 130 | 81 | 292 | 14% |
| Bin Services | 81 | 111 | 94 | 286 | 15% | 64 | 97 | 73 | 234 | 11% |
| Parking | 81 | 51 | 47 | 179 | 9% | 33 | 27 | 46 | 106 | 5% |
| Trees | 16 | 26 | 35 | 77 | 4% | 31 | 54 | 20 | 105 | 5% |
| Roads | 45 | 64 | 54 | 163 | 8% | 61 | 55 | 33 | 149 | 7% |
| Business or Events | 9 | 19 | 16 | 44 | 2% | 4 | 17 | 12 | 33 | 2% |
| Parks & Reserves | 10 | | 17 | 27 | 1% | 19 | 35 | 21 | 75 | 4% |
| Local Laws | 15 | 23 | 28 | 66 | 3% | 122 | 75 | 24 | 221 | 10% |
| Miscellaneous | 26 | 21 | 23 | 70 | 4% | 38 | 30 | 13 | 81 | 4% |
| Drainage | 7 | 39 | 79 | 125 | 7% | 46 | 58 | 9 | 113 | 5% |
| Footpaths | 12 | 26 | 22 | 60 | 3% | 26 | 42 | 13 | 81 | 4% |
| Nature Strips | 4 | 7 | 12 | 23 | 1% | 12 | 16 | 5 | 33 | 2% |
| Environmental Health | 9 | 13 | 10 | 32 | 2% | 16 | 16 | 19 | 51 | 2% |
| Fire Control & Safety | 2 | 2 | 10 | 14 | 1% | 51 | 39 | 19 | 109 | 5% |
| Signs | 4 | 6 | 10 | 20 | 1% | 6 | 7 | 9 | 22 | 1% |
| Planning | 47 | 38 | 32 | 117 | 6% | 39 | 69 | 25 | 133 | 6% |
| Public Amenities | 6 | 6 | 4 | 16 | 1% | 5 | 4 | 9 | 18 | 1% |
| Rates & Property | 3 | 3 | 0 | 6 | 0% | 2 | 6 | 2 | 10 | 0% |
| Roadsides | 7 | 3 | 2 | 12 | 1% | 12 | 8 | 3 | 23 | 1% |
| Graffiti & Vandalism | 3 | 2 | 2 | 7 | 0% | 4 | 1 | 5 | 10 | 0% |
| Other | 54 | 79 | 43 | 176 | 9% | 93 | 69 | 63 | 225 | 11% |
| Total | 572 | 678 | 668 | 1,918 | 100% | 765 | 855 | 504 | 2,124 | 100% |
| Response On Time? | | | | | | | | | | |
| No | 262 | 284 | 291 | 837 | 47% | 291 | 336 | 241 | 868 | 45% |
| Yes | 268 | 346 | 343 | 957 | 53% | 390 | 457 | 214 | 1,061 | 55% |
| Total | 530 | 630 | 634 | 1,794 | 100% | 681 | 793 | 455 | 1,929 | 100% |
| Complaints | | | | | | | | | | |
| Finalised | 8 | 9 | 14 | 31 | 86% | 16 | 12 | 3 | 31 | 82% |
| Open | 2 | 1 | 2 | 5 | 14% | 2 | 5 | 0 | 7 | 18% |
| Total | 10 | 10 | 16 | 36 | 100% | 18 | 17 | 3 | 38 | 100% |

Capital Works Program Update

| Project | Jul - Sept 2022 Update Works Completed | Oct - Dec 2022 Update Works Completed | |
|--|---|--|--|
| <p>Horsham Town Hall Stage 2 Heritage Hall</p> <p>The main projects being undertaken include replacement of the heritage hall floor, office space establishment and an upgrade to the boiler system.</p> | <ul style="list-style-type: none"> Flooring timber sourced and stored for seasoning Heritage assessment completed on curtains Lights and curtains removed ready for commencement of works | <ul style="list-style-type: none"> Original flooring removed New strip footings and stumps installed |  |
| <p>Public Conveniences upgrades</p> <p>Many of Council's public toilets are aging and due for updating. Council has developed a program to upgrade, modernise or add public toilets, with some 36 projects planned over the life of the Long Term Capital Works Plan.</p> | <ul style="list-style-type: none"> Quotations sought for resin treatment on floors for various facilities Renewal/upgrade works documented for single contract once floors complete New CBD south toilet location determined | <ul style="list-style-type: none"> Resin treatment determined to be too expensive; quotations sought on tile removal and replacement Engaged Powercor and GWMWater to supply services to site for new CBD south toilet |  |
| <p>City to River: Natural play park, water front activation & City Oval Netball Courts</p> <p>The City to River project has been divided into sub-precincts to allow projects to proceed in a staged and prioritised manner.</p> | <ul style="list-style-type: none"> Minor works only able to be completed due to unseasonably wet weather Demolition of Caravan Park residence and office to make way for café site development | <p><i>Nature and Water Play Park</i></p> <ul style="list-style-type: none"> Completion of footings for all infrastructure items climbing sculptures, play equipment, BBQ shelters and public toilets Installation of majority of play equipment – climbing and water play sculptures, swings, rope play equipment <p><i>Riverfront Activation</i></p> <ul style="list-style-type: none"> Majority of landscaping and lighting complete Café site cleared, pump shed concrete pad installed |  |

| Project | Jul - Sept 2022 Update Works Completed | Oct - Dec 2022 Update Works Completed | |
|---|--|---|---|
| <p>City Oval: Netball & Football clubrooms</p> <p>The City Oval and Sawyer park Project is the second stage of the City to River master Plan. This continues on from the Stage 1 works, associated with the river frontage area.</p> | <ul style="list-style-type: none"> Funding for netball facilities (Local Sports Infrastructure Fund – Female Friendly Facilities) awarded in September Funding for community pavilions and sporting change rooms not yet available | <ul style="list-style-type: none"> Netball court construction design finalised Netball court construction tender released Netball pavilion design contract release, evaluated and awarded Netball pavilion design underway |  |
| <p>Urban Roads</p> <p>The priorities for urban road reconstructions are based primarily on regular asset inspections, so that those in worst condition are reconstructed first, with road safety also a key issue.</p> | <ul style="list-style-type: none"> Microsurfacing of urban roads commenced | <ul style="list-style-type: none"> Kerb & Channel renewal delayed due weather and supply constraints on materials. Olympic St work commenced Microsurfacing of urban roads complete Final seals and reseals underway |  |
| <p>Rural Roads</p> <p>Key features of this project include gravel road resheeting, heavy patching and upgrades to priority freight routes.</p> | <ul style="list-style-type: none"> Successful in obtaining \$5.09M of Federal government funding under the Heavy Vehicle Safety and Productivity Program, to deliver road reconstruction over 3 years to sections of 5 key rural roads <ul style="list-style-type: none"> Polkemmet Rd Horsham-Lubeck Rd North-East Wonwondah Rd Noradjuha-Tooan East Rd Dimboola-Minyip Rd | <ul style="list-style-type: none"> Polkemmet Rd – commenced reconstruction in one section Horsham-Lubeck Rd – native vegetation assessment complete, construction tender advertised and awarded North-East Wonwondah Rd – native vegetation assessment underway Gravel shoulder resheeting/reconstruction well progressed Gravel road resheeting commenced |  |
| <p>Plant & Equipment</p> <p>The replacement program includes a broad spectrum of equipment from large plant through to utes & cars and minor items such as brush cutters.</p> | <ul style="list-style-type: none"> \$2.1M current year budget expenditure planned \$1.4M previous year expenditure carried forward due to equipment supply delays | <ul style="list-style-type: none"> Delivery of significant items of equipment including new grader with GPS levelling functionality Ongoing supply issues Current year budget actual expenditure \$110k, committed expenditure \$1.5M Carried forward budget actual expenditure \$844k, committed expenditure \$456K |  |

| Project | Jul - Sept 2022 Update Works Completed | Oct - Dec 2022 Update Works Completed | |
|---|--|---|--|
| <p>Footpaths and Cycle ways The common aim of footpaths and cycle way projects is to maintain and enhance Council’s network of footpaths, and on and off-road cycle paths.</p> | <ul style="list-style-type: none"> Major commitment in the 2022-23 budget for targeted footpath construction in Horsham North Hamilton St Pedestrian Bridge construction drawings completed | <ul style="list-style-type: none"> Horsham North Footpath program 60% complete Hamilton St Pedestrian Bridge footings complete on eastern river bank; prefabrication of bridge components well underway off-site |  |
| <p>Parks & Open Spaces Council’s portfolio of parks and open spaces contain a range of assets such as bench seats, irrigation systems and shade sails These asset require periodic renewal to ensure that the open spaces are able to be maintained to a suitable service level.</p> | <ul style="list-style-type: none"> Horsham Nature and Water Play Park – significant delay to works due to unseasonably wet weather Horsham Skate Park precinct upgrade – draft plan public consultation closed Ongoing management of 28 parks, gardens and reserves throughout the municipality | <ul style="list-style-type: none"> Horsham Nature and Water Play Park – drainage completed, crushed rock base installed, all footings completed for hard infrastructure, play equipment installed (swings, custom climbing and water play sculptures, rope play) Playground equipment renewal/replacement planned |  |
| <p>Industrial Estate Council owns several precincts that are gradually being developed to facilitate sale for industrial or commercial use.</p> | <ul style="list-style-type: none"> Burnt Creek stage 1 sales underway Wimmera Agriculture and Logistics Hub stage 1 sales underway (WAL Hub) | <ul style="list-style-type: none"> Burnt Creek stage 2 drainage and road design underway Enterprise Estate planning commenced |  |

APPENDIX 1: Finance & Performance- 30 September 2022 (Detailed)

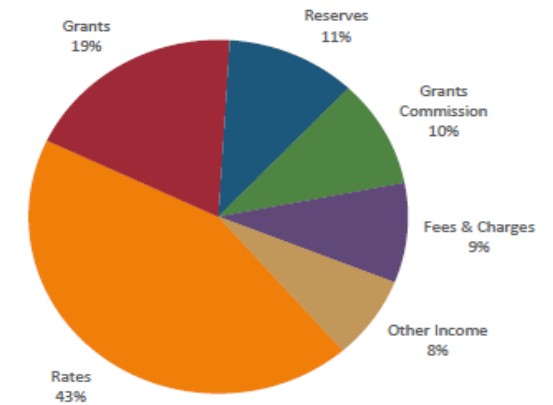
Finance & Performance Report - 30 September 2022

Executive Summary

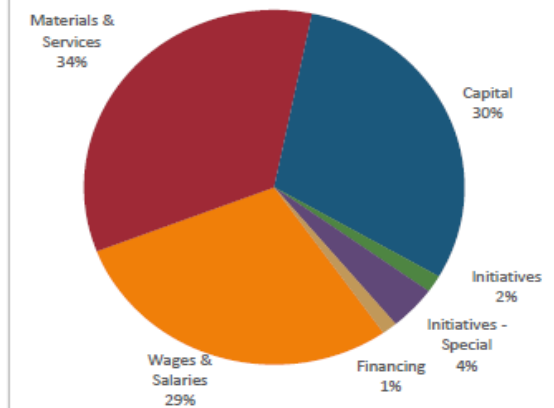
Overall Cash Budget Summary - \$'000

| Business Activity | Actuals | Adopted Budget | Forecast | Forecast | Actual | YTD | Variance % | Notes |
|--------------------------|----------------|----------------|----------------|----------------|----------------|-------------|--------------|-------|
| | 21/22 | 22/23 | 22/23 | 22/23 | 22/23 | 22/23 | | |
| Income | | | | | | | | |
| Service Delivery | -13,715 | -13,640 | -13,640 | -6,296 | -6,147 | -150 | -2.4% | |
| General Revenue | -35,383 | -36,030 | -36,030 | -27,563 | -27,416 | -147 | -0.5% | |
| Capital | -16,047 | -15,007 | -15,007 | -837 | -1,177 | 340 | 40.6% | 1 |
| Initiatives | -1,449 | -75 | -75 | - | -8 | 8 | 0.0% | |
| Initiatives - Special | -473 | -2,846 | -2,846 | - | - | - | 0.0% | |
| Financing | - | - | - | - | - | - | 0.0% | |
| Reserves | -630 | -2,919 | -2,919 | - | - | - | 0.0% | |
| Income Total | -67,697 | -70,517 | -70,517 | -34,697 | -34,748 | 51 | 0.1% | |
| Expenditure | | | | | | | | |
| Service Delivery | 36,322 | 40,783 | 40,783 | 8,445 | 8,412 | 33 | 0.4% | |
| General Revenue | 83 | 73 | 73 | 14 | 22 | -8 | -53.1% | |
| Capital | 21,354 | 21,296 | 21,296 | 2,212 | 2,785 | -573 | -25.9% | 2 |
| Initiatives | 2,029 | 1,122 | 1,122 | 244 | 312 | -68 | -27.8% | |
| Initiatives - Special | 726 | 2,846 | 2,846 | 632 | 604 | 28 | 4.4% | |
| Financing | 513 | 913 | 913 | - | 0 | -0 | 0.0% | |
| Reserves | 4,131 | 3,569 | 3,569 | - | - | - | 0.0% | |
| Expenditure Total | 65,158 | 70,601 | 70,601 | 11,547 | 12,135 | -587 | -5.1% | |
| Grand Total | -2,539 | 85 | 85 | -23,150 | -22,613 | -536 | -2.3% | |

Revenue Budget 2022/23



Expenditure Budget 2022/23



Comments:

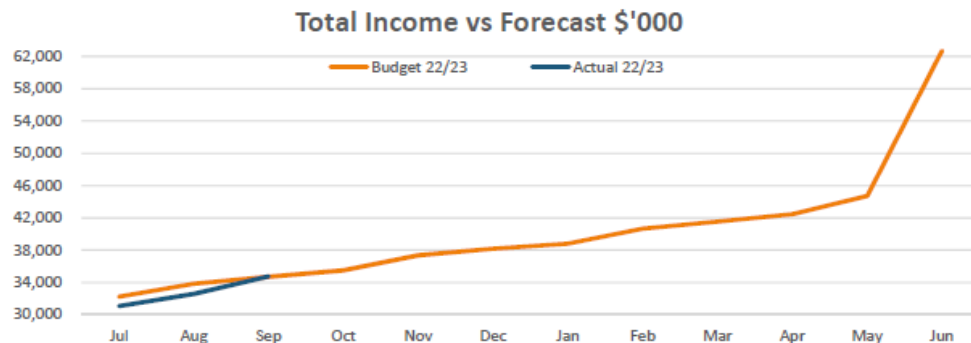
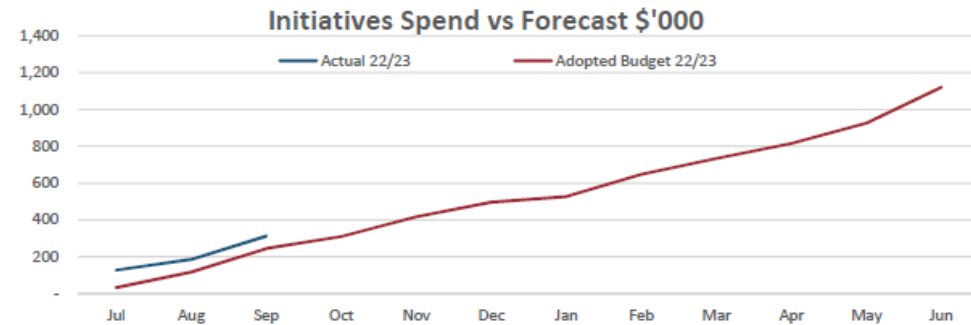
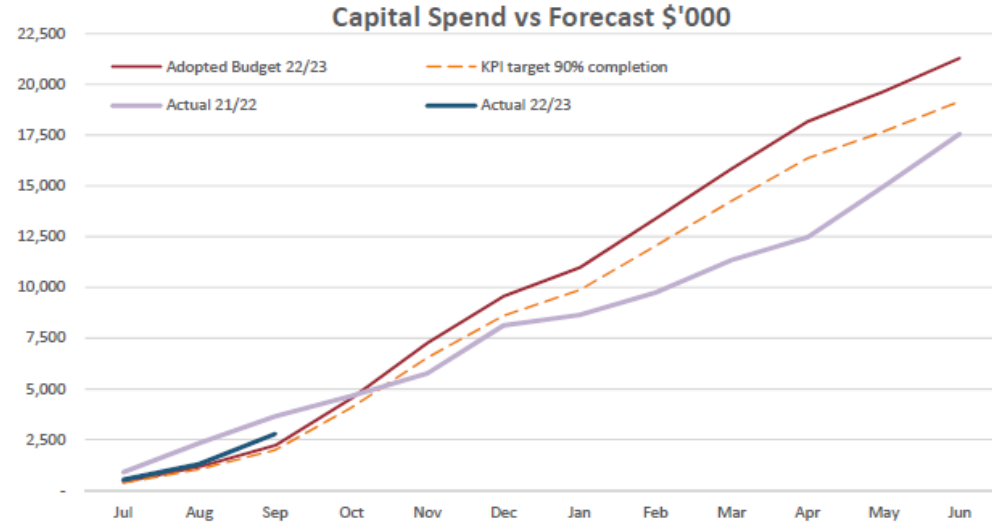
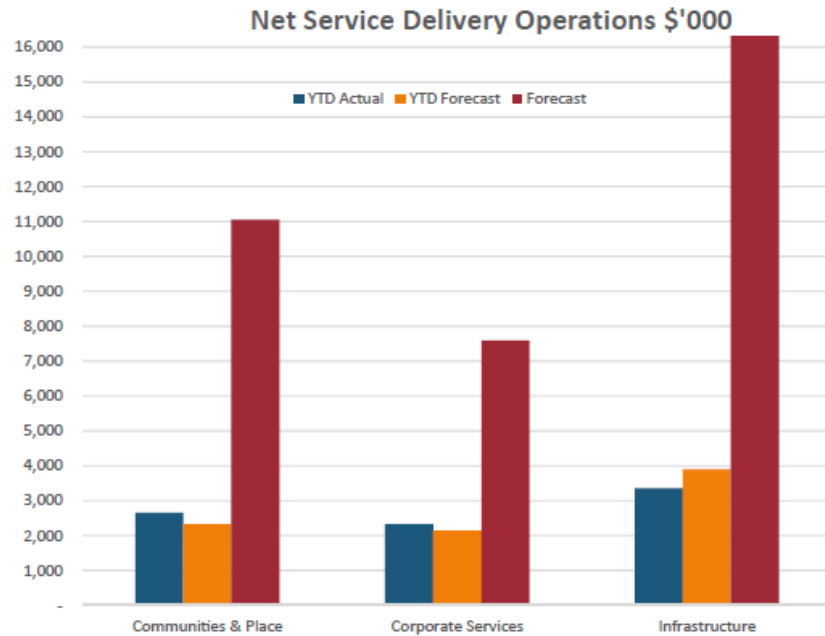
1. Capital Income - \$340 thousand variance

A combination of -\$800 thousand Nature Play grant received prior to 30 June, \$640 thousand Netball Clubrooms, \$367 thousand Pedestrian Footbridge & \$77 thousand Longerenong Rd funding

2. Capital Expenditure - overspend of \$573 thousand

\$146k Plant, machinery and equipment, \$47k Buildings, -\$72k Roads, -\$627 Recreation, leisure and community facilities and -\$101k Footpaths and Cycleways

Finance & Performance Report - 30 September 2022 Financial Snapshot



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 \$573 thousand
(see page 4 for further breakdown)

Initiatives Spend

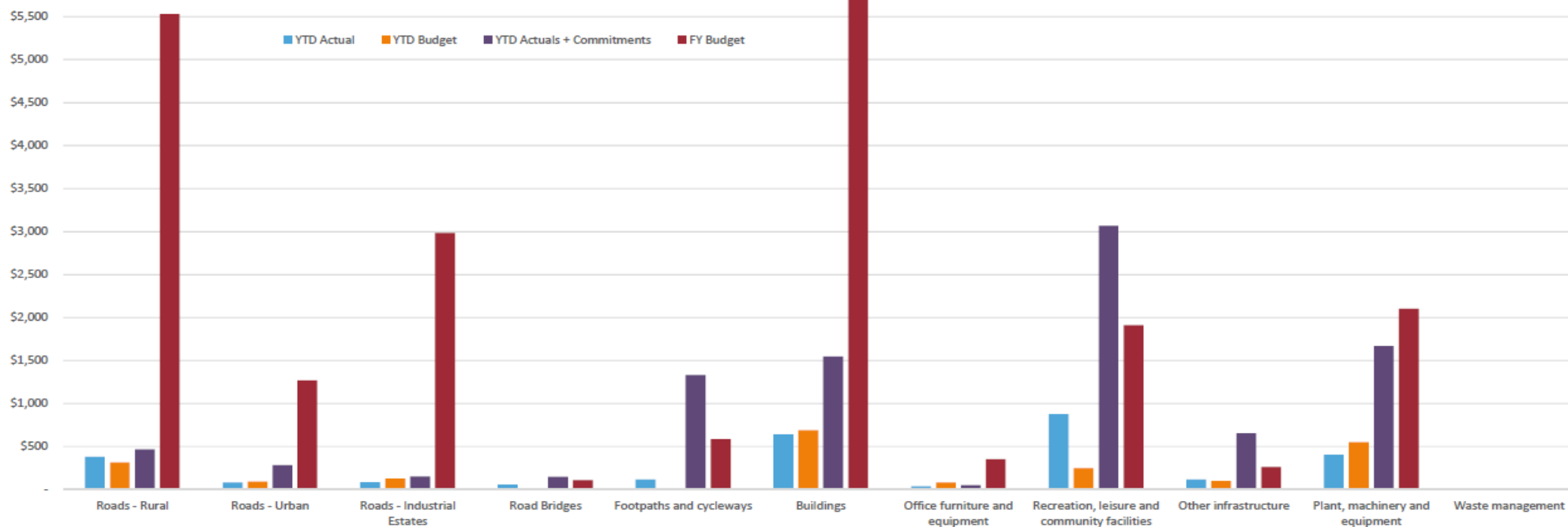
Variance of \$68 thousand.

Finance & Performance Report - 30 September 2022
Service Delivery Operations (NET) \$'000

| Key variances: \$'000 | Adopted | Full Year | YTD | YTD | YTD | Variance | Commitments |
|---|---------------|---------------|---------------|---------------|-------------|---------------|-------------|
| | Budget | Forecast | Budget | Actual | Variance | % | |
| Corporate Services | 7,824 | 7,824 | 2,217 | 2,358 | -140 | -6.3% | 154 |
| Management & Admin | 1,677 | 1,677 | 655 | 700 | -45 | -6.9% | 31 |
| Accounting Services | 967 | 967 | 203 | 203 | 0 | 0.1% | - |
| General Revenue | 230 | 230 | 102 | 0 | 101 | 99.6% | - |
| Revenue Services | 425 | 425 | 100 | 100 | 0 | 0.3% | 17 |
| People & Culture | 877 | 877 | 182 | 310 | -128 | -70.4% | 11 |
| Information Technology | 1,295 | 1,295 | 488 | 516 | -29 | -5.8% | 29 |
| Community Relations and Advocacy | 515 | 515 | 93 | 95 | -2 | -2.3% | 0 |
| Governance | 1,839 | 1,839 | 395 | 433 | -38 | -9.7% | 66 |
| Communities & Place | 6,768 | 6,768 | 1,108 | 1,322 | -214 | -19.3% | 827 |
| Management & Admin | 667 | 667 | 149 | 162 | -14 | -9.2% | - |
| Social Infrastructure Support | 873 | 873 | 134 | 112 | 22 | 16.2% | 3 |
| Performing Arts | 1,147 | 1,147 | -41 | -58 | 17 | -42.4% | 19 |
| Visual Arts | 226 | 226 | -29 | 18 | -47 | 162.6% | 3 |
| Aquatic Recreation | 769 | 769 | 125 | 197 | -72 | -57.5% | 319 |
| Youth and Early Years | 714 | 714 | 119 | 215 | -96 | -81.1% | 18 |
| Home Support | - | - | - | 0 | -0 | 0.0% | - |
| Emergency Management | 18 | 18 | -184 | -100 | -83 | 45.3% | 3 |
| Library | 593 | 593 | 284 | 148 | 136 | 47.9% | 1 |
| Economic Development | 258 | 258 | 215 | 372 | -156 | -72.5% | 60 |
| Business Development and Tourism | 474 | 474 | 94 | 70 | 24 | 25.9% | 10 |
| Commercial Activities | -60 | -60 | -26 | -42 | 16 | -63.6% | 20 |
| Strategic Planning Services | 303 | 303 | 58 | 71 | -12 | -21.0% | 100 |
| Statutory Planning & Building Regulations | 548 | 548 | 118 | 53 | 65 | 55.1% | 264 |
| Environmental Health | 113 | 113 | 19 | 57 | -38 | -203.3% | 2 |
| Community Safety | 107 | 107 | 29 | -8 | 37 | 127.6% | - |
| Animal Management | 1 | 1 | 43 | 33 | 11 | 24.4% | 7 |
| Parking & Traffic Management | 16 | 16 | -1 | 23 | -24 | 2603.2% | - |
| Infrastructure | 12,565 | 12,565 | -1,176 | -1,397 | 221 | -18.8% | 325 |
| Operations Management | 157 | 157 | 37 | 25 | 11 | 31.0% | 0 |
| Mgt and Admin Infrastructure Services | 807 | 807 | 174 | 147 | 26 | 15.2% | 4 |
| Engineering Services | 1,796 | 1,796 | 370 | 398 | -28 | -7.5% | 84 |
| Infrastructure - Urban | 1,623 | 1,623 | 334 | 291 | 43 | 12.8% | 9 |
| Infrastructure - Rural | 2,106 | 2,106 | 463 | 451 | 12 | 2.5% | 17 |
| Parks & Gardens | 2,799 | 2,799 | 664 | 618 | 47 | 7.0% | 48 |
| Streetscape & Public Conveniences | 1,276 | 1,276 | 282 | 208 | 73 | 26.0% | 11 |
| Sports & Recreation | 592 | 592 | 134 | 109 | 25 | 18.6% | 28 |
| Commercial Operations | -207 | -207 | -87 | 48 | -135 | 155.8% | 7 |
| Emergency Support | 8 | 8 | - | - | - | 0.0% | 0 |
| Natural Resource Management | 85 | 85 | 3 | 23 | -20 | -581.5% | 2 |
| Strategic Asset Management | 582 | 582 | 105 | 100 | 5 | 5.1% | 2 |
| Sustainability | 222 | 222 | 50 | 51 | -1 | -2.0% | - |
| Waste Management Services | 719 | 719 | -3,705 | -3,867 | 163 | -4.4% | 113 |

Finance & Performance Report - 30 September 2022 Capital

Capital Spend by Asset Class \$'000



Comments:

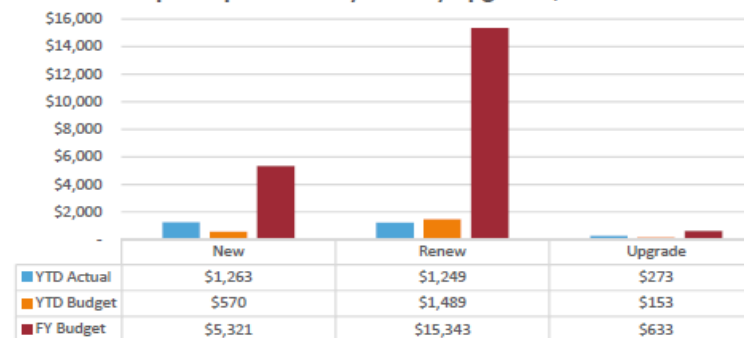
The adopted budget for capital expenditure excluding reserve allocations is \$21.296m.

Differences between YTD actuals & YTD forecast are as follows;

- \$146k Plant, machinery and equipment (\$1.264k of commitments)
- \$47k Buildings (\$905k of commitments)
- \$72k Roads (\$437k of commitments)
- \$627 Recreation, leisure and community facilities (\$2.193 of commitments)
- \$101k Footpaths and Cycleways (\$1.213 of commitments)

Carried forwards have not yet been added.

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



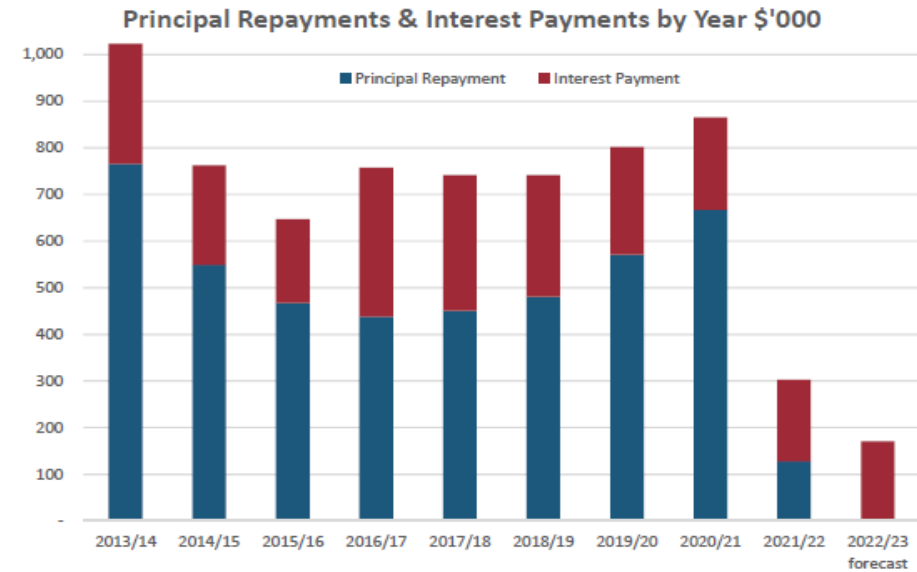
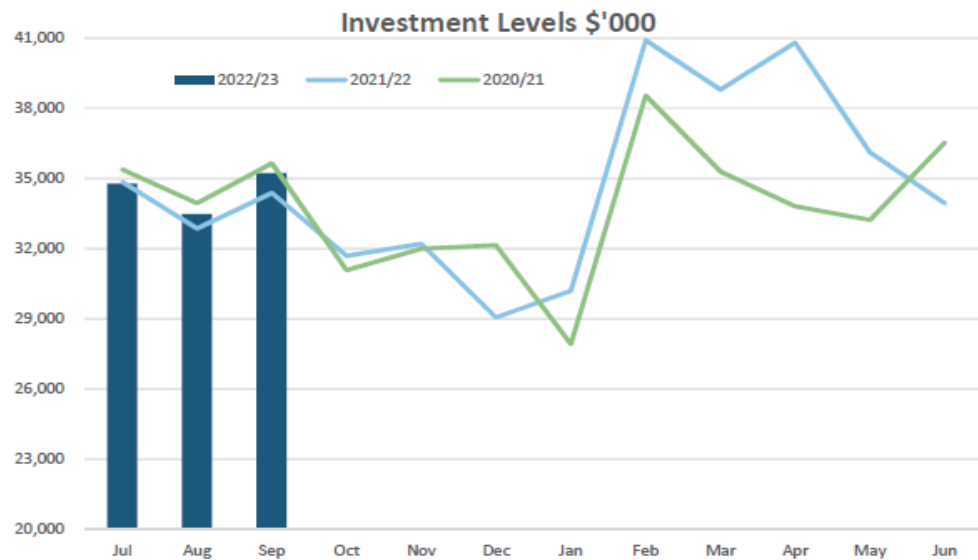
Finance & Performance Report - 30 September 2022
Contract Variations & New Contracts - July to September Quarter
Contract Variations [Accepted Under Instrument Of Delegation] - (GST exclusive)

| Item No | Contract No | Date Approved | Delegated Officer | Contractor | Contract Description | Description of Variation | Variation |
|---------|-------------|---------------|-------------------|---------------------|---|---|-----------|
| 1 | 22-018 | 7/07/2022 | CEO | Landscape IT | City2River: Landscaping & Café Site V2 | Change from ironbark to redgum and modwood bin surrounds | \$24,917 |
| 2 | 16-025B | 4/07/2022 | CEO | Woodys Cleaning | Cleaning HTH, Art Gallery, Wesley | Increased Cleans | \$373 |
| 3 | 16-025B | 12/08/2022 | CEO | Woodys Cleaning | Cleaning HTH, Art Gallery, Wesley | Increased Cleans | \$1,108 |
| 4 | 22-021 | 29/08/2022 | M Aldaghstani | Locks Constructions | Upgrading of Amenities at Horsham Caravan Park | Replacing of old roof sheeting over male toilets | \$4,455 |
| 5 | 22-010 | 27/06/2022 | CEO/Council | AWS Services | Nature and Water Play Park | Site Establishment, Shade Sails, Landscaping, Street Furn | \$92,876 |
| 6 | 22-010 | 26/08/2022 | CEO/Council | AWS Services | Nature and Water Play Park | Supply bespoke nature play sculptures and addit play equip | \$322,235 |
| 7 | 22-021 | 2/09/2022 | M Aldaghstani | Locks Constructions | Upgrading of Amenities at Horsham Caravan Park | Correcting brickwork, 2 mirrors, remove excess soil and level | \$5,632 |
| 8 | 16-025B | 14/09/2022 | CEO | Woodys Cleaning | Cleaning HTH, Art Gallery, Wesley | Additional Cleans | \$669 |
| 9 | 22-008 | 30/09/2022 | J Martin | Bridgewater Marine | Design and construct two pergolas - Wimmera Riverfront V5 | Suspension of works Pergola 1 due to services relocation | \$7,696 |

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 | 22-020 | 11/07/2022 | Council | Woodys | Provision of Cleaning Services - Outdoor Facilities | \$806,807 |
| 2 | 23-003 | 26/09/2022 | Council | Glover Earthmoving | Horsham Lubeck Rd Reconstruction Ch 21.630 to Ch 23.755 | \$536,217 |
| 3 | 23-004 | 26/09/2022 | Council | Glover Earthmoving | Horsham Lubeck Rd Reconstruction Ch 24.660 to Ch 27.345 | \$694,542 |

Finance & Performance Report - 30 September 2022 Investments & Loans



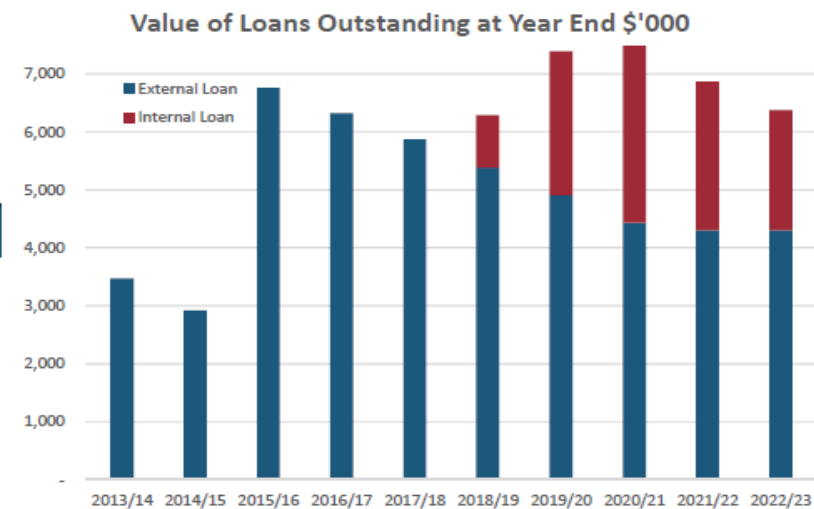
| | Interest Rate | |
|------------------------------|---------------|-----------------------------------|
| Corporate Investment Account | 2.80% | |
| 11 Term Deposits | 0.57% - 3.55% | Ranging 187 Days to 308 Days |
| Last investment | 3.55% | 294 Days 08/08/2022 to 29/05/2023 |

Breakout of Loans Outstanding

| Purpose | Interest Rate | Original Principal | Outstanding at 30 Jun 23 | Start Date | Year End Date | No. of Years |
|--|---------------|--------------------|--------------------------|------------|---------------|--------------|
| 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 | 400,000 | 23 Jun 18 | 23 Jun 28 | 10 P |
| *Livestock roofing | | 1,887,143 | 1,517,143 | 29 Jun 20 | 29 Jun 44 | 24 P |
| *HACC redundancies | | 955,000 | 155,000 | 29 Jun 21 | 29 Jun 23 | 3 P |

* Funded from internal cash reserves

No new loan borrowings have been included in the 2022/23 budget.



Finance & Performance Report - 30 September 2022

Application Status of Non-Recurrent Grant Applications

| Project | Funding Source | Project | | Other Grant Sources | Council Contribution | Other Sources | Project Status / Stage |
|---|------------------------------------|-----------|-----------|---------------------|----------------------|---------------|------------------------|
| | | Total | Grant | | | | |
| Local Roads & Community Infrastructure (round 2) | | | | | | | |
| 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 |
| Local Roads & Community Infrastructure (round 3) | | | | | | | |
| 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 |
| Weir Park Public Convenience Upgrade | Department of Infrastructure | 31,800 | 31,800 | - | - | - | Project Commenced |
| Telangatuk Public Convenience Upgrade | Department of Infrastructure | 131,944 | 131,944 | - | - | - | 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 | 68,620 | - | - | - | Project Commenced |
| Horsham North Footpath Upgrade Program | Department of Infrastructure | 243,800 | 325,180 | - | - | - | 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 |
| 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 |
| Horsham Rural City Land Care Facilitator | DELWP | 197,995 | 173,955 | 24,040 | - | - | Project Commenced |
| 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 |
| 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 | 1,125,924 | 1,224,076 | 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 | Roadside Pests and Weeds 2021-2022 | 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 |

Finance & Performance Report - 30 September 2022

Application Status of Non-Recurrent Grant Applications

| Project | Funding Source | Project Total | Grant | Other Grant Sources | Council Contribution | Other Sources | Project Status / Stage |
|---|------------------------------|-------------------|-------------------|---------------------|----------------------|----------------|------------------------|
| 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 | Project Commenced |
| 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 |
| | | 39,185,670 | 26,967,141 | 2,266,246 | 9,695,763 | 256,520 | |
| | | | 69% | 6% | 25% | 1% | |

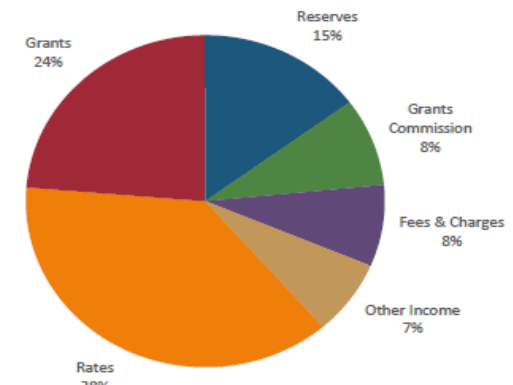
APPENDIX 2: Finance & Performance- 31 December 2022 (Detailed)

Finance & Performance Report - 31 December 2022 Executive Summary

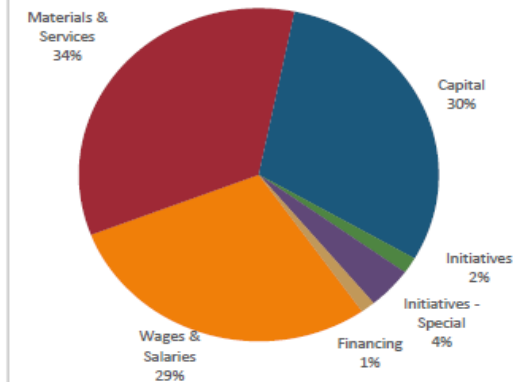
Overall Cash Budget Summary - \$'000

| Business Activity | Actuals | Adopted | Forecast | Forecast | Actual | YTD | Variance | Variance | Notes |
|--------------------------|----------------|----------------|----------------|----------------|----------------|--------------|--------------|----------|-------|
| | 21/22 | Budget 22/23 | 22/23 | YTD 22/23 | YTD 22/23 | 22/23 | % | | |
| Income | | | | | | | | | |
| Service Delivery | -13,715 | -13,640 | -14,789 | -8,809 | -9,211 | 402 | 4.6% | | |
| General Revenue | -35,383 | -36,030 | -36,030 | -28,787 | -29,037 | 251 | 0.9% | | |
| Capital | -16,047 | -15,007 | -23,638 | -4,377 | -5,406 | 1,029 | 23.5% | 1 | |
| Initiatives | -1,449 | -75 | -550 | - | -82 | 82 | 0.0% | | |
| Initiatives - Special | -473 | -2,846 | -2,846 | - | - | - | 0.0% | | |
| Financing | - | - | - | - | - | - | 0.0% | | |
| Reserves | -630 | -2,919 | -3,448 | - | - | - | 0.0% | | |
| Income Total | -67,697 | -70,517 | -81,301 | -41,973 | -43,737 | 1,764 | 4.2% | | |
| Expenditure | | | | | | | | | |
| Service Delivery | 36,322 | 40,783 | 43,717 | 18,455 | 18,228 | 227 | 1.2% | | |
| General Revenue | 83 | 73 | 73 | 29 | 53 | -24 | -84.7% | | |
| Capital | 21,354 | 21,296 | 34,346 | 10,659 | 7,473 | 3,187 | 29.9% | 2 | |
| Initiatives | 2,029 | 1,122 | 3,000 | 823 | 511 | 311 | 37.8% | 3 | |
| Initiatives - Special | 726 | 2,846 | 3,374 | 1,808 | 717 | 1,091 | 60.3% | 4 | |
| Financing | 513 | 913 | 913 | - | 0 | -0 | 0.0% | | |
| Reserves | 4,131 | 3,569 | 3,569 | - | - | - | 0.0% | | |
| Expenditure Total | 65,158 | 70,601 | 88,992 | 31,774 | 26,983 | 4,792 | 15.1% | | |
| Grand Total | -2,539 | 85 | 7,691 | -10,199 | -16,754 | 6,555 | 64.3% | | |

Revenue Budget 2022/23



Expenditure Budget 2022/23

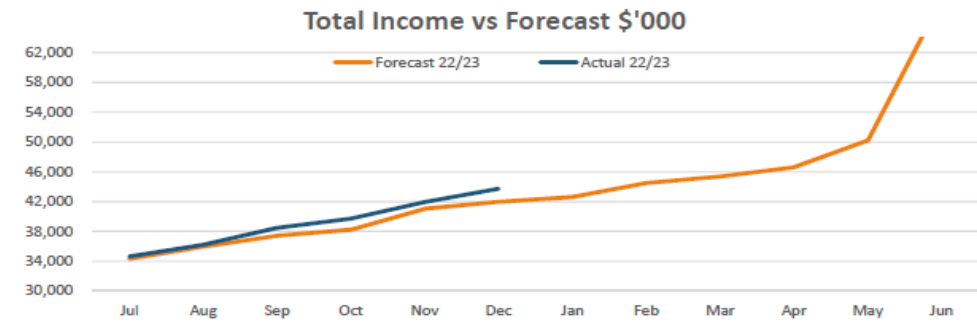
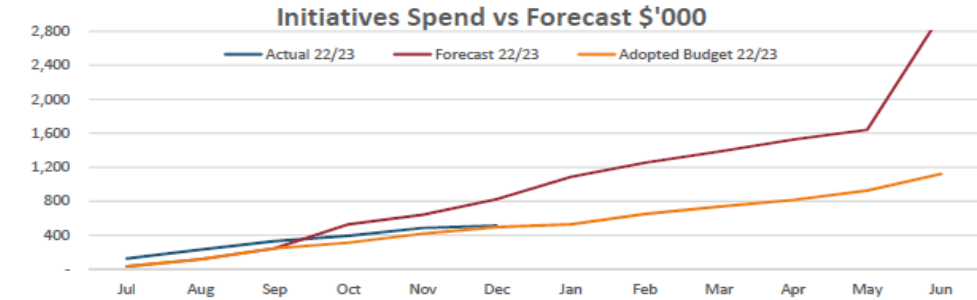
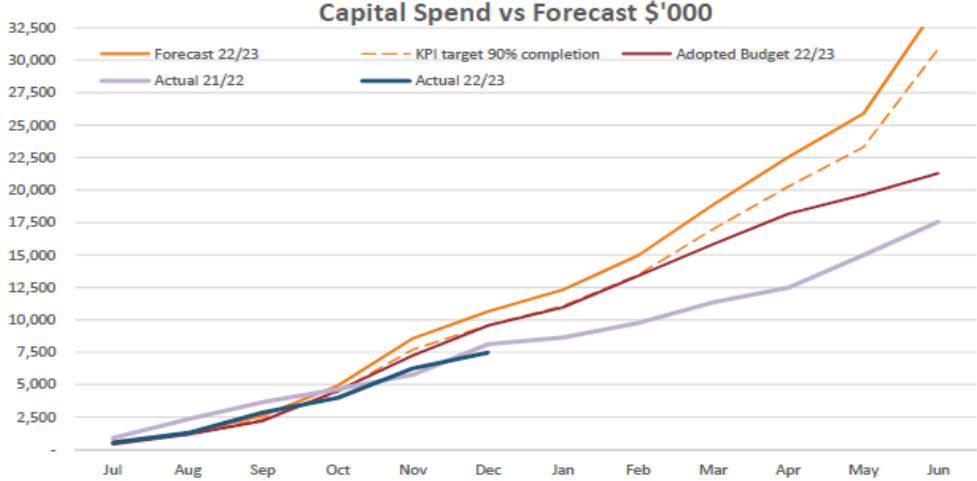
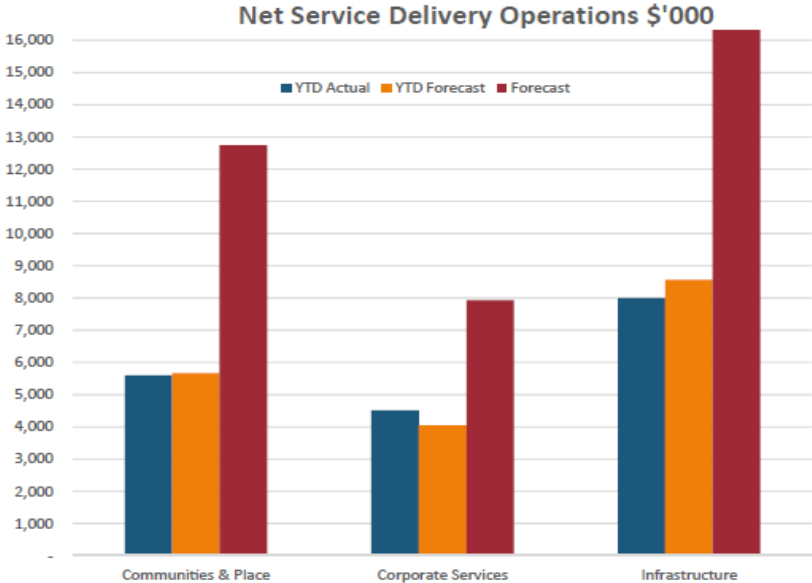


In accordance with Local Govt Act 2020 Sect 97 (3), the HRCC CEO has determined that a revised budget is not required for 2022/23 financial year.

Comments:

- Capital Income - \$1.029 million variance
 \$200 thousand City Oval Events Stage early receipt of grant
 \$600 thousand Wimm River CAD precinct timing of grant
 \$294 thousand Transfer station upgrade early receipt of grant
- Capital Expenditure - overall under expenditure of \$3.187 million variance
 Underspend in the following areas:
 \$612 thousand Plant, machinery and equipment
 \$1.290 million Buildings
 \$1.420 million Roads
- Initiatives Expenditure - overall under expenditure of \$311 thousand variance
 \$197 thousand Depot Fuel remediation
 \$59 thousand Visitor Services Review
 \$40 thousand Project Management System
- Special Initiatives Expenditure - under expenditure of \$1.091 million variance
 \$1.113 million Rural Councils Corporate Collaboration

Finance & Performance Report - 31 December 2022 Financial Snapshot



FINANCE & PERFORMANCE OBSERVATIONS:

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

Capital Spend
Variance of \$3.817 million to Forecast
(see page 4 for further breakdown)

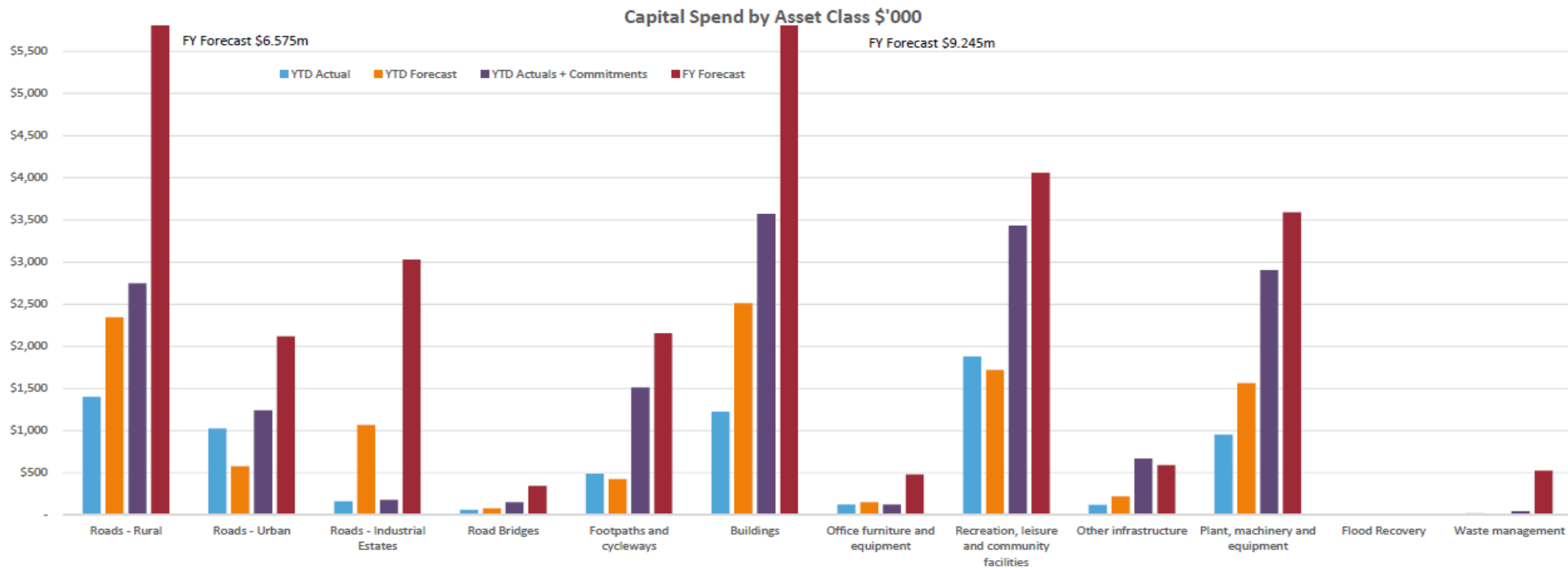
Initiatives Spend
Variance of \$311 thousand to Forecast

Finance & Performance Report - 31 December 2022

Service Delivery Operations (NET) \$'000

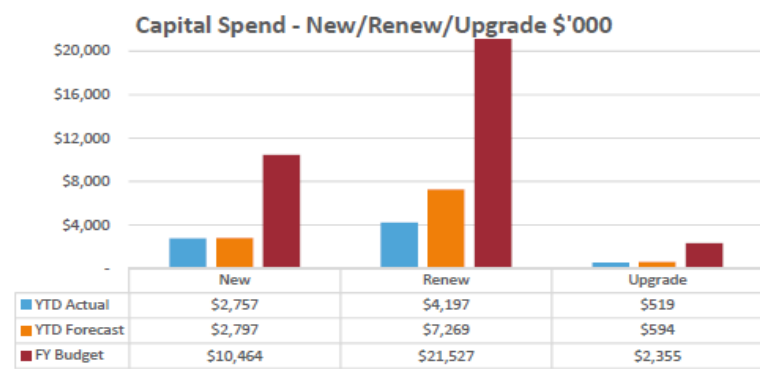
| Key variances: \$'000 | Adopted | Full Year | YTD | YTD | YTD | Variance | Commitments |
|---|---------------|---------------|--------------|--------------|------------|--------------|-------------|
| | Budget | Forecast | Forecast | Actual | Variance | % | |
| Corporate Services | 7,824 | 8,171 | 4,163 | 4,574 | -412 | -9.9% | 178 |
| Management & Admin | 1,677 | 1,677 | 972 | 1,099 | -127 | -13.0% | 33 |
| Accounting Services | 967 | 967 | 458 | 592 | -134 | -29.3% | 34 |
| General Revenue | 230 | 230 | 144 | 51 | 93 | 64.7% | - |
| Revenue Services | 425 | 425 | 176 | 195 | -19 | -11.0% | 14 |
| People & Culture | 877 | 1,080 | 551 | 685 | -134 | -24.4% | 56 |
| Information Technology | 1,295 | 1,353 | 719 | 804 | -84 | -11.7% | 2 |
| Community Relations and Advocacy | 515 | 515 | 209 | 229 | -20 | -9.8% | - |
| Governance | 1,839 | 1,924 | 933 | 919 | 14 | 1.5% | 40 |
| Communities & Place | 6,768 | 7,834 | 3,169 | 2,563 | 606 | 19.1% | 605 |
| Management & Admin | 667 | 667 | 319 | 322 | -3 | -0.9% | - |
| Social Infrastructure Support | 873 | 979 | 405 | 339 | 66 | 16.3% | 4 |
| Performing Arts | 1,147 | 1,154 | 247 | 268 | -21 | -8.6% | 17 |
| Visual Arts | 226 | 330 | 75 | 97 | -23 | -30.5% | 5 |
| Aquatic Recreation | 769 | 835 | 460 | 406 | 54 | 11.7% | 228 |
| Youth and Early Years | 714 | 847 | 350 | 98 | 252 | 72.0% | 7 |
| Home Support | - | - | - | 0 | -0 | 0.0% | - |
| Emergency Management | 18 | 174 | -323 | -443 | 120 | -37.0% | 18 |
| Library | 593 | 593 | 307 | 435 | -127 | -41.5% | 13 |
| Economic Development | 258 | 493 | 362 | 442 | -80 | -22.1% | 54 |
| Business Development and Tourism | 474 | 531 | 236 | 243 | -7 | -3.2% | 16 |
| Commercial Activities | -60 | -60 | 23 | -35 | 58 | 252.4% | 8 |
| Strategic Planning Services | 303 | 507 | 205 | 119 | 87 | 42.2% | 36 |
| Statutory Planning & Building Regulations | 548 | 548 | 265 | 148 | 117 | 44.1% | 188 |
| Environmental Health | 113 | 113 | -10 | 16 | -26 | 255.1% | 0 |
| Community Safety | 107 | 107 | 64 | 32 | 32 | 50.0% | - |
| Animal Management | 1 | 1 | 118 | 123 | -4 | -3.5% | 9 |
| Parking & Traffic Management | 16 | 16 | 67 | -47 | 113 | 170.3% | - |
| Infrastructure | 12,565 | 12,937 | 2,314 | 1,963 | 351 | 15.2% | 650 |
| Operations Management | 157 | 157 | 81 | 62 | 19 | 23.7% | 0 |
| Mgt and Admin Infrastructure Services | 807 | 908 | 370 | 385 | -15 | -4.1% | 5 |
| Engineering Services | 1,796 | 1,865 | 836 | 710 | 126 | 15.1% | 37 |
| Infrastructure - Urban | 1,623 | 1,798 | 653 | 646 | 7 | 1.1% | 87 |
| Infrastructure - Rural | 2,106 | 2,106 | 925 | 1,070 | -145 | -15.7% | 6 |
| Parks & Gardens | 2,799 | 2,922 | 1,383 | 1,354 | 29 | 2.1% | 11 |
| Streetscape & Public Conveniences | 1,276 | 1,276 | 568 | 576 | -8 | -1.4% | 13 |
| Sports & Recreation | 592 | 660 | 190 | 168 | 23 | 11.8% | 251 |
| Commercial Operations | -207 | -445 | -92 | -36 | -56 | 60.8% | 9 |
| Emergency Support | 8 | 8 | 2 | 2 | -0 | -3.1% | 0 |
| Natural Resource Management | 85 | 113 | -12 | -30 | 18 | -155.3% | 38 |
| Strategic Asset Management | 582 | 582 | 237 | 236 | 1 | 0.6% | 2 |
| Sustainability | 222 | 222 | 114 | 109 | 4 | 3.8% | - |
| Waste Management Services | 719 | 765 | -2,942 | -3,289 | 347 | -11.8% | 191 |

Finance & Performance Report - 31 December 2022 Capital



Comments:
 The adopted budget for capital expenditure excluding reserve allocations is \$21.296m.
 The forecast budget is \$34.346m after recognising carried forward works and grants received after the budget was adopted.

Differences between YTD actuals & YTD forecast are as follows;
 \$612k Plant, machinery and equipment (\$1.951k of committments)
 \$1.290m Buildings (\$2.346k of committments)
 \$1.420m Roads (\$1.664m of committments)



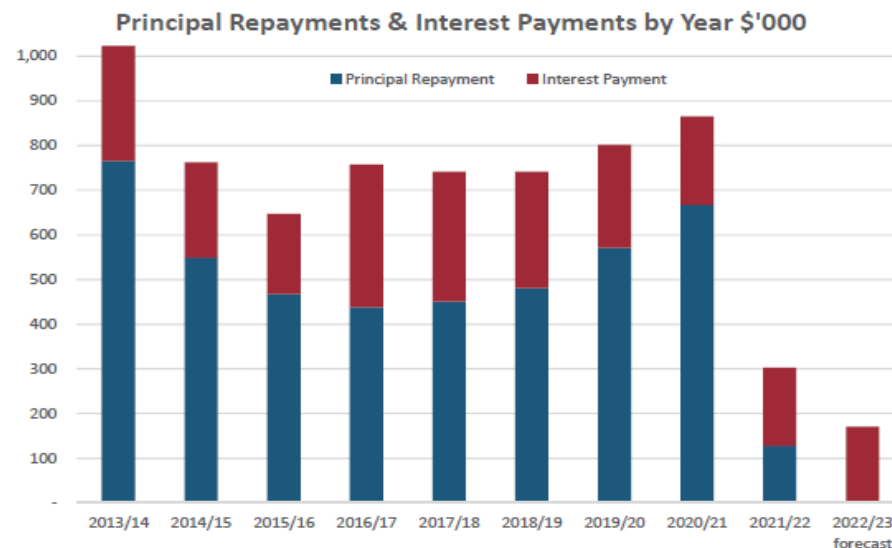
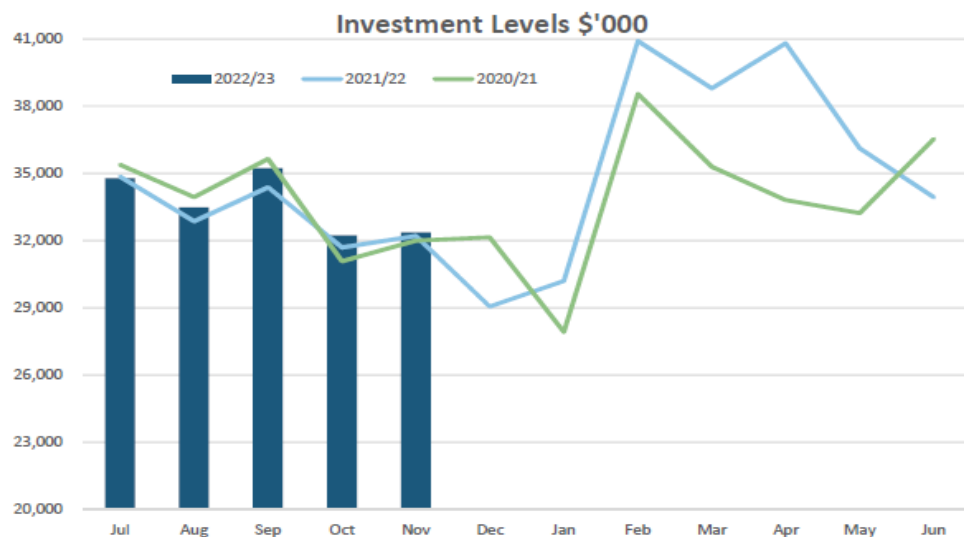
Finance & Performance Report - 31 December 2022
Contract Variations & New Contracts - October to December Quarter
Contract Variations [Accepted Under Instrument Of Delegation] - (GST exclusive)

| Item No | Contract No | Date Approved | Delegated Officer | Contractor | Contract Description | Description of Variation | Variation |
|---------|-------------|---------------|-------------------|-----------------------------------|-----------------------------------|--|-----------|
| 1 | 21-037 | 3/10/2022 | CEO | Fleetwood Urban | Hamilton Street Pedestrian Bridge | Replacement of concrete approach paths, balustrade | \$130,000 |
| 2 | 21-037 | 3/10/2022 | CEO | Fleetwood Urban | Hamilton Street Pedestrian Bridge | Connection of approaches for future works, engineering, fabrica | \$5,320 |
| 3 | 16-025B | 13/10/2022 | Acting CEO KO | Woodys | Cleaning HTH, Art Gallery, Wesley | Additional Cleans HTH | \$854 |
| 4 | 22-009 | 7/10/2022 | J Martin | Bridgewater Marine | Riverfront Nodes | Supply of extra timber for raised platforms/tree protection | \$7,897 |
| 5 | 22-010 | 9/10/2022 | J Martin | Nature and Water Play Park V6 | AWS Services | Increased pricing toilet block, shade sails, outdoor furniture and | \$44,348 |
| 6 | 22-010 | 9/10/2022 | M Aldaghstani | Nature and Water Play Park V5 | AWS Services | Removal tree trunk, fix leaking pipe | \$5,340 |
| 7 | 22-010 | 9/10/2022 | CEO - KO'B | Nature and Water Play Park V8 | AWS Services | Inclement weather | \$7,815 |
| 8 | 22-011 | 10/10/2022 | CEO - KO'B | Nature and Water Play Park V11B | AWS Services | Additional buffet table under 2nd shelter | \$11,527 |
| 9 | 22-012 | 25/11/2022 | CEO JM | Cleaning HTH, Art Gallery, Wesley | Woodys Cleaning | Additional Cleans HTH | \$2,577 |
| 10 | 16-025B | 25/11/2022 | CEO JM | Cleaning HTH, Art Gallery, Wesley | Woodys Cleaning | Additional Cleans HTH | \$676 |

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 | RCCC-04 | 1/10/2022 | Council | Civica | Integrated Cloud Based Services Solution | \$1,572,235 |
| 2 | 23-008 | 24/11/2022 | CEO | Willmore Contractors | Baillie Street All Accessible Car Park, Lister House | \$205,705 |
| 3 | 23-006 | 28/11/2022 | Council | Plazzer | Construction of Accessible Change Rooms & Function Room, HAC | \$949,900 |
| 4 | 23-009 | 22/12/2022 | Council | Mintern | Reconstruction of (section) Golf Course Road | \$267,095 |
| 5 | 23-013 | 16/12/2022 | CEO | Greenway Hirst Page | Horsham City Oval Pavilions Construction Design and Documentation | \$189,950 |

Finance & Performance Report - 31 December 2022 Investments & Loans



| | Interest Rate | |
|------------------------------|---------------|-----------------------------------|
| Corporate Investment Account | 3.30% | |
| 11 Term Deposits | 0.71% - 4.08% | Ranging 187 Days to 308 Days |
| Last investment | 4.08% | 293 Days 04/10/2022 to 24/07/2023 |

Value of Loans Outstanding at Year End \$'000



Breakout of Loans Outstanding

| Purpose | Interest Rate | Original Principal | Outstanding at 30 Jun 23 | Start Date | Year End Date | No. of Years |
|--|---------------|--------------------|--------------------------|------------|---------------|--------------|
| 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 | 400,000 | 23 Jun 18 | 23 Jun 28 | 10 P |
| *Livestock roofing | | 1,887,143 | 1,517,143 | 29 Jun 20 | 29 Jun 44 | 24 P |
| *HACC redundancies | | 955,000 | 155,000 | 29 Jun 21 | 29 Jun 23 | 3 P |

* Funded from internal cash reserves

No new loan borrowings have been included in the 2022/23 budget.

Finance & Performance Report - 31 December 2022

Application Status of Non-Recurrent Grant Applications

| Project | Funding Source | Project Total | Grant | Other Grant Sources | Council Contribution | Other Sources | Project Status / Stage |
|---|------------------------------------|---------------|-----------|---------------------|----------------------|---------------|------------------------|
| Local Roads & Community Infrastructure (round 2) | | | | | | | |
| 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 |
| Local Roads & Community Infrastructure (round 3) | | | | | | | |
| 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 |
| Weir Park Public Convenience Upgrade | Department of Infrastructure | 31,800 | 31,800 | - | - | - | Project Commenced |
| Telangatuk Public Convenience Upgrade | Department of Infrastructure | 131,944 | 131,944 | - | - | - | 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 | 68,620 | - | - | - | Project Commenced |
| Horsham North Footpath Upgrade Program | Department of Infrastructure | 243,800 | 325,180 | - | - | - | 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 |
| 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 | 146,576 | 113,352 | - | 15,878 | 17,346 | 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 |
| Horsham Rural City Land Care Facilitator | DELWP | 197,995 | 173,955 | 24,040 | - | - | Project Commenced |
| 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 |
| 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 | 1,225,000 | 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 | Roadside Pests and Weeds 2021-2022 | 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 |

Finance & Performance Report - 31 December 2022
Application Status of Non-Recurrent Grant Applications

| Project | Funding Source | Project Total | Grant | Other Grant Sources | Council Contribution | Other Sources | Project Status / Stage |
|---|---------------------------|-------------------|-------------------|---------------------|----------------------|------------------|------------------------|
| 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 | Project Commenced |
| Combined Planning Scheme Amendment C79 | DELWP | 30,000 | 30,000 | - | - | - | Project Commenced |
| | | 32,175,551 | 22,158,497 | 3,357,170 | 4,647,246 | 2,112,638 | |
| | | | 69% | 10% | 14% | 7% | |

Spendmapp Monthly Report

Local Government Area: Horsham Rural City Council

Spendmapp cleans and analyses bank transaction data by time, geography, Expenditure Category and Type allowing continuous monitoring and analysis of local economic activity.

For the month of December 2022:

- Resident Local Spend was \$30.6M. This is a 1.07% increase from the same time last year.
- Visitor Local Spend was \$15.9M. This is a 8.22% increase from the same time last year.
- Total Local Spend was \$46.4M. This is a 3.41% increase from the same time last year.
- Resident Escape Spend was \$11.2M. This is a 29.85% increase from the same time last year.
- Resident Online Spend was \$12.1M. This is a 0.85% increase from the same time last year.

The 29.85 % increase in Resident Escape Spend means local goods and service providers are losing market share to non-local businesses.

Expenditure by Expenditure Type

These expenditure charts show the long-term pattern of expenditure activity by Expenditure Type across the Horsham Rural City Council LGA. Typically, we see spending spikes at Easter and Christmas; dips in the post-Christmas period; and a steady climb through winter.

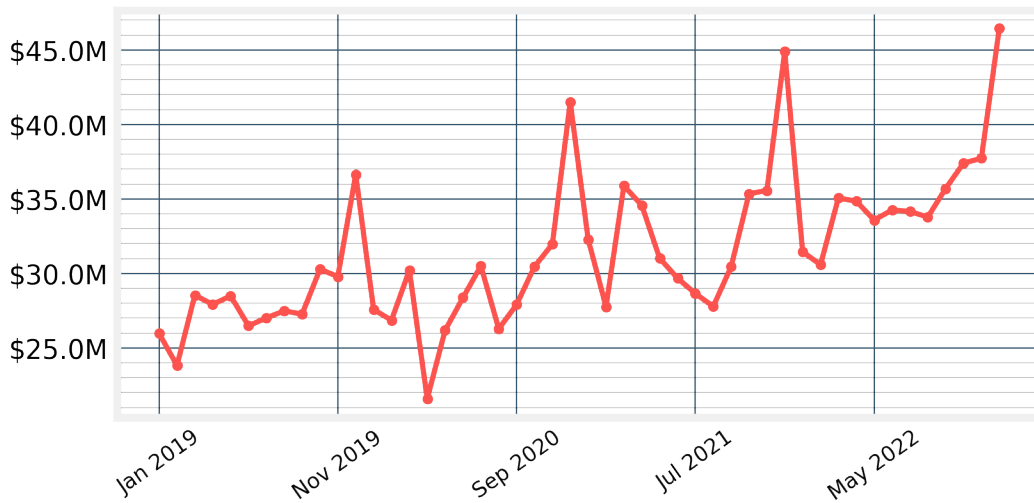
By way of a benchmark, the mean ratio of Resident Online Spend to all resident spending is 0.22. That is, for every dollar spent by resident cardholders anywhere, 22c goes online. Another 34c is in Escape Expenditure and the rest is spent locally.

Over the last few years across most of Australia, total expenditure has been relatively flat, even in fast growing municipalities. The exception to this has often been in Resident Online Spend, which continues to grow relative to Total Local Spend.



Total Local Spend

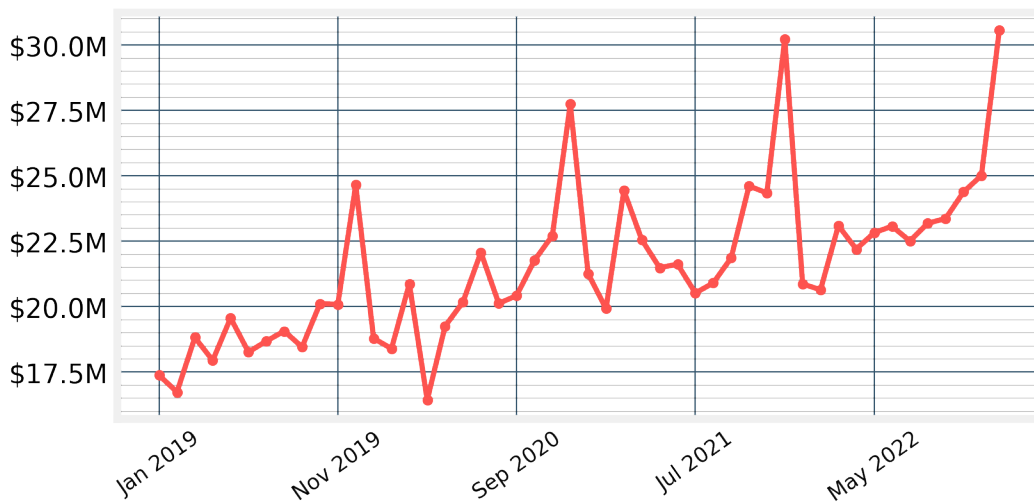
The total amount spent with merchants within the Horsham Rural City Council LGA.



Over the last 48 months, the spending trend (as shown by the trendline in the Spendmapp app) for Total Local Spend has been upwards.

Resident Local Spend

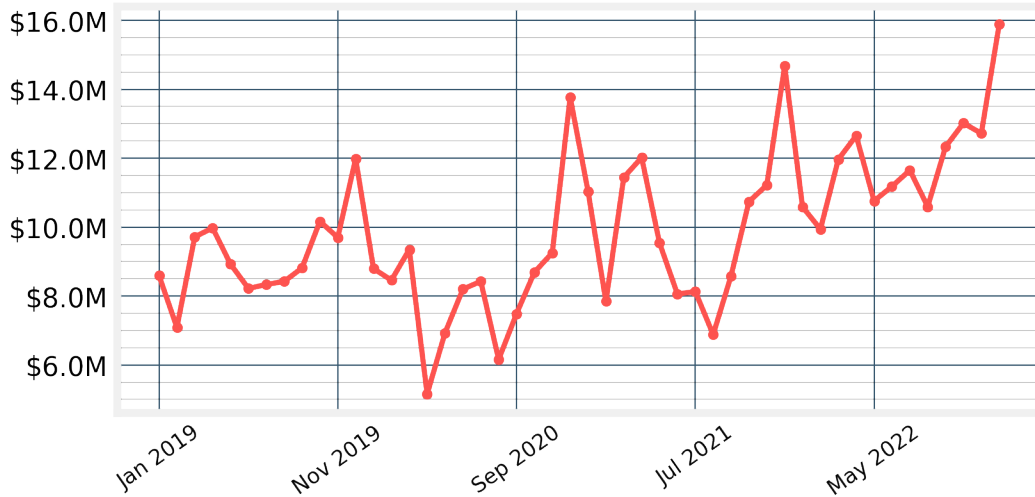
The amount spent by residents and local businesses with merchants inside the Horsham Rural City Council LGA.



Over the last 48 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Local Spend has been upwards.

Visitor Local Spend

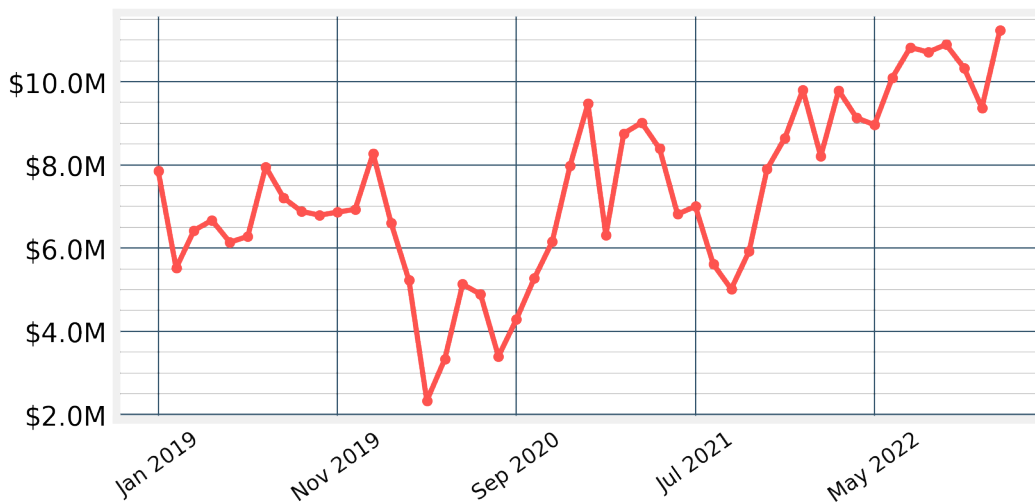
The amount spent by non-residents and non-local businesses with merchants inside the Horsham Rural City Council LGA.



Over the last 48 months, the spending trend (as shown by the trendline in the Spendmapp app) for Visitor Local Spend has been upwards.

Resident Escape Spend

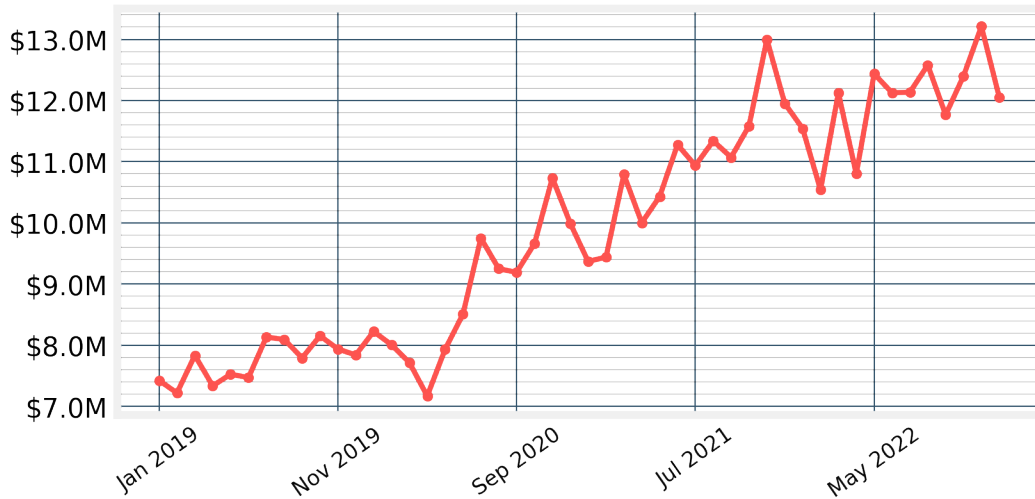
The amount spent by residents and local businesses outside the Horsham Rural City Council LGA.



Over the last 48 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Escape Spend has been upwards.

Resident Online Spend

The amount spent by Horsham Rural City Council LGA residents and local businesses with online merchants.

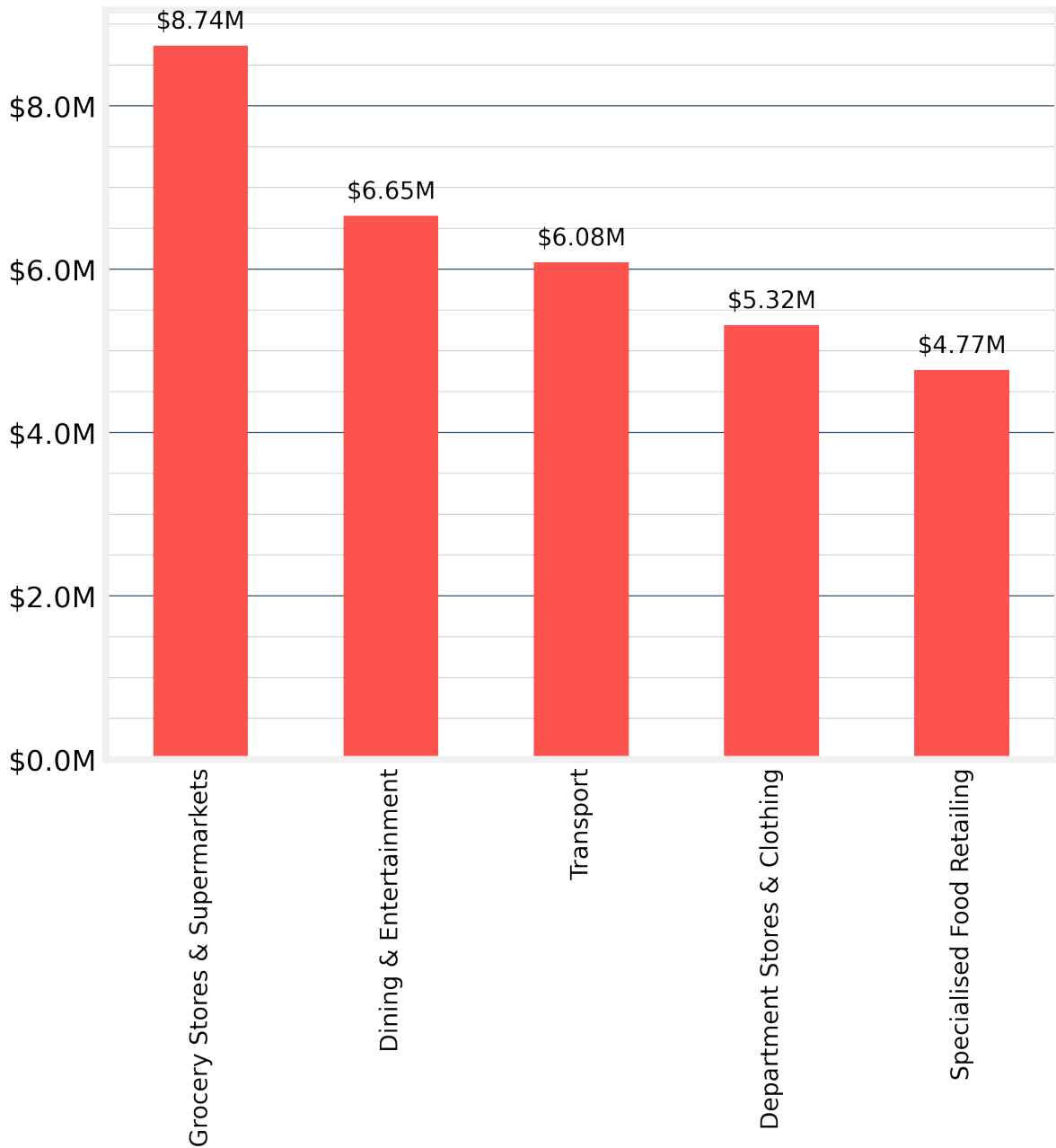


Over the last 48 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Online Spend has been upwards.

Expenditure by Expenditure Category

The Top 5 Spending Categories for December 2022

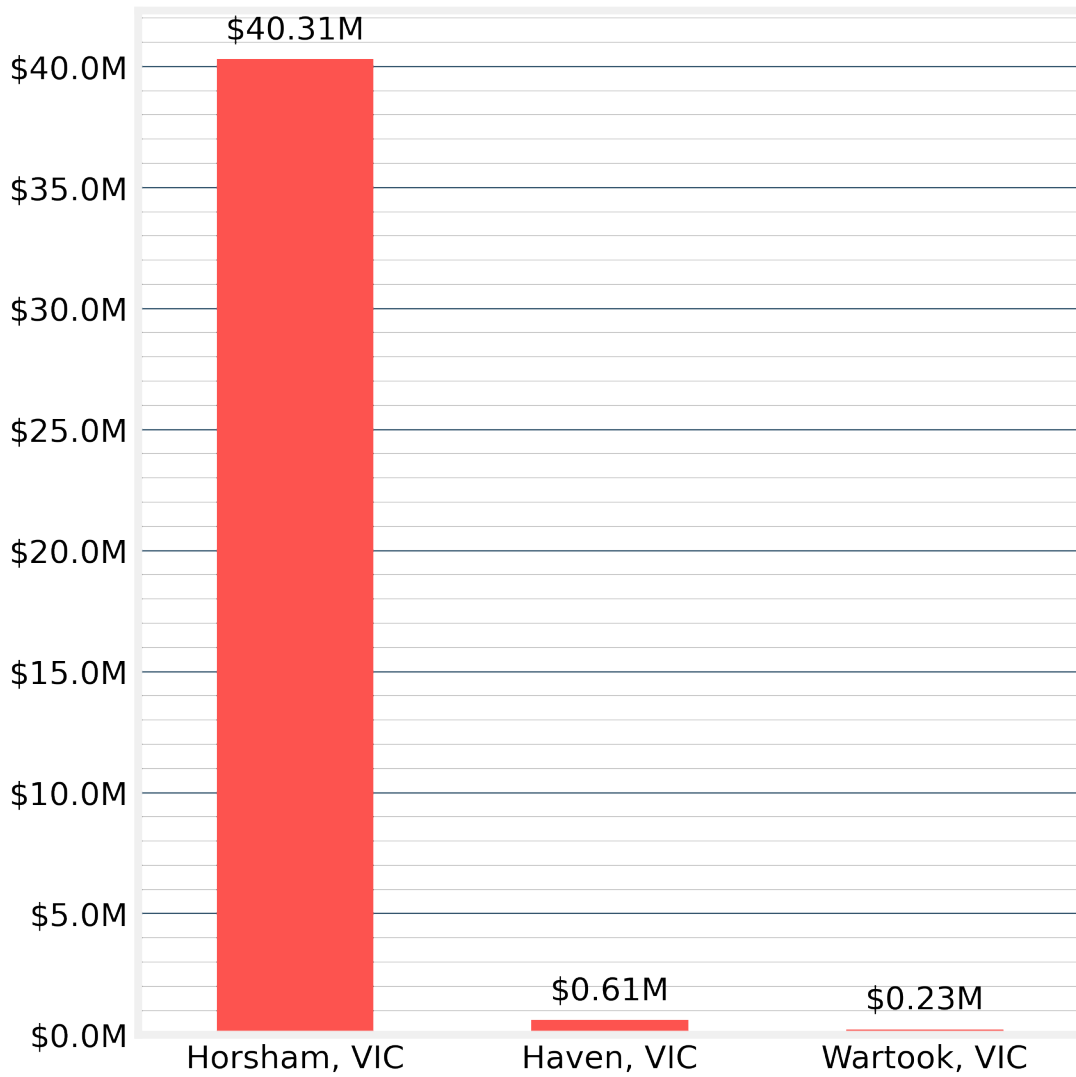
Total Local Spend split by the top 5 Expenditure Categories.



Spend by Origin and Destination

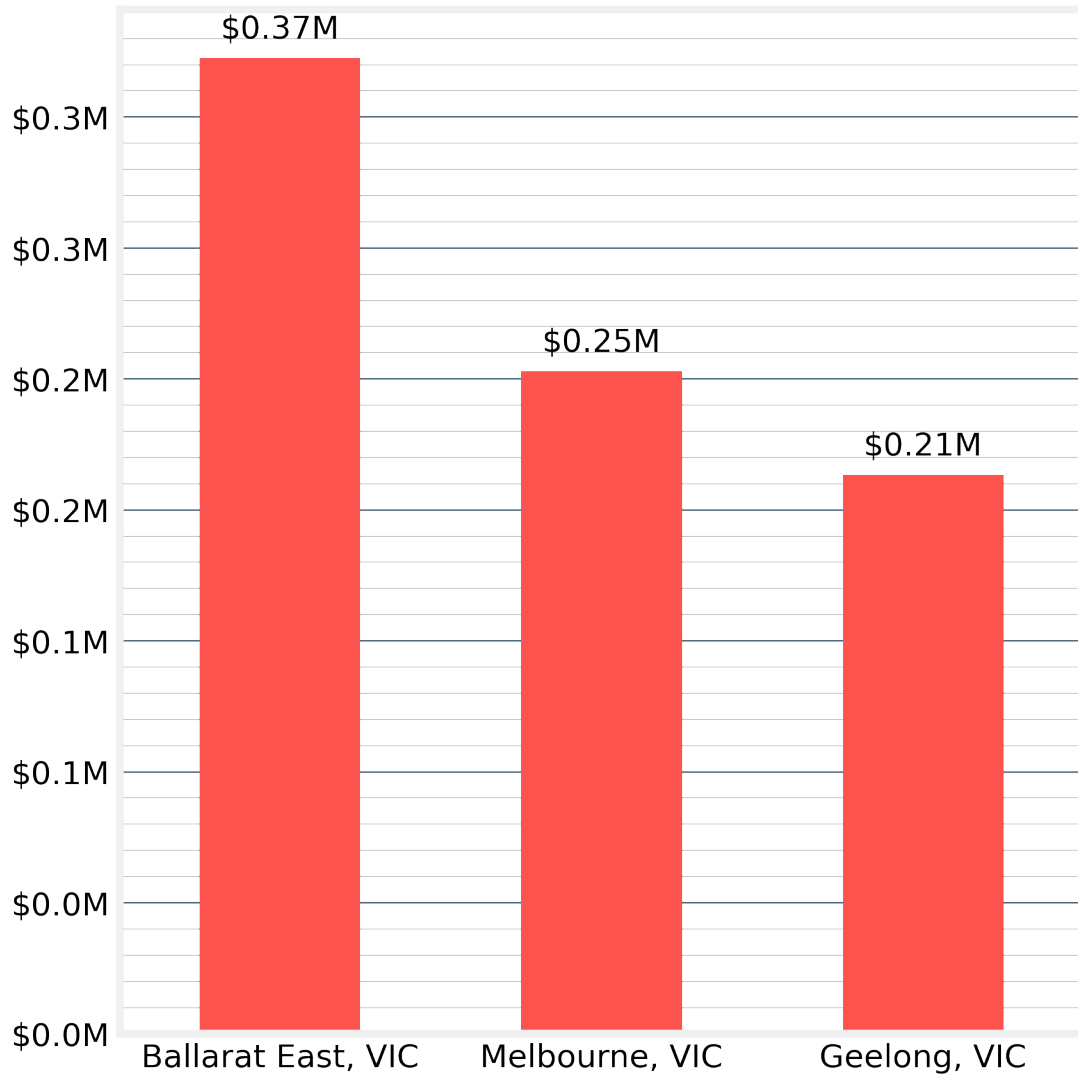
The Top 3 Suburbs by Total Local Spend for December 2022

Total Local Spend by Suburbs of destination (i.e. where the spending occurs)



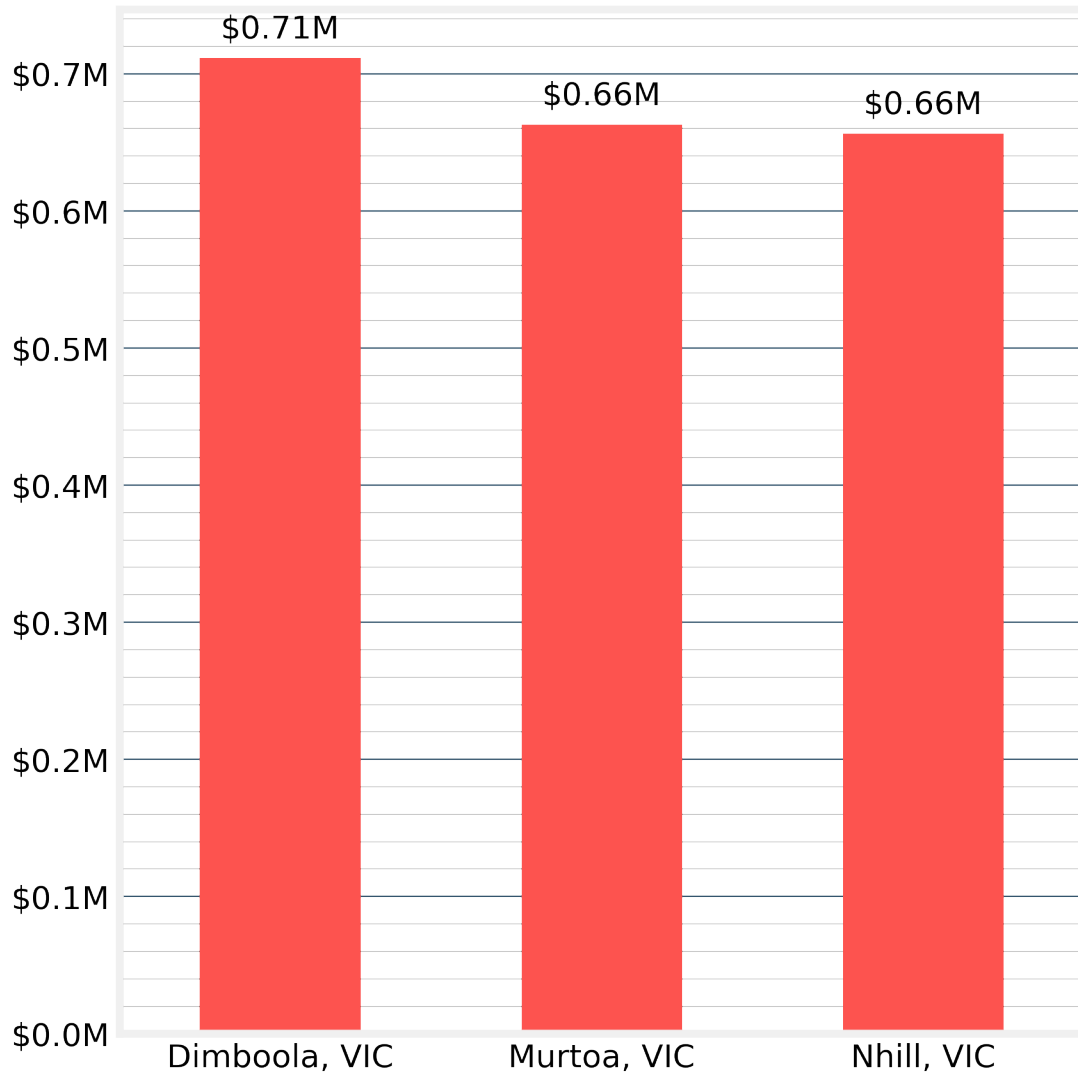
The Top 3 Suburbs by Resident Escape Spend for December 2022

Resident Escape Spend by destination Suburbs (i.e. where the spending goes to).



The Top 3 Suburbs by Visitor Local Spend for December 2022

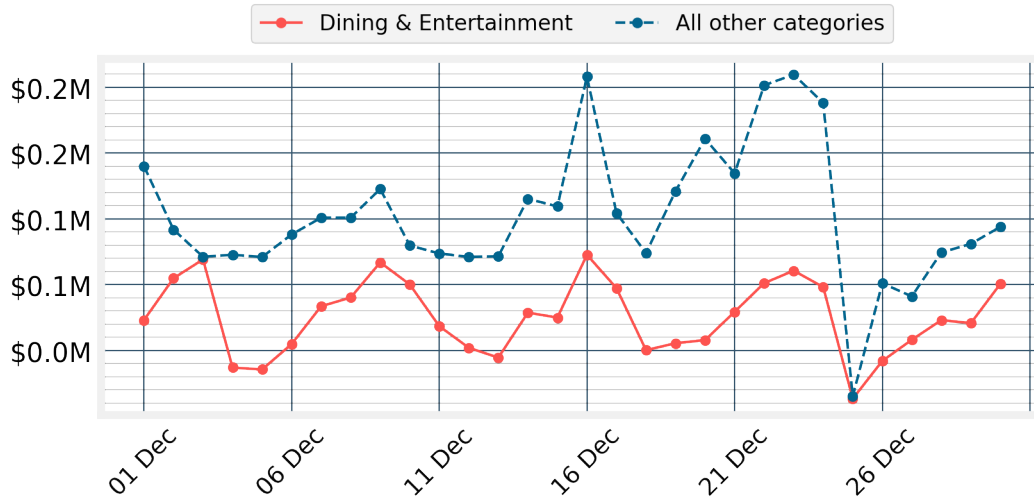
Visitor Local Spend by Suburbs of origin (i.e. where the visitors originate).



Night Time Economy

Night Time Economy for December 2022

The biggest spending night of the month of December 2022 was Friday 16 December with Total Local Spend of \$0.4M. This was made up of \$0.1M in Dining and Entertainment spending and \$0.3M spending in all other categories.



FUTURE THINKING

The next two articles are part of a series which features contributions from the planning students of Victoria and Tasmania. The first article is written by Dr Hulya Gilbert MPIA, a lecturer in planning and human geography at La Trobe University. The work was undertaken by her students Amy Atkinson, Esther Kimani, Firmin Tade, Justine Simpson PIA (Assoc.), Kirsten Miller and Sanjana Gowan. The second article was written and completed by Nick McFarlane, a student at RMIT, on his honours thesis where he studied the influence of statutory planning controls on parcel amalgamations.



Dadswell's Bridge Community Plan

Dr Hulya Gilbert MPIA



Planning students at La Trobe University completed a community planning activity in Dadswell's Bridge as part of the Community Planning and Development subject conducted in 2022.

Following a 2-day field trip, the students conducted one community drop-in session and individual interviews with residents and business owners and produced a 5-year Community Plan for Dadswell's Bridge and presented it to Council staff and committee members.

By gathering insights from the community in terms of the challenges and opportunities that the community faces, the students prepared a community plan to identify priorities for the community and inform Council and other stakeholders in building a sustainable and strong future for Dadswell's Bridge.



Dadswell's Bridge is a small community located in a prominent rural location in close proximity to the Grampians National Park. Located on Wotjabaluk, Jaadwa, Jadawadjali, Wergaia and Japaaulk country, the settlement is approximately 20 km southeast of Horsham and 238 km from Melbourne.

Largely rural, Dadswell's Bridge is home to the Giant Koala and the famous Australian Turkey Farm. The community

represents a mix of farmers and tourism business owners from diverse cultural backgrounds. Over the last two decades, the community has experienced a series of flood and fire events with significant damage to homes and businesses.

The community at Dadswell's Bridge has a strong attachment to 'place' with their identity strongly tied to the features such as the Giant Koala. While the strong social capital and sense of solidarity were mentioned by most community members and evident during the natural hazards over the last fifteen years, there has been an emergence of fractures within the community between the older generation of farmers and the younger generation of tourism venue operators.



Other barriers voiced by the community included the following:

- **Traffic safety:** The Western Highway cuts through the town, creating safety issues concerning pedestrians as well as drivers, due to the high-speed limits, and lack of slip lanes and signages
- **Insufficient and neglected infrastructure:** Lack of accessible public toilets at the Giant Koala precinct, degraded toilets at the tennis court, poor internet and mobile phone coverage affecting the services offered by the tourism operators (e.g. walking tours).
- **Shrinking population:** Difficulty in the retention of young people due to a lack of employment opportunities and the difficulties sourcing staff and tradespeople due to the remote location.
- **Environmental challenges:** Reoccurring shocks and stresses due to floods, and bushfires.

Community planning also gives a voice to the aspirations of a community and there were several opportunities that emerged throughout the community engagement:

- **Geographic positioning:** Halfway along the main highway between Melbourne and Adelaide. The VLine bus stop is in the centre of Dadswell's Bridge.
- **Doorstep to the Grampians:** An authentic and laidback quintessential Australian atmosphere attracting tourists to Dadswell's Bridge and neighbouring Grampians National Park, Pink Lakes and Silo Art Trail.
- **Rich history and community spirit:** Passionate about the Giant Koala the community regularly contributes to its upkeep. The region is rich in gold mining stories and artefacts.

In analysing and piecing together the range of responses, the following vision statement for the Dadswell's Bridge community was proposed:

- A cohesive and active community with regular activities and events to meet the needs of an evolving community
- A safe and clean precinct around the Giant Koala to enable safe stopping for passing vehicles as well as the visitors that arrive through the VLine services
- A welcoming and well-known gateway to the Grampians within a tranquil bush setting

In light of this vision, identified priorities for action included: better opportunities and guidance for the businesses to work together, facilitation of regular community activities, slowing down vehicles on the stretch of the Western Highway to encourage further visits and the inclusion of Dadswell's Bridge on the tourist maps for the region.

Falling under the four pillars of safety and placemaking, respect to, and connection with nature, community empowerment and business and tourism capacity building, an action list was proposed with each item indicating the timeframe,

the methods and the stakeholder who is responsible for enactment. This was in the hope that this work will be a foundation for further community engagement and catalyse further engagement with the Dadswell's Bridge community.

Following the presentation of this Community Plan to the staff and committee members at Horsham Rural City Council (HRCC), various teams at Council are currently exploring how best to implement some of these initiatives proposed by the students.

The Planning students at La Trobe thank the community members at Dadswell's Bridge and HRCC staff, especially Fiona Gormann and her team who generously gave their time to this process.

We acknowledge the traditional owners of the land on which this project took place, and we pay our respects to their elders, past, present and emerging and acknowledge that they never ceded sovereignty. ●

In June 2022, Latrobe University students as part of Winter Semester, participated in a community planning activity at Dadswells Bridge. Over 2 days, La Trobe Community Planning and Development students gathered community feedback and evidence on improvements required for Dadswells Bridge, to undertake the development of a Community Plan for the location.

The students presented the Community Plan to Council at the Council Briefing held in September 2022, and the Business Development and Tourism team are presenting the final version of the Community Plan to Dadswells Bridge residents on 23 January 2023.

Dr Hulya Gilbert, Lecturer from Latrobe University submitted an article in the December Planning Institute of Australia Planning News which outlines the work completed and the efforts made by students in partnership with Horsham Rural City Council.



MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS
ON MONDAY 6 FEBRUARY 2023 AT 5.00PM

Attendance: Cr Robyn Gulline, Mayor; Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power Cr B Redden (virtual attendance), Cr I Ross, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Sue Sheridan (Item 4.1 only).

1. WELCOME AND INTRODUCTION

The Mayor welcomed everyone to the meeting.

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 Grampians Tourism 2023-24 Contribution Discussions 5.00pm – 5.30pm

Attending: Marc Sleeman (CEO)

Presentation received from Marc Sleeman

3.2 GWMWater Update 5.30pm – 6.00pm

Attending: Mark Williams (Managing Director) and Peter Vogel (Chair)

Presentation received from GWMWater

3.3 Inspector of Municipal Administration 6.15pm – 7.00pm

Attending: David Walker, Senior Investigator & Peter Brasher

Presentation by David Walker.

3.4 WIM Resource – Pre Public Release of EES 7.00pm – 7.30pm

Attending: Michael Winternitz, Michael Davies & Murray Wilson

Cr Robyn Gulline, Mayor declared a Conflict of Interest and left the room for this item.

Presentation by WIM Resource.

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Horsham Railway Corridor Planning/Underpass (Kevin) App. 4.1 7.30pm – 7.50pm

Attending: Sue Sheridan to attend (*in person*)

Discussed.

5. REPORTS FOR INFORMATION ONLY

Nil

6. GENERAL DISCUSSION (Sunil Bhalla)

7. CLOSE

The meeting closed at 9.00pm



MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS
ON MONDAY 13 FEBRUARY 2023 AT 5.00PM

Attendance: Cr Robyn Gulline, Mayor; Cr D Bowe, Cr P Flynn, Cr B Redden (virtual attendance), Cr L Power, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Carolynne Hamdorf (Item 3.1 only), Joel Hastings and Fiona Gormann (Item 3.2 only).

Apologies: Cr I Ross, Cr C Haenel

1. WELCOME AND INTRODUCTION

The Mayor welcomed everyone to the meeting.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Nil

3. PRESENTATIONS

3.1 Wimmera Multi-Purpose Regional Sports Facility Feasibility Study Appendix 3.1 **5.00pm – 6.00pm**

Attending: Malcom Kuhn and Kate Maddock (Otium Planning Group), Carolynne Hamdorf (*all attended in person*)

Presentation received from Otium Planning Group.

3.2 Horsham Urban Renewal Project Update (Appendix 3.2) **6.00pm – 6.30pm**

Attending: Rebecca Finn (Urbanfold) (*virtual attendance*), Joel Hastings and Fiona Gormann (*attended in person*)

Presentation received from Urbanfold.

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Quarterly Reporting 2022-23 (Kim) Appendix 4.1 **6.30pm – 6.45pm**
Discussed.

4.2 Annual Action Plan 2023-24 (Kim) Appendix 4.2 **6.45pm – 7.15pm**
Discussed.

4.3 Waste Tenders (John) Appendix 4.3 **7.15pm – 7.30pm**
Discussed.

5. REPORTS FOR INFORMATION ONLY

5.1 Investment Attraction & Growth Report (Kevin) (Appendix 5.1)
Discussed.

5.2 VCAT/Planning/Building Update (Kevin) (**Appendix 5.2**)
Discussed.

6. GENERAL DISCUSSION (Sunil Bhalla)

7. CLOSE

Meeting closed at 8.40pm



MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS
ON MONDAY 20 FEBRUARY 2023 AT 5.00PM

Attendance: Cr Robyn Gulline, Mayor; Cr D Bowe, Cr P Flynn, Cr B Redden, Cr L Power, Cr I Ross, Cr C Haenel, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Heather Proctor, Krishna Shrestha.

Apologies: Nil

1. WELCOME AND INTRODUCTION

The Mayor welcomed everyone to the meeting.

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 Asset Plan *(Presented by Krishna)*

3.2 Review of Capital & Initiatives *(Presented by Kim and John)*

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Annual Action Plan 2023-2024 *(Presented by Kim)*

4.2 City Oval Hocking Street Reconstruction Contract
Discussed

4.3 City Oval Netball Courts Construction Contract
Discussed

5. VERBAL REPORTS

5.1 Silo Art Update

5.2 Grampians Tourism MOU

6. REPORTS FOR INFORMATION ONLY

6.1 Monthly Finance Report *(Presented by Kim and Heather)*

7. GENERAL DISCUSSION (Sunil Bhalla)

MAV Elections were discussed

8. CLOSE

Meeting closed at 8.00pm

Minutes - Older Persons Advisory Committee

10:00am – 12:00pm Wednesday 16 November, 2022

@ Kalkee Road Children's and Community Hub

24-28 Kalkee Road

Attendees

Members - Laureen Sherriff, Shane Keenan, Elaine Cooper, Beryl Moloney, Wes Hazelden, Cheree Ladlow and June Liddy.

HRCC - Mandi Stewart, Olivia Morris, Jason Brady and Daniel Rees.

Apologies

Rick Walker, Pamela Baker, Faye Alison-Smith.

Welcome and Introductions

- a) The Chairperson provided an acknowledgement of country and welcomed attendees to the meeting.
- b) Attendees introduced themselves to the committee and presenters.

Parking Meters

- a) Mandi Stewart and Jason Brady introduced the Parking Meters project. They provided some context around why the new parking meters are being introduced.
- b) Discussion and feedback: promoting parking meter changes.
- c) Works to begin installing new meters in February / March, 2023.
- d) People can pay with coins, card or on an app.
- e) There will be one machine for a group of car parks.
- f) Horsham Rural City Council (HRCC) will visit Wimmera Mobility Group and disability services.
- g) HRCC will develop Easy English Documents to promote parking changes.
- h) Sample machine will be at Kanamaroo and possibly at the Plaza after that.

Suggestions:

- Send a mail out regarding parking changes.
- Two pages spread in the Weekly Advertiser including all of the changes, prices, fines & processes.
- Include a 'how to' video on YouTube.

Action: Find out how many car parks will be lost by including wombat crossings.

Business Accessibility

- a) Olivia introduced the Business Access and Inclusion Project
- b) Focus areas of the project include:
 - i. Physical Access
 - ii. Accessible Communication
 - iii. Disability Awareness
 - iv. Inclusive Employment
- c) New HRCC employee, Jane Combe, will lead the project.

Suggestions:

- Isles are too narrow.
- Fixtures are poorly placed.
- Lack of awareness of people's needs and poor customer service.
- Supermarkets have poor accessibility to the registers, floor markings and better signage would help.
- Products too high on shelves.
- 1800 number for Coles or Woolworths can assist with issues at supermarkets.
- Needed to make an appointment to get service at ANZ bank, poor customer service.
- Provide a quiet, confidential desk (screens) for people to discuss private matters.
- Promote project in Weekly Advertiser.
- Improved advertising of opening times & days closed.

Action: Progress on Wembley Chambers accessible carpark.

WHO Age Friendly Cities Checklist

- a) Outdoor spaces and buildings:

Suggestions:

- Could be more seating on Southbank side of the river.
- Not enough green space in Horsham North.
- Pavements need vast improvements, they are uneven in a lot of places.
- Coaches coming down Firebrace Street will have to stop at zebra crossings and cause severe delays.
- Vision issues across the round-about due to shrubs in round-about.

Action: Print and leave at Customer Service - Age Friendlies Cities Checklist.

Next Meeting

February, 2023

| Action | Task | Responsibility | Status |
|--------|--|----------------|---|
| 1 | Follow up with the Town Hall regarding wheelie walker issue previously raised by Elaine Cooper. | Kevin O'Brien | Complete 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 | Complete OPAC letter helped to strengthen grant application for developments to the Horsham Cinema. Grant was successful. |
| 3 | The committee asked if they could have an update on the World Health Organisation checklist for age friendly cities priorities. | Daniel Rees | Complete Included on November Agenda, follow up for community groups to complete prior to February meeting. |
| 4 | Send link for Investment Opportunities to members. | Daniel Rees | Complete |
| 5 | Follow up caravan parking issue. This includes considering the instalment of better signage / promotion of caravan parking spaces. | Annie Mintern | |
| 6 | Find out how many car parks will be lost by including | Daniel Rees | |

| | | | |
|---|---|-------------|----------|
| | wombat crossings. | | |
| 7 | Print and leave at Customer Service - Age Friendlies Cities Checklist | Daniel Rees | Complete |