

AGENDA

MEETING OF THE
HORSHAM RURAL CITY COUNCIL

To be held on
28 August 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 28 August 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

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

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

15.3 CEO EMPLOYMENT AND REMUNERATION COMMITTEE REPORT: AUGUST 2023
Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(f) –Personal Information

CLOSE



SUNIL BHALLA
 Chief Executive Officer

REPORTS FOR COUNCIL DECISION

9. OFFICERS REPORTS

9.1 POLICY REVIEW - UPDATED RATES AND CHARGES FINANCIAL HARDSHIP POLICY AND RATES AND CHARGES DEBT COLLECTION POLICY

Author's Name:	Andrea Coxon	Director:	Kim Hargreaves
Author's Title:	Governance Officer	Directorate:	Corporate Services
Department:	Governance	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

Rates and Charges Financial Hardship Policy (**Appendix 9.1A**)

Rates and Charges Debt Collection Policy (**Appendix 9.1B**)

Purpose

To adopt the revised Rates and Charges Financial Hardship Policy, and Rates and Charges Debt Collection Policy, and rescind the COVID-19 Rates and Charges Financial Hardship Administrative Policy.

Summary

- Administrative changes have been made to both policies in accordance with *Local Government Legislative Amendment (Rating and Other Matters) Act 2022*.
- A specific COVID-19 Rates and Charges Financial Hardship Administrative Policy is no longer required with all financial hardship applications able to be managed through the overarching Rates and Charges Financial Hardship Policy.

Recommendation

That Council:

1. Adopt the revised Rates and Charges Financial Hardship Policy (**Appendix 9.1A**).
2. Adopt the revised Rates and Charges Debt Collection Policy (**Appendix 9.1B**).
3. Rescind the COVID-19 Rates and Charges Financial Hardship Administrative Policy.

REPORT

Background

The Rates and Charges Financial Hardship Policy is important for Council to determine how outstanding rates will be managed in a sensitive and respectful manner where members of the community are experiencing financial hardship. It is supplemented by a Rates and Charges Debt Collection Policy that provides a charter for the efficient and effective collection of outstanding rates and charges owed to the municipality.

Since the last review of the policies, the *Local Government Legislative Amendment (Rating and Other Matters) Act 2022* has received Royal Assent in August 2022. This Act makes changes to the arrangements for unpaid rates and charges, consideration of ratepayers facing financial hardship, service rates and charges, and special rates and charges. The Act also introduces a new public benefit criteria for councils to offer rate rebates and concessions.

Discussion

Council's existing financial hardship and associated policies have been reviewed as a result of the changes arising from the *Local Government Legislative Amendment (Rating Reform and Other Matters) Act 2022*. The intention of the Act is that it will:

- Support people who are struggling to pay their rates
- Address key recommendations from the Local Government Rating System Review and the Ombudsman's Investigation into how local councils respond to ratepayers in financial hardship
- Improve how councils deal with people in financial hardship and incentivise working with ratepayers early and proactively as part of their core business.
- It will also implement a fairer rating system by formalising payment plans will formalise payment plans as an alternative way for ratepayers to pay their outstanding rates and charges. This will allow for more flexible arrangements to be negotiated and agreed upon by Council and the ratepayer, especially in circumstances of financial hardship.
- The Act limits councils' use of Magistrate's Court orders for recovering unpaid rates to situations where rates or charges have not been paid for twenty-four months or longer.
- The Act also provides the Minister with the power to issue Ministerial Guidelines on how councils deal with ratepayers experiencing financial hardship which will:
 - define financial hardship
 - require early engagement with people who are struggling to pay their rates
 - set out how to undertake debt collection appropriately.

Council's relevant documents have been reviewed with the specific amendments noted below.

Document	Background	Specific amendments this review
Rates and Charges Financial Hardship Policy	Last reviewed and updated in June 2021 in order to reflect recommendations from the Ombudsman's review into council's management of financial hardship across the state.	Reviewed to ensure compliance/relevance with the <i>Local Government Legislative Amendment (Rating Reform and Other Matters) Act 2022</i> Administrative updates only <ul style="list-style-type: none"> • Update Co-ordinator position title • More information added in Purpose and Scope for clarity • Amend to 172 in section 4.3.4 • Section 4.3.4, approval to waive rates to be determined by Council via confidential report
Rates and Charges Debt Collection	Last reviewed and updated in June 2021 to improve its operation and adjust for the new <i>Local Government Act 2020</i>	Reviewed to ensure compliance/relevance with the <i>Local Government Legislative Amendment (Rating Reform and Other Matters) Act 2022</i> Administrative changes only: <ul style="list-style-type: none"> • Update Co-ordinator position title in sections 4.5 & 6, • Insert 1989 in sections 4.3 & 4.8. • Amend to 172 in section 4.3
COVID-19 Rates and Charges Financial Hardship Policy	Administrative Policy introduced in Aug 2020 during Covid19 pandemic	This policy was deemed temporary when implemented. All provisions are available in the Rates and Charges Financial Hardship Policy so it is recommended that this policy now be rescinded. EMT have now rescinded this administrative policy.

Options to Consider

Council could decide not to adopt the two revised policies however this option is not recommended. The intention of any policy review is to ensure Council policies are aligned to relevant legislative provisions and/or related regulatory updates. Specifics of the intention of the new Amendment Act are provided in the report so Councillors are aware of the Government's intention in relation to the changes that now apply to the *Local Government Act 1989*.

Sustainability Implications

Not applicable

Community Engagement

Not applicable

Innovation and Continuous Improvement

Not applicable

Collaboration

Not applicable

Financial Implications

Managing the waiving of any rate payments is an important matter for Council and one that is not entered in to except in cases of extreme hardship. Granting waivers without adequate due diligence has the potential to impact on Councils rate revenue, something mitigated by this and its related policy.

Regional, State and National Plans and Policies

- *Local Government Act 1989*
- *Local Government Act 2020*
- *Local Government Legislation Amendment (Rating and Other Matters) Act 2022*

Council Plans, Strategies and Policies

This policy aligns to the principles and direction provided in Council's Revenue and Rating Plan 2021-2024, the revised version of which was adopted by Council at its June 2023 meeting.

Risk Implications

There is the risk of reputational damage if Council does not manage financial hardship in a responsible and sensitive manner. There is also the potential for financial loss to Council if it does not effectively and efficiently manage financial hardship. These policies ensure Council has the appropriate framework in which to manage such situations.

Conclusion

Management of Council's rates collection can be challenging, but the policies in place ensure that Council meets its own needs to collect revenue while ensuring that any ratepayers experiencing financial hardship are afforded with opportunities to meet their financial obligations while acknowledging their current circumstances.

9.2 QUARTERLY PERFORMANCE REPORT: APRIL – JUNE 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: April - June 2023 (**Appendix 9.2A**)

Purpose

To receive and note the Quarterly Performance Report for Quarter 4, 1 April to 30 June 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 4, 1 April to 30 June 2023 (**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. It now also encompasses a report on Council's community engagement activities for the quarter, which will be continued and developed further 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.

9.3 FOOTPATH UPGRADE PLAN

Author's Name:	Krishna Shrestha	Director:	John Martin
Author's Title:	Manager Strategic Asset Management	Directorate:	Infrastructure
Department:	Strategic Asset Management	File Number:	F02/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

Map of Horsham Roads that have no footpath on either side (**Appendix 9.3A**)

Map of Natimuk Roads with no footpath on either side (**Appendix 9.3B**)

Purpose

To present a plan to upgrade footpaths in Horsham and Natimuk in streets where there are currently none.

Summary

- Council's current commitment to the level of service entails providing a footpath on at least one side for streets where the dwelling density exceeds 3 per hectare.
- Across the municipality there are 183 km of footpaths, serving as vital infrastructure for pedestrian access and recreational activities.
- Recently, Council has undertaken a project to establish at least one side of footpath in all streets in Horsham North, receiving positive feedback from the community.
- To ensure the provision of at least one side of footpath for all residents in Horsham and Natimuk, 5,800 m of additional footpaths are required.
- The estimated cost for these works is \$840,000, which is recommended to be funded from general revenue over the next 5 years.

Recommendation

That Council include provision of funding for upgrading missing footpaths across Horsham and Natimuk in the Long Term Capital Expenditure Plan, in accordance with the plans in **Appendix 9.3A** and **Appendix 9.3B**, to be completed over the next five years.

REPORT

Background

Council's Asset Plan in 2021-2031 establishes service levels for Council's infrastructure, including identifying when creation, maintenance, renewal or upgrades of assets are needed.

Currently, Council's footpath network spans 183 km, providing essential pedestrian access throughout the municipality. However, there are still areas in urban streets where no footpaths are available on either side of the street.

Discussion

The footpath network is categorised into three main types:

- 1) Link footpaths (F1) - alongside Link Roads.
- 2) Collector footpaths (F2) - alongside Collector Roads.
- 3) Access footpaths (F3) - alongside access roads.

The presence of footpaths on access roads depends on the dwelling density, and the desired service level, as per the asset management plan, is as follows:

- Footpaths on both sides, at least 1.5 m wide, if there are more than 10 dwellings per hectare.
- At least one side footpath if there are 3-10 dwellings per hectare.
- No footpath if there are fewer than 3 dwellings per hectare.

A comprehensive review of all footpaths has been conducted based on these criteria. Consequently, an additional 5800 metres of additional footpaths is required, to achieve the desired service level.

The locations of these required footpaths are shown in **Appendix 9.3A** for Horsham and **Appendix 9.3B** for Natimuk.

They can also be located on the following link to Council's community mapping tool:

[https://horsham.pozi.com/#/x\[142.19078\]/y\[-36.72404\]/z\[14\]/filter\[foot\]/layers\[roadswithnofootpathupdateddetails\]/tab\[layers\]/](https://horsham.pozi.com/#/x[142.19078]/y[-36.72404]/z[14]/filter[foot]/layers[roadswithnofootpathupdateddetails]/tab[layers]/)

Since most courts are relatively short in length, the traffic volume on these streets is not significant. As a result, out of the 5800 metres of footpaths that need to be constructed, 1400 metres located in courts can be considered a lower priority.

Excluding the footpath requirement in court areas, the estimated cost for constructing 4400 metres of footpaths would be approximately \$840,000. To fund this expense, it is proposed to introduce a capital works item in long term capital expenditure plan, spreading the cost over a period of 5 years.

Options to Consider

If Council decides not to fund this plan, it would result in not meeting the agreed service level committed to the community. However, Council has the option to complete the project over a longer or shorter time frame. For instance, an annual investment of \$280,000 would complete the project in 3 years, whereas an annual expenditure of \$105,000 would take 8 years to finish the project.

Sustainability Implications

Nil

Community Engagement

During the development of the Asset Plan, the Council actively involved the community in the process. The central aspect of this plan was the level of service, which outlined the criteria governing the construction of new footpaths, along with similar criteria for various other asset classes.

Innovation and Continuous Improvement

The proposed plan for additional new footpaths is a significant step towards bridging the gap between our commitments and the current situation, demonstrating our commitment to continuous improvement. Furthermore, Council has successfully developed a sophisticated maintenance system that has resulted in nearly 100% compliance with the 183 km footpath maintenance and renewal program.

Collaboration

Nil

Financial Implications

Implementation of the proposed plan will come with a total cost of \$840,000 over a 5 year period.

Regional, State and National Plans and Policies

Not applicable

Council Plans, Strategies and Policies

This report relates to Council's current Asset Plan 2021-31 and aims to deliver on the adopted service level for provision of footpaths.

Risk Implications

Implementation of this plan will assist in achieving requirements of the Disability Discrimination Act.

Conclusion

Adoption of the proposed scope of these footpath upgrades into the Long Term Capital Works Plan will facilitate Council in achieving its objectives for the level of service commitment for footpaths. It reflects a continuation of the works already undertaken in the Horsham North area.

9.4 CORRECTIONS AMENDMENT POST EXHIBITION

Author's Name:	Joel Hastings	Director:	Kevin O'Brien
Author's Title:	Co-ordinator Statutory Planning and Building Services	Directorate:	Communities & Place
Department:	Investment Attraction and Growth	File Number:	F32/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 adopt Amendment C82hors to the Horsham Planning Scheme in accordance with section 29 of the *Planning and Environment Act 1987*.

Summary

Amendment C82hors is an administrative amendment that proposes to correct mapping errors and anomalies in the Horsham Planning Scheme.

Horsham Rural City has the responsibility for administer and enforcement the planning scheme and it is incumbent on Council to resolve these errors so that its planning scheme is accurate, up-to-date, relevant and meets the requirements of the state government.

In summary:

The amendment will:

- Amend zoning and mapping errors that have resulted in private ownership of land within a Public Land Zone.
- Amend zoning and mapping errors that currently have two or three zones applying to a parcel of land.
- Deletion of redundant overlays.
- Ensure Heritage Overlays are mapped to the correct property and/or parcel of land.

The next step is the adoption of the amendment and request of the Minister for Planning to approve the amendment.

Recommendation

That Council:

1. Adopt Amendment C82hors to the Horsham Planning Scheme and;
2. Submit the adopted Amendment together with the prescribed information to the Minister for Planning requesting final approval.

Background

Mapping errors within the Horsham Planning Scheme were identified in a Planning Scheme Review (2010) and have become further evident through the operation of the Horsham Planning Scheme in the past 20 years. The Amendment is administrative in nature and has been prepared to correct these errors to ensure the Planning Scheme can be used efficiently. The following is an example of this with PPRZ overlapping GRZ1, which is an error.



The amendment process has been:

- Authorised by the Minister for Planning subject to conditions on 29 March 2023.
- Public exhibition of Amendment C82hors between Tuesday 23 May 2023 until Tuesday 27 June 2023.
- During the exhibition period of the amendment, three (3) official submissions were received. Two (2) submissions objecting to the amendment and one (1) in support.
- The two (2) objecting submissions have since been resolved.

Authorisation of the Amendment

Ministerial Exemption from public exhibition under 20(2) of the Planning and Environment Act was sought under officer delegation and was partially granted due to the procedural nature of the amendment and exhibition was confined to direct stakeholders.

Exhibition of the Amendment

The Amendment was exhibited for one month from 23 May to 27 June 2023 using the following combination of statutory and non-statutory notifications:

- Direction notification (letters) to affected property owners and occupiers (approximately 125 letters), prescribed Ministers and authorities and key stakeholder agencies.
- The Amendment documents were made available for viewing and download (website/officers and DTP website).
- An interactive map showing the extent of the new overlays was also available on Council's website.
- A number of enquiries resulted in further information being provided in response to land owner queries after receiving the letter, either by email or telephone.

The views of all landowners and occupiers is known.

Discussion

Consideration of Submissions

A total of three (3) submissions were received.

Submission 1: No objection to the proposed amendment

The submitter provided support to the amendment by stating they have no objection.

Submission 2: Raised the following objection and concerns:

Objects to applying Heritage Overlay (HO18) to the property boundary at 1A Sudholz Street, Natimuk as only the Former School has heritage value. The submitter also proposes that the 'Internal Alteration Control' be removed from the property.

Submission Response:

The property at 1A Sudholz Street, Natimuk and subsequent mapping changes to the Heritage Overlay (HO18) has since been removed from Amendment c82hors (corrections amendment). This will ensure the proposed changes to the remaining properties as part of Amendment c82hors are not unnecessarily delayed and can proceed. The matter will aim to be resolved in a future Heritage amendment that is more suited to the objection and concerns raised.

Submission 3: EPA

The Environmental Protection Agency wished the following points to be clarified.

- Ministerial Direction 1 does not take into consideration existing zoning but rather what is being proposed. It appears that the reason the properties are not potentially contaminated is because they are currently used for sensitive uses, rather than due to the former/historical land uses and other information gathered as per PPN30. This should be clarified.
- The property at 54 Lake Road, Natimuk is not listed in the Explanatory Report among the properties identified as not potentially contaminated. Therefore, it is unclear what determination Council have made with respect to this property. This should be resolved.
- A site history report is not included in the background document.

Submission Response:

After receiving the background document (site history report), the EPA withdrew their objection to Amendment c82hors as their concerns were resolved.

Options to Consider

Council has the ability the following options regarding Planning Scheme Amendment:

1. Adopt the amendment and submit to the Minister for Planning
2. Abandon the amendment and notify the Minister for Planning together with a statement of reasons.
3. Modify the amendment

Council has a legislative responsibility for the administration and enforcement of the Horsham planning scheme and option 1 is recommended.

Sustainability Implications

There are no sustainability implications as a result of this amendment.

Community Engagement

As noted above, the landowners were provided notice of the Amendment and their views are known. The Council website also provided information about the amendment including all amendment documentation, reports and maps.

Innovation and Continuous Improvement

The Amendment helps to ensure that Council through its planning scheme is improving its response to any potential errors. Removing Public Land Zones from privately owned properties will ensure that landowners are not unnecessarily inconvenienced.

Collaboration

This project has involved important collaboration between Council, EPA, CFA and DEECA (formerly DELWP). It will be important that collaboration with DEECA continue as the Amendment progresses.

Financial Implications

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

Regional, State and National Plans and Policies

The amendment is a procedural matter and is consistent with ensuring the Horsham Planning scheme is consistent with the State Land-Use Policy Framework.

Council Plans, Strategies and Policies

2021-2025 Council Plan: Theme 2 – Liveability and Theme 3 Sustainability

Risk implications

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

Conclusion

The Amendment proposes to correct mapping errors and anomalies to ensure the Horsham Planning Scheme is relevant, up-to-date, of a high quality and meets the State Government's requirements.

Following the notice to 125 land holders two (2) objecting submissions, both were resolved and one (1) removed from the amendment process.

As there are no submissions remaining, it is recommended that Council adopt Amendment C82hors (corrections amendment) and proceed to submit the adopted amendment to the Minister for Planning requesting final approval.

9.5 APPROVAL OF CHIEF EXECUTIVE OFFICER'S ANNUAL LEAVE AND APPOINTMENT OF ACTING CHIEF EXECUTIVE OFFICER

Author's Name:	Kim Hargreaves	Director:	Kim Hargreaves
Author's Title:	Director Corporate Services	Directorate:	Director Corporate Services
Department:	Corporate Services	File Number:	F14/A05/000003

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

Nil

Purpose

To approve Chief Executive Officer (CEO) Sunil Bhalla's request for annual leave and to approve Acting CEO arrangements.

Summary

S11(3) of the *Local Government Act 2020* allows a Council to delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days.

Council's Chief Executive Officer, Sunil Bhalla has requested annual leave from 29 September 2023 to 5 November 2023 inclusive. As this period of leave exceeds 28 days a resolution of Council is required to both approve the leave and Acting CEO arrangements.

The noted leave also includes weekends, as there may be a requirement for CEO duties to extend beyond the working week.

Recommendation

That Council:

1. Approve CEO Sunil Bhalla's leave request from 29 September 2023 to 5 November 2023.
2. Appoint Kevin O'Brien, Director Communities & Place as Acting CEO from 29 September 2023 to 5 November 2023 (inclusive).

REPORT

Background

In accordance with the *Local Government Act 2020*, s.44 and s.45 and Council's CEO Employment and Remuneration Policy s. 4.12.1:

Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, however it may delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days s.11(3) of the LGAct 2020.

Discussion

Council's CEO, Sunil Bhalla has requested a period of annual leave which exceeds the 28 days. Weekends have been included in these dates. Given the proposed duration of leave there is a requirement for Council to approve both the CEO's leave and the Acting CEO appointment.

It is proposed to appoint Mr Kevin O'Brien, Director Communities & Place as Acting CEO from 29 September 2023 to 5 November 2023 inclusive.

Options to Consider

Not applicable

Sustainability Implications

Not applicable

Community Engagement

Not applicable

Innovation and Continuous Improvement

Not applicable

Collaboration

Not applicable

Financial Implications

Leave coverage, including any CEO leave is covered in the 2023-2024 operating budget.

Regional, State and National Plans and Policies

Local Government Act 2020.

Council Plans, Strategies and Policies

2021-2025 Council Plan

Theme 5 – Leadership

Risk Implications

Considerable risk for Council if no Acting CEO is appointed.

Conclusion

Council to approve leave for CEO Sunil Bhalla and Acting CEO arrangements.

REPORTS FOR INFORMATION

9.6 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 June 2023 (**Appendix 9.6A**)

Ag Industry Output Report 2022 (**Appendix 9.6B**)

Ag Industry Employment Report 2022 (**Appendix 9.6C**)

Purpose

To receive and note the Investment Attraction and Growth Department Report for June 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 June 2023.

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 June 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

Agricultural Industry Data

The Agricultural Industry Sector in Horsham Rural City Council provided the second highest output according to the 2022 Census data and was the fourth highest employer.

Output - Horsham (RC) (2022 Release 2)



● Agriculture, Forestry & Fishing \$303.780
● Balance \$2,737.772



Employment - Horsham (RC) (2022 Release 2)



● Agriculture, Forestry & Fishing 886
● Balance 9,385



Council Priorities	Action	Goal Measured by	Progress
1.3.6 (2 year)	Implement landscaping recommendations from Horsham North Local Area Plan for the Horsham Rail Corridor Project	Ensure amenities and landscaping to support the Silo Project are delivered	Draft landscaping plan currently being finalised and then we will seek community feedback.
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 June between WDA and HRCC Investment & Business Development Team 11 meetings held at 23/6/23
3.2.2 (2 years)	Implement the infrastructure works required for the next stage of development at the WAL Hub and both Burnt Creek and Enterprise Industrial Estates to ensure sites are market ready	Next stage developed for each of the industrial areas and ready for sale	Council approved an allocation in the 2023/24 budget to finalise the design work for Stages 2-4 and to Construct Stage 2 at Burnt Creek Industrial Estate. Enterprise Estate proposed subdivision commenced planning/ Culture Heritage Assessment completed
3.5.1 (2 years)	Prepare submission of the EES for the Avonbank mining project to ensure that the licence reflects world best practice	Statutory Planning to prepare submission for consideration by council	Avonbank Mineral Sands Project EES on Exhibition closed on 26 May 2023. Council lodged a submission to the Inquiry and Advisory Committee in June
3.6 (ongoing)	Widely promote the advantages of establishing solar and wind farms in the Horsham region	Website updated and investment prospectus developed	The Business Development team are meeting with ESCO Pacific (Horsham Solar Farm) in July.

BUSINESS DEVELOPMENT & TOURISM

Council Priorities	Action	Goal Measured by	Progress
2.6.1 (ongoing)	Promote recreational activities in our natural environment to increase destination tourism and visitation	Activities reported on in the Investment Attraction and Growth monthly Council Report	The promotion of recreational activities has been included in the new Horsham Visitor Guide. Focus relating to fishing, 4WD and walks.
3.1.3 (2 years)	Develop and implement the Natimuk Social and Economic Plan	Plan Developed & Progress report to Council	The Natimuk Economic and Social Plan Advisory Committee was appointed in June. First meeting will be held in July. Several actions from the plan are included in the 23/24 budget.

Council Priorities	Action	Goal Measured by	Progress
(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 business newsletter was sent in June The newsletter received 400 opens and 63 clicks.
(yearly)	Update and audit the Council Website Business Page	The annual audit identified no outdated information	Updates to the Wimmera Business Centre webpage are underway to include a meeting room booking link and enquiry form.
(ongoing)	Encourage homebased and start-up businesses to expand through the Wimmera Business Centre	Having two start-up businesses per year gain support through the WBC.	A medical business will occupy an office in the main building in July. A remedial therapy and massage therapist has commenced leasing an office in the main building and a new psychiatry business operator has also leased and office as a start-up business. A hot desking office is in the process of being set up.
(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

Grampians Tourism Update

It has been announced that Melbourne will host the **2024 Australian Tourism Exchange** at Melbourne Convention and Exhibition Centre from 19 to 23 May 2024. This is a critical event for Australia's Tourism Industry and hosting it in Melbourne will put Victoria on a global stage by connecting Victorian businesses with tourism buyers and media partners from around the world. It is anticipated at least 50 per cent of the buyers will travel to regional Victoria as part of their itinerary, adding further economic benefit to local regions.

Future Forums

Grampians Tourism will continue to deliver industry forums in this new financial year, based on the feedback and value they bring in terms of networking opportunities, learning more from our keynote speakers and showcasing our operators' product.

Urban List - Featured the Grampians

Grampians is featured in *The Urban List's Perfect Plate*, a content initiative that highlights the culinary offer and beauty of regional Victoria to inspire consumers to stay longer, increase their spend with our local businesses.

Grampians Winter Road Trip

In Grampians Tourism latest consumer blog they are encouraging visitors to experience the Western Grampians. Starting with a restful night's sleep at Horsham Holiday Park the ideal home away from home for anyone road trip adventures to take off. Or for those seeking a more luxurious escape, the beautiful Meringa Spring resort overlooking Wartook Valley is a magnificent way to soak in the serenity.

Business Visitations for the Month of June 2023

Month Visitation	Retail Services	Hospitality & Accommodation	Event notifications and 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
Total	111	39	46	196

Occupied Businesses:

Street and Number of Businesses	May FY 22/23 Businesses Occupied	June FY 22/23 Businesses Occupied	June FY 22/23 Businesses Vacant	June FY 22/23 Percentage Businesses Occupied
Darlot St – 43 car wash and businesses operating from a house included	39	41	2	95%
Firebrace St - 99	95	91	8	91%
Hamilton St - 17	17	15	2	88%
Wilson St – 34	28	28	6	82%
Pynsent St – 28 Cinema included	24	22	6	79%
Roberts Ave – 27 Coles included	25	26	1	96%
McLachlan St – 24 CFA & GWM included	22	22	2	91%
Total 272 Post February 2022 there were 262 shops identified in the study area	250/272	245/272	27	90%

(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 June 2023 and a comparison with the same period last year.

Type	JUNE 2023		JUNE 2022	
	No.	*Value \$	No.	*Value \$
Miscellaneous Domestic	2	2,999,000	1	510,000
Industrial/Commercial	4	4,184,000	4	264,237
Subdivisions	1 (26 lots)	4,700,000	1 (4 lots)	-
Other	-	-	1	2,300
Total	7	11,883,000	7	776,537

(*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 30 June 2023 is 129 compared to 133 in the same period in 2021-2022.

Planning permits issued for subdivision have permitted 338 new lots from 1 July 2022 to 30 June 2023 compared to 148 in the same period in 2021-2022.

Building Services

Below are the number of building permits issued for the month of **June 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	1,213,882
Alterations to Dwellings	-	-	-	-
Dwelling resittings	-	-	-	-
Misc Domestic (Carports, Garages etc)	-	-	3	110,980
Removal/Demolish	3	108,080	2	13,400
Industrial/Commercial	1	250,000	-	-
Signs	-	-	-	-
Total	4	358,080	6	1,338,262

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

Type	2023		2022	
	No.	Value \$	No.	Value \$
Dwellings	4	1,583,702	6	2,428,449
Alterations to Dwellings	1	40,480	3	92,674
Dwelling resitings	-	-	-	-
Misc Domestic (Carports, Garages etc)	7	241,752	10	390,382
Removal/Demolish	-	-	-	-
Industrial/Commercial	2	571,773	2	211,488
Signs	-	-		
Sub Total	14	2,437,707	21	3,122,993

A total of **43** Building Permits have been issued by the Horsham Rural City Council at a total value of **\$4,051,677** from **1 July 2022 to 30 June 2023** compared to 83 Building Permits at a total value of **\$8,615,628** in 2021-2022.

Private Building Surveyors have issued 232 Building Permits at a total value of **\$51,308,772** from **1 July 2022 to 30 June 2023** compared to **301** at a total value of **\$78,291,929** in 2021-2022.

Strategic Planning

Conservation Management Plan for the Horsham Theatre (Cinema)

Conservation Studio was the successful consultant appointed for the preparation of the Conservation Management Plan (CMP) for the Horsham Theatre.

Conservation Studio undertook an inspection of the theatre on 15 and 16 June to assist them in assessing the heritage fabric and condition of the building.

Community consultation is intended to take place in late July to assist Conservation Studio in understanding the social significance (community value) of the building for Horsham residents.

Council Priorities	Action	Goal Measured By	Progress
1.3.5 & 1.3.6 (1 year)	Develop and implement the Horsham North Local Area Plan	Horsham North Local Area Plan adopted by Council	Plan adopted by Council
(4 years)	Prepare a Conservation Management Plan for the Horsham Cinema	Management plan endorsed by Council	Consultant appointed and site visit undertaken.
2.10.2 (2 to 3 years)	Develop and implement a Housing Affordability and Diversity Strategy	Strategy developed and implemented through a planning scheme amendment	Tenders are being assessed.
2.10.3 (2 years)	Prepare and implement the Horsham South Structure Plan (Stage 2)	Plan adopted by Council	Refining a draft future urban structure.

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

Rural Council's Corporate Collaboration (RCCC) Board Meeting: The RCCC board met on Thursday 27 July 2023 at the Dimboola Library. Items discussed included a review of project and change management plans, implementation program update and the status of procurement activities.

Joint State-Local Government CEO Forum: CEOs, Municipal Association of Victoria and Local Government Victoria attended the forum held on 2 August 2023. MAV's new CEO Ms Kelly Grigsy was introduced to the group. Discussions were held on the powers of the Municipal Building Surveyor and Operation Sandon by IBAC deputy Commissioner David Wolf.

Wimmera Southern Mallee Regional Partnership Meeting (WSMRP): The CEO attended a WSMRP meeting on 3 August 2023 at the Grains Innovation Park. Discussions included an update from RDV on the Commonwealth Games announcement and \$2 billion Regional and Rural Package, Victorian Government funding announcements and Sustainable Childcare for Rural Kids project update.

MAV Good Governance Seminar: The CEO attended the MAV Good Governance – Integrity agencies update online seminar on 3 August 2023. The seminar provided an update on key issues being addressed by the integrity agencies.

Quarterly Wimmera Regional Mayors/CEOs Meeting: The Mayors and CEOs from Horsham, Yarriambiack, West Wimmera, Buloke, Hindmarsh and Northern Grampians met on Thursday 10 August 2023. Key topics of the discussion included an update on the Recognition and Settlement Agreement by Dean Cowie from Land Justice.

MAV CEO Update: CEO's received an update on Sector Planning Reform Advocacy on Friday 11 August 2023.

Grampians Tourism (GT) General Meeting: The CEO attended the GT meeting held on 17 August 2023.

Regional Cities Victoria (RCV) Meeting: The Mayor and Chief Executive Officer attended the Regional Cities Victoria annual function at the Parliament House on 17 August and the RCV meeting on 18 August 2023 in Melbourne. Guest speakers included the Hon Harriet Shing who spoke on the State Government's approach to regional growth and investment and Mr John Pesutto, Leader of the Opposition who spoke on supporting sustainable growth in regional areas and the continued need for regional infrastructure investment. Other discussions included RCV advocacy in relation to the \$2 billion regional investments package recently announced.

Funding Opportunities:

Children's Week 2023 Mini Makers	Children's Week 2023	\$1,000
Roadside Pests and Weeds 2023/2024	Roadside Pests and Weeds 2023	\$85,000
City Oval Community Pavilion /Change Rooms	Growing Regions Fund Round 1	\$4,805,000
Baillie Street Safety Design Project	LG Grant Program-Analysis	\$22,600
Natimuk Road Safety Infrastructure Project	LG Grant Program-Infrastructure	\$100,000

B. Community Engagement

Horsham Rural City Talks Expo: Residents had an opportunity to help shape Horsham Rural City Council's long-term strategic planning at a three-day public engagement event.

The Horsham Rural City Talks Expo was held at Horsham Town Hall on Thursday August 10, Friday August 11 and Saturday August 12.

The Expo allowed Council's external committees, user groups and the general public to influence the development of key documents such as the Council Plan, Annual Action Plan and its Budget.

People's contributions to the expo will also inform the planning and design of major projects for the municipality in the future.

C. Projects and Events

Street Trees: Council will be planting 850 trees as part of a plan to ensure every house has a tree on its nature strip. Crews have been planting in Sunnyside and the area of Horsham North between Kalkee Road and Dimboola Road this month.

D. Staff Matters

Nil

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 August 2023.

10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Robyn Gulline, Mayor

Committee Representation	
31/07/2023	RCV meeting with Victorian Nationals at Parliament House
07/08/2023	Chair Aboriginal Community Roundtable
17/08/2023	RCV Networking Function at Parliament House
18/08/2023	RCV Annual Forum in Melbourne
22/08/2023	Wimmera Southern Mallee Development Board meeting (virtual)
Other Council Activities	
25/07/2023	ABC Wimmera radio interview
26/07/2023	Murra Warra Wind Farm Community Grant presentation
28/07/2023	Triple H radio interview with Di Trotter (phone)
02/08/2023	ACE Radio interview with Emma Elsom
03/08/2023	Holy Trinity Lutheran College Year 5 students to discuss Local Government democracy
06/08/2023	Installation of new Lutheran Pastor Hans Peethala and welcome his family to Horsham
08/08/2023	Welcomed 6 new Australians at Citizenship ceremony
09/08/2023	Chaired and was guest speaker at Wimmera Australians in Retirements AGM
10/08/2023	Quarterly Wimmera Mayors and CEO meeting
10/08/2023	MAV Renewables Roundtable (virtual)
10-12/08/2023	Horsham Talks Strategic Expo 2023
11/08/2023	Live radio interview with Ace Radio to promote Horsham Talks Strategic Expo 2023
11/08/2023	Horsham City Netball Association Grand Final – presentation of medals
22/08/2023	Local Councils Planning Reforms Consultation with Samantha Ratnam and Sarah Mansfield
23/08/2023	Horsham Cemetery Trust - New Davis Drive Entrance Official Opening
23/08/2023	Chair Natimuk Community meeting
24/08/2023	4 th Horsham Scout Group Award Presentations

Cr Penny Flynn

Committee Representation	
Date	Description
28/07/2023	Wimmera Southern Mallee Regional Transport Group – Online
9/08/2023	MAV Wimmera Southern Mallee Central Highlands Regional Meeting – Online
9/08/2023	ALGWA Vic Finance Subcommittee Meeting – Online
Other Council Activities	
27/07/2023	ALGWA Vic Julie in July – Online
8/08/2023	Citizenship Ceremony – Council Chamber
11/08/2023	Horsham City Netball Association Under 11 and 13 Grand Finals – Central Park
12/08/2023	Strategic Expo 2023 – Horsham Town Hall

Cr David Bowe

Committee Representation	
Date	Description
21/08/2023	CEO Employment & Remuneration Committee Meeting
Other Council Activities	
28/07/2023	Everyone needs a home and a community – Municipal Association of Victoria (MAV) Housing Summit – online
03/08/2023	Municipal Association of Victoria (MAV) Good Governance Seminar – Integrity agencies update – online
07/08/2023	Council Briefing – Council Chambers
11/08/2023	Horsham Talks Expo 2023 – Horsham Town Hall, attended 10am – 12.30pm & 1.30pm -4.30pm
12/08/2023	Horsham Talks Expo 2023 – Horsham Town Hall, attended 10am –1pm
14/08/2023	Council Briefing – Council Chambers

Cr Bob Redden

Other Council Activities	
04/08/2023	Rail Freight Alliance Melbourne
08/08/2023	Citizenship Ceremony
10/08/2023	Scheduled Discussion with Sunil Bhalla
11/08/2023	HRCC Expo Town Hall
12/08/21023	HRCC expo Town Hall

Cr Claudia Haenel

Committee Representation	
Date	Description
21/08/2023	CEO Employment & Remuneration Committee Meeting
25/08/2023	Western Highway Committee Meeting, Moorabool Council Chambers Ballan
Other Council Activities	
26/07/2023	<p>In Conversation with Minister for Women, Hon. Katy Gallagher – Women for Election free webinar</p> <ul style="list-style-type: none"> • A personalised look into women standing for election to federal government based on the experiences of our Australian Minister for Women and Finance, Hon. Katy Gallagher. • The support of the federal government in gender parity and how that translates to all women who are active in their communities and wanting to make a difference. • Implementation of the Jenkins report and tracking progress of all recommendations in the Parliament of Australia can be found here: Progress of recommendations – Parliament of Australia (aph.gov.au)
27/07/2023	Chat with Cr. Claudia Horsham RSL
27/07/2023	<p>Julie in July. ALGWA Vic - Online Forum Be inspired. From councillor, mayor to state government appointments, we hear how this journey took place. Julie Eisenbise was a councillor at Manningham City Council, (1997-2005), serving as Mayor in 2001-02, and was a member of the Municipal Association of Victoria Board (2001-04). She has extensive experience in the education and science field spanning 30 years, including the role of Executive Director, Global Business and Engagement at RMIT University which oversaw the international and local business development of the University. More recently Julie served as a Commissioner on the Victorian Local Government Grants Commission from 2013 to 2021. Currently Julie is Chair of the Electoral Review Advisory Panel</p>
28/07/2023	<p>Everyone needs a home and a community – MAV housing summit webinar</p> <ul style="list-style-type: none"> • The pressures of the housing crisis and how it impacts councils
02/08/2023	Coffee with Cr. Claudia
03/08/2023	Chat with Cr. Claudia - RSL
09/08/2023	Coffee with Cr. Claudia
10/08/2023	Chat with Cr. Claudia - RSL
10/08/2023	Strategic Expo 2023 – Horsham Town Hall
11/08/2023	Strategic Expo 2023 – Horsham Town Hall
12/08/2023	Strategic Expo 2023 – Horsham Town Hall
14/08/2023	<p>Launch of Rural Care Week discussions 2023 – Horsham RSL – Rural Innovation</p> <ul style="list-style-type: none"> • Aaron Janetzki presented the revolutionary MicroPro post and fencing • Glenn Fitzgerald Senior Research Scientist & Associate Professor spoke about Agriculture Victoria’s Horsham SmartFarm latest news
15/08/2023	<p>Rural Care Week discussions – Horsham RSL – Rural Finance</p> <ul style="list-style-type: none"> • Patrick White from Rural Financial Counselling Service informed about budgets and farm/small business financial guidance assistance

Councillor Reports and Acknowledgements

	<ul style="list-style-type: none"> • Mark Jasper from Rabobank spoke out the rural financial outlooks • Bev Miatke spoke about the Christian Emergency Food Centre services
16/08/2023	Coffee with Cr. Claudia
16/08/2023	From the Battlefield to the Boardroom Leadership Workshop – Horsham RSL
16/08/2023	<p>Rural Care Week discussions – Horsham RSL – Rural Health</p> <ul style="list-style-type: none"> • Rob Walter discussed Horsham Healthy minds and benefits to community • Mal Coutts Rural Outreach discussed the importance of trust and dialogue • Kyle Tyrrell former Australian Army officer guest speaker on his military experience in his current role empowering leaders
17/08/2023	Chat with Cr. Claudia
17/08/2023	<p>Rural Care Week discussions – Horsham RSL – Rural Climate</p> <ul style="list-style-type: none"> • Dale Grey Seasonal Agronomist Agriculture Victoria zoomed in from Agriculture Victoria to inform on the climate forecasts for crops • Mark Gunning CFA Horsham District 17 informed about extreme weather events and how to prepare and be safe • Dom Uljanic Forest Fire Management Victoria, Wimmera Field Management Team presented on bush fire, the current climate data and how to plan and stay safe for the upcoming fire season.
18/08/2023	<p>Rural Care Week discussions – Horsham RSL – Rural social connections</p> <ul style="list-style-type: none"> • Susan Flanagan and Ray Duffield discussed Probus • Noel Jantezki presented on Shed Happens • Frank Tuppin and Glenn Kimberley spoke on Uniting Wimmera • Helen Torey presented on CWA Horsham • Christ Sutton discussed Salvos Horsham services
23/08/2023	Coffee with Cr. Claudia
24/08/2023	Chat with Cr. Claudia – Horsham RSL
28/08/2023	Council 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 7 & 14 August 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

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.

14. NOTICE OF MOTION

14.1 NOTICE OF MOTION NO 197

Given by Cr Ian Ross

TAKE NOTICE that it is my intention to move the following motion at the Council meeting of the Horsham Rural City Council to be held at the Civic Centre, 18 Roberts Avenue, Horsham on Monday 28 August 2023.

“That a Strategic Parking Meter Review be completed within 60 days of the adoption of this resolution; and to include but not be limited to the following:

1. That a Parking Committee be re-established and be inclusive of two Councillors,
2. Review the parking zones,
3. Consider more all day parks,
4. That parking exemptions be allowed for people on duty doing charity work,
5. Review the economic viability of meters, and consider the removal of meters,
6. Consider waiving the fines for the last two months.”

Background:

The feedback received from the community is that the new system is not working well. We are at risk of significant reputational damage if we do not modify our current Parking Plan. Our Parking Committee was dismissed, and I believe the current system was implemented without appropriate community consultation. Many businesses have concerns of reduced turnover due to the changed shopper experience. These issues need addressing with strong empathetic leadership.

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

Cr Ian Ross

CIVIC CENTRE
HORSHAM 3400
23 August 2023

1. PURPOSE

The purpose of this policy is to provide guidance for the collection of rates and charges where the ratepayer is experiencing genuine financial hardship and provide ratepayers with clarity and transparency in relation to the options and assistance available in such circumstances.

2. INTRODUCTION

The management and recovery of outstanding debt is an important aspect of Council's financial management function. Council derives a large share of its revenue from rates and charges, and therefore has a responsibility to ensure that monies owing are collected in a timely, effective and efficient manner.

Horsham Rural City Council may provide alternative payment arrangements for property based debts to assist ratepayers deemed to be under financial hardship. Additional financial hardship assistance options outlined within this policy are available to individuals experiencing genuine financial hardship due to factors including (but not limited to) loss of income, unemployment, serious illness or injury, and economic abuse associated with family violence.

3. SCOPE

This policy applies to Horsham Rural City Council ratepayers in accordance with the following sections of the *Local Government Act 1989*: Deferred payment (s170), Waiver (s171), Waiver by application - financial hardship (s171A), and Payment plans for unpaid rates or charges (s171B).

This Policy also applies to all Council staff who have responsibility to ensure collection of Council's rates and charges.

4. PRINCIPLES

4.1 General Principles

Council will enforce the legislative powers available under the *Local Government Act 1989* and the *Local Government Act 2020* where applicable, in the pursuit of outstanding rates and other charges.

Council is committed to:

- Assisting ratepayers who are experiencing financial hardship
- Ensuring that the collection process is transparent
- Treating all people fairly, consistently, respectfully and with sensitivity
- Ensuring Council staff have the training and resources necessary to effectively and consistently manage financial hardship
- All collection matters under this policy are strictly confidential.

Where Council staff have identified that a ratepayer is experiencing financial hardship, outstanding rates and charges owed to the municipality shall be pursued in accordance with this policy.

If the outstanding rates and charges have been referred to Council's debt collection agency for recovery prior to genuine financial hardship being identified, the referral will be withdrawn. Similarly, any ratepayer who reports genuine financial hardship to Council will not be referred to Council's collection agency.

4.2 Applications for Hardship

Ratepayers may apply to the Co-ordinator Rates to have rates, charges and interest deferred or waived, either partially or in full. When assessing financial hardship applications, employees must be extremely aware of the financial, emotional, physical or psychological difficulties that the ratepayer may be experiencing. All applications for hardship assistance are to be assessed within 14 days of the application form being received and a written response on the outcome of the assessment returned to the applicant. Applications for hardship assistance are to be reviewed on a quarterly basis. Whilst reviewing applications on a quarterly basis, the ratepayers will not be required to reapply or provide any further information. The ratepayer will be provided with an updated balance (if necessary) and may be contacted to discuss whether or not their circumstances have changed.

4.3 Types of assistance available:

The following types of assistance may be offered following the assessment by the Co-ordinator Rates:

4.3.1 Payment Plans: A payment plan is a schedule of payments agreed to by both the Council and the ratepayer, which provides for flexible payment of debts once they have become overdue. Ratepayers do not need to be experiencing financial hardship to enter into a payment plan. Arrangements already entered into may be renegotiated on amount payable, frequency and/or duration. Interest, if applicable, will cease to accrue for the term of the payment plan unless the ratepayer were to default on their arrangement and neglect to discuss the matter with a member of the rates department.

4.3.2 Interest Waiver: Interest waivers by way of an agreed interest free period may be negotiated if the ratepayer is experiencing genuine financial hardship and is unable to enter into a payment plan at the time. Assistance in the form of an interest waiver would be granted to a ratepayer who has demonstrated efforts to meet past and current payment obligations wherever possible.

4.3.3 Deferral of Payment: An account may be placed on hold for a set or indefinite period. This option would generally apply to cases of proven financial hardship, and must be accompanied by a completed 'Financial Hardship Application Form'. Rates continue to accrue throughout the period, although interest will be waived. Rates and charges are deferred until such time as the ratepayer's circumstances improve or the property is sold or transferred to another entity.

4.3.4 Waivers: Section 171 of the *Local Government Act 1989* allows Council to waive, partially or in full, any rate or charge, or any penalty interest imposed for late payment. This provision is generally only used in circumstances of proven severe financial hardship, and must be accompanied by a completed 'Financial Hardship Application Form'. Council would expect the ratepayer in these situations, to seek professional assistance from a recognised financial counsellor or similarly qualified person. The Co-ordinator Rates will make a recommendation to approve any waiving of rates that will be presented to a confidential meeting of Council for decision.

4.3.5 Centrepay: Automatic deductions may be made from ratepayer's Centrelink payments. Anyone receiving Centrelink payments can apply to have a designated amount of their payment

directed to their Council rates. Although this facility is free to Centrelink customers, there is a small charge to Council for each transaction.

4.3.6 Sunset Clause: This policy caters for two different scenarios: (1) short-term financial hardship (up to one year), and (2) long term cases of financial hardship (most likely fixed income retirees).

In the first instance, arrangements should aim to clear the debt within 12 months where possible in order to avoid the ratepayer getting too far behind before the next years rates are levied.

In the second instance, hardship assistance will continue for an indefinite period, until such time as the ratepayer's circumstances improve or the property is sold or transferred to another entity. In these cases, the total amount of deferred rates and charges which can accrue against the property is capped at 50 percent of the current Capital Improved Value at the time.

4.4 External Resources

Council officers are able to direct ratepayers to financial information services.

The Consumer Action Law Centre (<http://consumeraction.org.au>) is a not for profit provider of phone based and online financial counselling services. The financial counselling hotline can be reached on 1800 007 007. The free hotline is open from 9.30am to 4.30pm, Monday to Friday. The centre can also direct callers to their closest in-person service.

Financial Counselling Australia has developed online resources at www.debtselphelp.org.au. The website provides letter templates, fact sheets, information on financial counselling services and a debt management self-help tool.

Rural Financial Counselling Service Victoria West provides support for farmers and rural small business owners. Phone 1300 735 578, email admin@wswrcs.com.au or visit their website at www.wswrcs.com.au.

5. COMMUNICATION

Horsham Rural City Council's website, Horsham Rural City Council's intranet

6. RESPONSIBILITY

Policy Owner: Co-ordinator Rates

This Policy will be reviewed every 2 years or earlier as required by changed circumstances including changes to legislation and plans, strategies or policies of HRCC.

7. DEFINITIONS

Term	Meaning
Deferred payment	A postponement of payment, in whole or in part, and can be for a specified period and subject to any conditions determined by Council. Deferred rates are a charge on the property and will continue to accrue interest until the account is paid in full.
Financial Hardship	A situation where a ratepayer is unable, because of prolonged illness or unemployment, or other reasonable cause, to discharge their financial obligations to Council and the ratepayer reasonably expects to be able to discharge those obligations if payment arrangements were changed.

	Financial Hardship means an inability to fulfil a financial obligation, not an unwillingness to do so. The hardship may be short or long term, and will be considered on an individual basis.
Ratepayer	The individual, organisation or other party that is liable to pay Rates and Charges. This maybe the property owner or a tenant who under the lease agreement is liable to pay rates.
Rates and charges	Any charge made under Part 8 of the <i>Local Government Act 1989</i> , including but not limited to General Rates, Waste Charges, Fire Services Property Levy,

8. SUPPORTING DOCUMENTS

Document	Location
Rates and Charges Debt Collection Policy	Website, Intranet
<i>Local Government Act 1989</i>	Internet
<i>Local Government Act 2020</i>	Internet

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	7 December 2015	Council	New policy	
02	25 March 2019	Council	Reviewed and updated	25 March 2022
03	22 July 2019	Council	Reviewed and updated	22 July 2022
04	26 August 2019	Council	Reviewed and updated	26 August 2022
05	28 June 2021	Council	Reviewed and updated	28 June 2024
5.1	March 2023	n/a	New logo	28 June 2024
06	August 2023	Council	Reviewed and updated	August 2025

It is recognised that from time-to-time circumstances may change leading to the need for minor administrative changes to Council and Administrative Policies. Where an update does not materially alter a Policy, such a change may be made administratively, without the need for formal adoption by EMT or Council. Examples include a change to the name of a Council Department/Position Title, a change to the name of a Federal or State Government Department, and a minor update to legislation which does not have a material impact. However, all changes will be noted in the document control section and version number updated.

1. PURPOSE

The purpose of this policy is to provide a charter for the efficient and effective collection of outstanding rates and charges owed to the municipality.

2. INTRODUCTION

The management and recovery of outstanding debt is an important aspect of Council's financial management function. Council derives a large share of its revenue from rates and charges, and therefore has a responsibility to ensure that monies owing are collected in a timely, effective and efficient manner.

Municipal rates are raised in accordance with the *Local Government Act 1989* and every rateable property in the municipality receives an annual rate notice showing the amount payable and the options through which payments can be made.

3. SCOPE

This Policy applies to Council staff with the responsibility to ensure collection of Council's rates and charges. This policy does not provide guidelines for ongoing financial hardship beyond 12 months. This information is provided for in the Rates and Charges Financial Hardship Policy.

4. PRINCIPLES

4.1 General Principles

Council will enforce the legislative powers available under the *Local Government Act 1989* in the pursuit of outstanding rates and charges debts.

Council will collect outstanding monies owed using all possible means before engaging in legal action, whilst remaining acutely aware of all ratepayers experiencing genuine financial hardship.

Council will undertake legal action only once all other collection avenues have been exhausted.

Council is committed to:

- Ensuring that the collection process is transparent
- Treating all people fairly, consistently, respectfully and with sensitivity
- All collection matters under this policy are strictly confidential

4.2 Notices

Notices will be clear, concise and provide sufficient information to enable the debtor to be aware of their obligations. Returned mail will be thoroughly investigated promptly.

Annual rate notices will be issued not less than one month prior to the due date of the first instalment. Ratepayers are given the choice of one in full payment or four instalment payments. Ratepayers who choose the instalment option need to pay the first instalment by the due date. A reminder notice for the second, third and fourth instalments will be issued at least 14 days before the due dates for payment. Where the first instalment is not paid by the due date, the property

will not be entered on the four instalment plan and rates will be payable in full by 15 February each year.

4.3 Interest on overdue rates

Interest on rates and charges is calculated in accordance with Section 172 of the *Local Government Act 1989*, noting the amendments to that Act as a result of the *Local Government Legislation Amendment (Rating and Other Matters) Act 2022*. The rate is set by the Attorney-General under the *Penalty Interest Rates Act 1983* and gazetted each year. The *Local Government Legislation Amendment (Rating and Other Matters) Act 2022* also empowers the Minister, in consultation with the Essential Services Commission, to set a maximum amount of interest that may be levied on unpaid rates and charges.

The interest penalty will be applied after the due date of an instalment. For lump sum payers, interest penalty will be applied after the due date of the lump sum, but calculated on each of the instalment amounts that are overdue from the day after their due dates. Interest continues to accrue daily until the outstanding amount is paid in full, but may be waived in cases of genuine financial hardship and/or where a formal payment arrangement has been negotiated with Council.

4.4 Council Final Reminder (Overdue) Notice

A Final reminder (overdue) notice will be issued by Council within 14 days following the prescribed due date of payment for in full payers, and within 14 days following the prescribed due date of the fourth instalment for instalment payers. Applicable penalty interest will be included in this notice. Ratepayers who do not pay the Final Reminder Notice by the due date and who have not entered into a negotiated payment arrangement will be shortlisted to be referred to Council's debt collection agency for recovery action. All efforts will be made to contact the ratepayers via phone/text/email by Council staff prior to the referral for recovery action, but if no contact can be established the referral will commence.

4.5 Negotiated Payment Arrangements

Ratepayers may negotiate a suitable payment arrangement which provides for flexible payment of debts at any time. Any such arrangements that pertain to overdue amounts should aim to clear the debt within a twelve month period where possible. Interest, if applicable, will cease to accrue for the term of the payment arrangement unless the ratepayer were to default on their arrangement and neglect to discuss the matter with a member of the rates department. Failure to adhere to an agreed payment arrangement will result in default reminder text messages being sent, followed by a letter being issued. If no contact is made by the due date stipulated in the letter, then the account will have penalty interest applied and may be referred to Council's debt collection agency for recovery action.

It is encouraged that any outstanding debt be cleared in full before the next rating year commences where possible in order to avoid the ratepayer getting too far behind before the next years rates are levied. The payment arrangement period may be lengthened beyond the 12 month period on the approval of the Co-ordinator Rates.

4.6 Financial Hardship

If a Ratepayer has been identified as experiencing genuine financial hardship, Council staff will refer to the Rates and Charges Financial Hardship Policy for guidance.

4.7 Debt Collection Agency Referrals

Ratepayers with either a rate balance in excess of \$1,000, or with a full years rates outstanding, who do not respond to Council's final overdue notice and further attempts at contact, or who default on their negotiated payment arrangement, will be referred to Council's Debt Collection Agency for recovery action through a formal debt collection process. Legal action will only be taken as a last resort with due consideration given to the prior responses to request for payment and the costs involved.

Council, through its contractual arrangements, will ensure that its Debt Collection Agency complies with the Australian Competition and Consumer Commission (ACCC) and Australian Securities and Investments Commission (ASIC) guidelines for debt collection at all times.

4.8 Rate Recovery Sales

In accordance with Section 181 of the *Local Government Act 1989*, a property may be proposed for sale to recover unpaid rates and charges where all other measures to collect the debt have been unsuccessful, and a Rate Recovery Sale process is justified and worthwhile. A report will be prepared for the consideration of the Chief Executive and the Director Corporate Services, and will include the debtor's financial circumstances if known, debt history, debt collection costs, sale costs, expected proceeds and any other relevant matters. A recommendation to list a property for Rate Recovery Sale is to be endorsed by Council before any action is taken. Under no circumstances will any property considered a ratepayers principal place of residence be sold to recover unpaid rates.

5. COMMUNICATION

Horsham Rural City Council's website, Horsham Rural City Council's intranet

6. RESPONSIBILITY

Policy Owner: Co-ordinator Rates

This Policy will be reviewed every 2 years or earlier as required by changed circumstances including changes to legislation and plans, strategies or policies of HRCC.

7. DEFINITIONS

Definition	Meaning
Debt	Debt is the amount (of money) owed by a debtor as a result of a transaction with Council.
Financial Hardship	A situation where a ratepayer is unable, because of prolonged illness or unemployment, or other reasonable cause, to discharge their financial obligations to Council and the ratepayer reasonably expects to be able to discharge those obligations if payment arrangements were changed. Financial Hardship means an inability to fulfil a financial obligation, not an unwillingness to do so. The hardship may be short or long term, and will be considered on an individual basis.

Rate payer	The individual, organisation or other party that is liable to pay Rates and Charges. This maybe the property owner or a tenant who under the lease agreement is liable to pay rates.
Rates and charges	Any charge made under Part 8 of the <i>Local Government Act 1989</i> , including but not limited to General Rates, Waste Charges, Fire Services Property Levy,

8. SUPPORTING DOCUMENTS

Document	Location
Rates and Charges Financial Hardship Policy	Website, Intranet
<i>Local Government Act 1989</i>	Internet
<i>Local Government Act 2020</i>	Internet
<i>Local Government Legislative Amendment (Rating and Other Matters) Act 2022</i>	Internet
Municipal Association of Victoria Hardship Policy Guidelines	Internet
Ministerial Guidelines relating to payment of rates and charges (as provided for with the Amendment of Local Government Act 1989)	Internet

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	7 December 2015	Council	Replaces existing Debt Collection Policy adopted by Council in 2003	7 December 2019
02	28 June 2021	Council	Reviewed and updated	28 June 2024
2.1	March 2023	n/a	New logo	28 June 2024
2.2	August 2023	Council	Reviewed and updated to ensure alignment with <i>Local Government Legislative Amendment (Rating and Other Matters) Act 2022</i>	August 2025

It is recognised that from time-to-time circumstances may change leading to the need for minor administrative changes to Council and Administrative Policies. Where an update does not materially alter a Policy, such a change may be made administratively, without the need for formal adoption by EMT or Council. Examples include a change to the name of a Council Department/Position Title, a change to the name of a Federal or State Government Department, and a minor update to legislation which does not have a material impact. However, all changes will be noted in the document control section and version number updated.



Quarterly Performance Report

April – June 2023 (Quarter 4)

Acknowledgement of Country

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, 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"

This quarter we hosted The Hon. Anthony Albanese, MP, Prime Minister of Australia along with the Member for Western Victoria Jacinta Ermacora MLC, who officially opened the Riverfront Activation Project and Nature Play Park in Horsham. It was a tremendous honour to have Mr Albanese come to our regional city.

The Nature Play Park is a wonderful example of partnership between the community, Council and higher levels of government. It is pleasing to see so many families of both locals and visitors making the most of the new park which is free and accessible for all ages and capabilities, all year round.

The Prime Minister's visit also afforded us the chance to share our advocacy priorities directly with the Federal Government. The Mayor and I discussed the need for increased road funding in our municipality and why regaining a viable rail link with Portland is so important. We also talked about the funding we need to build a new community pavilion and change rooms at Horsham City Oval. Mr Albanese provided us with some excellent feedback and was genuinely interested in the development of our regional city.

Some of the other highlights from this quarter included the completion and official opening of the oval resurfacing and drainage project at Quantong Recreation Reserve.

We also welcomed our first ever democratically elected Youth Council. Seven young people under the age of 17 were announced as the successful candidates of Horsham's 2023 Youth Council elections.

Prior to the COVID pandemic, Council regularly hosted meetings in the municipality's rural districts as part of its community engagement strategy, so that it could hear from people outside of the urban areas. I am pleased to say that these meetings, known as Community Conversations, have made a return. During May we hosted a meeting at the Dooen Public Hall where the impact of potential future mining and rural road maintenance were key issues for discussion.

Another positive achievement for this quarter was the transition to the new four-bin waste collection service. The changes started in April, and residents have adapted well to the new schedules which take in separate glass and organic collections for urban residents and additional recycling for rural households. Significantly, we are now diverting more than 40 per cent of our waste away from the Dooen Landfill.

It is a fantastic result and Council appreciates the community's willingness to do the right thing when sorted their waste at home.

As always, I welcome any feedback and ideas for how we can improve the information we provide - so if you have suggestions, please don't hesitate to contact me via the website at <https://www.hrcc.vic.gov.au/Contact-Us>

Sunil Bhalla
Chief Executive Officer
Horsham Rural City Council

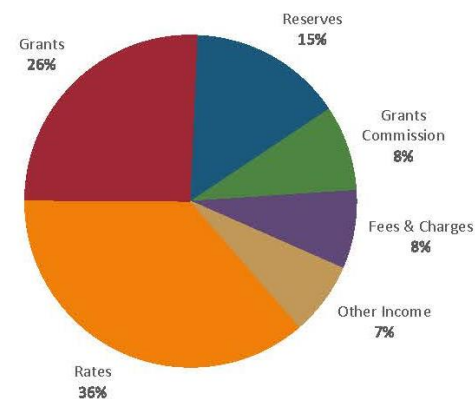
Financial Overview

Executive Summary

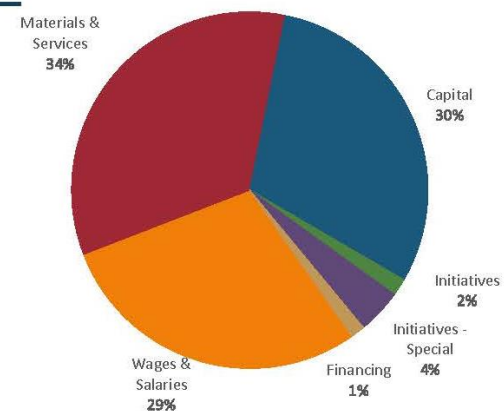
Overall Cash Budget Summary - \$'000

		Actuals 21/22	Adopted Budget 22/23	Actual 22/23	Adopted Budget Variance	Variance %	Notes
Income	General Revenue	-35,383	-36,030	-40,388	4,358	-12%	1
	Capital (funded)	-12,644	-10,346	-10,222	-124	1%	2
	Capital (grant not received)	-3,611	-4,720	-	-4,720	100%	3
	Service Delivery	-13,506	-13,580	-15,592	2,012	-15%	
	Initiatives	-1,449	-75	-100	25	-34%	
	Initiatives - Special	-473	-2,846	-996	-1,849	65%	4
	Reserves	-630	-2,919	-	-2,919	100%	
Income Total		-67,696	-70,517	-67,299	-3,218	5%	
Expenditure	General Revenue	83	73	120	-47	-65%	
	Capital (funded)	12,023	17,025	18,880	-1,854	-11%	2
	Capital (grant not received)	9,336	4,271	78	4,193	98%	3
	Service Delivery	36,316	40,783	39,422	1,361	3%	
	Initiatives	2,029	1,122	1,088	34	3%	
	Initiatives - Special	726	2,846	1,548	1,298	46%	4
	Reserves	4,131	3,569	679	2,891	81%	
	Financing	513	913	0	912	100%	
Expenditure Total		65,158	70,601	61,814	8,787	12%	
Grand Total		-2,538	85	-5,485	5,569	6587%	

Revenue Budget 2022/23



Expenditure Budget 2022/23



Comments:

- General Revenue - \$4.358 million favourable variance
VGC General purpose grant for the year 2023/24 received in advance
- Capital (funded) - \$1.854 million unfavourable variance
Grant funded projects received after budget was adopted including Nature Play Park, Hamilton Street Pedestrian Bridge & Flood Recovery
- Capital (grant not received) Income - \$4.720 million unfavourable variance
-\$2.984 million Burnt Creek infrastructure
-\$0.736 million Polkemmet Road & North East Wonwondah Road
- Initiatives - Special - income \$1.849 million favourable variance
Expenditure during 2022/23 on the RCCC project less than budget expectations

#Please note the variances in the Preliminary Finance and Performance Report are merely indicative and are likely to change once the Audit of the Financial Statements are completed. The figures represent a point in time in reporting at month end but do not factor in the capitalisation of assets that occurs post year end, nor the calculation for reserve account movements and recognition of unearned income as these are processed at a date later than this preliminary report.

Theme 1 – Community.



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

Complete		In Progress		Not started	
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Strategy	Action	%	Quarters 1, 2 & 3 (Jul 22 – Mar 23) Key notes	%	Quarter 4 (Apr-Jun 2023) Key notes
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	Council endorsed Horsham Rural City Talks Expo in place of a strategic planning committee. Commitment made for an annual expo, with 2022 Expo delivered in Q1.		
	1.1.2 Review and update the HRCC Advocacy Priorities resource document	70	Review completed with documentation on key advocacy projects for the Expo. Renewal of document underway, for release post budget 2023-24.	90	Advocacy priorities fully reviewed, updated and prepared for endorsement at July Council Meeting.
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	100	Grant guidelines for 2022-23 program provided broader funding priorities promoting greater inclusion and diversity. Score weighting adjusted to better support projects genuinely focused on accessibility and inclusion.		
	1.2.2 Provide support and educate community groups on grant applications to external funding bodies	100	Grants Guru platform launched. "Grants Guy" community information workshops hosted in Horsham and Natimuk.		
	1.2.3 Support Wesley Committee to make the Wesley Performing Arts Centre operational (subject to funding)	50	Grant opportunities identified and applied where relevant. Consultant appointed to review philanthropic opportunities available to Wesley Committee to seek additional funds for the proposed upgrades.	55	Recommendations from the consultant's report on philanthropic opportunities presented to the Wesley Committee. A fundraising campaign will be developed for a 6 month campaign.
	1.2.4 Increase activation and promotion of Council owned outdoor venues	75	Promotion of Sawyer Park area with inclusion of artwork on front of Sawyer Park Stage, and new event fencing. Large promoter performance event	100	The Nature and Water Play Park officially opened in late June. A 'Come and Try' day scheduled for families with young children. A Participation Plan developed for Park to increase use and activation.

			in Q2 with events held along new Riverfront space in Q3.		
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 2019-22 Community Inclusion Plan	100	Report detailing progress on actions developed, finalised and presented to Executive team.		
	1.3.2 Develop a new Community Inclusion Plan following the close out of the 2019-2022 plan	100	Community Inclusion Plan drafted following community engagement. The plan has been adopted.		
	1.3.3 Develop a policy on open space within subdivisions (consider pedestrian, cyclist and vehicle movements) and amend planning scheme	0	Deferred, pending 2023-24 budget considerations.		
	1.3.4 Develop a policy for developers' open space contributions & amend the planning scheme	25	Project brief developed with advertising for a consultant programmed for May 2023.	30	Engagement of consultant who has now finalised the Open Space Contributions brief. Council officers reviewing brief.
	1.3.5 Develop the Horsham North Local Area Plan	95	Local Area Plan revised following consultation with the community. Action plan currently in development.	100	Plan adopted by Council.
	1.3.6 Implement priorities of the Horsham North Local Area Plan - Finalise Rail Corridor landscape plan - Finalise concept design of the Pedestrian underpass.	70	Community Engagement for Horsham North Local Area Plan completed. Draft Local Area Plan near finalisation, Horsham Rail Corridor Underpass Design completed. First draft of landscape plan finalised for community feedback.	75	Final draft of landscape plan completed and ready for community feedback.
	1.3.7 Work with Victoria Police to update the CCTV Memorandum of Understanding. Update CCTV policy and procedure.	95	Meeting with Police conducted. CCTV MOU was reviewed and awaiting final signature.	95	MOU still waiting final sign off. Changes to internal governance changes necessitated additional review.
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	30	Policy and procedures for use of Council owned facilities were in development. Fees and charges to be in line with adopted policy.	35	Additional work required to draft a policy and procedure to inform transparent and fair use of Council owned/ managed recreational facilities.
1.5 Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres	1.5.1 In consultation with Barengi Gadjin Land Council (BGLC) develop a partnership agreement	20	Discussions commenced with BGLC.	25	A community engagement plan will be developed as part of Settlement Agreements.
	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	Silo work and flourmill completed. Amenities and lighting completed. Third artwork and rework on silo image commissioned during Q3, in partnership with BGLC & private silo owners.	100	Third and final artwork installed and completed on Mill Street-facing fence and shed. Site also has improved parking, interpretative signage and lighting.

Strait Islander community in Horsham	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.	60	No completion date as this should be occurring for all land use plans / major infrastructure projects. Consultation with BGLC scheduled for Q4.	70	Consultation with BGLC undertaken as part of the Alternative Truck Route Study.
	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	25	Discussions commenced with BGLC. A request was made for Horsham's new pedestrian bridge naming.	25	Language group to be re-established in first instance, waiting on further advice from BGLC.
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	85	New Official Visitor Guide (OVG) developed with planned launch and release before the end of financial year. OVG fills significant information gap for visitors to municipality.	100	New Guide has over 240 plus listings and is aligned to updated Visit Horsham website. Has been distributed to neighbouring councils, local motels, cafes and is available through Horsham Visitor Information Centre.
	1.6.2 Ensure Visitor Services successfully integrates into the Horsham Town Hall venue	90	The integration and the Victorian Industry Tourism Accreditation completed. Fit-out of the area underway. Review of Visitor Services provision in the Horsham Town Hall foyer undertaken, post vacated cafe space finalised. Recommendations put forward to Council.	90	Use of old cafe site (at Horsham Town Hall) for Visitor Services approved by Council. Work to commence subject to availability of architect and contractors.
	1.6.3 Encourage, promote and celebrate events enriching cultural diversity	75	Programming continues to address diversity and inclusion. Horsham Town Hall venue staff participated in training to address equity and anti-discrimination.	100	New quarterly venue flyer produced to promote programs scheduled at the venue and includes diversity and inclusion considerations.
	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	75	A review was complete with preparation underway for pre-exhibition consultation.	80	Further preparation completed for pre-exhibition consultation. Preparing for consultation with landowners on the statement of significance.
	1.6.5 Prepare a conservation management plan for Horsham Botanical Gardens	0	Deferred, pending 2023-24 budget considerations.		
	1.6.6 Prepare heritage controls and complete amendment to the HRCC Planning Scheme	70	Amendment to occur in 2023, subject to Council resolution to exhibit. Preparing for pre-amendment consultation. Landowners to receive proposed statement of significance for review and feedback in Q4 before amendment commences (12+ month process).	70	Citations are being finalised and Council report drafted. Due to flood amendment Panel Hearing, consultation on citations will be delayed to later in the year.

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	80	Event for 16 Days of Activism delivered in November. Council promoted community events including Family Violence evening vigil.	100	Ongoing partnerships are in place including membership of CORE Alliance
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 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”












Strategy	Action	%	Quarters 1, 2 & 3 (Jul 22 – Mar 23) Key notes	%	Quarter 4 (Apr-Jun 2023) Key notes
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	65	Older Persons Advisory Committee meets regularly providing advice on relevant activities. Seniors event delivered. Planning has also occurred for 2023 U3A Forum.	100	Full review of progress against Age Friendly Communities Implementation Plan conducted by Older Persons Advisory Committee.
	2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers, International Women's Day & Seniors week	90	Seniors Festival events took place throughout October. A volunteer recognition morning occurred in Q2. An Internal International Women's Day Event hosted, and representation at community IWD events.	100	Council supported celebrations of Refugee Week, National Volunteer Week and Pride Month during the quarter. Planning underway for Seniors Week (October).
	2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers, International Women's Day & Seniors week	60	International Volunteers Day and Seniors Week activities conducted. Australia Day Event delivered at Sawyer Park. Southern Water Ski Show team drew large crowd with performance on river.	100	Council supported fourteen events this quarter.
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	95	Easy English Guidelines developed and currently being finalised.	100	Guidelines (Accessible Design Specifications) developed beyond minimum accessibility standards, supporting improved outcomes for people facing barriers to accessing the built environment.
	2.2.2 Work with the WRLC to promote the library and related events through Council's public notice page	75	Ongoing.	100	Ongoing.

<p>2.3 Create engaging spaces and places for social connection and wellbeing to build community resilience</p> <p>□ Ref Health and Wellbeing Plan</p>	<p>2.3.1 Work with community to develop Concept Plans for Sawyer Park & City Oval and develop detailed designs and drawings - Stage 2</p>	<p>95</p>	<p>Concept and detailed plans were created with community engagement facilitated. Final details to be added to floor levels to ensure maximum usability and flood resilience.</p>	<p>100</p>	<p>Detailed designs and drawings completed.</p>
<p>2.4 Encourage participation, diversity and growth in sports, events, arts and culture</p>	<p>2.4.1 Seek funding opportunities through sport and recreation grants</p>	<p>85</p>	<p>Funding applications were prioritised according to existing strategic plans and priorities. This proved to be successful in obtaining some grants A. 10-year pipeline of recreational infrastructure projects developed and submitted to Sports & Recreation Victoria to inform future priorities for funding programs.</p>	<p>85</p>	<p>10-year pipeline of recreational infrastructure projects developed and submitted to Sports & Recreation Victoria to inform future priorities for funding programs. Aligned to Council's Long Term Capital Expenditure Plan.</p>
	<p>2.4.2 Produce, publish and promote an annual program of HTH performances</p>	<p>100</p>	<p>Second Annual Program released.</p>		
	<p>2.4.3 Produce, publish & promote an annual program of visual art</p>	<p>100</p>	<p>Second Annual Program released.</p>		
	<p>2.4.4 Develop and deliver an annual program of public art commissions, installations and promotion</p>	<p>90</p>	<p>Silo Artwork delivered with an additional third artwork and rework of silo commissioned in consultation with private site owners and BGLC. Skate Park Virtual Reality art project also in progress.</p>	<p>100</p>	<p>Final artwork, lighting and interpretative signage installed at Mill Street silo site.</p>
	<p>2.4.5 Build on the quality of the Gallery's Visual Art Collection</p>	<p>95</p>	<p>New acquisitions approved by Gallery Trustees in December and The Acquisition Committee continues to identify possible acquisitions based on budget and priorities.</p>	<p>100</p>	<p>Acquisition Committee's recommendations for the year approved and included in Gallery's permanent collection.</p>
	<p>2.4.6 Advance the Horsham Aquatic Centre Master Plan - hydrotherapy pool, spa, steam and sauna rooms</p>	<p>15</p>	<p>Design brief advanced for hydrotherapy facility. Q3 saw a focus on delivery of Accessible Change room construction.</p>	<p>90</p>	<p>Brief out to market for architect to develop scope of works and cost options for next stage of HAC Masterplan. Includes hydro-therapy pool, spa, steam and sauna. New accessible change rooms are close to completion.</p>
	<p>2.4.7 Oversee contract management of the Horsham aquatic services</p>	<p>75</p>	<p>New inflatables were introduced over Summer. Contract and maintenance issues are managed through monthly contract meetings.</p>	<p>100</p>	<p>First full year of new management contract with YMCA delivered. First year not impacted directly by COVID.</p>
<p>2.5 Respond to key community needs, ensuring our municipality</p>	<p>2.5.1 Municipal Early Years Plan 2019-23 to be reviewed and updated</p>	<p>50</p>	<p>Initial review undertaken with a brief being prepared. Preparation commenced for new planning cycle with partners.</p>	<p>60</p>	<p>New plan going through RFQ process in first quarter of 23-24 financial year</p>










is child and youth friendly and encourages positive ageing	2.5.2 Finalise the Dudley Cornell Reserve Master Plan (DCRMP) the Wimmera Regional Multi Sport Feasibility study	45	Planning currently waiting on the completion of the Wimmera Regional Multi Sport Feasibility study. Future development of the DCRMP informed by Wimmera Regional Multi Sport Feasibility study which is due to be finalised in Q4	50	Detailed planning for Dudley Cornell Park commencing second half of 2023, informed by approved 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	35	Dimboola Ski Club provided an Australia Day water skiing event on Wimmera River. Talks with potential business to activate river (pedal boats and stand-up paddle boarding) continue. Expressions of Interest process to commence, to ascertain interest from the commercial sector.	40	Renovations of Apex Cabin to be undertaken next quarter. Council to release an Expressions of Interest to lease.
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	45	Events held in Q3 to activate the Riverfront Meeting Place included a fishing competition and a soft launch where a DJ and food and beverage vendors were engaged. An Expression of Interest Form has been developed to further activate the site.	50	Event held at Riverfront Cafe site. Overwhelming number of attendees with great feedback received from community, mobile traders and musicians.
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.	45	City to River works were underway to increase riverfront tourism offerings. Nature Water Play Park neared completion. Meetings were also conducted with businesses to discuss plans for Green Lake.	50	In partnership with Grampians Tourism, developing a Destination Management Plan and Horsham Local Area Action Plan to promote our tourism opportunities. Documents to be finalised in next quarter.
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 and Wellbeing Plan	2.9.1 In partnership with our Health and Wellbeing partners, advocate for local mental health service provision (refer to Royal Commission into Mental Health)	50	Advocacy work underway with our health and wellbeing partners as required.	55	Advocacy work underway with our health and wellbeing partners.
	2.9.2 In partnership with our Health and Wellbeing partners, advocate for an alcohol and drug rehabilitation clinic in Horsham	0	Not yet commenced.	20	Advocacy work underway with our health and wellbeing partners.
	2.9.3 In partnership with our Health and Wellbeing partners, advocate for the provision of locally based sexual health and reproductive health services and outreach programs	60	Council continued to partner with local services around referral, education and profile building of local services.	100	Ongoing work with Women's Health Grampians.
	2.9.4 In partnership with our Health and Wellbeing partners, advocate for increased options of services for NDIS and for potential service providers to increase their understanding of options	60	Work commenced on informing business opportunities to build NDIS services and work force. Findings shared with Council's business development unit.	65	Collaboration underway with Latrobe Community Health Services (local NDIS partner) to include sensory quiet time in Horsham Aquatic Centre service delivery.

2.10 Plan for sustainable and affordable housing needs of our community ♥Ref Health and Wellbeing Plan	2.10.1 Implement the Horsham Planning Scheme and monitor land supply and demand	35	Wimmera Development Association land supply report completed. Funding for Housing Strategy confirmed. Brief and tender documents were in development for Housing Strategy.	65	Review of Planning Scheme commenced. Housing & Affordability Strategy tender closed.
	2.10.2 Develop a Housing Affordability and Diversity Strategy and complete an amendment to the Planning Scheme	15	Grant application submitted to Victoria Planning Authority with funding secured. Project brief and tender document being finalised to open in Q4	20	Housing and Affordability Strategy tender under evaluation. Consultants to commence developing Housing & Affordability Strategy next quarter.
	2.10.3 Prepare and implement the Horsham South Structure Plan and undertake a planning scheme amendment	40	Preparation of structure plan underway. Round 1 of technical background reports completed. Technical reports almost finalised. Project update provided to landowners. Currently developing future urban structure (land use plan).	45	Council officers reviewing future urban structure land use plan. Land owners received project update in June.

Liveability: Service Performance Indicators (YTD)

	FY 2020-21	FY2021-22	Year to date
*Active library borrowers			
 9.08%	9.08%	7.66%	6.97%
Library collection: # borrowed divided by total in collection			
 1.2	1.2	1.35	1.26
Proportion of library collection purchased in past 5yrs			
 39.87%	39.87%	41.65	44.83%
Cost of library service per head of population			
 24.53	24.53	25.47	26.38
*Food safety non-compliance notifications followed up (%)			
 70%	70%	70%	*100%*
Days taken to action food complaints			
 1.00	1.00	1.00	1.2
Required premises receiving annual food safety assessments (%)			
 75.31%	75.31%	67.76%	103.40%
Cost of food safety service per registered premise			
 \$569.69	\$569.69	\$742.39	\$613.27
*Utilisation of aquatic facilities per head of population			
 3.03%	3.03%	3.71%	5.05%

*Audited - Local Government Performance Reporting Framework (LGPRF)

	FY 2020-21	FY2021-22	Year to date
*Enrolled children attending MCH once a year or more (%)			
 96.65%	96.65%	85.89%	90.58%
Infant enrolments in MCH (% based on birth notifications)			
 101.4%	101.4%	101.07%	102%
Cost of MCH service per hour worked			
 \$62.31	\$62.31	\$60.84	\$60.57
*Aboriginal children attending MCH once a year or more (%)			
 97.30%	97.30%	86.64%	93.55%
*Animal management prosecutions per year			
 1	1	1	0
Cost of animal management per head of population			
 \$18.65	\$18.65	\$17.81	\$21.61
Days taken to action animal management requests			
 1.0	1.0	1.0	1.0
Percentage of animals reclaimed from the pound			
 52.83%	52.83%	63.68%	51.11
Cost of aquatic facilities per visit			
 \$13.30	\$13.30	\$11.91	\$8.38

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	
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Strategy	Action	%	Quarters 1, 2 & 3 (Jul 22 – Mar 23) Key notes	%	Quarter 4 (Apr-Jun 2023) Key notes
3.1 Plan for sustainable development which balances economic, environmental and social considerations □ Ref Health and Wellbeing Plan	3.1.1 Prepare a Commercial and Industrial Land Strategy and undertake a Planning Scheme amendment	0	Deferred, pending 2023-24 budget considerations.		
	3.1.2 Review the recommendations from the Wartook Valley Strategy and undertake a planning scheme amendment	0	Deferred, pending 2023-24 budget considerations.		
	3.1.3 Implement the recommendations from the Natimuk Social and Economic Plan	20	Final plan endorsed in Q1. Council working with community to form a group to lead implementation. Project Advisory Group to be elected in 2023. Natimuk Terms of Reference has been drafted, endorsed and is set to be established in Q4	30	Community Reference Group established.
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	60	Business forum focussing on activities within the Central Activity District delivered in October with further work progressing. Grampians Tourism held a sustainable tourism industry forum in Dunkeld.	100	First CAD CRG meeting held and will now continue monthly. Chair also now elected with first task is to elect the priority project for the next year.
	3.2.2 Implement the infrastructure works required for the next stage of development at Burnt Creek Industrial Estate and Enterprise Industrial Estate	35	Regional Infrastructure Fund (RIF) application was submitted with the application being unsuccessful. Council Owned Industrial Land group is now developing business case for Burnt Creek to establish future development timelines and	40	Cultural Heritage Assessment undertaken on Enterprise Industrial Estate identified the need for a Cultural Heritage Management Plan - currently underway. Drainage and road design underway for the next stage of Burnt Creek Industrial Estate

			associated budgets due to the RIF application being unsuccessful.		
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	0	No opportunities at this stage provided to enable a submission.		
3.4 Support business resilience and recovery from the impact of business interruption	3.4.1 Implement the recommendations from the Investment Attraction plan	75	Investment Attraction and growth monthly reports provided each month in Q1,Q2 and Q3	100	Investment Attraction and Growth reports provided each month in Q4.
	3.4.2 Work with local business to activate the Horsham town centre (Central Activity District (CAD))	75	Two Christmas Extravaganza events held in December. CAD Community Reference Group was established with its first meeting in Q4. This group was involved with implementation of CAD Revitalisation Plan's 15 projects	100	CAD Community Reference Group established with first meeting in Q4. Involved with implementation of CAD Revitalisation Plan's 15 projects.
3.5 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 practice.	75	Submission to be prepared at time of EES exhibition in 2023. Project on exhibition for 30 business days in Q4.	100	Council submission made to Avonbank Mineral Sands Mine Environment Effects Statement (EES).
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)	50	Additional promotion to follow further installations of solar on community buildings. Structural assessment of community buildings for solar installations complete. Works to commence on installation of solar panels in May.	100	Periodic media releases provided to promote Council's delivery of reduced carbon saving projects. Further work will continue in the Annual Action Plan - Year 2.
	3.6.2 Implement Actions from Zero Net Emissions Carbon Action Plan	75	New projects scoped and referred to the project team for delivery with 3 solar panel projects tendered.	100	Projects identified from Zero Carbon Plan and included new solar installations at Horsham Community Pavilion and The Station Youth Centre while the Horsham Town Hall received an upgrade. New projects under the plan will continue in Annual Action Plan - Year 2.
	3.6.3 Develop a plan for the introduction of electric vehicles to Council's fleet	10	Assessment underway to introduce pilot hybrid vehicles in Council fleet system. Monitoring innovations in the sector. Hybrid truck purchased for urban maintenance in 2022.	30	Assessment underway to introduce pilot hybrid vehicles in Council fleet system. Monitoring innovations in the sector. Hybrid truck purchased for urban maintenance in 2022.
	3.6.4 Implement the actions from the electric vehicle transition plan	5	Council purchased electric vehicles and trucks as a pilot. Further vehicles pending finalisation of plan	10	Hybrid vehicles purchased will help inform development of Electric Vehicle transition plan.
	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	90	Commenced community education on Better Sorted Waste program with an extensive education campaign throughout Q3 prior to commencement of Better Sorted Waste program.	95	4 Bin Service implemented as of April 2023. Robust community education campaign in place to advise community on new statewide reforms and waste diversion rates.

	3.6.6 Upgrade water supply to parks and reserves where possible from the GWMWater reclaimed water project	75	GWMWater tender preparation underway for this reclaimed water project. Council advising and supporting as appropriate.	80	GWMWater installation underway of pipework to deliver reclaimed water.
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	95	Project complete, with extensive consultation.. Additional funds secured to produce and install required signage to communicate new rules from Marine Safety Victoria.	95	The contract for signage and on-water navigational aids has been awarded. Graphic design of signage completed. Production and installation of signs/buoys to occur within next month.
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	75	Ongoing promotion of available grants and opportunities distributed through the Active newsletter.	100	Continued promotion of available grants and opportunities distributed through the Active e-news database.
	3.8.2 Support communities to access Council owned recreational assets	60	Supported clubs and recreational groups impacted by facility redevelopments, to find alternative locations to minimise disruption to seasonal programs. Installation and trial of sensors to determine use of facilities and spaces underway. Initial survey of community groups to ascertain use and demand of facilities complete.	100	Review of Integrated Management System (IMS) to manage facility bookings with transparency and fairness. Some improvements required.

Sustainability: Service Performance Indicators (YTD)

	FY 2020-21	FY2021-22	Year to date
Council planning decisions upheld at VCAT			
 0%	0%	100%	*Data unavailable*
Days taken to decide planning applications			
 63	63	62	56
Planning applications decided within required timeframes (%)			
 78.49%	78.49%	91.18%	100%
Cost of statutory planning process per application			
 \$2,328	\$2,328	\$8,834.59	\$24,184.76

	FY 2020-21	FY2021-22	Year to date
*Kerbside collection waste diverted from landfill			
 19.91%	19.91%	19.74%	24.56%
Kerbside collection bins missed per 10,000 scheduled bin lifts			
 0.99	0.99	1.90	2.57
Cost of kerbside garbage bin collection service per bin			
 \$123.97	\$123.97	\$140.81	\$152.70
Cost of kerbside recyclables collection service per bin			
 \$68.42	\$68.42	\$72.14	\$88.12

*Audited - Local Government Performance Reporting Framework (LGPRF)

Note: some data unavailable due to 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”








Strategy	Action	%	Quarters 1, 2 & 3 (Jul 22 – Mar 23) Key notes	%	Quarter 4 (Apr-Jun 2023) Key notes
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	95	Service level for roads and footpaths established. Projects prioritised accordingly. Horsham North footpath project underway. Maintenance of the council's transport network through automated prioritisation within a maintenance management program.	98	Maintenance of the council's transport network through automated prioritisation within a maintenance management program.
	4.1.2 Work with Regional Roads Victoria to undertake investigation and planning for Horsham's alternative truck route.	35	Priority for 2023-24 financial year. Background report prepared by consultant. Cultural heritage study nearing completion.	45	Cultural heritage assessments of the Wimmera River through yarning sessions are still being finalised.
	4.1.3 Implement prioritised actions identified in the Horsham Urban Transport Plan 2020, Rural Road Network Plan and Bicycle and Shared Path Plan 2012-16	70	Works implemented as per priority under Bicycle and Shared Path plan. Various actions identified from Urban Transport Plan, Rural Road Network Plan, and Bicycle and shared path plan are listed in councils 10 years program; subject to each year's budget preparation.	80	Various actions identified from Urban Transport Plan, Rural Road Network Plan, and Bicycle and shared path plan are listed in Council's 10 year program; progressive work is underway to make these projects shovel ready.
	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	60	Council's Road Management Plan administered to ensure defects/issues are addressed within agreed timeframes. Group of potential road safety hazards, including speed limit issues, identified and solutions developed. 20 urban hotspots investigated through road safety audits. Further HVSP funding application is being prepared to enhance the safety of priority rural roads.	80	A total of 21 urban hotspots now investigated through road safety audits. Further HVSP funding application being prepared to enhance safety of priority rural roads.

	4.1.5 Maintain assets in accordance with Councils Asset Plan 2021-31 adopted service levels	95	Assets renewal, maintenance management, and upgrades have been continuing as per the intervention level set in Council's asset management plan.	98	The council's asset management plan has been guiding the ongoing renewal, maintenance management, and upgrades of assets, adhering to the specified intervention level.
	4.1.6 Investigate and implement new methods and materials to improve the efficiency of Council's road maintenance program	60	Testing of material from three potential quarry sites has been completed. Work progressing towards licensing potential pits for material suitable for rural roadworks. A feasibility study about rubberised crack sealing was in progress.	70	Licensing work for new gravel pits is in progress. Otta seal pilot work is now complete. Extensive work is underway that is driving efficiencies with the effect that more maintenance work is being delivered from within the maintenance budget.
	4.1.7 Investigate the capacity of all bridges	70	Tier 1 assessment of all bridges completed. Load testing on 2 bridges to be completed in Q3, leading pathway for renewal/upgrade planning of bridges around Horsham. A Tier 2 structural assessment has been completed for 4 bridges and culverts. Followed by the completion of load testing on some sample bridges, detailed structural assessment work is underway. All assessment works will be completed in the next 18 months, which will provide a retrofitting / renewal program of bridge assets.	80	Analysis of bridge load testing data currently underway to inform comprehensive bridge strengthening program for Council's entire bridge network.
	4.1.8 Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham	50	Draft plan was prepared with further internal consultation on plan underway.	60	Draft plan finalised and currently being reviewed.
	4.1.9 Develop and implement a plan for the provision of footpaths in residential streets in Horsham	80	Horsham North works nearing completion. Work to inform a footpath program as part of Council's Long Term Capital Works Plan in development	95	Long term capital works plan for footpath has been developed which will be presented to August Council meeting.
	4.1.10 Secure funding to assess municipal and 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 and needs Assessment- to determine space availability, options, decommission and potentially new solutions	40	Scope finalised with surveying work completed by staff. Second stage of project due to go out to market.	50
4.2.2 Seek funding to complete the Hamilton Street pedestrian bridge		80	Contractor commenced detailed design and ordering materials. Final detailed design completed; footings on eastern bank completed, fabrication of bridge sections off-site well progressed. Contractor to returned to site in Q4 to commence final construction works.	100	Hamilton Street pedestrian bridge successfully completed, receiving positive feedback from the community.

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	85	Implementation plan for 2019 Open Space Strategy developed with key actions currently occurring. 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. Review of the Open Space Strategy underway in Q2. All projects currently slated for completion have commenced. A pipeline of recreation projects has been developed and been included in the Long Term Capital Works Program.	100	Recreation projects identified and aligned to approved strategies and feasibility studies. Information shared with Sport & Recreation Victoria and cross referenced with Council's Long Term Capital Works Plan.
	4.3.2 Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework	30	First step is the Conservation Management Plan for the Horsham Cinema. Master plan will follow this. Meeting planned to determine sequence of master plans over the coming years. Tender currently being assessed for this project	40	Tender awarded. Consultant appointed and work commenced.
	4.3.3 Develop prioritised projects from outcomes from the Regional Multi Sport Facility Feasibility study	15	Initial planning undertaken with funding from Sports & Recreation Victoria. Two additional sites included in Feasibility Study. Feasible sites have undergone high level site planning and cost estimates. Feasibility consultation study being worked through with stakeholders and State Sport Association. Once finalised, study to be presented to Council prior to any further commitments.	25	Feasibility study has been completed and endorsed by Council, identifying distributed model of sporting facilities as most achievable and cost effective. Detailed planning will now commence to determine prioritised projects.
	4.3.4 Develop schematic plans for priority toilets listed in the Public Toilet Plan	40	Schematic plans commenced.	50	Schematic Plans developed for Toolondo and Bennett Road, developing plans for Apex Island and Hamilton Bridge
	4.3.5 Develop a detailed outdoor Play Space Plan	20	Project scope developed, with Project Management Plan and consultants brief finalised. Ready to go out to market.	40	Procurement finalised. Project consultant appointed.
	4.3.6 Implement the actions from the Greening Greater Horsham Municipal Tree Strategy	50	Planning underway to determining staffing requirements / materials / equipment / ongoing maintenance requirements. Trees have started to be planted with more planned for the coming quarter. Logging of tree inventory is well advanced.	75	Tree audits complete for Horsham Urban area. Trees purchased and ready to be planted. Sustainability options in use (recycled stakes).
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	50	Plan for delivery of next session July 23 now in place.	80	Current enrolments taking place. Program will commence early July 2024.
	4.4.2 Deliver the Department of Education & Training funded Schools Education Program at the Horsham Town Hall Venue.	75	Semester 2 had excellent attendances, positive feedback from funders, schools and participants.	100	Program continues to be delivered. New application made to Department of Education for further two-year extension to program. Existing program expires at end of 2023 calendar year.

Accessibility: Service Performance Indicators

	FY 2020-21	FY2021-22	Year to date
*Community satisfaction with sealed local roads (out of 100)			
	39	45	*Data unavailable*
Sealed local road requests (% of kilometres)			
	10.76%	10.89%	11.46%
Sealed local roads maintained to condition standards			
	99.30%	99.55%	100%

	FY 2020-21	FY2021-22	Year to date
Cost of sealed local road reconstruction per m²			
	\$36.62	\$35.13	\$39.96
Cost of sealed local road resealing per m²			
	\$5.20	\$7.18	\$9.33

*Audited - Local Government Performance Reporting Framework (LGPRF)

Note: some data unavailable due to timing of collection.

Total expenditure on sealed roads 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	
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Strategy	Action	%	Quarters 1, 2 & 3 (Jul 22 – Mar 23) Key notes	%	Quarter 4 (Apr-Jun 2023) Key notes
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 community's voices in our decision making	60	Consultation commenced as part of a review of the HRCC Project Management Framework. Project Management Framework in development with engagement reporting instigated, pending delivery of Project Management Framework (including engagement software).	80	Quarterly report delivered. Related long-term software project remains in train via digital transformation project.
	5.1.2 Budget developed and adopted in line with statutory obligations	60	Draft capital and operational budgets prepared as part of draft budget with initiatives for Annual Action Plan also agreed.	100	Budget delivered and adopted by Council.
	5.1.3 Seek community input and feedback on services at Horsham Town Hall	90	An automated online survey was implemented to capture feedback from all attendees. In Addition to this customer/attendee surveying has continued post show, providing insights into future programming. Event analysis was provided back to external promoters to ensure venue is providing excellent customer service.	100	Post show survey and analysis continues to be collected and reviewed. Survey responses provided back to commercial hirers to inform them of impact and benefit.
	5.1.4 Establish a transparent procedure for prioritising projects in the Capex plan	80	Prioritisation process developed comprising 4 key elements: (i) alignment with Council Plan, (ii) shovel readiness, (iii) % of grants and (iv) benefit cost ratio. Work is underway to embed whole of lifecycle cost and benefits in project appraisal.	95	Prioritisation process developed comprising 4 key elements: (i) alignment with Council Plan, (ii) shovel readiness, (iii) % of grants and (iv) benefit cost ratio. Work is underway to embed whole of lifecycle cost and benefits in project appraisal.
	5.1.5 Investigate and Implement a Project Management Software System	60	Tender process opened for procurement of Project Management Software. Tender documentation for Project Management Software was developed.	70	Tender for Project Management Software managed through RCCC (Rural Councils)




				Corporate Collaboration) project. Tender submissions under evaluation.	
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	20	Quarterly report includes highlights on engagements during quarters 1-3, and looking ahead to quarter 4.	100	Quarterly report includes highlights on engagements during Q4. Council website shows planned engagements for Q1 of next financial year.
	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	90	6-week Project Framework Review and Co-Design Process completed. Final report has been compiled. Project implementation was then formalised through Project Charter submission. Project Charter updated to provide substantive Community Engagement initiation.	95	All projects initiated through Project Charters will include targeted Community Engagement questions. Improvements in Community Engagement (Inform) during project delivery initiated
	5.2.3 Manage performance and finances in line with income and regulation	75	Monthly reporting to Executive Management Team and Council Briefing. Quarterly reporting to Audit and Risk Committee.	100	Monthly financial reporting to EMT and Council Briefing. Quarterly financial reporting to Audit and Risk Committee and as part of Quarterly report
	5.2.4 Promote grant funding options, resources and information available to community groups	90	The Recreation and Open Space Planning team engage with and keep community groups informed through regular 'Active Newsletter'. Funding and grant opportunities included in the newsletter.	100	Grant opportunities communicated through the ACTIVE e newsletter, and more broadly through HRCC's weekly e-newsletter when relevant.
5.3 Enable a customer/stakeholder focused approach that delivers efficient and responsive services	5.3.1 Develop Organisational non-financial reporting measures	50	Development of performance measures progressed with reporting protocols developed. Service Planning program rollout scheduled for Q4.	60	Service Planning program fully reviewed. Plans scheduled for completion in Q2 of next financial year following Horsham Talks Strategic Planning Expo in Q1.
	5.3.2 Phone system upgrade including improved staff access and customer chat options	25	Various options were identified with an Implementation plan scheduled for development within Q4.	30	Procurement planning and vendor consultation underway. Project scheduled for delivery in Q3 of new financial year.
	5.3.3 Be responsive to all asset related service requests, queries and complaints	75	All asset management related customer requests answered as per customer service charter. Compliance against timeframes internally audited 6 monthly. 100% of customer requests related to asset management were responded to with within the specified metrics in Q3.	90	All asset management requests answered with definite "Yes/No, if not why not" within 90 days. All maintenance-related requests will be dealt with within the timeframe agreed in the road management plan and service level documents. 100% of customer requests related to asset management have been dealt with within the above metrics in the last quarter.
	5.3.4 Prepare detailed plans for the relocation of the Council Depot	0	Funding approved in 2023-24 budget.		
	5.3.5 Review Council's Place Naming policy and procedure to align with the updated Place Names Guidelines issued by the Surveyor General	90	Draft prepared and presented to Executive Management Team.	95	Completed pending adoption at July 2023 Council Meeting.
5.4 Attract, retain, respect, value and invest in quality staff	5.4.1 Implement the actions from the Gender Equality Action Plan	25	Consultation undertaken with senior management who agreed to approaches towards flexible working and having gender balance on interview panels. Sexual harassment training conducted for all staff. Gender Equality introductory training	45	Internal survey on gender equality and flexibility conducted in Q4, and lunch for trainees and apprentices. LGBTIQ+ diversity training scheduled for August. Youth Council promoted and Youth Councillors elected. Exit interviews implemented



			introduced for Coordinators, Managers and Executive, to be completed by end of Q4.		for all departing staff, with data reported to the Executive.
	5.4.2 Implement the actions from the Workforce Plan	20	Implementation underway with prioritisation to workplace culture improvements.	25	Focus on workplace culture improvements continues. Gender equality actions have been identified from plan and aligned for delivery against both the Workforce and Gender Equality Plans. Internal promotion of these Plans continues.
	5.4.3 Negotiate a new HRCC Enterprise Agreement	80	Negotiations progressed with the final offer being presented.	95	In principle agreement reached with unions and draft agreement sent to negotiation committee, ready to proceed to vote.
	5.4.4 Strategic and Operational Risk Registers to be made current and a system for maintaining them embedded in the organisation	50	Work plan for strategic risk review developed.	75	Strategic risk review well progressed, review of operational risk commenced.
	5.4.5 Implement actions from all internal audits	85	All internal audit items of priority completed. All remaining items progressed. End of year review of any outstanding audit actions scheduled for Q4.	90	Review completed with significant reduction in number of outstanding actions.
	5.4.6 Develop and implement a healthy eating charter to guide Council staff on choosing healthy options at workplace facilities.	50	Development of charter has commenced with work underway with the anticipated completion in Q4	70	Reviewing work to date with a focus on catering choices. Guidance to be developed when catering for staff training or events.
	5.4.7 Implement new Child Safe Standards	80	Review complete and compliance plan implementation in progress.	90	Standards and processes in place that comply with legislation. Discussions are occurring regarding departmental responsibility for ongoing compliance audits.
	5.4.8 Implement Actions from the Uni SA Survey of Organisational Culture	60	Culture Action Group worked towards finalising and implanting Action Plan. Action plan was then finalised. 360 degree review provider selected, leadership training complete, financial delegations reviewed.	65	Performance review training complete, regular depot crew meetings established, Internal Grievance Procedure drafted for review and adoption. Manager and leadership group meeting schedule changed to generate ideas and decisions for EMT consideration.
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	50	Project implementation plan is currently implemented and underway.	70	HRCC progressing as per project implementation plan.
	5.5.2 Implement a new system for the completion of staff performance appraisals, action tracking on plans, strategies and audits.	20	Planning for a new system in progress. Staff performance appraisal system is available for implementation through Civica Altitude. Options for tracking of plans, strategies and audits have been identified.	40	Process refinements are progressing to align with upcoming RCCC (Rural Councils Corporate Collaboration) implementation period.
	5.5.3 Investigate and implement options for a customer request system.	20	Investigation of options for a system underway as part of the Rural Councils Corporate Collaboration (RCCC). New CRM system is continuing to be implemented with Civica Altitude through RCCC.	45	A new CRM is part of the Civica Altitude implementation through RCCC. The Civica CRM system will be implemented and is expected Go-live on 18 March 2024. It will be available to the general community through the Civica Community

				Portal post the Go-Live date. Communications around this change will be undertaken early in 2024.
	5.5.4 Investigate and commence implementation of a new electronic document management system	50	Investigation of options for a system was underway. Preparation of Tender documentation for the procurement of an electronic document management system has progressed as part of RCCC. A draft tender documentation has been prepared following discussion with RCCC Board.	50 A new Electronic Document Management system will be implemented as part of the RCCC project. A formal recommendation has been made although the procurement requires the sign-off of council and the state government before being formally announced. This will provide a cloud based records management solution through the Content Manager software. Sharepoint will be implemented across the organisation as the front end for use by staff to manage all electronic documents more broadly across the whole organisation.
	5.5.5 Implement a zero budgeting approach. To refresh project budgets and start from a zero base	0	Proposed for delivery in post implementation of RCCC.	
	5.5.6 Implement recommendations from the Operations Efficiency Project	70	Implemented with Botanical Gardens Team, rest of Parks and Gardens Team to start in next quarter. Reporting dashboards in development.	80 All teams provided with devices, initial set up complete. Further adjustments to the set up required and currently being worked through
	5.5.7 Expand Council's Geographic Information System (GIS) capability to provide near real time information to the public	70	GIS-Assetic integration developed such that staff can access corporate asset information through Pozi. Work progressed to make data publication to the community much simpler. Work progressing towards make many systems GIS Centric.	85 GIS-Assetic integration has resulted in significant reduction in effort required for GIS data publication for both internal and external staff (over 70%). Community can now access major capital programs via online community map with ongoing work to provide real-time updates regarding the council's maintenance grading program.
	5.5.8 Investigate an automated weighbridge operation at the Dooen Landfill	20	Initial planning advanced with significant investigation leading to the development of an updated scope of work. The procurement process for the automated Dooen Landfill weighbridge is currently underway.	20 Progress delayed due to resourcing constraints. New resource now working on this. Progress due over next 2 months.
	5.5.10 Upgrade & update Visit Horsham Website	75	Official Visitors Guide finalised. Website upgraded ready for launch in final quarter.	100 Website updated and maintenance of listings will be managed by Visitor Services staff
	5.5.11 Installation of Smart Sensors on all Council owned Facilities (to measure demand and plan for asset upgrades & renewal)	75	Project Plan developed with sensor trial underway, with plan to install all 60 sensors at agreed sites.	80 Gateway and sensor installation in key locations completed. Some technical issues still to be resolved for data collection and analysis.
5.6 Work in partnership with key agencies and other levels of government to provide leadership and support in emergency	5.6.1 Review and update Emergency Management Plans and Processes	80	Review of Municipal Emergency Plan have commenced .Municipal Emergency Plan & Emergency Animal Welfare Plan review completed. Plans and processes are up to date, endorsed by the Municipal Emergency Management Committee and publicly available.	100 Planning cycle successfully concluded.

preparedness, response and recovery processes	5.6.2 Inform and educate the Community on emergency preparedness	70	Information provided to the community before the 2022 flood event. Fire ready booklets were developed and distributed to extreme fire risk areas in Wartook and Laharum. Information available and distributed via multiple channels and events.	100	Information made available and shared including development in Karen language.
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Leadership: Service Performance Indicators

	FY 2020-21	FY2021-22	Year to date
*Community satisfaction with Council decisions (out of 100)			
 48	48	53	42
Councillor attendance at Council meetings			
 96.43%	96.43%	91.30%	74.29%
Council decisions made at meetings closed to the public			
 9.03%	9.03%	6.25%	15%

	FY 2020-21	FY2021-22	Year to date
Cost of governance per Councillor			
 \$35,874.87	\$35,874.87	\$44,415.73	\$55,588.06
Community satisfaction with consultation & engagement			
 48	48	52	43

*Audited - Local Government Performance Reporting Framework (LGPRF)
 Note: some data unavailable due to 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 to ensure Councillors are provided with appropriate resources, facilities and other support whilst performing their duties.

Full details of Councillor expenses for the 2022-2023 financial year will be reported in the Annual Report.

Customer Service Performance

Customer Service Requests	April	May	June	Total Q4	% of Total
Abandoned	1	2	1	4	0%
Animals	143	149	97	389	18%
Bin Services	349	242	150	741	34%
Building	57	62	78	197	9%
Business or Events	6	7	9	22	1%
Community Services	2	4	3	9	0%
Drainage	14	9	27	50	2%
Environmental Health	17	20	10	47	2%
Fire Control & Safety	0	0	1	1	0%
Footpaths	21	24	32	77	4%
Garden Beds	1	0	0	1	0%
Governance	2	6	4	12	1%
Graffiti & Vandalism	6	4	4	14	1%
Local Laws	21	24	17	62	3%
Miscellaneous	7	10	8	25	1%
Nature Strips	5	4	3	12	1%
Parking	36	18	17	71	3%
Parks & Reserves	20	14	18	52	2%
Planning	32	57	35	124	6%
Public Amenities	6	10	14	30	1%
Public Art	1	0	0	1	0%
Rates & Property	3	3	10	16	1%
Roads	43	32	48	123	6%
Roadsides	3	7	2	12	1%
Signs	10	12	20	42	2%
Street Furniture	0	0	1	1	0%
Street Lighting	4	1	1	6	0%
Trees	15	22	19	56	3%
Waste	1	1	0	2	0%
Total	826	744	629	2199	100%

Council continues to experience a trend of increased customer service enquiry volume.

This quarter saw a 40.2% increase in total enquiries compared to the previous year's final quarter.

This can be largely attributed to the tripling of bin service enquiries. The rollout of a new four-bin Better Sorted Waste program peaked between March and May 2023. Staff worked closely with the community to support and inform during this time of significant evolution in our approach to waste management. Rates of enquiry about bins eased towards the end of the quarter.

A project to replace Council's ageing metered parking infrastructure was expected to increase parking-related enquiries. However, this category of customer service request decreased by 29% compared to the same period last year. It is observed that in previous periods, customer requests stemmed mainly from reported faults in old meters, or queries about fines. The new meters have generated fewer enquiries overall, with a shift in focus to technical support, and receiving general community feedback on the new system.

More complaints overall were received this quarter compared to previous years.

As expected, the vast majority (30) complaints related to Council's new bin system, representing 55.5% of total complaints received. Parking meters also contributed as a subject of concern, with 6 complaints received (11.1% of total received).

Response on Time?	April	May	June	Total Q4	% of Total
No	317	250	188	755	34%
Yes	537	507	454	1498	66%
Total	854	757	642	2253	100%

Complaints	April	May	June	Total Q4	% of Total
Finalised	21	7	12	40	74%
Open	7	6	1	14	26%
Total	28	13	13	54	100%

Community Engagement Performance

WEEK:	Q1				Q2				Q3				Q4																			
	Jul-22		Aug-22		Sep-22		Oct-22		Nov-22		Dec-22		Jan-23		Feb-23		Mar-23		Apr-23		May-23		Jun-23									
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Amendments to the Road Management Plan																																
Annual Action Plan 23-24																																
Better Sorted Waste - Four Bins Program																																
Budget 2023-24																																
Creative Horsham Plan																																
Community Facilities Co-location Study																																
Dadswells Bridge Community Planning																																
Disability Access & Inclusion Plan																																
Dudley Cornell Park																																
Flood Planning Scheme Changes																																
Governance Rules (two-stage review)																																
Grampians Tourism Destination Management Plan & Local Area Action Plan																																
Green Lake Waterway Rules Review																																
Haven Precinct Planning																																
Horsham Central Activity District - Revitalisation Project																																

WEEK:	Q1				Q2				Q3				Q4																																			
	Jul-22				Aug-22				Sep-22				Oct-22				Nov-22				Dec-22				Jan-23				Feb-23				Mar-23				Apr-23				May-23				Jun-23			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4								
Horsham Flight Hub																																																
Horsham Municipal Bicycle & Shared Path Plan																																																
Horsham North Local Area Plan																																																
Horsham Rural City Talks Expo																																																
Horsham South Structure Plan																																																
Implementation of Parking Management Plan																																																
Investment Attraction Strategy																																																
Natimuk Economic & Social Plan																																																
Skate Park Precinct Planning																																																
Sunnyside Park Precinct Planning																																																
Wimmera Mallee Machinery Field Days																																																
Wimmera Regional Multi-Sport Precinct Feasibility Study																																																
Wimmera River Design Guidelines																																																

Capital Works Program Updates

Projects



Horsham Town Hall Stage 2 Heritage Hall

Replacement of heritage hall floor, office space establishment and upgrade to boiler system.



Public Conveniences upgrades

Program to modernise and add public toilets. Thirty-six related projects form part of the Long Term Capital Works Plan.



City to River: Natural play park, waterfront activation & City Oval Netball Courts

The City to River project has been divided into sub-precincts to progress projects in stages by priority.

Jul-Mar 2022/2023	Apr-Jun 2023
<ul style="list-style-type: none"> Flooring timber sourced and stored for seasoning Heritage assessment completed on curtains Lights and curtains removed for protection Original flooring removed New strip footings and stumps installed New flooring installed Stain and protective finish to be applied in April 	<ul style="list-style-type: none"> Work completed on Heritage Hall floor; hall re-opened for public events Design of office space completed, tender documents being prepared Boiler system upgrade works underway
<ul style="list-style-type: none"> Quotes sought for various resin floor treatments Renewal/upgrade works documented Quotes sought for tile removal/replacement (resin too expensive) Powercor and GWMWater engaged for new CBD south toilet services New CBD south toilet location determined Public tender released for refurbishment works to 6 public toilets Public tender released for new Public Toilet on Hamilton St (CBD South) 	<ul style="list-style-type: none"> Refurbishment of public toilet works awarded, scheduled to occur in August Tender for construction of new public toilet on Hamilton St (CBD South) awarded, scheduled to commence in August. Expected completion in November
<ul style="list-style-type: none"> Caravan Park residence and office demolished (new café development site) <p><i>Nature and Water Play Park</i></p> <ul style="list-style-type: none"> Footings complete for items including climbing sculptures, play equip, BBQ shelters & toilets Most play equipment installed Hard and soft play surfaces installed, shade sails and seats installed, landscaping commenced <p><i>Riverfront Activation</i></p> <ul style="list-style-type: none"> Landscaping and lighting complete Café site cleared, pump shed concrete pad and landscaping installed Community activities commenced in café site 	<ul style="list-style-type: none"> Construction works complete for <i>Nature and Water Play Park</i> and <i>Riverfront Activation</i>. Prime Minister officially opened the precinct <p><i>City Oval Netball Courts</i></p> <ul style="list-style-type: none"> Contract awarded for construction of the netball courts Tender documents prepared for the Netball Pavilion



City Oval: Netball & Football clubrooms

Second stage of City to River Master Plan. Continues on from the Stage 1 works associated with river frontage area.

- Local Sports Infrastructure Fund – Female Friendly Facilities funding awarded in September (netball)
- Funding for community pavilions and sporting change rooms not yet available
- Netball court construction design finalised, tender released and construction awarded
- Netball pavilion design contract released, evaluated and awarded (design underway)
- City Oval event stage tender unsuccessful. Design altered to reduce cost; tender re-released
- Negotiation with City Oval hall tenants for relocation

- City Oval Event Stage tender awarded
- City Oval hall tenants relocated to Jubilee Hall; office building tenants (20 Hocking St) related to old Visitor Information Centre on O’Callaghans Pde
- Demolition of hall, office building and old netball court commenced



Urban Roads

Priorities based primarily on regular asset inspections, ensuring those in worst condition prioritised. Road safety also a key issue.

- Microsurfacing of urban roads commenced
- Kerb & channel renewal temporarily delayed (weather and supply constraints). Olympic St work commenced with Kerb and Channel works underway
- Microsurfacing of urban roads complete
- Final seals and reseals complete

- Urban Kerb and Channel works complete



Rural Roads

Gravel road re-sheeting, and heavy patching and upgrades to priority freight routes.

- \$5.09M federal government funding for 3 years of road reconstruction to sections of 5 key rural roads:
- *Polkemmet Rd*: commenced and completed reconstruction of first section; native vegetation assessment underway in second section
 - *Horsham-Lubeck Rd*: native vegetation assessment complete, construction tender awarded and reconstruction commenced
 - *North-East Wonwondah Rd*: native vegetation assessment underway
 - *Noradjuha-Tooan East Rd* and *Dimboola-Minyip Rd*: works pending
- Gravel shoulder resheeting/reconstruction progressed and was placed on hold due to significant Flood Recovery work
- Gravel road resheeting commenced
- Heavy patching temporarily on hold due to unseasonably wet weather
- Flood Recovery works identified for approximately 50% of municipal area. 305 defects identified in ~70km of road. Federal Disaster (\$3.3M) funding in place.

- *Dimboola-Minyip Rd* – completed reconstruction of first section
- *Horsham-Lubeck Rd* – reconstruction underway

Flood recovery work underway, some by Council staff and some by contractors; 833 defects identified in approx. 80km of road



Plant & Equipment

Replacement program including broad spectrum of large plant, vehicles and smaller scale equipment.

- \$2.1M current year budget expenditure planned
- \$1.4M previous year expenditure carried forward due to equipment supply delays
- New grader with GPS levelling functionality procured
- Ongoing delivery of equipment as supply issues are resolved
- Current year budget actual expenditure \$1.03M, committed expenditure \$1.5M
- Carried forward YTD actual expenditure \$840,557 (budget \$1.48M)

- Several vehicles deferred to 23/24 program due to proposed budget changes/ changes to requirements/ low vehicle usage
- 10 vehicles on order from previous year (incl. 2 x trucks) to be delivered 23/24 - problems with vehicle availability/ supplier staffing issues/ shipping - various problems / vehicle parts etc.



Footpaths and Cycle ways

Maintaining and enhancing Council's network of footpaths, and on and off-road cycle paths.

- Major commitment in the 2022-23 budget for targeted footpath construction in Horsham North
- Hamilton St Pedestrian Bridge construction drawings and component fabrication complete offsite
- Horsham North Footpath program 75% complete
- Pedestrian Bridge footings complete on eastern river bank; prefabrication of bridge components underway

- Contracts awarded for footpath construction in Palm Ave and Mary St
- Remainder of Horsham North Footpath program complete
- Hamilton St Pedestrian Bridge major construction complete and open to the public; Menadue approach ramp under construction offsite and scheduled for install in August



Parks & Open Spaces

Council's portfolio of parks and open spaces assets such as bench seats, irrigation systems and shade sails. These require periodic renewal to ensure that open spaces are maintained to a suitable standard.

- Horsham Skate Park precinct upgrade – draft plan public consultation closed
- Ongoing management of 28 parks, gardens and reserves throughout the municipality
- Quantong Recreation Reserve oval levelled and resurfaced, drainage and irrigation improvements installed
- Playground equipment renewal/replacement commenced

- Playground equipment replacement complete
- Wireless phone charging seats installed at May Park, Natimuk Skate Park and Roberts Ave green space (opposite Coles)

WAL HUB



Industrial Estate

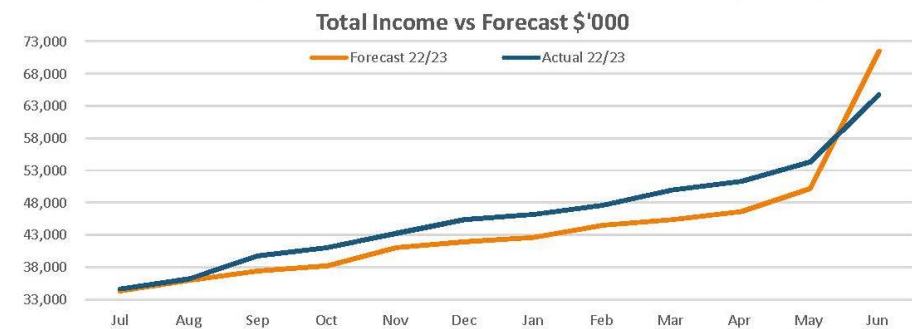
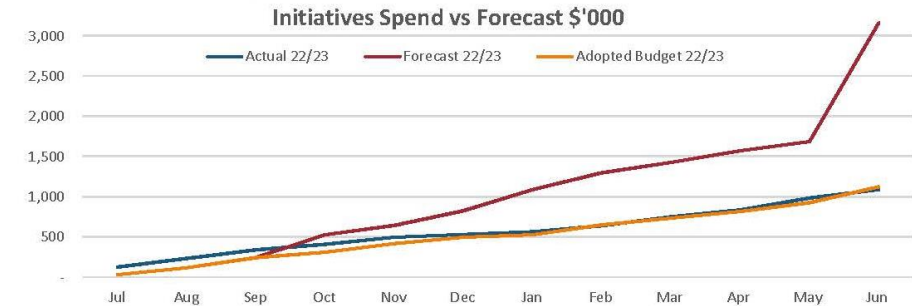
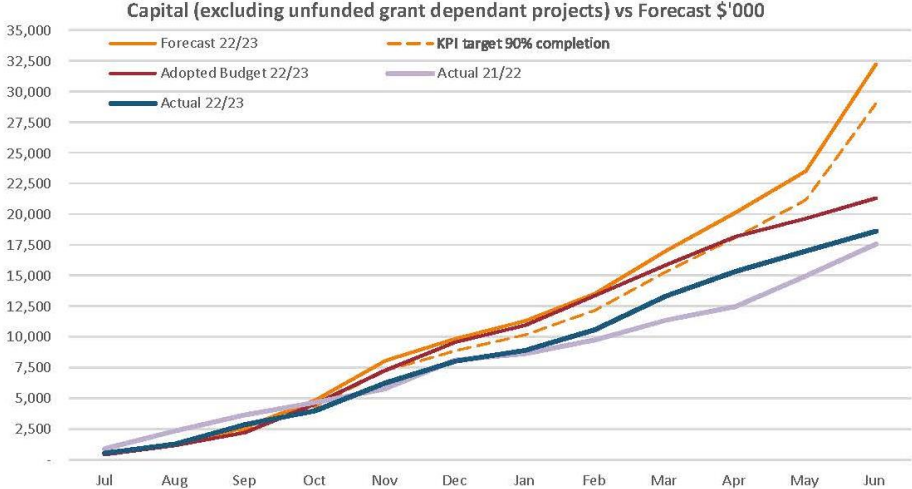
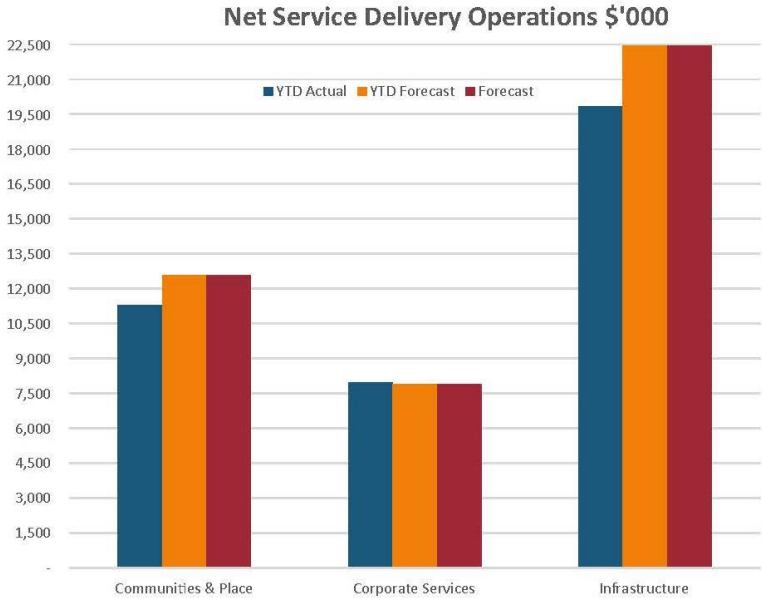
Several Council-owned precincts under development to facilitate sale for industrial or commercial use.

- Burnt Creek stage 1 sales underway
- Wimmera Agriculture and Logistics Hub stage 1 sales underway (WAL Hub)
- Burnt Creek stage 2 drainage and road design underway
- Enterprise Estate Cultural Heritage Assessment commissioned

- Wimmera Agriculture and Logistics Hub (WAL Hub) entrance signage frame fabrication seeking quotes
- Enterprise Estate Cultural Heritage Management Plan under development

Appendix 1: Finance & Performance to 30 June 2023 (Detailed)

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 (excluding unfunded grant dependant projects)

Variance of \$12.373 million to Forecast (see page 4 for further breakdown)

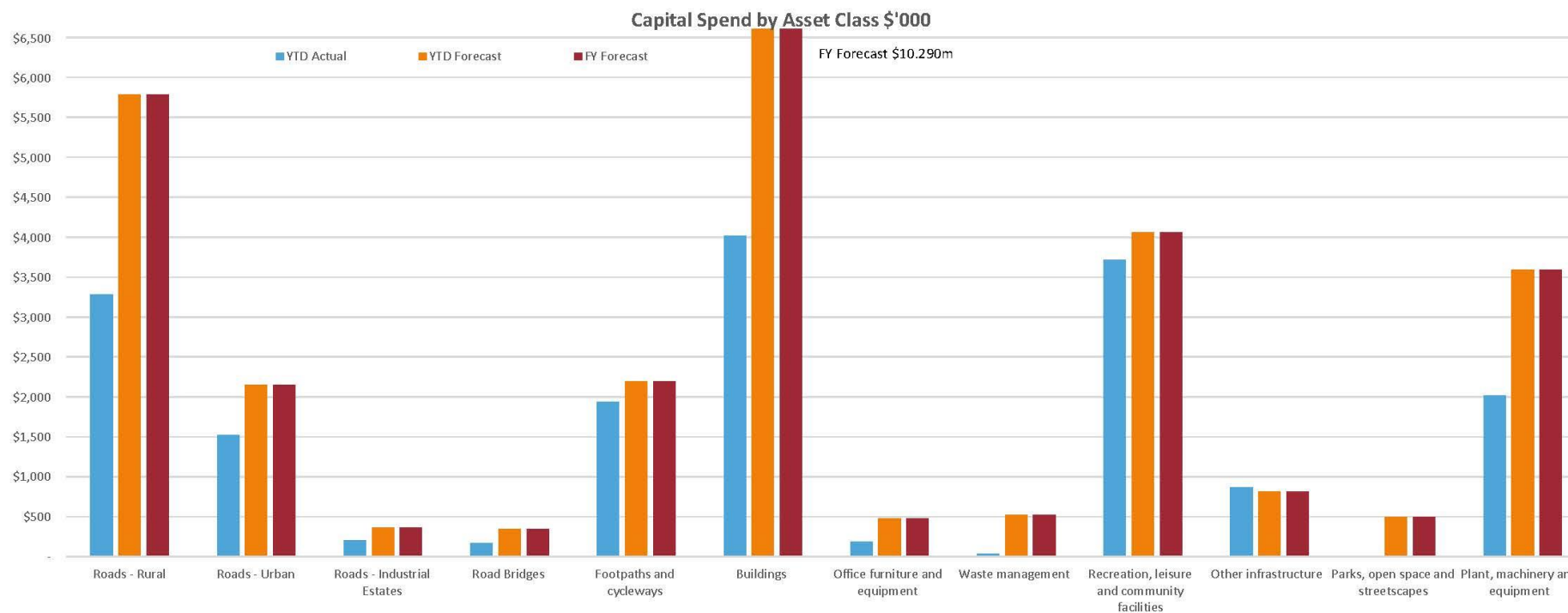
Initiatives Spend

Variance of \$2.07 million to Forecast

Service Delivery Operations (NET) \$'000

Key variances: \$'000	Adopted Budget	Full Year Forecast	YTD Forecast	YTD Actual	YTD Variance	Variance %
Corporate Services	7,793	8,139	8,139	8,069	71	0.9%
Management & Admin	1,677	1,677	1,677	1,807	-130	-7.8%
Accounting Services	936	936	936	967	-31	-3.3%
General Revenue	230	230	230	228	2	1.0%
Revenue Services	425	425	425	322	103	24.3%
People & Culture	877	1,080	1,080	1,271	-191	-17.7%
Information Technology	1,295	1,353	1,353	992	361	26.6%
Community Relations and Advocacy	515	515	515	494	21	4.0%
Governance	1,839	1,924	1,924	1,795	129	6.7%
Emergency Recovery	-	-	-	193	-193	0.0%
Communities & Place	6,768	7,676	7,676	5,941	1,735	22.6%
Management & Admin	667	667	667	672	-5	-0.8%
Social Infrastructure Support	873	979	979	752	227	23.2%
Performing Arts Centre & Visitor Services	1,384	1,495	1,495	1,273	221	14.8%
Aquatic Recreation	769	835	835	908	-74	-8.8%
Youth and Early Years	714	847	847	202	645	76.2%
Emergency Management	18	174	174	-196	370	213.0%
Library	593	593	593	610	-17	-2.8%
Economic Development	258	493	493	545	-53	-10.7%
Business Development and Tourism	464	520	520	482	38	7.3%
Commercial Activities	-60	-60	-60	-4	-56	93.5%
Strategic Planning Services	303	349	349	269	80	23.0%
Statutory Planning & Building Regulations	548	548	548	470	79	14.3%
Environmental Health	113	113	113	3	111	97.5%
Community Safety	107	107	107	85	23	21.1%
Animal Management	1	1	1	-97	98	12074.8%
Parking & Traffic Management	16	16	16	-33	48	309.8%
Infrastructure	11,937	12,179	12,179	10,654	1,526	12.5%
Operations Management	188	188	188	153	35	18.8%
Mgt and Admin Infrastructure Services	807	908	908	799	110	12.1%
Engineering Services	1,796	1,865	1,865	1,496	369	19.8%
Infrastructure - Urban	1,683	1,821	1,821	1,567	254	13.9%
Infrastructure - Rural	2,106	2,106	2,106	1,509	598	28.4%
Parks & Gardens	2,799	2,922	2,922	2,801	121	4.1%
Streetscape & Public Conveniences	1,276	1,276	1,276	1,252	24	1.9%
Sports & Recreation	592	614	614	585	28	4.6%
Commercial Operations	-207	-445	-445	-379	-66	14.8%
Emergency Support	8	8	8	3	5	67.7%
Natural Resource Management	85	113	113	78	34	30.6%
Strategic Asset Management	582	582	582	537	45	7.8%
Sustainability	222	222	222	255	-33	-14.8%
Waste Management	719	765	765	-748	1,513	197.8%
Waste Management Services	719	765	765	-748	1,513	197.8%

Capital (excluding unfunded grant dependent projects)



Comments:

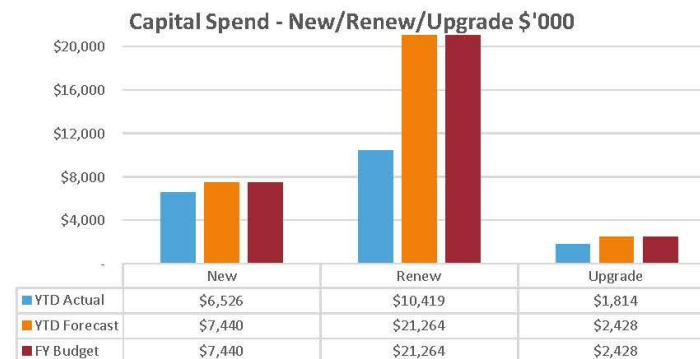
The adopted budget for capital expenditure, excluding reserve allocations, is \$21.296m. The forecast budget is \$37.131m after recognising carried forward works and grants received after the budget was adopted.

Any capital works not completed on 30 June 2023 will be carried forward into the 2023/2024 financial year reporting once the end of financial year reporting is complete. This will have an impact on the forecast budget that will be reported in future financial reports.

Differences between YTD actuals & YTD forecast are as follows;

- \$3.956m various City Oval projects (buildings)
- \$2.504m various Rural Roads
- \$0.632m various Urban Roads
- \$0.654m Streetscapes and Public Conveniences (buildings)
- \$0.525m Horsham Town Hall (buildings)

Note: Works on rural roads were severely impacted due to the floods in October 2022 and more than \$800,000 has been spent on flood recovery works during this period. The flooding and other weather events across the state has had a result impact on the availability of contractors and has therefore had an impact on the work program. The money will be carried over to fund work on the rural roads during 2023/2024.



Contract Variations & New Contracts - April to June Quarter

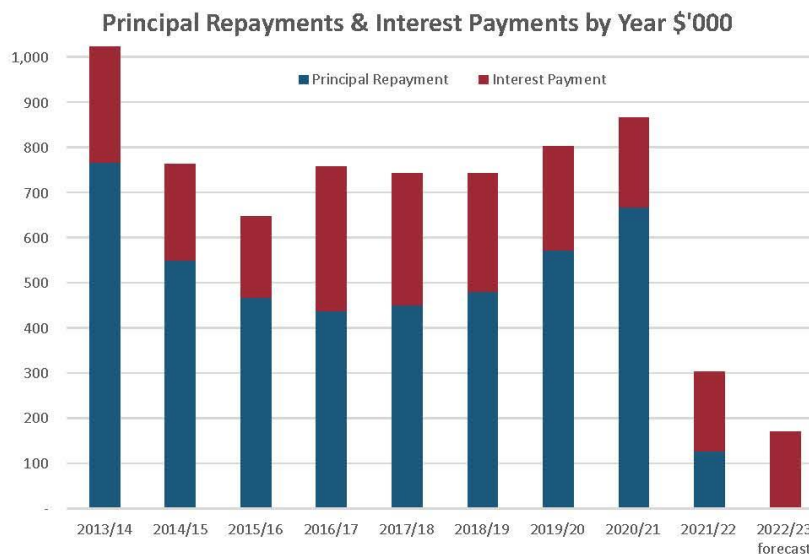
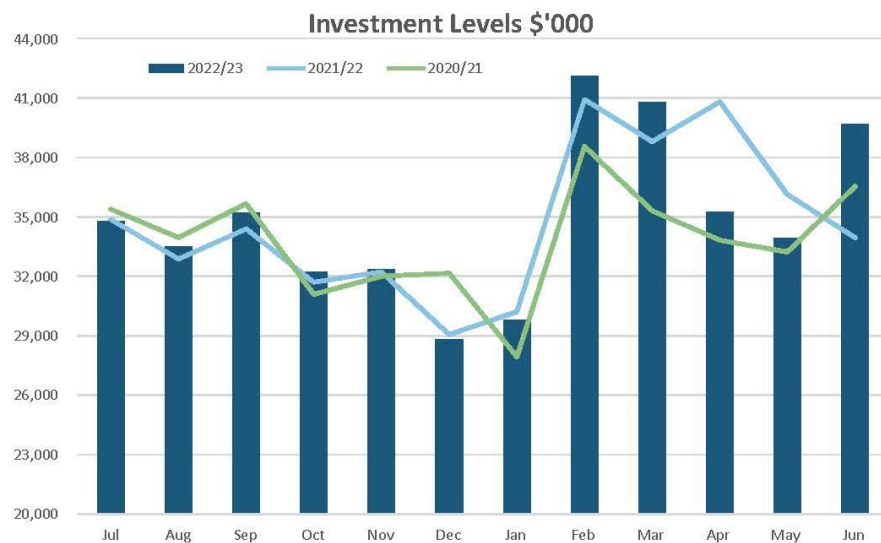
Contract Variations [Accepted Under Instrument Of Delegation] - (GST exclusive)

Item No	Contract No	Date Approved	Delegated Officer	Contractor	Contract Description	Description of Variation	Variation
1	16-025B	13/03/2023	CEO	Woodys Cleaning	Cleaning HTH, Art Gallery, Wesley	Additional Cleans HTH	\$688
2	22-020	29/05/2023	CEO	Woodys Cleaning	Provision of Cleaning Services - Various Outdoor Facilities & Public Conveniences	Additional Facilities added to cleaning schedule	\$119,569
3	22-003-07	19/06/2023	K O'Brien	GHD	Alternative truck route feasibility study	Consultation with BGLC and selected elders is required on the alternative truck route feasibility	\$4,676
4	Q30-2023	26/06/2023	G Harrison	Pacesetter	Data Mapping, Extraction & Migration RCCC	Data migration work - Loddon Payroll module	\$18,000
5	23-006	26/06/2023	K Shrestha (Acting Director)	Plazzer	Construction - Accessible Change room & Outdoor Function Room	Structural Plan Changes, Supply & Install Slimline Rail	\$23,720

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	23-026A	8/05/2023	Council	Millers	Flood Recovery Road Works - Package 2	\$747,200
2	23-033	6/06/2023	CEO	DLW McMaster Building	4 X Toilet Blocks within Horsham	\$215,263
3	23-031	26/06/2023	CEO	ASCO Group	Construct Toilet Facility Hamilton	\$185,802
4	23-030	26/06/2023	Council	Locks Constructions	City Oval Event Stage	\$2,022,800
5	23-035	26/06/2023	Council	Fulton Hogan	Flood Recovery Road Works- Package 5	\$339,089
6	23-036	26/06/2023	Council	Fulton Hogan	Flood Recovery Road Works- Package 6	\$343,346
7	23-037	26/06/2023	Council	Fulton Hogan	Flood Recovery Road Works- Package 7	\$513,383

Investments & Loans



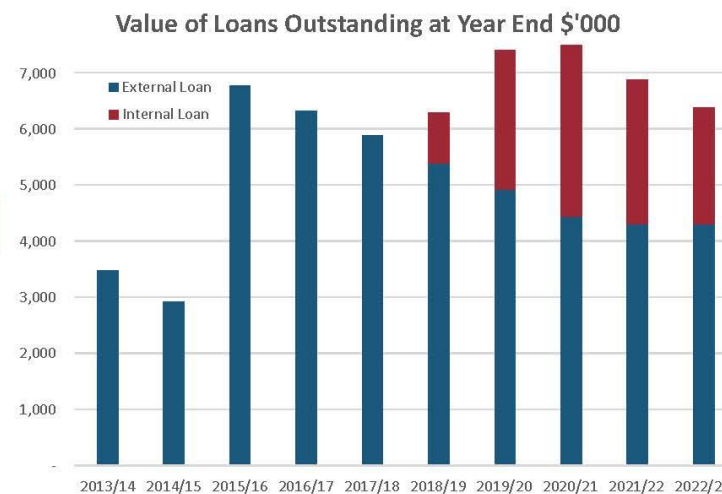
	Interest Rate	
Corporate Investment Account	4.55%	
9 Term Deposits	4.06% - 5.23%	Ranging 239 Days to 293 Days
Last investment	5.23%	252 Days 26/06/2023 to 04/03/2024

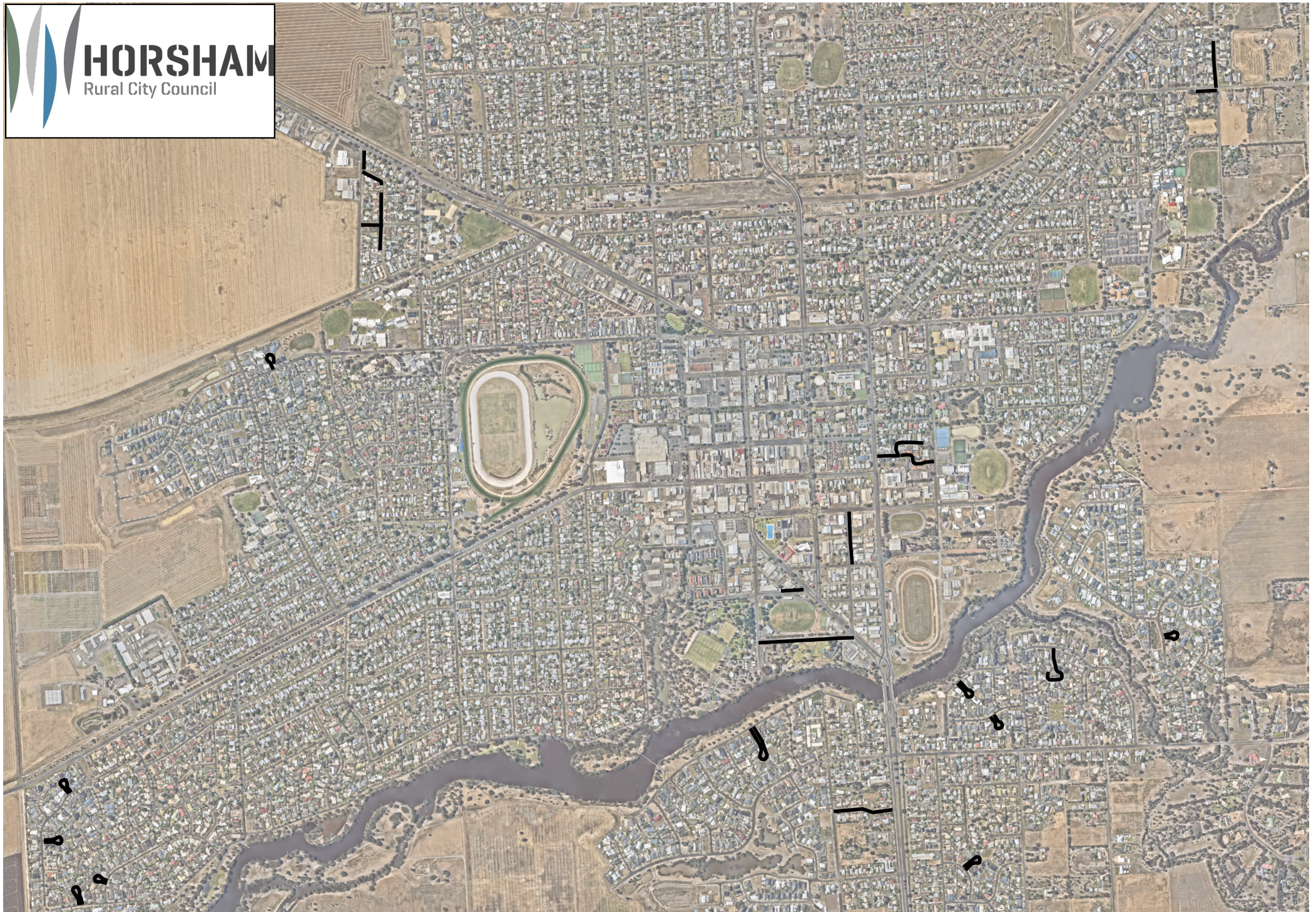
Breakout of Loans Outstanding

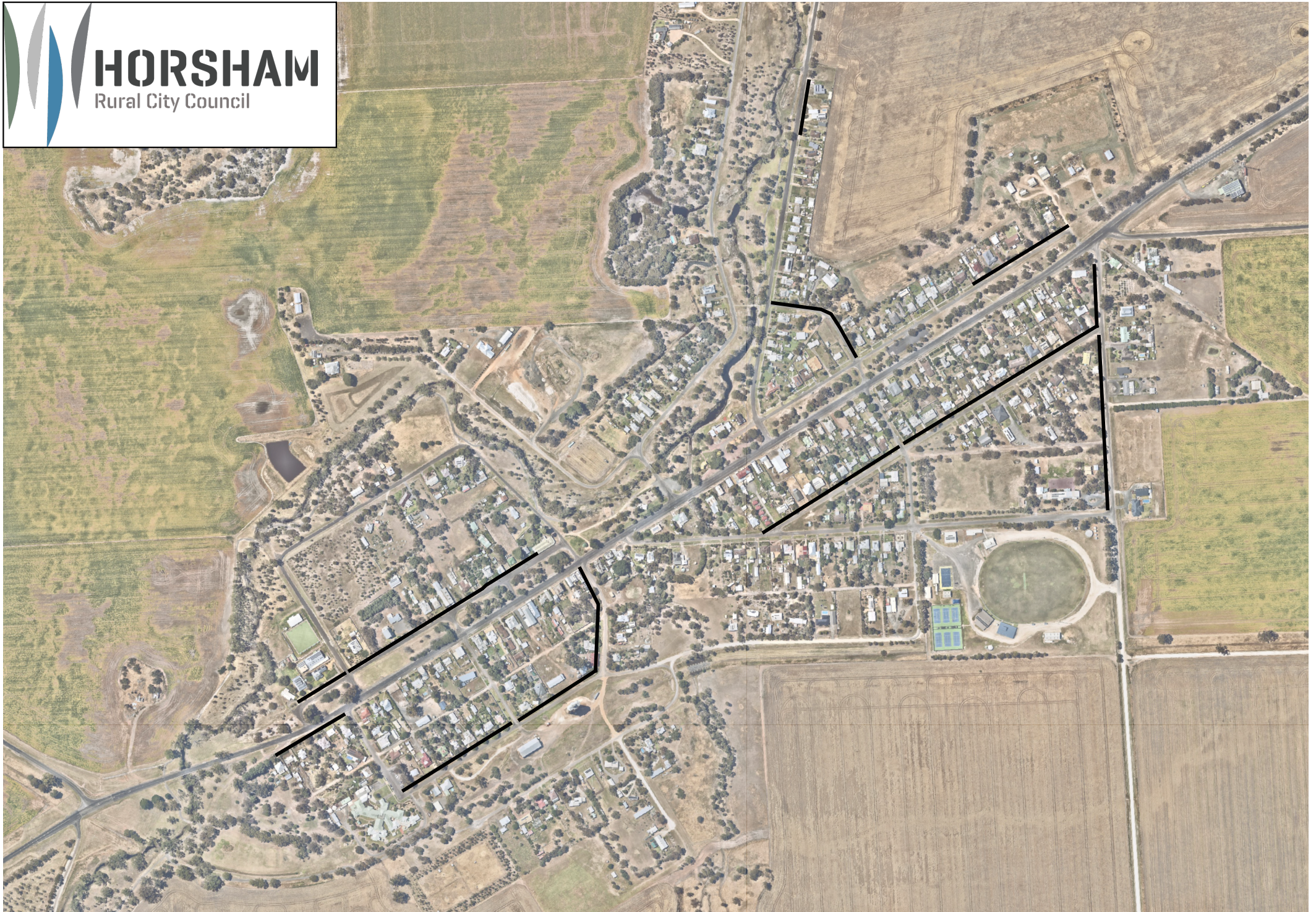
Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 23	Start Date	Year End Date	No. of Years
Anzac Pedestrian Bridge	3.97%	500,000	500,000	23 Jun 16	23 Jun 26	10 I
Horsham North Children's Hub	3.97%	100,000	100,000	23 Jun 16	23 Jun 26	10 I
City Oval Clubroom Purchase	3.97%	230,000	230,000	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

Loan borrowings of \$1,000,000 have been included in the 2022/23 budget for City Oval/Sawyer Park construction.







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 June 2023:

- Resident Local Spend was \$24.1M. This is a 4.39% increase from the same time last year.
- Visitor Local Spend was \$12.0M. This is a 7.46% increase from the same time last year.
- Total Local Spend was \$36.1M. This is a 5.39% increase from the same time last year.
- Resident Escape Spend was \$10.5M. This is a 4.08% increase from the same time last year.
- Resident Online Spend was \$13.6M. This is a 12.42% increase from the same time last year.

The 12.42 % increase in Resident Online Spend reflects the growing national trend towards online sales. This emphasises the need for a strategy to support local traders in enhancing their online presence.

Expenditure by Expenditure Type

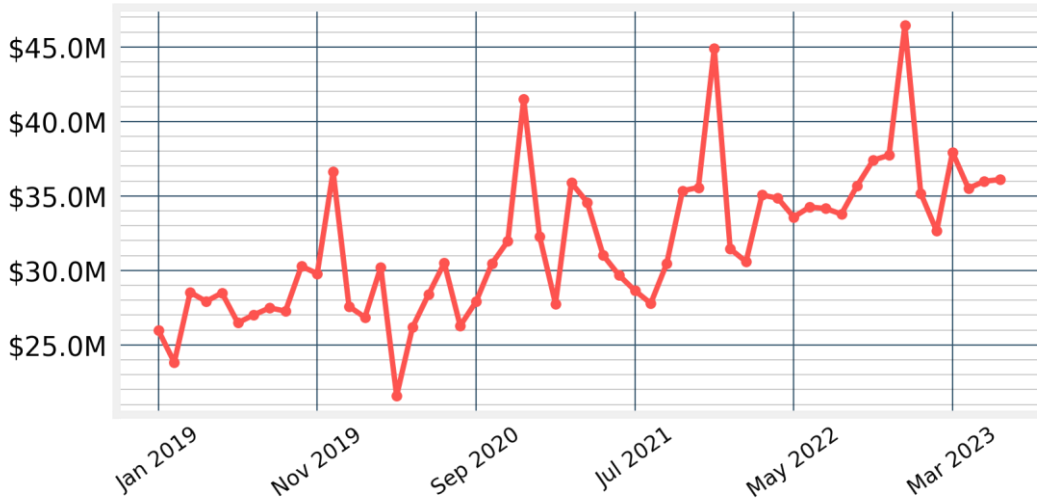
These expenditure charts show the long-term pattern of expenditure activity by Expenditure Type across the Horsham Rural City Council LGA. Typically, we see spending spikes at Easter and Christmas; dips in the post-Christmas period; and a steady climb through winter.

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

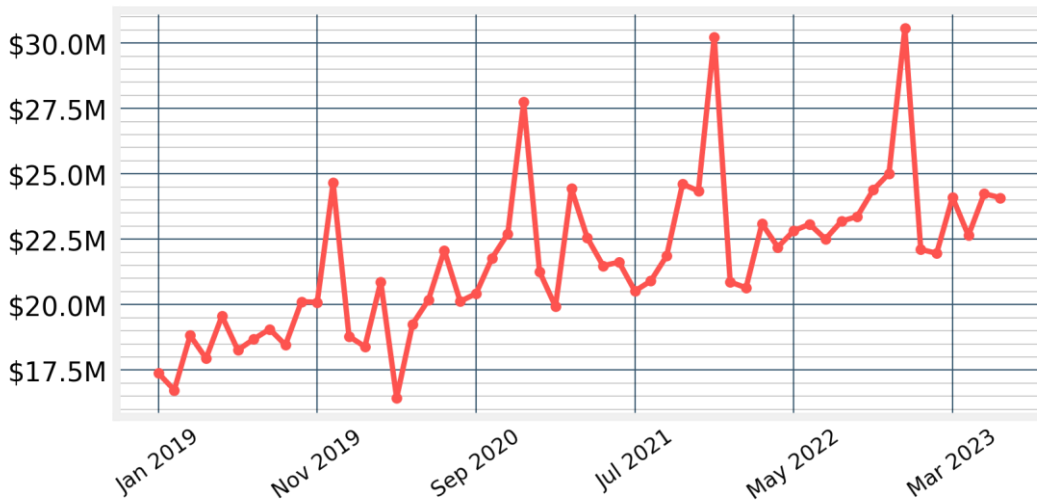
The total amount spent with merchants within the Horsham Rural City Council LGA.



Over the last 54 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.

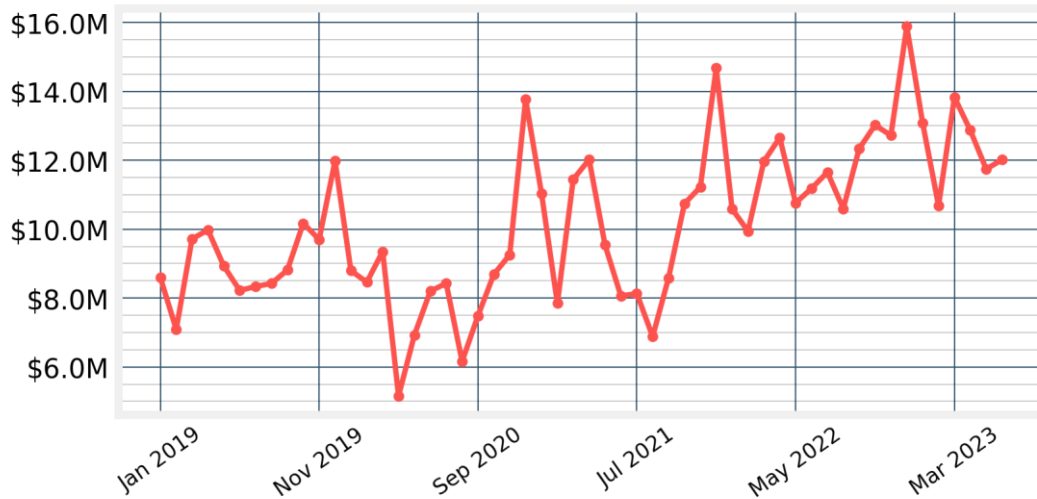


Over the last 54 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Local Spend has been upwards.



Visitor Local Spend

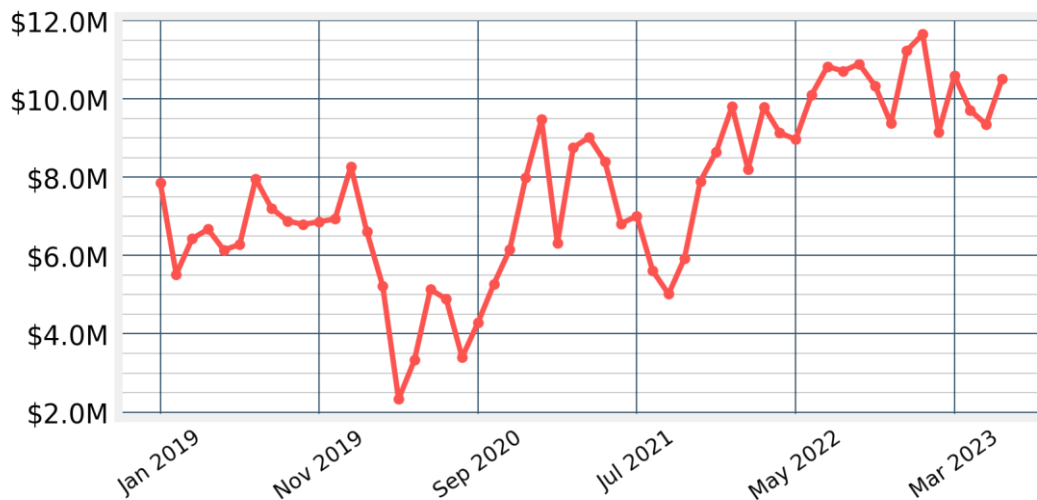
The amount spent by non-residents and non-local businesses with merchants inside the Horsham Rural City Council LGA.



Over the last 54 months, the spending trend (as shown by the trendline in the Spendmapp app) for Visitor Local Spend has been upwards.

Resident Escape Spend

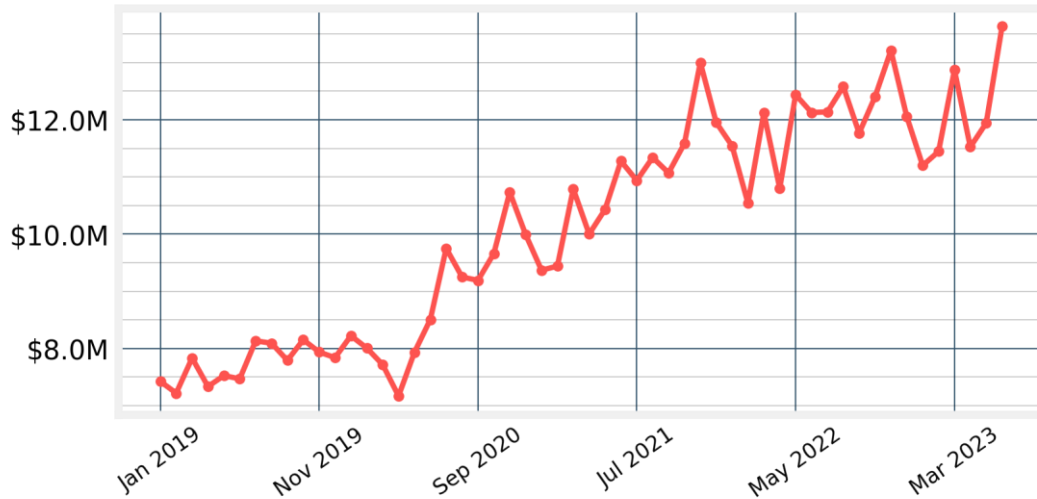
The amount spent by residents and local businesses outside the Horsham Rural City Council LGA.



Over the last 54 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.

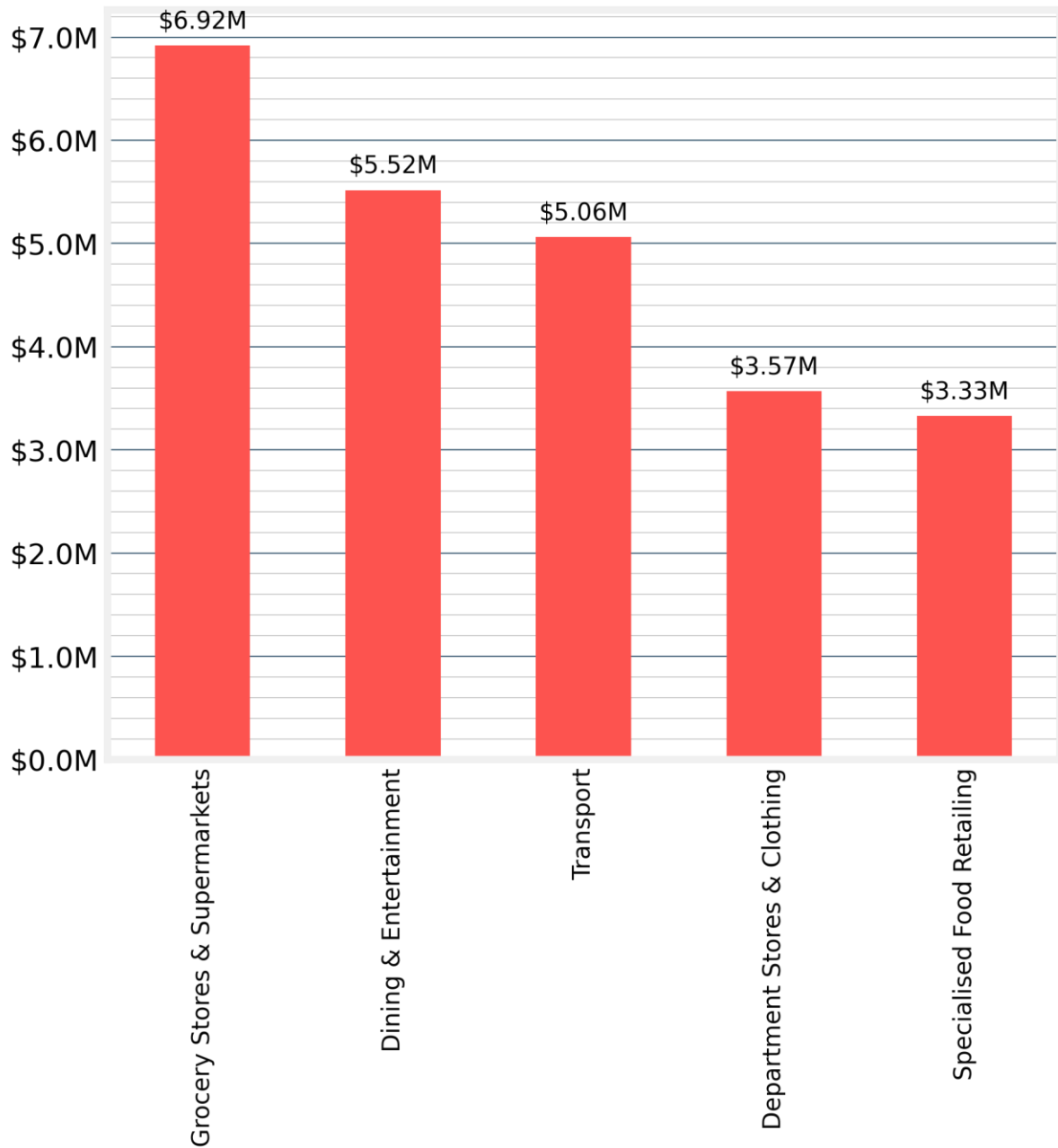


Over the last 54 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Online Spend has been upwards.

Expenditure by Expenditure Category

The Top 5 Spending Categories for June 2023

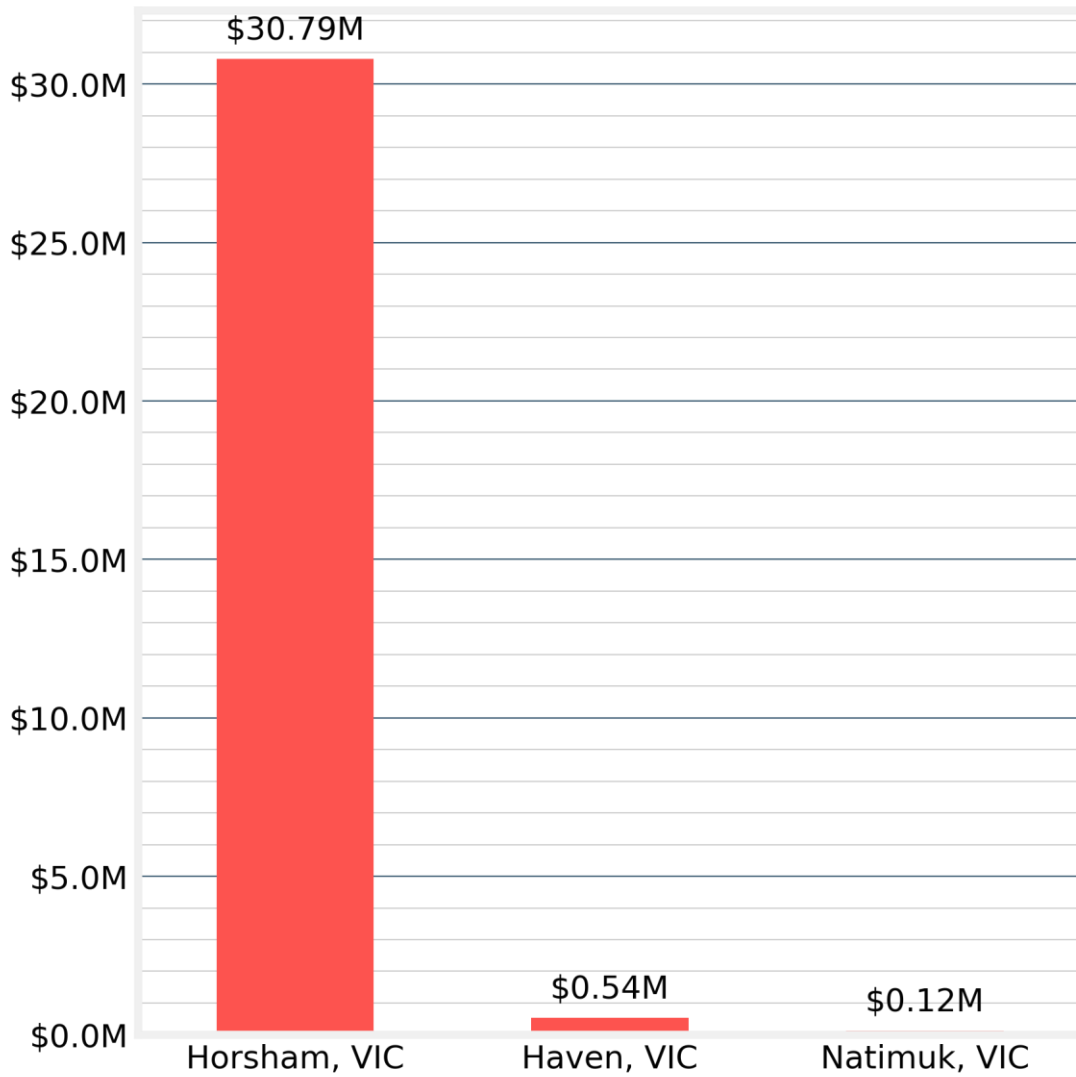
Total Local Spend split by the top 5 Expenditure Categories.



Spend by Origin and Destination

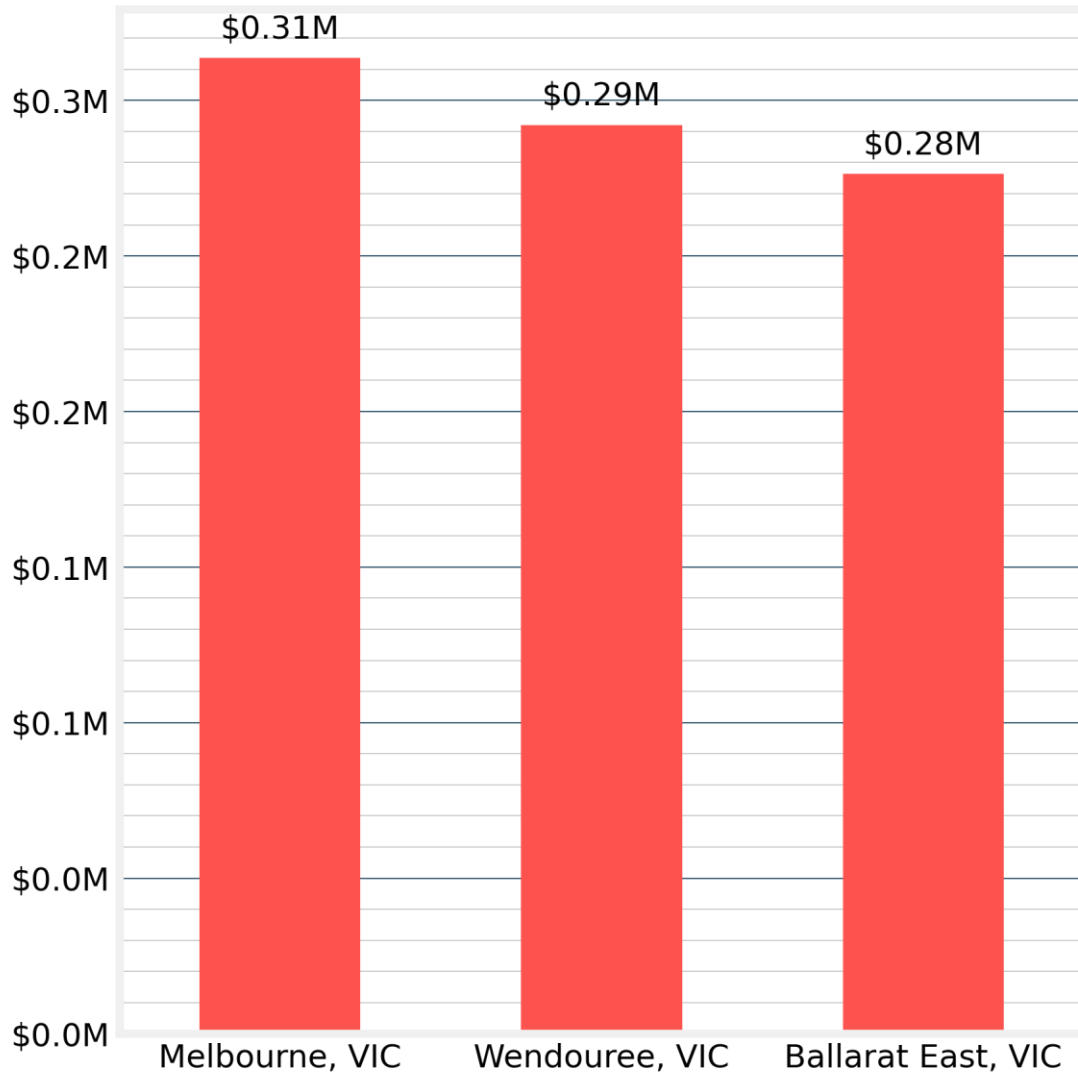
The Top 3 Suburbs by Total Local Spend for June 2023

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



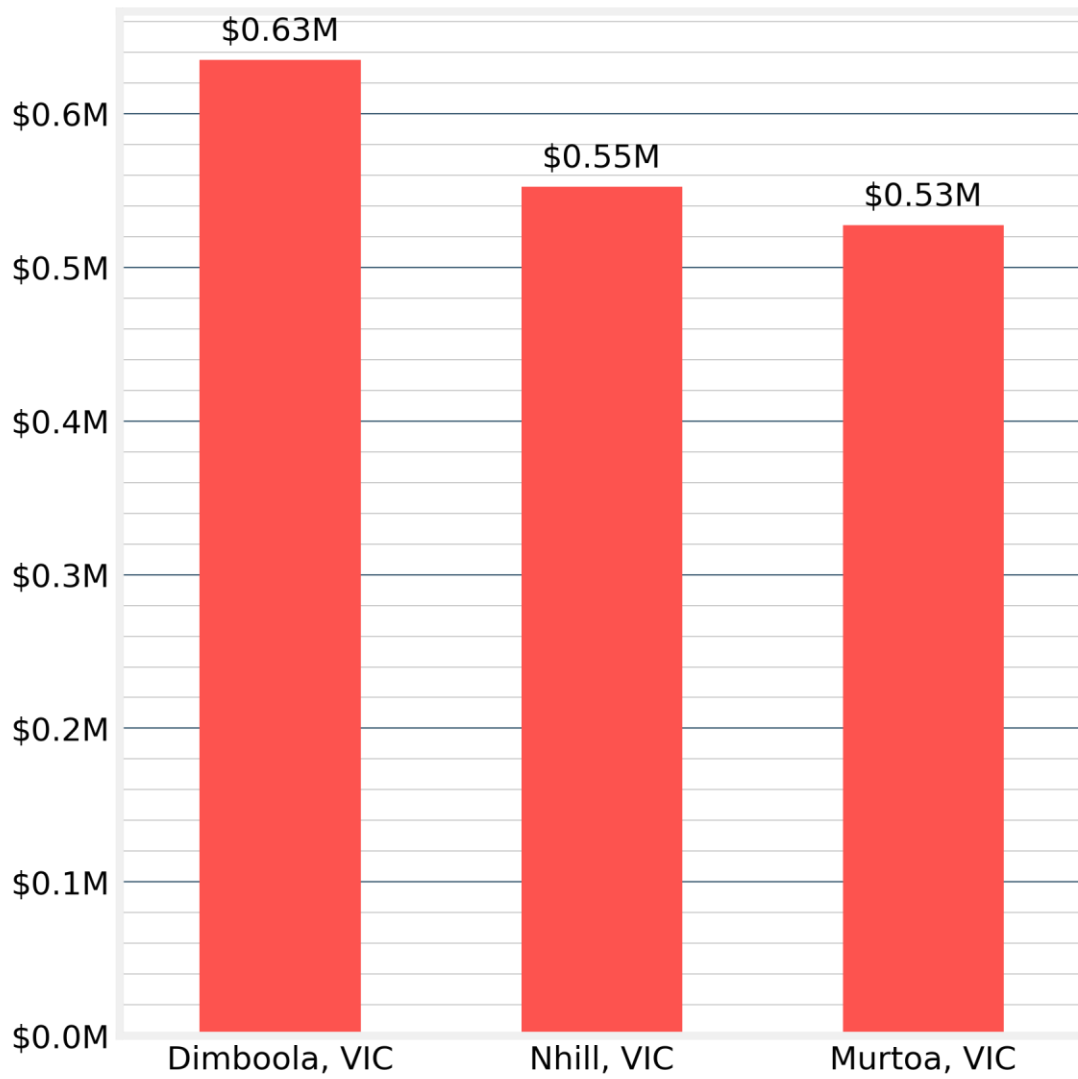
The Top 3 Suburbs by Resident Escape Spend for June 2023

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



The Top 3 Suburbs by Visitor Local Spend for June 2023

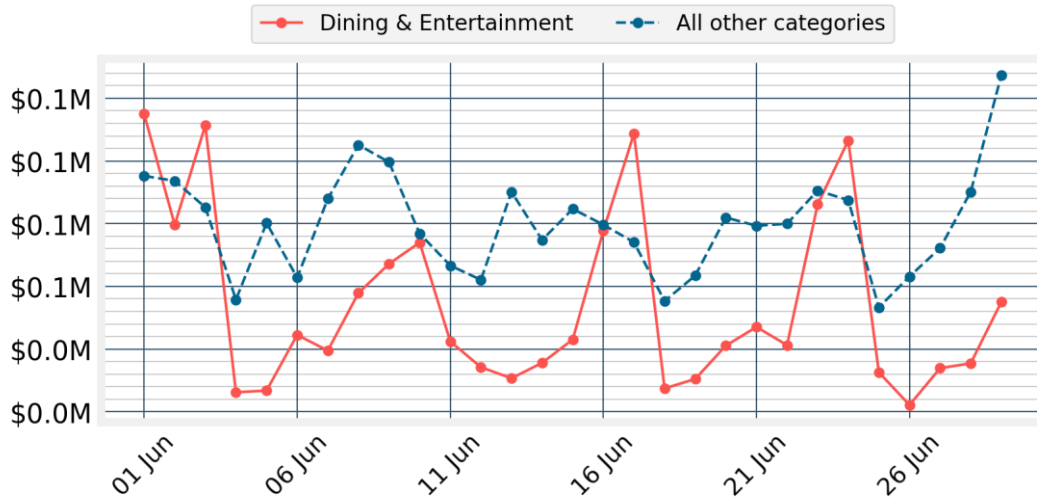
Visitor Local Spend by Suburbs of origin (i.e. where the visitors originate).



Night Time Economy

Night Time Economy for June 2023

The biggest spending night of the month of June 2023 was Thursday 01 June with Total Local Spend of \$0.3M. This was made up of \$0.1M in Dining and Entertainment spending and \$0.1M spending in all other categories.



Disclaimer

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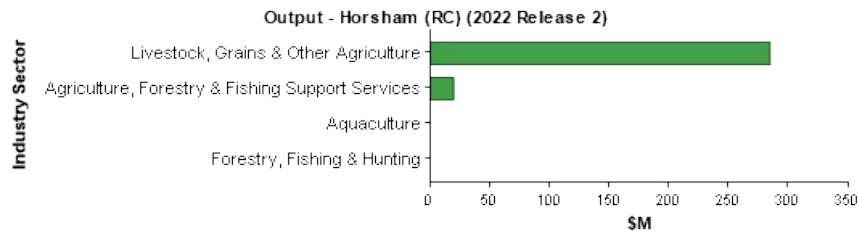
Output Report

This report shows the gross revenue generated by businesses and organisations in Horsham (RC).

Output data represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.

The total output estimate for Horsham (RC) is \$3,041.551 million.

The selected sectors contribute \$303.780 million (10.0%) of total output.



Selected industry sectors in Horsham (RC) ranked by Output

Industry Sector	Horsham (RC) (2022 Release 2)	
	\$M	%
Livestock, Grains & Other Agriculture	\$284.230	9.3%
Agriculture, Forestry & Fishing Support Services	\$19.550	0.6%
Aquaculture	\$0.000	0.0%
Forestry, Fishing & Hunting	\$0.000	0.0%
Sub-Total	\$303.780	10.0%
Other	\$2,737.772	90.0%
Total	\$3,041.551	100.0%

Disclaimer

All figures, data and commentary presented in this report are based on data sourced from the Australian Bureau of Statistics (ABS), most of which relates to the 2021, 2016, 2011, 2006 and 2001 Censuses.

Using ABS datasets and an input / output methodology industrial economic data estimates for defined geographic regions are generated.

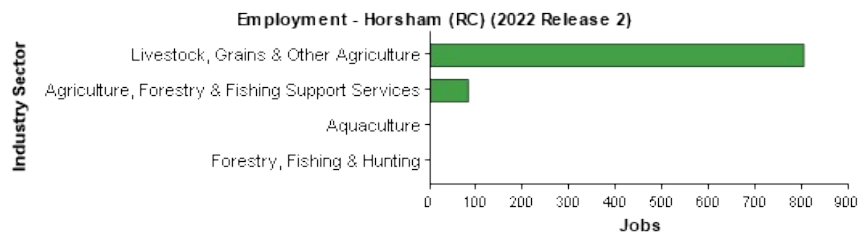
This report is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, REMPLAN does not guarantee the accuracy of data nor the conclusions drawn from this information. A decision to pursue any action in any way related to the figures, data and commentary presented in this report is wholly the responsibility of the party concerned. REMPLAN advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any such action and accept no responsibility for the consequences of pursuing any such action.

Employment Report

This report shows the number of employees whose place of work is located within Horsham (RC).

The total employment estimate for Horsham (RC) is 10,271 jobs.

The selected sectors contribute 886 jobs (8.6%) to total employment.



Selected industry sectors in Horsham (RC) ranked by Employment

Industry Sector	Horsham (RC) (2022 Release 2)	
	Jobs	%
Livestock, Grains & Other Agriculture	804	7.8%
Agriculture, Forestry & Fishing Support Services	82	0.8%
Aquaculture	0	0.0%
Forestry, Fishing & Hunting	0	0.0%
Sub-Total	886	8.6%
Other	9,385	91.4%
Total	10,271	100.0%

Disclaimer

All figures, data and commentary presented in this report are based on data sourced from the Australian Bureau of Statistics (ABS), most of which relates to the 2021, 2016, 2011, 2006 and 2001 Censuses.

Using ABS datasets and an input / output methodology industrial economic data estimates for defined geographic regions are generated.

This report is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, REMPLAN does not guarantee the accuracy of data nor the conclusions drawn from this information. A decision to pursue any action in any way related to the figures, data and commentary presented in this report is wholly the responsibility of the party concerned. REMPLAN advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any such action and accept no responsibility for the consequences of pursuing any such action.



**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS
MONDAY 7 AUGUST 2023 AT 5:00PM**

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

ATTENDED BY: Cr Robyn Gulline, Mayor; Cr P Flynn, Deputy Mayor; Cr D Bowe, Cr L Power, Cr B Redden, Cr I Ross, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

APOLOGIES: Cr C Haenel

1. WELCOME AND INTRODUCTION

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

Nil

3. PRESENTATIONS

3.1 Energy Transition Solutions (Horsham Energy Hub Proposal) **5:00pm – 5:45pm**
Attending: Tim Vesey (Development Manager) & Jade Rowarth (Commercial Manager)

3.2 Road Management Plan **5:45pm – 6:15pm**
Attending: Krishna Shreshna

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Investment Attraction & Growth Report (Kevin) (**Appendix 4.1**) **6:15pm – 6:30pm**
Attending: Fiona Gormann (in person)

4.2 Updated Financial Hardship Policies (Kim) (**Appendix 4.2**) **6:30pm – 6:40pm**

4.3 Footpath Upgrade Plan (John) (**Appendix 4.3**) **6:40pm – 7:00pm**

5. CONFIDENTIAL REPORTS

5.1 Flood Recovery Road Works Package 10 Contract (**Appendix 5.1**) **7:00pm – 7:10pm**

6. GENERAL DISCUSSION (Sunil Bhalla)

- Recognition and settlement agreement
- Visitor economy partnerships
- Operation Sandon report

7. CLOSE

The meeting closed at 7:50pm

DINNER

SUNIL BHALLA
Chief Executive Officer

**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS
COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS
MONDAY 14 AUGUST 2023 AT 5:00PM**

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

ATTENDED BY: Cr Robyn Gulline, Mayor; Cr P Flynn, Deputy Mayor; Cr D Bowe, Cr L Power, Cr B Redden, Cr I Ross, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

APOLOGIES: Cr C Haenel

1. WELCOME AND INTRODUCTION

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

Nil

3. PRESENTATIONS

3.1 Recognition and Settlement Agreement (RSA) **5:00pm – 5:45pm**
Attending: Dean Cowie, ED, Land Justice Unit (*virtual attendance*)

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Finance Report – Monthly (Kim) **Appendix 4.1** **5:45pm – 6:45pm**

Attending: Ramki (*virtual attendance*) & Zac Gormann

4.2 Quarterly Report against the Annual Action Plan (Kim) **6:45pm – 7:15pm**

4.3 Corrections Agreement (Kevin) **Appendix 4.3** **7:15pm – 7:30pm**

Attending: Joel Hastings

5. REPORTS FOR INFORMATION ONLY

5.1 VCAT/Planning/Building Update (Kevin) **Appendix 5.1** **7:30pm – 7:35pm**
Attending: Joel Hastings

6. GENERAL DISCUSSION (Sunil Bhalla)

- Mineral Resources (Sustainable Development) Amendment Bill 2023
- Infrastructure resourcing

7. CLOSE

The meeting closed at 7:35 pm

SUNIL BHALLA
Chief Executive Officer

NOTICE OF MOTION

TO: Mayor, All Councillors, CEO, EMT
NOTICE OF MOTION: For Council Meeting, 28 August 2023
FROM: Councillor Ian Ross
RE: Strategic Parking Meter Review

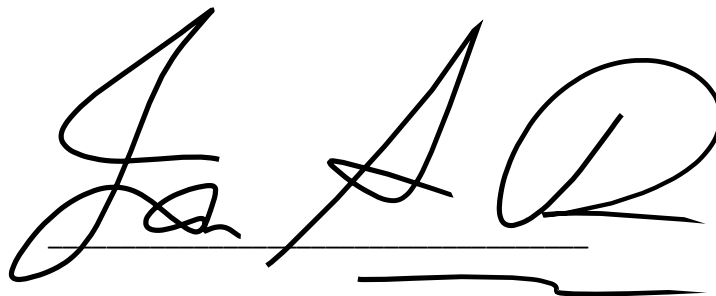
“That a Strategic Parking Meter Review be completed within 60 days of the adoption of this resolution; and to include but not be limited to the following:

1. That a Parking Committee be re-established and be inclusive of two Councillors,
2. Review the parking zones,
3. Consider more all day parks,
4. That parking exemptions be allowed for people on duty doing charity work,
5. Review the economic viability of meters, and consider the removal of meters,
6. Consider waiving the fines for the last two months.”

Background:

The feedback received from the community is that the new system is not working well. We are at risk of significant reputational damage if we do not modify our current Parking Plan. Our Parking Committee was dismissed, and I believe the current system was implemented without appropriate community consultation. Many businesses have concerns of reduced turnover due to the changed shopper experience. These issues need addressing with strong empathetic leadership.

Signed:

A handwritten signature in black ink, appearing to be 'I. Ross', written over a horizontal line.

23 August, 2023

Dated:
