

AGENDA

MEETING OF THE
HORSHAM RURAL CITY COUNCIL

To be held on
27 November 2023
At 5.30pm

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



**COUNCILLORS are respectfully requested to attend the Council Meeting
of the Horsham Rural City Council to be held on 27 November 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, Jaadwa, Jadawadjali, Wergaia and Jupagulk 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 practicable.

4. APOLOGIES

5. LEAVE OF ABSENCE REQUESTS

A leave of absence request has been received from Cr Penny Flynn from 27 November 2023 to 4 February 2024 (inclusive).

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 23 October 2023 and 16 November 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.

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Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(g) – Private Commercial Information

CLOSE



SUNIL BHALLA
 Chief Executive Officer

REPORTS FOR COUNCIL DECISION

9. OFFICERS REPORTS

9.1 QUARTERLY PERFORMANCE REPORT: JULY – SEPTEMBER 2023

Author's Name:	Sarah Mclvor	Director:	Kim Hargreaves
Author's Title:	Project Officer – Corporate Reporting	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F18/A10/000001

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Quarterly Performance Report: July - September 2023 (**Appendix 9.1A**)

Purpose

To receive and note the Quarterly Performance Report for Quarter 1, comprising 1 July – 30 September 2023.

Summary

- The Quarterly Performance Report is a key component of our commitment to continuous improvement, transparency and accountability back to Council and the community.
- The Quarterly Performance Report brings together a range of reports including:
 - Quarterly Finance Report;
 - Progress against Annual Action Plan deliverables;
 - Service Performance Indicators;
 - Councillor Expenses.
 - Progress against Major Projects and Capital Works
 - Customer Service Performance.
 - Consolidated data on Community Engagement

Recommendation

That Council receive and note the Quarterly Performance Report for Quarter 1, comprising 1 July to 30 September 2023 (**Appendix 9.1A**).

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. It also encompasses a report on Council's community engagement activities for the quarter, which is subject to ongoing review and development in future quarterly reports.

To further support our reporting, Council has a Financial and Performance Reporting Framework in place that provides guidance on 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; and
- 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 Council's continual improvement process, this report provides Councillors and the community with updates on progress against the Annual Action Plan 2022-2023 and other key strategic items. The report also provides Local Government Performance Reporting (LGPRF) data which is a mandatory system of performance reporting for all Victorian councils. LGPRF data is listed as "Service Performance Indicators" within the report.

A report on community engagement has been added to this report and provides an overview of Council's community consultation on a wide array of projects and initiatives over the course of the financial year.

Options to Consider

The Local Government Performance Reporting Framework is a mandatory system of performance reporting for all Victorian councils. It ensures that councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

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 is prepared through cross-departmental consultation within Council. Following EMT endorsement, it will progress to Council Briefing before formal endorsement at a Council Meeting.

Innovation and Continuous Improvement

Ongoing refinements are made to ensure the report provides clear and concise reporting on key strategic items.

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 provides that *"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 report for Council and the community to assess Council's performance against a number of key measures.

9.2 DRAFT HORSHAM SOUTH STRUCTURE PLAN

Author's Name:	Jasmine Butler	Director:	Kevin O'Brien
Author's Title:	Coordinator Strategic Planning	Directorate:	Communities and Place
Department:	Investment Attraction and Growth	File Number:	F24/A11/000006

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Draft Horsham South Future Urban Structure (**Appendix 9.2A**)

Draft Proposed Residential Density Plan (**Appendix 9.2B**)

Purpose

To present the Draft Horsham South Structure Plan - Future Urban Structure and release it for public consultation.

Summary

- The Draft Horsham South Future Urban Structure and associated documents have been prepared for public release and feedback.
- The upcoming consultation phase will provide a key opportunity to seek feedback that will assist to finalise the Horsham South Structure Plan.

Recommendation

That Council:

1. Receive and note the Draft Horsham South Structure Plan - Future Urban Structure (**Appendix 9.2A**).
2. Release the Draft Horsham South Structure Plan – Future Urban Structure for public consultation and feedback (**Appendix 9.2A**).

REPORT

Background

The Horsham South Structure Plan project is being prepared to coordinate development and infrastructure delivery in Horsham South. This will:

1. Provide certainty to both industry and the community about how the area will develop;
2. Ensure efficient, timely and cost effective infrastructure delivery; and
3. Reduce the potential for land use conflicts, interface and amenity issues.

Development of the Horsham South Structure Plan and Future Urban Structure

The *Horsham South Structure Plan* project commenced in 2019 and will be developed and refined over a number of phases (Figure 1). To date, the project has included a Technical Analysis of the subject area (Phase 1), followed by two rounds of community consultation (Phase 2 and 3). Phase 3 provided an Emerging Option Plan and potential change areas based on the previous rounds of community engagement and technical analysis work.

Phase 4, which is the development of the *Draft Future Urban Structure* (Figure 2, see also **Appendix 9.2A**) has now been developed to present a draft framework for development of the area. It has been informed by a number of further background technical studies and provides an opportunity to ‘test’ what is being proposed before the Horsham South Structure Plan is finalised.

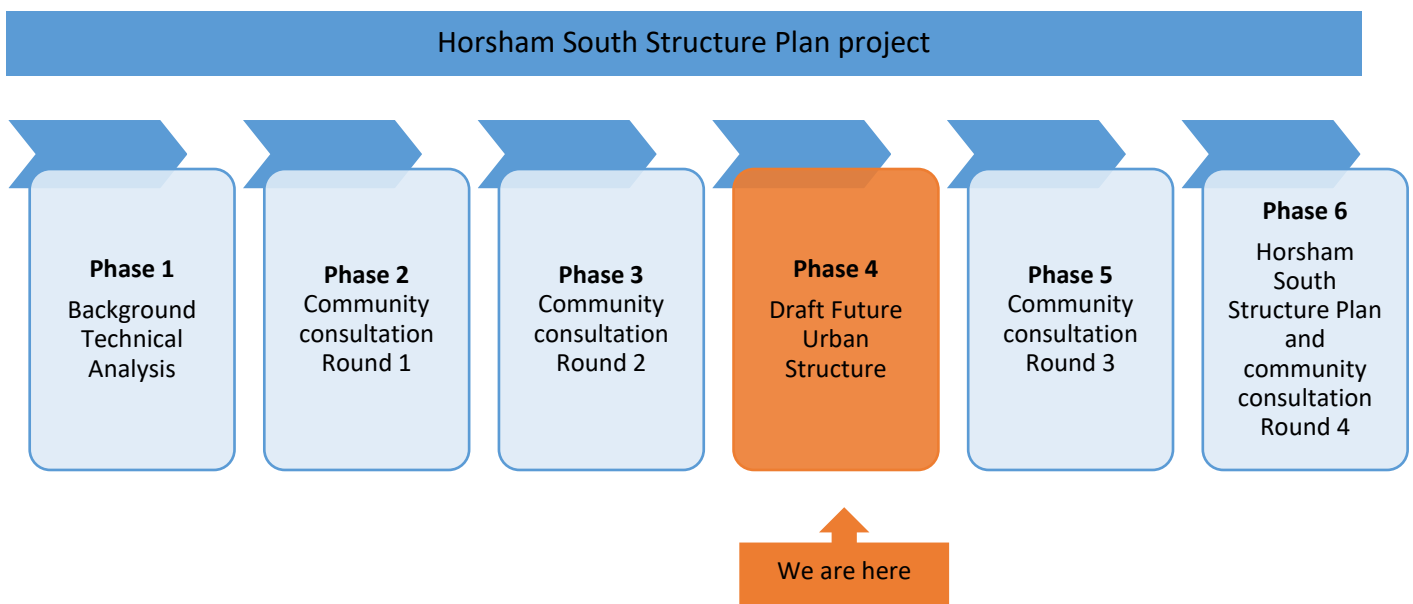


FIGURE 1: DEVELOPMENT OF THE HORSHAM SOUTH STRUCTURE PLAN

Previous Council resolutions

Date	Resolution
February 2021	Council received and noted the <i>Horsham South Emerging Option Webinar Summary</i> , that was to be made available to the public, and resolved to continue with the preparation of the Horsham South Structure Plan - Phase 4.
June 2021	Council received and noted the finalised Horsham South Structure Plan Stage 2 Request for Quote.

Legislative context

The *Planning and Environment Act 1987* is the head of power for local government planning schemes, including the *Horsham Planning Scheme* which regulates development in our region.

Whilst other legislation such as the *Building Act 1993* and *Subdivision Act 1988* also have a role in regulating development, when finalised, the *Horsham South Structure Plan* will provide guidance for development and it is anticipated that the *Horsham Planning Scheme* will require updating. This must be undertaken through a formal planning scheme amendment process, which involves statutory processes, including a public exhibition period for any significant changes such as land rezonings.

Discussion

Draft Horsham South Future Urban Structure

Essentially, the *Draft Horsham South Future Urban Structure* (Figure 1) provides a ‘preview’ of the Horsham South Structure Plan and an important opportunity to check-in with key stakeholders and the wider community on what’s being proposed.

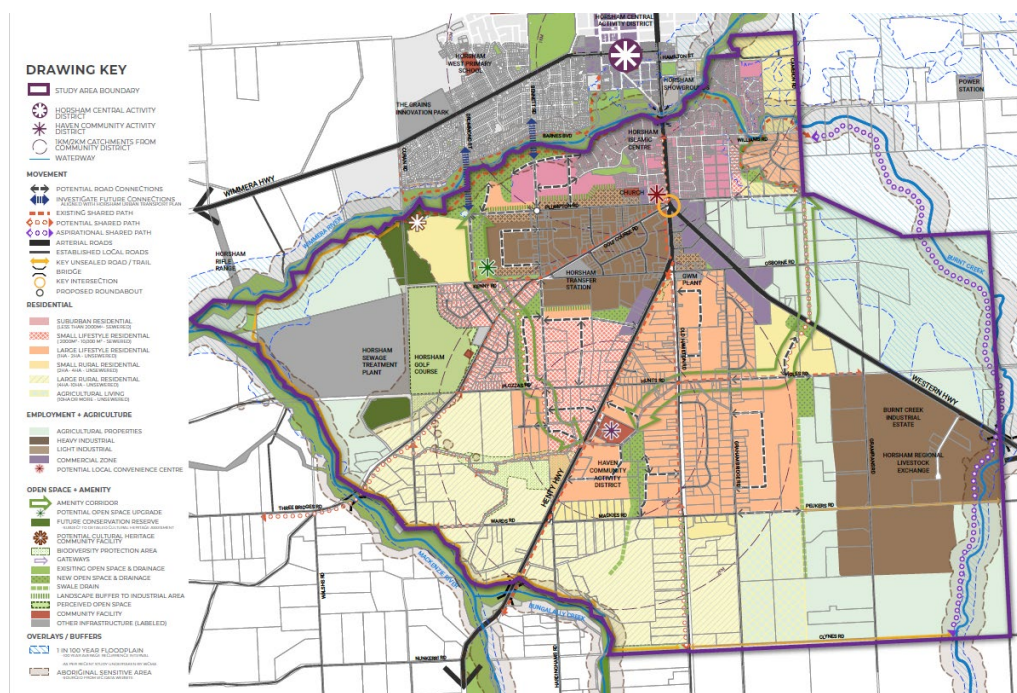


FIGURE 1: DRAFT FUTURE URBAN STRUCTURE (SEE APPENDIX 9.2A)

The *Draft Horsham South Future Urban Structure* has been developed and informed by the following technical work undertaken as part of Phase 4:

- Industrial land supply and demand assessment
- Potentially contaminated land assessment
- Ecology and habitat assessment
- Preliminary drainage assessment
- Servicing (water and sewer) assessment

These reports will be made available to the public on Council’s website as part of future community consultation.

The *Draft Horsham South Future Urban Structure* addresses five key themes, or strategic directions that were identified following Round 1 of community engagement:

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

The residential densities have been developed using previous technical and background studies listed above, as well as the strategic directions and are shown at **Appendix 9.2B**.

Proposed changes to development capacity and servicing

A key feature of the Future Urban Structure is the proposed change to development capacity, first identified in the *Emerging Options Plan* that was released for public consultation in April 2020. The *Emerging Options Plan* identified lot size ranges that would increase development capacity in proximity to Horsham Central Activity District and Haven Community Activity District to ensure optimal use of community facilities and infrastructure, while further subdivision would be limited in areas further away to protect rural living opportunities and agricultural uses.

A key consideration for development capacity is the ability for servicing (water, reticulated wastewater, electricity and telecommunications) to be provided. Since the release of the *Emerging Options Plan*, water and wastewater servicing has been investigated in consultation with key agency stakeholders GWM Water to determine:

- overall wastewater and water demand and its impact on the existing infrastructure;
- required infrastructure, its location and potential size to ensure future lot developments will have reliable water and wastewater supplies;
- the required upgrades to the existing GWM Water assets; and
- any further investigations required as part of the overall Structure Plan.

These investigations have provided further clarity in determining the appropriate development capacity being proposed by the Future Urban Structure, as shown on the *Draft Proposed Residential Density Plan* (**Appendix 9.2B**).

Community engagement overview

The Community Engagement on the *Draft Horsham South Future Urban Structure* will be undertaken over a 10 week period and will involve the following key engagement activities:

- Stakeholder drop-in sessions;
- Council market stall at Haven market;
- Website update and public access to all relevant and completed documents;
- Online webinar, that will be recorded and made available on the website; and
- Opportunity for anyone interested to call, provide written feedback or request to speak with a Council officer about the project.

The approach to community engagement has been developed in consultation with Council's Community Facilitation officer.

Options to Consider

Option 1 (as recommended by this report)

That Council:

1. Endorse the *Draft Horsham South Future Urban Structure* for public release and feedback; and
2. Note the Community Engagement Overview

Implications of Option 1: By endorsing the *Future Urban Structure* for public release and feedback, the community will be provided with the opportunity to have their say on the development of the Horsham South Structure Plan.

Option 2:

That Council delay the public release of the *Future Urban Structure* and associated community consultation to request further information, or for any reason.

Implications of Option 2: There are significant cost and resource implications associated with delays to the project, as well as to the community and development industry. It is imperative that projects such as the Horsham South Structure Plan are progressed to ensure coordinated development, infrastructure delivery and provision of land supply for the broad range of residential, industrial, commercial, community cultural and environmental uses that service community needs.

Sustainability Implications

Development of the Horsham South Structure Plan seeks to provide an appropriate balance between the competing need for development and maintaining environmental sustainability. Any future proposed changes to the *Horsham Planning Scheme* as a recommendation of the *Horsham South Structure Plan* must identify and address social, environmental and economic impacts as part of the formal statutory planning scheme amendment process.

Community Engagement

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

Public consultation will continue to occur at key milestones throughout the structure planning process and Council will endeavour to work with the community in resolving issues that arise and make appropriate changes to the structure plan. The draft Future Urban Structure will be provided for community comment for a period of 10 weeks.

Innovation and Continuous Improvement

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

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

Collaboration

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

Financial Implications

Funds for the costs to be incurred for the preparation of the Structure Plan have been allocated within the Strategic Planning budget as part of budget preparation for the 2023-24 financial year.

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

Regional, State and National Plans and Policies

- Wimmera River Corridor Plan, prepared for HRCC and the VPA - Draft, January 2018
- Urban Development Program, 2011, Regional Industrial Report Rural City of Horsham, prepared for Department of Planning and Community Development

Council Plans, Strategies and Policies

- Council Plan, 2021-2025, prepared by HRCC, 2021
- Destination Horsham Investment Attraction Strategy and Implementation Plan 2022 onwards, prepared by HRCC 2022.
- Horsham Framework for Managing Growth, October 2013, Prepared for HRCC by Meinhardt Infrastructure and Environment Pty Ltd
- Open Space Strategy 2019
- Social Infrastructure Framework 2020
- Urban Transport Plan 2020
- Municipal Bicycle and Shared Path Plan 2012 by Driscoll Engineering
- Community Engagement Policy, C04/095

Risk Implications

Not applicable

Conclusion

Phase 4 of the Horsham South Structure Plan project has been completed and is ready for public release so that feedback can be incorporated into its finalisation.

9.3 HORSHAM CITY URBAN RENEWAL PROJECT

Author's Name:	Joel Hastings	Director:	Kevin O'Brien
Author's Title:	Coordinator Statutory Planning and Building Services	Directorate:	Communities & Place
Department:	Investment Attraction and Growth	File Number:	F25/A07/000001

Officer Conflict of Interest

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

Yes No

Reason: Nil

Status

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

Yes No

Reason: Nil

Appendix

Draft Redevelopment Options and Implementation Plan November 2023 (**Appendix 9.3A**)

Horsham City Urban Renewal Project Property Report October 2022 (**Appendix 9.3B**)

Purpose

To present the draft Horsham City Urban Renewal Project Redevelopment Options and Implementation Plan November 2023 and seek community feedback on the proposed draft redevelopment plans.

Summary

The Horsham City Urban Renewal project forms a key element of planning for the future of city. The aim of the project is to transform and revitalise parts of the city to make it a more attractive place to live, work, visit and invest.

The Horsham City Urban Renewal Project identifies a number of sites and precincts suitable for urban renewal to encourage residential, commercial, mixed use and development and the redevelopment provides a clear vision to build on the success of City Gardens and the Saleyard development.

The project seeks to facilitate the development of these precincts through economic modelling, urban analysis, setting a clear vision, planning controls and design guidelines.

The next step is to consider the draft options and seek broader community feedback on the project.

Recommendation

That Council:

1. Receive and note the draft Horsham City Urban Renewal Project Redevelopment Options and Implementation Plan November 2023. (**Appendix 9.3A**)
2. Make the draft Horsham City Urban Renewal Project Redevelopment Options and Implementation Plan November 2023 publicly available and seek the feedback of key stakeholders including businesses, landholders, residents and the broader community.

REPORT

Background

Horsham Rural City Council is planning for the long-term future of our regional city. Being the major provider of retail, community and government services in the Wimmera, Horsham is also undergoing moderate growth associated with a strong agricultural sector and diversification in manufacturing, renewable energy and mining.

A planning response is required to address housing diversity and commercial investment in key strategic sites within the city.

The project will build upon the strengths of Horsham as a Regional Centre and facilitate the transformation of the city through:

- Providing a guide for urban renewal of the city to accelerate the delivery of public and private development.
- The provision of housing choice and diversity.
- Ensuring a land supply pipeline to facilitate regional growth.
- Commercial and financial feasibility, as well as master planning to support development outcomes for these strategic sites.
- The development of strategies to overcome commercial and environmental barriers to development
- The creation of Concept Development Plans
- Achieving a vibrant mix of commercial and residential activity.
- Developing linkages between the city and the river.
- Providing Urban Design guidance for the precincts.

The project will assist in facilitating the redevelopment of key sites and provide a model for urban renewal in regional Victoria.



3 INVESTIGATION AREAS

1. COUNCIL DEPOT SITE/
SELKIRK DR
2. NORTH OF SELKIRK DR/
SOUTH OF WILSON ST
3. FIREBRACE ST/MADDEN
ST/BAKER ST

- 1 Horsham Plaza
- 2 Horsham Aquatic Centre
- 3 Skate Park
- 4 Horsham City Oval
- 5 Botanical Garden
- 6 Sale Yards Redevelopment

The Urban Renewal study area extends from the Wimmera River to the south to Baillie Street to the north and encompasses the Horsham Central Activities District (CAD). The identified urban renewal development sites and precincts which are the subject of this Project Brief include:

- Investigation area 1 - Council Depot and adjoining community uses, 22-32 Selkirk Drive (land area: 2.19 ha.). An existing operational Council Depot which has been identified for relocation. The site is currently zoned General Residential Zone 2 (GRZ2).
- Investigation area 2 - Land north of Selkirk Drive and the HRCC Council Depot site (land area: 4.39 ha.). Land comprises a range of commercial and industrial uses including a Concrete batching plant and vacant industrial land which is considered to be inappropriately located and a conflicting use within the CAD area. The site is currently zoned Commercial 1 (C1Z).
- Investigation area 3 - Commercial land bounded by Firebrace Street, Madden Street, Baker Street and the Botanical Gardens and Harvey Norman retail premises (land area: 1.62 ha.). The land comprises a mix of vacant land, residential housing and commercial uses and is currently zoned Commercial 1 (C1Z) and General Residential Zone 2 (GRZ2).

Project

The project has been funded by Horsham Rural City and the Victorian Planning Authority and is being delivered by urban planning consultants Urban Fold, Echelon Planning and Urban Enterprise.

As part of the staged project plan of the Horsham City Urban Renewal Project, Council is seeking to consider potential development options based on demographic change, commercial and financial assessments, detailed site analysis and stakeholder engagement.

The project is being delivered in stages

1. Planning and Property Report - site Investigation and market analysis
2. Options Assessment - consideration of a range of potential development options and scenarios
3. Final Development Plan – preferred options for future use and development, commercial feasibility and planning recommendations.

Consultation has occurred over the past 12 months with key stakeholders including one on one meetings with landholders and businesses, group workshops and market advice from the property development sector.

The planning and property report (**Appendix 9.3B**) was completed in 2022 and provides a strategic overview of the regional context, investigation areas, planning controls and market analysis.

Redevelopment and Options Report (**Appendix 9.3A**)

A number of options have been developed for the investigation area in response the background work to ensure future development is well integrated into the existing urban neighborhood.

The options recognise the demand for housing, commercial development, open space and connectivity and seek a design response that is respectful of the character of the precinct opens the land up for development and public access.

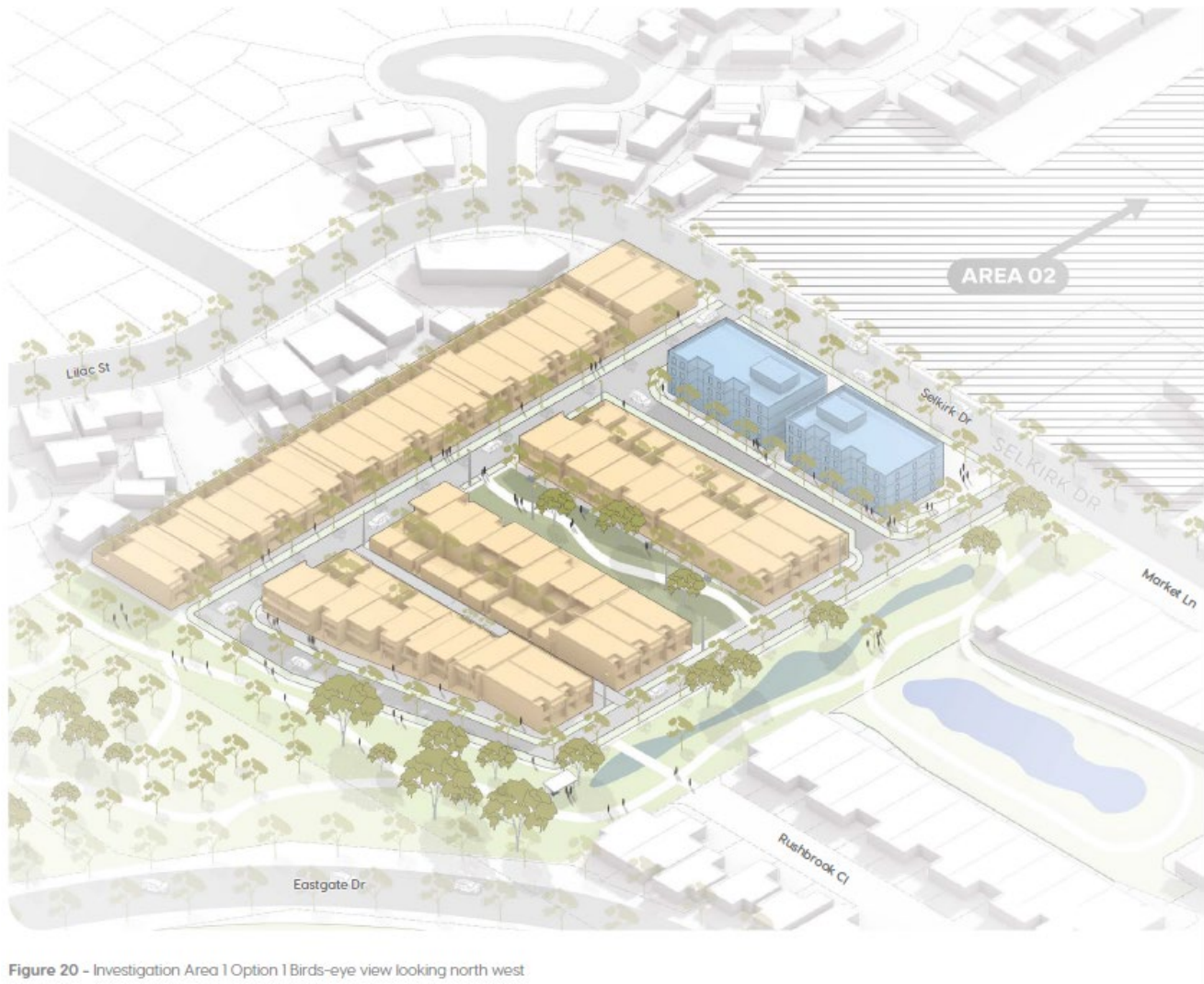


Figure 20 - Investigation Area 1 Option 1 Birds-eye view looking north west

Discussion

The report acknowledges these sites as key for the urban renewal of Horsham providing for housing close to amenities and services, activating commercial development around Wilson and Firebrace St and improving access to public open space connection though to the river.

The report also details the site context and identifies a range of industrial uses including the council depot that no longer compatible with the surround commercial and residential uses and it is anticipated the uses will relocate in the coming years.

Medium density housing has also been identified as key opportunity adding to the diversity of housing options in Horsham and is well supported by the market assessment.

The report identifies the planning controls required to achieve this vision for the precinct. No re-zoning is proposed but a range of planning overlays are proposed to achieve quality development outcomes and will provide certainty to landholders, developers, residents and business on future development.

Options to Consider

Council has the following options regarding the report:

1. Receive the report and make it available for stakeholder feedback
2. Receive the report and request changes prior to stakeholder feedback
3. Refuse to receive the report and do not make it available for stakeholder feedback

Council has identified these sites in the planning scheme for many years for redevelopment and the project forms part of the strategic work program. The project has received funding from the VPA to progress urban renewal in Horsham and option 1 is recommended.

Sustainability Implications

There are no direct sustainability implications as a result of progressing the report but urban renewal is consistent with sustainability principles of encouraging higher density living closer to services and employment.

Community Engagement

As noted above, businesses, landowners and authorities have all been engaged as part of the projects and the decision will allow broader stakeholder feedback to occur for a period of 10 weeks.

Innovation and Continuous Improvement

The project includes a range of innovative approaches to facilitating development through market analysis and planning controls and may provide a new model for encouraging development in regional Victoria.

Collaboration

This project has involved important collaboration between Council, Landowners, and businesses, WCMA, VPA, GWM Water and DEECA (formerly DELWP). It will be important that collaboration with landowners and businesses continues.

Financial Implications

There are no financial implications for Council as a result of this amendment other than standard officer time and project costs.

Regional, State and National Plans and Policies

The project is funded by the VPA and is consistent with state government policy to support growth and development in regions. The proposed policy directions are consistent with the Horsham Planning scheme.

Council Plans, Strategies and Policies

2021-2025 Council Plan – Theme 2 – Livability and Theme 3 Sustainability

Risk Implications

There are no notable risks associated with implementing the recommendation contained in this report.

Conclusion

Horsham City Urban Renewal provides and outlines the opportunity to redevelop a key strategic site and the Draft Redevelopment Options and Implementation plan provides options for future development based on a thorough analysis of the opportunities and constraints on the site, market analysis and key stakeholder feedback.

The release of the report for broader stakeholder engagement and feedback will provide an opportunity to further refine the plans and proposed implementation.

9.4 FAIR ACCESS POLICY

Author's Name:	Dale Schmid	Director:	Kevin O'Brien
Author's Title:	Recreation & Open Space Planning Officer	Directorate:	Communities & Place
Department:	Arts, Culture & Recreation	File Number:	F19/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

HRCC Fair Access Policy (**Appendix 9.4A**)

HRCC Fair Access Action Plan (**Appendix 9.4B**)

Purpose

To present the Fair Access Policy and Action Plan developed to address known barriers experienced by women and girls in accessing and using community sports infrastructure.

Summary

- From 1 July 2024, to remain eligible for Victorian Government community sport and infrastructure funding, Victorian Councils will need to have policies in place that ensure gender access and use of community facilities.
- The Policy is a requirement of the Victorian Government and is part of a reform agenda to change systems that have perpetuated gender inequality and to implement a structure that requires implementation and tracking of progress over time.
- The Policy seeks to address barriers experienced by women and girls in accessing and using community infrastructure.

Recommendation

That Council endorse the Fair Access Policy (**Appendix 9.4A**) and Action Plan (**Appendix 9.4B**).

REPORT

Background

Victoria's Gender Equality Act 2020 requires the Victorian public sector, local governments and universities to take positive action towards achieving workplace gender equality. As Defined Entities under the Act, local governments and other public land management groups are required to consider and promote gender equality, including completion of Gender Impact Assessments (GIAs), on policies, programs and services that have a direct and significant public impact.

The Policy enables effective and efficient integration of the requirements of the *Gender Equality Act 2020*, the *Local Government Act 2020*, the *Public Health and Wellbeing Act 2008* and other legislative frameworks.

The Policy provides a framework and actions to support gender equity in the access and usage of community infrastructure. The Policy complies with the *Gender Equality Act 2020* and aligns with the Council Plan and the Municipal Public Health and Wellbeing Plan.

Discussion

Sport and active recreation is a fundamental part of the lives of many Victorians, and Victorian communities. Community sport and recreation infrastructure shapes our towns, suburbs and cities, but when infrastructure is not provided in an equitable manner, (provision of facilities and policies impacting on use of facilities) the benefits of sport and active recreation are not accessible to all people in our community.

The development of the Policy seeks to take positive action towards achieving gender equity in the access and use of community sports infrastructure. The Policy will:

- Provide a framework and Actions that assist HRCC identify and eliminate systemic causes of gender inequality in policy, programs, communications, and delivery of services in relation to community sport and recreation.
- Promote gender equality in policies, programs, communications, and services as they relate to community infrastructure.

The Policy applies to all Horsham Rural City Council owned and/or managed community facilities and recreation reserves.

The Policy includes a Fair Access Action Plan to ensure actions can be measured and progress reported. The Action Plan builds on existing HRCC initiatives and gender affirmative action plans, creates a database of existing conditions and usage patterns and consolidates relationships with external agencies.

An annual review and reporting of progress is an important element of the Action Plan.

Options to Consider

1. Endorse the Fair Access Policy and Action Plan as presented
2. Recommend options to review the Policy and Action Plan

Sustainability Implications

The Fair Access Policy and Action Plan is a requirement of the Victorian Government. Many of the actions arising from the policy are the responsibility of the Recreation and Open Space Planning team and contribute to the evidence-based and partnership planning that occurs within the team.

The Actions generate an additional 100 hours of activity but can be accommodated within the core work of the team.

Community Engagement

Local community groups and sporting clubs will be directly contacted and provided a copy of the endorsed Policy and Action Plan. The Recreation & Open Space team will provide support to clubs and community groups to implement the Policy actions.

The Policy will be shared via HRCC media channels including the council website and community notices.

Innovation and Continuous Improvement

The Policy and Action Plan reflect HRCC's commitment to improving equitable community access to facilities and public places. The Policy and Action Plan supports the Victorian Government's commitment to creating an environment for all Victorians to live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness. The Victorian Government has developed a reform agenda to change the systems that have perpetuated gender inequality by designing an enduring structure that requires implementation and tracking of progress over time.

Collaboration

The development of this Policy, mandated by the Victorian State Government, occurred in collaboration with the Office of Women in Sport and Recreation (OWSR), Sport and Recreation Victoria, and the Wimmera Regional Sports Assembly.

The State Government coordinated the delivery of workshops as part of a Fair Access Policy roadshow to provide LGA's with the relevant background, information and support to develop local versions of the Fair Access Policy. Recreation and Open Space Planning (ROSP) staff participated in the Roadshow workshop. Staff also made contact with neighbouring Local Government Authorities as part of a regional support network.

HRCC's Governance department have provided support through the development of the Policy and have reviewed and approved the latest version (**Appendix 9.4A & 9.4B**).

Responsibilities for tasks within the Action Plan have been confirmed by each of the identified work teams.

Financial Implications

The Policy proposes a review of HRCC's Pricing Schedule for hire of Recreation Reserves. Pricing incentives to community groups and clubs who actively promote Fair Access to women and girls through leadership and participation opportunities may be embedded into this Pricing Schedule, subject to HRCC's annual budget process and endorsement by Council.

Regional, State and National Plans and Policies

Active Victoria 2022-2026 – A strategic framework for sport

Connecting Communities – All Victorians have access to high quality environments and appropriate participation opportunities

Key Direction – Deliver inclusive, multi-use and sustainable community sport and active recreation infrastructure.

Victorian Government Inquiry into Women and Girls in Sport and Active Recreation (2015)

Recommendation 6: Deliver female friendly built environments and equitable facility usage policies

Victorian Gender Equality Act 2020

Council Plans, Strategies and Policies

2021-2025 Council Plan: Theme 1 - Community

Initiative - Enhance the inclusivity, accessibility and safety of our places and spaces

Theme 2 – Liveability

Initiative - Encourage participation, diversity and growth in sports, events, arts and culture

Theme 4 – Accessibility

Strategy – Diverse services, programs and facilities that are accessible to all

Open Space Strategy 2019

The Social Infrastructure Framework 2020

Risk Implications

From 1 July 2024, to be eligible for State Government funding for infrastructure projects, HRCC must have an endorsed Fair Access Policy that meets Victorian Government requirements. The policy and Action Plan meets legislative requirements.

Conclusion

The Fair Access Policy and Action Plan is a framework of actions that are strategic, targeted and achievable. The Actions will improve equity of access to HRCC owned and managed public spaces. The Actions will also support our local community groups and clubs to be more inclusive and potentially increase membership and diversity of usage. By having a Fair Access policy endorsed by 1 July 2024, HRCC will remain eligible for State Government funding for Infrastructure projects.

9.5 KERBSIDE SERVICE REVIEW

Author's Name:	Rehan Majeed	Director:	John Martin
Author's Title:	Coordinator Waste Infrastructure	Directorate:	Infrastructure
Department:	Engineering & Capital Projects	File Number:	F29/A11/000003

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

Kerbside Waste Collection Policy (amended draft) **(Appendix 9.5A)**

Solid Waste Code (draft) **(Appendix 9.5B)**

Kerbside Review Survey Summary **(Appendix 9.5C)**

Purpose

To provide a summary of results collected through the kerbside service review survey and proposed changes to the kerbside waste collection policy and solid waste code resulting from the review.

Summary

- Council adopted its existing kerbside policy in May 2022 followed by the introduction of its new 4-bin Service in April 2023.
- The new service includes separate glass, organics, commingled recycling and general waste bins in urban areas.
- Most rural residents gained a kerbside commingled recycling service and access to local glass drop-off points, some rural residents already received a commingled recycling service.
- Since the new service, landfill waste diversion rates have increased to more than 50 percent. That means that now only half of Horsham's kerbside waste is going to Dooen landfill.
- Council decided that it would conduct a review of the new 4-Bin Service after six months, using a survey to the community to address key themes that had come out of community feedback and complaints received during the planning and transition phase.
- Results from the kerbside service review survey are being used to inform updates to Council's kerbside waste collection policy and development of a solid waste code document, and to help make effective changes to the service model.

Recommendation

That Council:

1. Endorse the amended Kerbside Waste Collection Policy (**Appendix 9.5A**) and the new Solid Waste Code (**Appendix 9.5B**).
2. Allow residents to upsize and/or get additional bins in line with the Solid Waste Code.
3. Support a further review of rural kerbside service in the first half of 2024 following an initial period of implementation of the State Government's container deposit scheme (CDS).
4. Review the establishment of additional glass drop-off points when further data is available to measure the impact of container deposit scheme (CDS) on kerbside collected glass.
5. Allows for sharing and downsizing of bins for multi-unit dwellings (MUDs).
6. Conduct further engagement with residents of Haven to determine whether the 4-bin service should be extended in the closer residential areas of Haven.
7. Allow residents to place odorous food waste in the general waste stream during summer months in cases where refrigeration of these wastes is not practicable.
8. Continue its waste education program through the most effective and popular communication channels in the community.
9. Support the extension of kerbside food organics and garden organics (FOGO) and glass services to commercial and non-residential properties.

REPORT

Background

Council commissioned its new 4-bin kerbside service in April 2023, which since its inception has increased landfill waste diversion rates from approximately 22% to 50%. That is, only half of Horsham's kerbside waste is now going to landfill.

Council adopted its kerbside waste collection policy in May 2022 to support and guide the introduction of the 4-bin waste service in April 2023. Since then, Council has conducted an extensive education program, through a range of media and forums, to provide information to the community about the changes being implemented.

Throughout the planning and transition phase, Council heard feedback from the community via the community survey, Horsham Talks Expo 2022, through the education campaign and via the Customer Services team. Some 127 enquiries and 64 complaints received through Customer Services were documented and have been used in determining key themes from the community feedback, being:

- Waste bins filling too quickly
- Concerns about rural service levels
- Extension of 4-bins in the broader Haven area
- Odour in FOGO bins
- Additional glass drop-off points
- What can or can't go in each bin
- Storage constraints for additional bins at flats/units
- Extending the 4-bin service to commercial properties

Council issued a community survey in October 2023 seeking feedback about each of these themes. In total 302 responses were received, with 213 responses from urban residents, 80 responses from rural residents and 9 responses from commercial customers.

Feedback from the kerbside review survey has been used to inform proposed changes to the Kerbside Waste Collection Policy and development of a comprehensive Solid Waste Code document that sets out guiding principles for all service types.

Discussion

A robust and clearly drafted kerbside waste collection policy is critical to the success of the 4-bins service. Based on early research and financial modelling a new kerbside waste collection policy was drafted and approved by Council in May 2022. While this policy helped establish the principles that govern the provision of the new service to the residents of the Horsham, there were still some areas that were not covered. For example, the policy provided for sharing of bins to address the storage issue for multi-unit dwellings, but it did not outline a process to implement it.

Since approval of the initial policy, research continued on identifying better processes and learning from the experience of other Councils to establish procedures that will address issues that were not addressed earlier. This further research led to a conclusion that for a better understanding of the principles governing the new service model, Council needs to implement a simpler version of the policy that will be easier to read and does not contain too much information. More detailed information of the service model must be included in a comprehensive guide or solid waste code document, which can be conveyed to the community more readily through an education campaign.

Kerbside Review Survey Outcomes and Recommendations

To inform the review of the 4-bin kerbside service and development of the solid waste code a survey was conducted with the community during October 2023 for feedback on key themes identified through the planning and transition period. Outcomes of the kerbside review survey are attached to **Appendix 9.5C**. The following notes summarise the of outcomes of the survey and the recommendations to address the community's issues.

- **WASTE BINS FILLING TOO QUICKLY**

For most residents the top four solutions were using all 4 bins more effectively, upgrading to a 240 L bin size, using transfer stations or drop-off points and getting an additional bin.

Recommendation: Since the listed solutions are already available to the community as part of the existing policy, it is recommended that these principles be carried forward to the new policy and solid waste code and that they should be widely advertised to the community via Council's education program.

- **RURAL SERVICE LEVELS**

Concern was expressed about the lower service level in rural areas, however, many rural customers who did not previously have a recycling collection considered that this addition addressed the changed waste collection frequency. Still, many customers indicated they required more bin volume, including a glass collection service, and in some cases organics.

Recommendations: The main concern about bin frequency / capacity can be addressed through provision of an additional bin. While this costs an extra \$140 per year, this should be noted in the context of the rural customer charge which was reduced to \$348 with the introduction of the new service.

Council should wait for the impact of State Government's Container Deposit Scheme (CDS) on the kerbside collection service in Horsham and do a further review of the rural service. The review should explore the extension of a 3-bin or 4-bin service to parts of the rural community e.g. within a certain radius of the urban collection boundary.

- **FURTHER EXTENSION OF 4-BIN SERVICE TO HAVEN**

A total of 32 Haven residents responded to the question about whether the 4-bin service should be extended more broadly in Haven as south of Holes/Hunts Rd is considered a rural service area, i.e. 2-bins. The survey indicated 50% in favour of extending the urban 4-bin service boundary to include most Haven and the other 50% not in favour.

Recommendation: It is recommended that Council conducts more targeted engagement with the community likely to be impacted with the decision and extends the 4-bin service if clear majority support is received.

- **FOGO ODOUR**

A large portion of respondents did not respond to the question, of those who did the most popular solutions were cleaning bins more often and making sure bin lids are closed properly.

Recommendation: It is recommended that Council continues to educate the community via the education campaign on how to deal with odour in their bins. Council officers should continue their research on new methods and technologies to deal with odour and continue to communicate them to the community. It is also recommended that Council allow residents to divert high odour food waste to the general waste stream during summer months where the refrigeration of high odour food like meat, fish, eggs, bone, etc. is not practicable.

- **ADDITIONAL GLASS DROP-OFF POINTS**

Equal number of respondents were in support of developing new glass drop-off points or wanting to wait for the implementation of container deposit scheme (CDS), while a few were in favour of increasing capacity at the existing glass drop-off points.

Recommendation: In light of the feedback received earlier in the transition phase, Council started planning on developing additional glass drop-off points. Although the planning of additional drop-off points has progressed, it is recommended that Council waits for the container deposit scheme to consolidate and takes into consideration its possible impact on kerbside collected glass. This will enable Council to make a better informed decision regarding the planning and development of further glass drop-off points.

- **EDUCATION**

Results were analysed based on different age groups of the respondents. Education via brochures and booklets was the most popular means of communication for waste education over most age groups. Social media was the second most popular followed by Council website and newspaper. Radio and in-person education were the least effective means of communication for the community.

Recommendation: Council should continue with its robust education program, with more focus on the top four means of communication including brochures and booklets, social media, Council website and newspaper.

- **BIN STORAGE CONSTRAINTS IN MULTI-UNIT DWELLINGS**

Downsizing to a smaller bin size was the choice for the majority of respondents, while sharing bins with neighbours was the second most popular opinion. Some chose not to respond, and some proposed other solutions.

Recommendation: Since the top two solutions i.e., sharing and downsizing of bins are available to the community as part of the existing policy, it is recommended that the same principles be carried forward to the new policy and solid waste code and should be widely advertised to the community via Council's education campaign.

- **EXTENDING 4-BIN SERVICE TO COMMERCIAL/NON-RESIDENTIAL**

A majority of the commercial respondents wanted a glass service for their premises. Equal numbers of respondents wanted a food organics and garden organics (FOGO) only or both glass and FOGO service for their premises.

Recommendation: That Council extend glass and FOGO services as optional kerbside services for the commercial and non-residential rate payers. The commercial service model and its equity provisions should be included in the amended waste policy and new solid waste code/guideline document and be advertised to the community. It is recommended that the collection frequencies of both these services be maintained at the same level as domestic kerbside collection service.

Solid Waste Code

In light of the feedback collected through the 4-bin transition period and the recent kerbside review survey, the Kerbside Waste Collection Policy has been re-drafted into a shorter form, as contained in **Appendix 9.5A**. The policy is based on the same principles but has a lot less detail of the service model. This has been done to keep it simple and free from all the minute details. The policy informs a solid waste code document which captures all details and processes that will exist for the implementation of kerbside service model across the board, covering urban, rural and commercial customers.

The Solid Waste Code document attached as **Appendix 9.5B** to this report is a single source guiding document for the whole community. It is a comprehensive document carefully drafted to deal with all inclusions, exclusions and exceptions of Council's kerbside collection service. The solid waste code has been drafted to include service standards for all three service models including urban, rural and commercial, including:

- Defining the extent of service and boundaries,
- Sets standards for sharing and downsizing of bins for multi-unit dwellings,
- Sets principles for contamination management,
- Includes equity provisions and principles for exceptional circumstances,
- Addresses collection arrangements including days and time of collection,
- Includes provisions for effective community education program and more.

Options to Consider

Extensive planning was conducted to determine the appropriate model of the 4-bins service, based on information including audits of actual waste in bins and experiences from other Councils.

It is worth noting that of the 79 Councils in Victoria, only three Councils, including Horsham, were still providing a waste service that includes a weekly collection of 240 L general waste bins. The standard service offered by most other Councils in Victoria involves either a weekly collection of a 120 L waste bin or a fortnightly collection of a 240 L bin.

Sustainability Implications

Since commencement of the 4-bin service, more than 50% of Horsham's waste is now diverted away from Dooen landfill, which means 50% of Horsham's waste is getting recycled and reused. It is expected that the 4-bin service will continue to achieve its sustainability and circular economy targets.

Community Engagement

Council conducted its first 4-bin community survey in late 2021. The summary findings were presented to the community along with associated issues and identified risks. Council has recently conducted a public survey for the review of 4-bins service to help inform future direction of the service model. A robust education program and public engagement has been ongoing since August 2022 to support the new service and should continue for a significant period in future. Education has been the focus in the pre-implementation period. Supporting material will be drawn from other Councils and material prepared by the former Waste Groups from across the state.

Innovation and Continuous Improvement

The overall service is driven by innovation and continuous improvement to divert waste and recycle it to create a circular economy. Glass crushed from the kerbside collected glass can be used in road construction across Council.

Collaboration

Council is collaborating with neighbouring Councils in various aspects regarding the planning and potential delivery of the new waste services. Previously, Council had collaborated with the regional waste group. Such collaboration is not yet available through Recycling Victoria.

Yarriambiack Shire Council has procured a glass crusher using a joint funding with HRCC and two other neighbouring Councils. The collected kerbside glass is being sent to a transfer station in Yarriambiack to be crushed and back loaded on need basis for use in road base and footpath construction.

Financial Implications

The costs of the new waste service have aligned very closely to those modelled in the planning of the new service. Cost increases close to CPI are anticipated for the service in 2024-25. These charges will be the subject of specific discussions relating to the Council budget development.

Regional, State and National Plans and Policies

The new 4-bin service is driven by the Victorian Government's 2020 recycling policy "Recycling Victoria" and the Circular Economy (Waste Reduction and Recycling) Act 2021.

Council Plans, Strategies and Policies

2021-2025 Council Plan

Theme 3 – Sustainability, and the strategy to achieve a sustainable and sound environmental future.

Risk Implications

Community acceptance of the new service is a key risk. The adoption of an improved policy and guidelines should assist in moderating this risk.

Conclusion

The changes are proposed to Council after extensive research, and it is requested the Council approves the newer version of the kerbside waste collection policy and solid waste code.

REPORTS FOR INFORMATION

9.6 INVESTMENT ATTRACTION AND GROWTH DEPARTMENT REPORT

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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 September 2023 (**Appendix 9.6A**)

Purpose

To present the Investment Attraction and Growth Department Report for September 2023.

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 September 2023.

REPORT

Background

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

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 September 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.

INVESTMENT ATTRACTION

Council Priorities	Action	Goal Measured by	Progress
2.10 (ongoing)	Undertake regular meetings between the Wimmera Southern Mallee Development and Investment Attraction Department to inform and discuss economic development opportunities	10 forums held per year	Meeting held in September between WSM Development and HRCC Investment & Business Development Team 2/10 meetings held at 8/9/23
(2 years)	Prepare and implement the recommendations from the Aerodrome Masterplan	Aerodrome Masterplan development	Feedback from PCG currently being received for Stage One

BUSINESS DEVELOPMENT & TOURISM

Council Priorities	Action	Goal Measured By	Progress
2.7.1 (ongoing)	Identify and seek out commercial opportunities to activate the riverfront	Commercial opportunities reported on in the Investment Attraction and Growth monthly Council Report	There is currently an expression of interest out for a commercial business to operate the pedal boats on the Wimmera River. The EoI closes 2 October 2023

Officers Reports

Council Priorities	Action	Goal Measured By	Progress
2.8.1 (ongoing)	Support the delivery of tourism opportunities on the Wimmera River, Mt Arapiles and lakes in our region	Tourism opportunities reported on in the Investment Attraction and Growth monthly Council Report	Lakes and waterways marketing material is currently being updated.
3.1.3 (2 years)	Develop and implement the Natimuk Social and Economic Plan and Dadswells Bridge Community Action Plan	Plan Developed & Progress report to Council	Nominations and voting for Project Advisory Committee was open throughout September with a public meeting held to elect the committee which is now fully subscribed. Initial meeting with the group will be held in October.
(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	4 industry workshops have been hosted	The next Grampians Tourism industry forum is scheduled to be held in November at Mount Sturgeon Homestead, Dunkeld.
(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	The business newsletter was sent on the 27 September. It received 387 opens and 16 clicks.
3.4.2 (ongoing)	Work with local business to activate the Horsham city centre (CAD)	Investment Attraction and Growth monthly Council Report	Planning has commenced to once again activate the CAD over the Christmas period with the Roaming Advent Calendar initiative along with the Window display competition.
(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
(1 year)	Promote Agritourism opportunities to industry by developing an information kit that outlines <ul style="list-style-type: none"> • Supply chain partnerships • How to transition to Smart farming practices • Local markets • Case studies of value-adding practices in the region 	Completed	The business and tourism team attended a site visit to Sylvania Park to discuss their plans to increase their Agritourism offerings.

Visit Victoria September Report

- International visitors continue to return, spending \$4.8 billion over the 12-month period. Victoria’s top two international markets were China at \$920 million and India, which now has a larger market value than pre-2020, at \$566 million.

- Melbourne has retained the country's top spot for the interstate overnight leisure market, with 3.6 million people staying 14.8 million nights and spending \$5 billion.
- Victoria continued to build its market share across the nation with 22.1 per cent of all visitor expenditure taking place in the State.
- All Victorian tourism regions had significantly higher domestic visitor expenditure compared to pre-2020, **in particular the Grampians up 63 per cent**, Geelong and the Bellarine increasing by 62 per cent, Phillip Island by 61 per cent and High Country rising 59 per cent.

In addition to the success of the Visit Victoria campaigns, their website traffic, social media channels, e-newsletters and the Official Visitor Guide continue grow in reach and readership in both domestic and international markets.

Sports Marketing Australia Update

2023 Champions League Basketball CLB 3X3 National Series

This event was postponed earlier in the year due to unforeseen circumstances. However, following recent talks with Sports Marketing Australia and CLB 3X3 organisers, we anticipate the event will proceed in December this year.

2024 Tennis Victoria

Horsham Rural City Council has entered into an agreement with *Tennis Victoria Inter Regional Event hosting the Pat Cash Cup* to be held February 2024.

Earlier this year, the Pat Cash Cup attracted over 200 players plus officials, including team managers and coaches, and an additional 200 plus out of region family and friends to the event. Tennis Victoria reported the tournament was an outstanding success and looks forward to future events in Horsham.

2024 Motorcycling Australia

Horsham Rural City Council has successfully entered into an agreement with Motorcycling Australia Limited to host a Round of the *2024 Australian Motocross Championship Series (ProMX)* at the Horsham Motorcycle Club Recreational Reserve at Dooen.

The event will be held on dates yet to be confirmed and to be mutually agreeable to both parties. The opportunity for Horsham will likely be Round 2 or 3 in late March or early April 2024

It is anticipated that 1,000+ participants that include competitors, support teams, event staff, officials, media personal including TV crew, will attend the event with an average length of stay being two nights. It is also anticipated the event will have a draw card of over 2,000 plus spectators.

This is a significant outcome not only for the Horsham Motorcycle Club but for the wider Horsham Municipality with regional exposure and the overall benefit of the impact on the economy the event will bring to the region.

2024 Australian Grand Prix - Victorian Classic

Council Business Team has been fortunate to meet with representatives of the Darts Australian Grand Prix organisers on site at the Horsham Town Hall during mid September.

Discussions related around the Horsham Town Hall venue capability in hosting the event which looks at attracting between 20 to 25 teams if not more from across Victoria and interstate. Competition will be over the three days, Friday through to Sunday with an average length of stay being three to four nights.

SPENDMAPP

Spendmapp report for September 2023 (Appendix 9.6A)

*data is from bankcard transactions and may not capture all Ag Industry

Occupied Businesses:

Street and Number of Businesses	August FY 22/23 Businesses Occupied	September FY 22/23 Businesses Occupied	September FY 22/23 Businesses Vacant	September FY 22/23 Percentage Businesses Occupied
Darlot St – 43 car wash and businesses operating from a house included	41	41	2	95%
Firebrace St - 99	90	91	8	92%
Hamilton St - 17	16	16	1	88%
Wilson St – 34	29	28	6	82%
Pynsent St – 28 Cinema included	23	25	3	89%
Roberts Ave – 27 Coles included	25	25	2	93%
McLachlan St – 24 CFA & GWM included	23	23	1	96%
Total 272 Post February 2022 there were 262 shops identified in the study area	247/272	249/272	23	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.

Business Visitations for the Month of September 2023

Month Visitation	Retail Services	Hospitality & Accommodation	Event contacts	Over all contacts for the month
February	13	8	15	36
March	35	6	12	53
April	20	13	10	43
May	15	8	4	27
June	28	4	5	37
July	71	17	15	103
August	62	33	7	102
September	34	15	9	58
Total	278	104	77	459

STATUTORY PLANNING AND STRATEGIC PLANNING

Planning Applications Determined

Below are the number of Planning Permits issued for the month of September 2023 and a comparison with the same period last year.

Type	SEPTEMBER 2023		SEPTEMBER 2022	
	No.	*Value \$	No.	*Value \$
Miscellaneous Domestic	3	2,270,000	4	156,500
Industrial/Commercial	-	-	8	1,264,879
Subdivisions	-	-	5 (11 Lots)	-
Other	-	-	-	-
Total	3	2,270,000	17	1,421,379

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

A total of **13** Planning Permits have been issued by the Horsham Rural City Council from **1 July 2023 to 30 September 2023** compared to **37** Planning Permits for the same period in 2022-2023.

Planning permits issued for subdivision have permitted **38** new lots from **1 July 2023 to 30 September 2023** compared to **82** in the same period in 2022-2023.

Building Services

Below are the number of building permits issued for the month of **September 2023** and a comparison with the same period last year.

Permits issued by Horsham Rural City Council for this Municipality

Type	2023		2022	
	No.	Value \$	No.	Value \$
Dwellings	1	2,520,407	1	612,000
Alterations to Dwellings	-	-	-	-
Dwelling resitings	-	-	-	-
Misc Domestic (Carports, Garages etc)	2	55,670	3	88,172
Removal/Demolish	-	-	1	11,000
Industrial/Commercial	-	-	-	-
Signs	-	-	-	-
Total	3	2,576,077	5	711,172

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

Type	2023		2022	
	No.	Value \$	No.	Value \$
Dwellings	5	2,513,757	3	1,715,786
Alterations to Dwellings	2	41,760	1	28,996
Dwelling resittings	1	87,615	-	-
Misc Domestic (Carports, Garages etc)	7	195,875	8	277,184
Removal/Demolish	-	-	-	-
Industrial/Commercial	9	8,106,446	1	2,289,436
Signs	-	-		
Sub Total	24	10,945,453	13	4,311,402

A total of **11** Building Permits have been issued by the Horsham Rural City Council at a total value of **\$2,855,098** from **1 July 2023 to 30 September 2023** compared to **9** Building Permits at a total value of **\$861,668** for the same period in 2022-2023.

Private Building Surveyors have issued **53** Building Permits at a total value of **\$22,749,558** from **1 July 2023 to 30 September 2023** compared to **61** at a total value of **\$18,988,599** For the same period in 2022-2023.

Strategic Planning

Council Priorities	Action	Goal Measured By	Progress
1.3.4	Develop an open space contribution rate(s) and a new local Public Open Space Contribution Policy.	Policy adopted by Council and Horsham Planning Scheme amended	A fee proposal is being considered for an external consultancy to deliver this work.
1.6.4 (2 years)	Implement the Horsham Heritage Study to protect buildings and places of historic cultural heritage to reinforce a 'sense of place' and celebrate Horsham's character and distinctiveness	Horsham Planning Scheme amended	Letters have been sent to landowners whose properties have been identified by the study, to advise that their property is locally significant.
2.10.2 (2 to 3 years)	Develop and implement a Housing Affordability and Diversity Strategy and complete an amendment to the planning scheme	Strategy developed and implemented through a planning scheme amendment	SGS Economics and Planning have been appointed and have commenced technical work on this project.
2.10.3 (2 years)	Prepare and implement the Horsham South Structure Plan (Stage 2)	Plan adopted by Council	The Future Urban Structure is being finalised for public consultation.
(2 years)	Complete a Planning Scheme Review as a vehicle for specifying desired outcomes across the municipality	Planning Scheme Review Completed and suggested changes implemented	The Planning Scheme Review report is under internal review.

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.

9.7 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 November 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 November 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*

RCCC Board Meeting: The RCCC Board met (virtually) on Thursday 9 November 2023 via Teams.

Funding Opportunities:

16 Days of Activism - 2023	Safe and Equal	1,500	25-Sep-23
LG Prevention of Violence	LG Prevention of Violence	250,000	27-Sep-23
Australia Day 2024	Australia Day 2024	10,000	03-Oct-23
HEY 2023	HEY Annual Grant	10,000	13-Oct-23
Onsite Domestic Wastewater Management	Onsite Domestic Wastewater Management Grants Program	20,000	24-Oct-23
Wimmera Regional Multi-Sport Precinct Planning Project	Regional Precincts and Partnerships Program - Stream 1	1,857,000	24-Oct-23

B. *Community Engagement*

Community Conversations: Councillors and Senior Officers met with the Haven community at the Haven Hall on Monday 20 November 2023. The meeting was an opportunity for the community to raise local issues and questions for Council.

C. *Projects and Events*

Statutory Council Meeting: At Council's 16 November 2023 meeting, Cr Robyn Gulline was elected Mayor for a one year term for 2023-2024. Council resolved not to elect a Deputy Mayor.

Horsham Regional Art Gallery (HRAG): The opening of the HRAG major exhibition, Worlds of Infinite Possibility was held on Friday 17 November 2023.

Australia Day Award Nominations: The Australia Day awards help celebrate what's great about our community. Horsham Rural City Council's Australia Day Awards recognise and honour individuals and groups who have made an outstanding contribution to our local community.

Council is on the lookout for the next:

- [Community Event of the Year](#)
- [Citizen of the Year](#)
- [Young Citizen of the Year.](#)

Nominations for Horsham Rural City Council Australia Day Awards are open now. To nominate someone, complete the online form or a hard copy is available at the Civic Centre. Awards will be presented at the Australia Day Celebration on Friday, 26 January 2024, at Horsham's Sawyer Park.

D. Staff Matters

Relay for Life: HRCC had a small group of staff take part in Relay for Life this year. There was a good mix of staff in the team, some from the depot/workshop, HUB and Civic Centre. It was a great night for all involved. This year's Relay for Life was only a small one, but the organisers plan to make the HRCC team even bigger and better for 2024. The team managed to raise just over \$300 from the goodies at the stall. All together the team raised just over \$2000. This is a great effort from such a small team, so thank you to everyone who helped ensure the team was a success.

Leadership Planning Workshop: The executive team and managers met on Tuesday 21 November 2023 at the Angling Clubrooms for a planning workshop.

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 November 2023.

10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Robyn Gulline (Mayor)

Committee Representation	
24/10/23	Wimmera Southern Mallee Development Board Meeting
27/10/23	Regional Cities Victoria meeting with new Local Government Minister Gayle Tierney (virtual)
30/10/23	Wimmera Southern Mallee Development Board Meeting (virtual)
21- 24/11/23	Wimmera Southern Mallee Development REZ Western Downs, Queensland Study Tour sponsored by GNET
Other Council Activities	
24/10/23	ABC Wimmera radio interview
24/10/23	Horsham Seniors Concert
26/10/23	Wesley Redevelopment meeting
27/10/23	Triple H radio interview with Di Trotter
1/11/23	Christian Emergency Food Centre 25 years celebration
2/11/23	Wesley Redevelopment Fundraising committee meeting
5/11/23	Uniting Church Homeless fundraiser
11/11/23	Remembrance Day
11/11/23	Marathon for Mum
11/11/23	Open Gate at the 128
11/11/23	Diwali Festival supporting the Indian community
11/11/23	Blue Ribbon Foundation Gala Dinner
12/11/23	Horsham and District U3A 35 th birthday celebration
17/11/23	Officially opened HRAG Worlds of Infinite Possibility

Cr David Bowe

Committee Representation	
Date	Description
	Nil
Other Council Activities	
8/11/23	Council Briefing – Council Chambers
9/11/23	Victorian Local Governance Association (VLGA) & Local Government Information Unit (LGIU) Global Executive Panel: Community engagement done well - online
10/11/23	Short Stay Accommodation Taxes: A Solution to Victoria's Rental Housing Crisis or Tourism Dilemma? Victorian Local Governance Association (VLGA) - Tackling Victoria's Housing Crisis Webinar Series, (Second of the three)- Strategies & Tools for Local Governments - online
11/11/23	Remembrance Day Ceremony – Horsham Cenotaph
11/11/23	Army Open Day- James Lawson Training Depot – Horsham, attended 1.20pm-2.00pm
11/11/23	Diwali – Festival of Light - Hosted by Horsham Centre for Participation at Horsham Table Tennis Club, attended 2.30pm -3.45pm
13/11/23	Council Briefing – Council Chambers
16/11/23	Victorian Local Governance Association (VLGA) Annual General Meeting - online
16/11/23	Statutory Meeting - Council Chambers
17/11/2023	Victorian Local Governance Association (VLGA) 2023 Fast Track No 2 - Civility in Local Government) - Councillor Professional Development Program - Melbourne
20/11/2023	Haven Community Conversations – Haven Hall
24/11/2023	Housing key workers in Victorian Towns and Cities -Victorian Local Governance Association (VLGA) - Tackling Victoria's Housing Crisis Webinar Series, (Third of the three)- Strategies & Tools for Local Governments - online

Cr Claudia Haenel

Committee Representation	
Date	Description
27/10/23	Western Highway Action Committee Meeting – Stawell
Other Council Activities	
22/10/23	Conversations at the Crossroads AGM & Inaugural Lecture delivered by Professor Joseph Camilleri – University of Melbourne via webinar
25/10/23	Coffee with Cr. Claudia
26/10/23	ALGWA Vic - Online Forum - Reset and Refresh webinar
1/11/23	Coffee with Cr. Claudia
2/11/23	SPC's Pacific Community Centre for Ocean Science and the Great Barrier Reef Foundation briefing from global reef management practitioners as we head into a hot summer webinar
2/11/23	Chat with Cr. Claudia
3/11/23	Rail Freight Alliance EGM and Ordinary Meetings of the RFA - zoom
8/11/23	Coffee with Cr. Claudia
8/11/23	Council Briefing Meeting
9/11/23	Chat with Cr. Claudia
11/11/23	Remembrance Day Commemorations 2023
11/11/23	Open Gate at the 128 – Army Open Day
13/11/23	Council Briefing Meeting
15/11/23	Coffee with Cr. Claudia
16/11/23	Statutory Council Meeting to Elect the Mayor
17/11/23	HRAG Opening - Worlds of Infinite Possibility
20/11/23	Community Conversations – Haven Hall
22/11/23	Coffee with Cr. Claudia
23/11/23	Chat with Cr. Claudia
27/11/23	Council meeting

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 Wednesday 8 November 2023 at 5.00pm
- Council Briefing Meeting held on Monday 13 November 2023 at 5.00pm
- Community Conversations held on Monday 20 November 2023 at 5.30pm

Refer to **Appendix 13.1A**

13.2 SEALING OF DOCUMENTS

Nil

13.3 INWARD CORRESPONDENCE

Nil

13.4 COUNCIL COMMITTEE MINUTES

Nil

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.

13.5 ITEMS TO BE TABLED

In accordance with section 147(4) of the *Local Government Act 2020*, a copy of the Arbiter's decision and statement of reasons on the matter of an Internal Arbitration Process application by Councillor Ian Ross concerning Councillor Robyn Gulline is tabled and subsequently recorded in the minutes of the meeting.

Arbiter Decision and Statement of Reasons (**Appendix 13.5A**)

14. NOTICE OF MOTION