

# AGENDA

## MEETING OF THE **HORSHAM RURAL CITY COUNCIL**

**To be held on**

**26 May 2025**

**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 26 May 2025  
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 Ian Ross 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 28 April 2025 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**



<b>9. OFFICERS REPORTS .....</b>	<b>6</b>
9.1 QUARTERLY PERFORMANCE REPORT TO MARCH 2025 .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
9.2 COMMUNITY GRANTS 2025-2026 .....	10
9.3 HORSHAM MUNICIPAL COMMUNITY FACILITIES STRATEGY 2025-2035 .....	15
<b>10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS .....</b>	<b>19</b>
<b>11. URGENT BUSINESS.....</b>	<b>22</b>
<b>12. PETITIONS AND JOINT LETTERS .....</b>	<b>23</b>
<b>13. PROCEDURAL BUSINESS.....</b>	<b>24</b>
13.1 INFORMAL MEETINGS OF COUNCILLORS – RECORD OF MEETINGS.....	24
13.2 SEALING OF DOCUMENTS.....	24
13.3 INWARD CORRESPONDENCE.....	24
13.4 COUNCIL COMMITTEE MINUTES .....	24
<b>14. NOTICE OF MOTION.....</b>	<b>25</b>
<b>15. CONFIDENTIAL MATTERS .....</b>	<b>.....</b>
15.1 MANAGEMENT AND OPERATION OF HORSHAM AQUATIC CENTRE.....	.....
<i>Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(g) – Private Commercial Information</i>	
15.2 DEPARTMENT OF TRANSPORT AND PLANNING MAINTENANCE CONTRACT .....	.....
<i>Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(g) – Private Commercial Information</i>	
15.3 CITY OVAL PAVILION FUNDING AGREEMENT .....	.....
<i>Defined as confidential information in accordance with Local Government Act 2020 - Section 3(1)(g) – Private Commercial Information</i>	

**CLOSE**



GAIL GATT  
Chief Executive Officer

## 9. OFFICERS REPORTS

### 9.1 Q3 QUARTERLY PERFORMANCE REPORT TO MARCH 2025

<b>Director:</b>	Kim Hargreaves
<b>Directorate:</b>	Corporate Services
<b>File Number:</b>	F18/A10/000001

#### Officer Conflict of Interest

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

☐ Yes ☒ No

**Reason:** Nil

#### Status

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

☐ Yes ☒ No

**Reason:** Nil

#### Appendix

Q3 Quarterly Performance Report to March 2025 (**Appendix 9.1A**)

#### Purpose

To present Council with the Q3 Quarterly Performance Report to 31 March 2025.

#### Summary

- The Quarterly Performance Report is a key component of our commitment to continuous improvement, transparency and accountability to Council and the community.
- The format of the report has been expanded since the development of the Quarter 1 2024 Report and is part of Council's continuous improvement.
- The financial figures include the adopted budget, anticipated forecast and year to date actuals on a quarter-by-quarter basis with this Q3 report covering the period July 2024 to March 2025.
- Indicators and Initiatives have also been reported on a progressive quarterly basis.

#### Recommendation

That Council receive and note the Q3 Quarterly Performance Report to 31 March 2025 (**Appendix 9.1A**).

## **REPORT**

### **Background**

The Quarterly Performance Report encapsulates a quarterly budget report, progress against the 2021-2025 Council Plan, the tracking of any major initiatives, and key data relating to the Local Government Performance Reporting Framework.

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.

Council has undertaken to review Performance Reporting (including financial performance) to the community with the intention of including information which exceeds minimum requirements, increases readability and piques community interest. Information is presented in a clear and transparent manner, with each quarterly report building on the previous quarter's information to provide a "story" of progress rather than a "snapshot" at a point in time.

### **Discussion**

The quarterly report has been prepared with the following sections of information:

1. Chief Executive Officer's Overview
2. Integrated Strategic Planning and Reporting Framework
3. Initiatives
4. Performance Indicators
5. Financial Performance by Council Plan Theme
6. Reconciliation of Financial Performance by Council Plan Theme to Comprehensive Income Statement
7. Comprehensive Income Statement
8. Balance Sheet
9. Statement of Capital Works
10. Statement of Human Resources
11. Councillor Allowances and Expenses

The CEO's Overview is a high-level summary of activities since the last Quarterly report.

The Integrated Strategic Planning and Reporting Framework section provides the reader with an explanation of the high-level requirements of the Act and Regulations for reporting to the community.

Section 4 & 5 detail the initiatives and indicators for the year – as adopted in the budget. These are reported on in a cumulative way to provide the reader with a building story of the progress so far rather than the traditional "snapshot" view of the current status.

Section 5 demonstrates expenditure and revenue at the service provision level under each of the Council Plan themes. These figures include the adopted budget, the current forecast (projected year end figure) and year to date performance.

Section 6 provides an important translation between reporting to the community by the service groupings they are familiar with compared to how the information is presented in an accounting context.

Sections 7 to 10 are the financial statements (accounting presentation). Data includes the adopted budget, forecast (projected year end figure) and year to date by quarter. Detailed notes are also provided to add value for the reader of the report.

Section 11 satisfies legislative and policy requirements providing information on a quarterly basis around councillor allowances and expenses.

### **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. The framework is made up of measures from a range of service areas, including roads, planning, animal management and waste and is complemented by a Governance and Management checklist.

The *Local Government Act 2020* (s97) also requires that the Chief Executive Officer ensures that a quarterly budget report is presented to the Council at a Council meeting which is open to the public. This quarterly budget report must include a comparison of the actual and budgeted results to date; and an explanation of any material variations; and any other matters prescribed by the regulations.

Council can opt not to receive and note the quarterly report but should note the legislative and other requirements requiring the report to be presented.

### **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 executive management team's endorsement, it progresses to a Council Briefing before formal endorsement at a Council Meeting. The report is then available to the public via Council's website.

### **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**

There are no financial implications of the report itself however the Quarter 3 Report provides detailed information on the financial position of Council and performance against budgets and various targets.

### **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 key measures. It also fulfils Council's legislative and other regulatory responsibilities.

## 9.2 COMMUNITY GRANTS 2025-2026

<b>Director:</b>	Kim Hargreaves
<b>Directorate:</b>	Corporate Services
<b>File Number:</b>	F20/A01/000016

### Officer Conflict of Interest

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

☒ Yes ☐ No

#### Reason:

At all levels of the assessment process, those on the assessment panels and at briefings have been requested to declare any conflict of interest and to not discuss or vote on any applications where there may be a real or perceived conflict of interest. Details of conflict-of-interest declarations made by Officers and others involved in the process is attached (Appendix 9.2B)

### Status

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

☐ Yes ☒ No

**Reason:** Nil

### Appendix

Community Development Grants 2025-2026 (**Appendix 9.2A**)

Community Grants Conflict of Interest Declarations (**Appendix 9.2B**)

Community Grants Guidelines 2025-2026 (**Appendix 9.2C**)

### Purpose

To provide Council with the Community Grants proposed for inclusion in the 2025-2026 budget for approval.

### Summary

This report details community grant allocations recommended for approval in the 2025-2026 budget.

- The total grant allocations across all streams have been kept at the 2024-2025 level with no CPI increase for 2025-2026.
- A total of 52 Community Development Grant applications requesting \$192,310 in funding were received this year. Of these 5 applications were deemed ineligible with 41 of the 47 eligible projects recommended for funding to a total allocation of \$137,684 for Community Development Grants.
- A total allocation of \$73,000 for Community Events Grants is recommended to be distributed over two rounds commencing 1 May and 1 November 2025.
- A total allocation of \$10,000 of Youth Grants is recommended with funding to be available from July 2025.
- A total allocation of \$11,000 to Urgent Need Small Grants is recommended with funding to be available from July 2025.

**Recommendation**

That Council:

1. Allocate \$231,684 in the 2025-26 Budget for approved community grants and donations across the following categories:

- Community Development Grants	\$137,684
- Community Events Grants	\$ 73,000
- Youth Grants	\$ 10,000
- Urgent Need Small Grants	\$ 11,000

2. Approve the following community development grant allocations (noting nil Councillor conflicts of interest):

<b>Applicant</b>	<b>Amount</b>
Central Park Tennis Club (Hsm) Inc.	\$1,000
Dadswells Bridge & District Community Group	\$1,670
Horsham and District Soccer Club	\$1,400
Horsham City Rowing Club Inc	\$4,383
Horsham PAWS	\$5,000
Horsham Rockets Tri State Games	\$999
Horsham Rural City Band trading as Horsham City Brass Band	\$1,000
Horsham & District U3A Inc	\$4,364
Laharum Football Netball Club	\$3,499
Laharum Hall	\$1,225
Noradjuha-Quantong FNC	\$3,089
Phoenix Animal Rescue Horsham	\$5,000
Riding for the Disabled Association Horsham	\$4,200
Riverside Recreation Reserve Committee of Management Inc	\$4,000
Rotary Club of Horsham Inc	\$1,200
Rotary District 9780 Defying the Drift Committee Program 2025	\$2,000
Smart Artz Theatre Inc	\$2,271
Sunnyside Horsham Sporting Club Ltd	\$7,080
Taylors Lake Hall`	\$2,273
'The Patch' Community Garden (Salvation Army)	\$2,000
Toolondo Golf club	\$975
Volleyball Horsham	\$1,770
Wimmera Association for Genealogy Inc	\$250
Wimmera Filipino-Australian Club Inc.	\$2,100
Wimmera Mobility Group	\$750
Wimmera Regional Sports Assembly	\$4,917

3. Approve the following community grant allocations (noting Councillor conflict of interest):

<b>Applicant</b>	<b>Amount</b>
Arapiles Community Theatre	\$1,000
Arapiles Historical Society	\$7,000
Bennett Road Kindergarten	\$5,882
Green Park Kindergarten	\$4,050
Natimuk & District Soldiers Memorial Hall Committee of Management	\$4,900
Natimuk Agricultural & Pastoral Society Inc	\$9,500
Natimuk Golf Club Inc	\$5,000
Natimuk Lake Foreshore Committee	\$8,000

- |                                      |         |
|--------------------------------------|---------|
| Natimuk United Football Netball Club | \$1,000 |
|--------------------------------------|---------|
4. Approve the following community grant allocation (noting Councillor conflict of interest):
- |                            |               |
|----------------------------|---------------|
| <b>Applicant</b>           | <b>Amount</b> |
| Horsham Historical Society | \$2,000       |
5. Approve the following community grant allocation (noting Councillor conflict of interest):
- |                                |               |
|--------------------------------|---------------|
| <b>Applicant</b>               | <b>Amount</b> |
| Haven Tennis Club Incorporated | \$6,100       |
| Wimmera Southern Mallee LLEN   | \$4,500       |
6. Approve the following community grant allocations (noting Councillor conflict of interest):
- |                             |               |
|-----------------------------|---------------|
| <b>Applicant</b>            | <b>Amount</b> |
| Horsham Aero Club           | \$1,587       |
| Horsham Clay Target Club    | \$4,000       |
| Horsham Urban Landcare Inc. | \$4,750       |
7. Advise all successful and unsuccessful Community Development Grant applicants of the outcome of their applications by the end of May 2025.



## REPORT

### Background

Council allocates funding to support community and sporting groups in the municipality as part of its annual budget process. These funds include 'Community Grants' for specific projects (in accordance with Council's Community Grants Policy).

Council approved a revised Community Grants Policy on 18 December 2023 that split the community grants program into four streams:

1. Community Development Grants - annual program open in February each year
2. Community Events Grants – open in May and November each year
3. Youth Grants – open continuously from 1 July each year until funding is exhausted
4. Urgent Need Small Grants - open continuously from 1 July each year until funding is exhausted.

As part of the annual review process Council approved a revised Community Donations Policy on 29 January 2024 and the current Council approved a further revised Community Donations Policy on 28 January 2025.

### Discussion

In accordance with the 2025 Community Grants Policy, applications for the 2025-2026 Community Development Grants Program were invited in February 2025. This Report includes recommendations for the Community Development Grants Program for inclusion in the 2025-2026 budget.

Council received a total of 52 grant applications for the Community Development Grants Stream using the new SmartyGrants platform for the first time in this funding round. The system captures individual assessor scores in accordance with the Assessment Criteria in the grant guidelines (**Appendix 9.2C**).

These 52 applications underwent the following assessment process:

- an initial eligibility assessment to ensure applications meet eligibility criteria for further assessment
- an interdepartmental working group of Council Officers to consider projects that involve building or landscaping works on Council owned or managed land to consider any requirements for landowner consent
- individual assessments by the internal assessment panel as detailed in the Community Development Grants Policy
- final moderation and approval of projects by the internal assessment panel
- review at the Executive Management Team and
- review at a Council Briefing.

Following individual assessment, scores were moderated and a final list of projects was approved by the Assessment panel (**Appendix 9.2A**).

At the conclusion of the assessment there were 47 eligible applications remaining requesting a total of \$192,310 in community grants funding. From these 47 eligible applications, 41 applications totalling \$137,684 are recommended for funding.

It is proposed that groups be advised of the outcome of their grant application as soon as practicable following the Council adoption of the Community Development Grants for 2025-2026. This will assist them in preparing for the implementation of their projects and budgets for the 2025-2026 financial year.

**Options to Consider**

1. That Council accept the recommendations of the assessment panel and endorse the allocation of funds as per the amounts specified in the report.
2. That Council determine to vary the amount allocated for the various community grants and/or the list of projects recommended for funding by the Assessment panel

Option 1 is recommended.

**Sustainability Implications**

Nil

**Community Engagement**

The Grants round was widely promoted through all Council media channels.

**Innovation and Continuous Improvement**

The restructuring of the Community Grants Program into four streams has streamlined the community grants process and provided greater opportunities for the community to access grant funding throughout the financial year. The use of the SmartyGrants software platform has also enabled improved grants program management and will be used for the administration of all Council grant programs.

**Collaboration**

Not applicable

**Financial Implications**

The proposed allocations of \$137,684 to Community Development Grants, \$73,000 to Events Grants, \$10,000 to Youth Grants and \$11,000 to Urgent Need Small Grants to be included in Council's 2025-2026 Budget.

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

Not applicable

**Council Plans, Strategies and Policies**

- 2021-2025 Council Plan (including the Health and Wellbeing Plan)
- Community Inclusion Plan
- Innovate Reconciliation Action Plan
- Youth Strategy
- Age-Friendly Communities Implementation Plan
- Disability Access and Inclusion Plan 2023-2026

**Risk Implications**

The Community Grants program is an established Council Program. There is a low level of risk in advising organisations that they are successful with a Community Development Grant before Council's 2025-2026 Budget is formally adopted.

**Conclusion**

The 2025-2026 Community Grants will release over \$137,684 into the local community and economy. This will be supplemented by a further \$94,000 recommended for allocation across the other three funding streams. The local expenditure resulting from this Council funding will provide an important stimulus to our not-for-profit sector.

### 9.3 HORSHAM MUNICIPAL COMMUNITY FACILITIES STRATEGY 2025-2035

<b>Director:</b>	Kevin O'Brien
<b>Directorate:</b>	Communities & Place
<b>File Number:</b>	F20/A05/000001

**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

Horsham Municipal Community Facilities Strategy (Draft) (**Appendix 9.3A**)

Horsham Municipal Community Facilities Strategy Engagement Plan (**Appendix 9.3B**)

---

#### Purpose

To present the Horsham Municipal Community Facilities Strategy 2025-2035 to Council and to recommend a period of public engagement before the strategy is considered for adoption.

#### Summary

The Strategy:

- Provides a strategic blueprint for community facility planning over the next ten years.
- Outlines a vision and five guiding principles for inclusive, accessible, and sustainable community facilities.
- Identifies current issues such as under-utilisation, inconsistent management, and outdated infrastructure.
- Offers key strategic priorities focused on distribution, communication, governance, and partnerships.
- Supports Council's broader strategic objectives and aligns with relevant legislation and planning frameworks.

#### Recommendation

That Council approve the draft Horsham Municipal Community Facilities Strategy 2025-2035 (**Appendix 9.3A**) to be released for public engagement for a period of 4 weeks.

## **REPORT**

### **Background**

The draft Horsham Municipal Community Facilities Strategy 2025-2035 (**Appendix 9.3A**) has been developed in response to the need for a coordinated and strategic approach to planning and delivering of community facilities. Historically, inconsistent decision-making and limited strategic planning have led to a fragmented and inefficient network of community facilities. The Local Government Act 2020 requires that Council planning considers long-term sustainability and community outcomes. The Strategy was developed with community and stakeholder input and integrates with Council's existing policies and plans.

### **Discussion**

The Strategy outlines a vision for community facilities where facilities are inclusive, welcoming, and fit for purpose. These facilities are intended to be accessible to all members of the Horsham community, regardless of background, ability, or location. The Strategy sets out five guiding principles that inform decision-making and prioritisation:

1. fairness and equity in access and usage;
2. creating inclusive and welcoming environments;
3. fostering shared and thriving facilities;
4. ensuring universal design and accessibility; and
5. adopting strategic, long-term planning approaches.

Key issues identified through the process of developing the strategy include an ageing and underutilised infrastructure network, with inconsistent levels of access and governance, and declining volunteerism impacting operational capacity. Additionally, many facilities are not universally accessible, limiting community use and excluding some groups.

Opportunities highlighted in the Strategy aim to address these issues through more effective utilisation of existing facilities, encouraging co-location and shared usage, and standardising agreements and booking systems to enhance transparency and fairness. There is also a strong focus on activating underused spaces, improving digital and physical access, and fostering stronger community engagement in facility planning and use.

Strategic priorities identified within the Strategy are designed to support implementation and guide future planning and investment decisions. These include maintaining equitable distribution of facilities, improving communication and promotion of available spaces, enhancing governance and management practices, and fostering partnerships both within Council and with external stakeholders.

The Strategy provides a clear and practical roadmap to deliver a modern, inclusive, well-managed and sustainable network of community facilities that meet the evolving needs of Horsham's residents.

### **Options to Consider**

Council may:

1. Approve the draft Horsham Municipal Community Facilities Strategy 2025-2035 to be released for public engagement and feedback for a period of 4 weeks.
2. Request amendments to the Strategy before being released for public engagement.
3. Choose not to continue with the Strategy (not recommended).

*Option 1 is recommended:*

Council approves the draft Horsham Municipal Community Facilities Strategy 2025-2035 to be released for public engagement and feedback for a period of 4 weeks. After which time Council will have the opportunity to review and adopt the strategy post feedback.

### **Sustainability Implications**

The Strategy promotes economic, social, and environmental sustainability by planning for multi-use, accessible, and energy-efficient facilities. It also supports community wellbeing and resilience to climate change.

### **Community Engagement**

The Strategy was informed by targeted stakeholder engagement (**Appendix 9.3B**). A final stage of public engagement is proposed to confirm strategic direction and priorities and provide an opportunity for any other feedback.

### **Innovation and Continuous Improvement**

The Strategy introduces a principles-based framework and a transparent decision-making process, promoting innovation and improved governance in community facility planning.

### **Collaboration**

The Strategy encourages collaboration with community organisations, other levels of government, and internal Council departments to deliver better outcomes. Internally staff from the Governance and Corporate teams, Facilities and Assets have had input into the strategy. The strategy and implementation plan has also been socialised across the organisation, with very positive feedback received.

### **Financial Implications**

Implementation of the Strategy will guide future investment. While no direct financial allocation is attached to the Strategy, it supports evidence-based decisions for budget planning and funding applications. The strategy compliments, supports and reinforces the work currently underway to develop a Municipal Property strategy.

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

#### **Active Victoria 2022-2026**

Strategic Framework:

- Establishing thriving places and communities that are safe, fair and inclusive
- Invest in infrastructure that enables active recreation

**Council Plans, Strategies and Policies**  
**Horsham Council Plan 2021-2025**

Theme 1: Community

An inclusive, accessible, connected and safe community

Theme 2: Liveability

1. A destination to live, work, explore and visit
4. Quality opportunities and facilities that meet the health and wellbeing needs and interests of all ages, abilities and backgrounds

Theme 4: Accessibility

2. An integrated, strategic and needs based approach to investing in our places and spaces

Council plans and strategies relevant to the development of the Strategy include:

- Horsham Open Space Strategy 2019
- Horsham South Structure Plan 2020
- Horsham North Local Area Plan 2023
- Central Activity District (CAD) Revitalisation Plan 2023
- Social Infrastructure Plan 2020

**Risk Implications**

Failure to seek public feedback and ultimately endorse the Strategy may result in continued inefficiencies, and the under-utilisation of community facilities, inequities in service provision, and missed funding opportunities.

**Conclusion**

The Horsham Municipal Community Facilities Strategy 2025-2035 provides a clear and strategic approach to ensuring equitable, inclusive, and sustainable community facilities for the Horsham municipality.

## 10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Ian Ross, Mayor

Committee Representation	
Date	Description
	Nil
Other Council Activities	
25.04.25	Horsham Anzac Day 2025 Ceremonial Activities
28.04.25	Council Meeting
29.04.25	Horsham Rural City Talks - Culture and Creative Workshop
29.04.25	Horsham Rural City Talks- Councillor Session
30.04.25	Horsham Rural City Talks- Natimuk Workshop
4.05.25	Shine the Light on Family Violence Walk
5.05.25	Laharum Rec Reserve Projects Discussion
5.05.25	Council Briefing Meeting
6.05.25	Meeting with Legislative Assembly Environment and Planning Committee
9.05.25	The Last 10 Years- Horsham Arts Council Production
11.05.25	Horsham Mother's Day Classic
12.05.25	Meeting with Tim Hopper
12.05.25	Wesley Presentation Follow Up Discussion
12.05.25	Council Briefing Meeting
13.05.25	Meeting with SEC
13.05.25	Council Briefing Meeting
14.05.25	Farewell Morning Tea for Craig Niemann
15.05.25	Meeting with Minister Staikos
15.05.25	Meeting with Minister Spence

15.05.25	Mayors, CEOs and MAV Delegates 2025 Pre-State Council Dinner
16.05.25	MAV State Council Meeting
17.05.25	Trivia Night - Dooen Public Hall
19.05.25	Welcome morning Tea for Gail Gatt

**Cr Bec Sluggett**

<b>Committee Representation</b>	
Date	Description
	Nil
<b>Other Council Activities</b>	
28.04.25	Council Meeting
29.04.25	Horsham Rural City Talks – Culture and Creative Workshop 1-3pm Horsham Rural City Talks – Councillor Session
30.04.25	Horsham Rural City Talks – Natimuk Sesson
5.05.25	Council Briefing
6.05.25	Farewell dinner for CEO Craig Niemann
8.05.25	Young Councillor Network Online Launch
12.05.25	Wesley Presentation follow up meeting with Councillors and EMT
12.05.25	Council Briefing
13.05.25	Council Briefing
17.05.25	Trivia Night at Dooen Hall
20.05.25	Emergency Service Levy Protest in Spring Street Melbourne



Cr Cam McDonald

Committee Representation	
29.04.25	Wimmera Southern Mallee Development Association Online meeting 1pm-4pm
Other Council Activities	
7.04.25	Council briefing, WIM Resource presentation
14.04.25	Council Briefing
15.04.25	Dooen Community Listening Post
16.04.25	Council Meeting, Horsham Football and Netball Club
21.04.25	Meeting with Jacinta Price and Anne Webster along with Mayor Ian Ross and Cr Brian Klowss at 'The Pines ' Mt Arapiles
28.04.25	Council Meeting
29.04.25	Council Briefing, City Talks Workshop

**11. URGENT BUSINESS**

## **12. PETITIONS AND JOINT LETTERS**

## **13. PROCEDURAL BUSINESS**

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

- Council Briefing Meetings held on 29 April, 5, 12 & 13 May 2025.

Refer to **Appendix 13.1A**

### **13.2 SEALING OF DOCUMENTS**

Nil

### **13.3 INWARD CORRESPONDENCE**

Nil

### **13.4 COUNCIL COMMITTEE MINUTES**

- Natimuk Economic & Social Plan Project Advisory Committee held on 14 May 2025

Refer to **Appendix 13.4A**

#### **Recommendation**

That Council receive and note agenda items:

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

**14. NOTICE OF MOTION**





# Quarterly Performance Report

1 July 2024 – 31 March 2025



## Contents

1.	Chief Executive Officer's Overview .....	1
2.	Integrated Strategic Planning and Reporting Framework .....	2
3.	Initiatives.....	4
4.	Performance Indicators .....	14
5.	Financial Performance by Council Plan Theme .....	22
6.	Reconciliation of Financial Performance by Council Plan Theme to Comprehensive Income Statement.....	27
7.	Comprehensive Income Statement.....	28
8.	Balance Sheet .....	30
9.	Statement of Capital Works.....	32
10.	Statement of Human Resources .....	34
11.	Councillor Allowances & Expenses .....	35

## 1. Chief Executive Officer's Overview

This quarterly performance report represents the progress against the Council Plan and performance against the adopted 2024/25 Budget as at 31 March 2025.

The report demonstrates progress of initiatives which are one-off or short-term projects being delivered in addition to everyday service delivery. On the whole, these projects are progressing well, with progress completion percentage and commentary at the end of each quarter to support this. Anticipated end of year expenditure is also reported.

Performance indicators set out by the Local Government Planning and Reporting Framework are also articulated, with the prior year actual, 2024/25 target and the quarterly progress towards achievement being reported. Commentary on deviations from target are provided.

The financial statements are also included. Commentary has also been provided at the end of each statement. This commentary provides explanations of where the budget has been forecast to a different figure and then progress towards the forecast.

In summary, the operational budget is on track for delivery in line with the adopted budget/forecast with no major variations to the budget. Staff costs are on track at 76% and other revenues and expenses (when adjusted for known seasonal variations) also on track.

Capital works has been reviewed, and the forecast expenditure has been revised down from \$26.275m to \$20.765. Council is committed to delivering the capital works program, however, where it cannot do so in a timely manner or there are extenuating circumstances preventing the delivery (such as delayed funding), the expenditure has been moved to a later financial year. Of the forecast, Council has expended 60% with the remaining 40% either committed or well planned for delivery prior to the end of the financial year.

This past quarter has been an intense period whilst staff have been critically reviewing all services revenues and expenses, not only for the Quarter 3 Reports, but also the building of the 2025/26 Budget. This quarterly report is a critical element of the building of the 2025/26 budget as it determines the starting cash balances for the year.

Council is also currently undertaking an extensive community engagement activity during April and May to review the Council Vision and Plan for the future. These important sessions and activities will help shape future priorities for Council funding.

Council continues to be committed to improving quarterly reporting to the community, in particular demonstrating quarter by quarter how Council is progressing against community priorities and ensuring the reports are informative yet easily readable.

This report lays a solid foundation for the development of the 2025/26 Budget and I encourage you to review the Draft Budget when it becomes available and provide feedback to Council.

**Craig Niemann**  
**Chief Executive Officer**



## 2. Integrated Strategic Planning and Reporting Framework

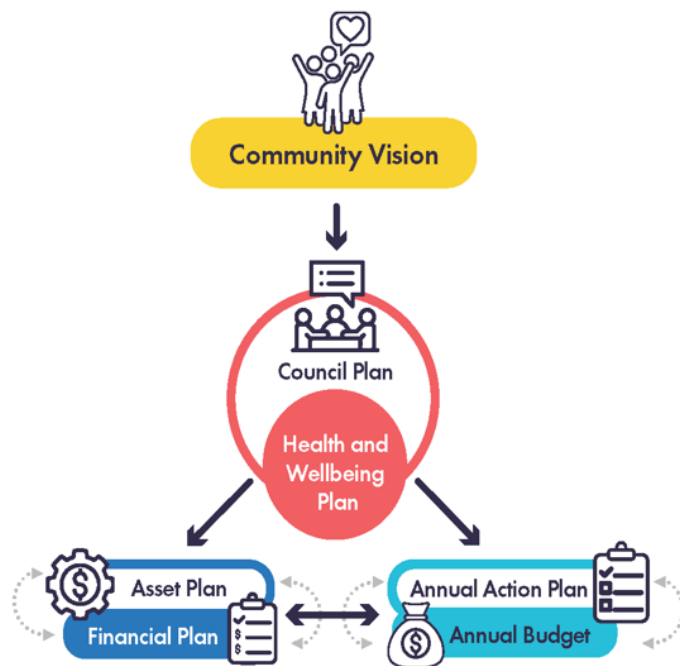
### 2.1 Legislative Planning and Accountability Framework

Part 4 of the *Local Government Act 2020* addresses planning and financial management. The legislative requirements to develop strategic planning, budgeting and annual reporting documents in Part 4 came into operation on 24 October 2020. The Act introduces strategic planning principles for Victorian Councils which include an integrated approach to planning, monitoring and performance reporting. This is an important shift from a more prescriptive form of legislation to a new Act that is principles-based.

The requirements in the Local Government Act 2020 are detailed in the Horsham Rural City Council's 2024-25 Budget.

### 2.2 Horsham Planning and Budgeting Framework

Council has in place a Planning and Budgeting Framework that reflects these requirements. The diagram below depicts the planning relationships for Horsham Rural City Council's planning processes:



## 2.3 Horsham 2041 Community Vision

A Community Vision describes our community's hopes, ideas and aspirations for the future of the Horsham Rural City Region. Council developed the Horsham 2041 Community Vision through a deliberative engagement process and a Community Panel.

The Vision has been utilised to inform the Council Plan and to structure the themes within the plan which then flow through to the development of the Annual Action Plan and Annual Budget as shown in the Planning and Budgeting Framework.

In accordance with the Local Government Act 2020 Council will be undertaking a review of the Community Vision in accordance with Council's deliberative engagement practices and adopt the Community Vision by 31 October in the year following a general election.

## THE HORSHAM 2041 COMMUNITY VISION

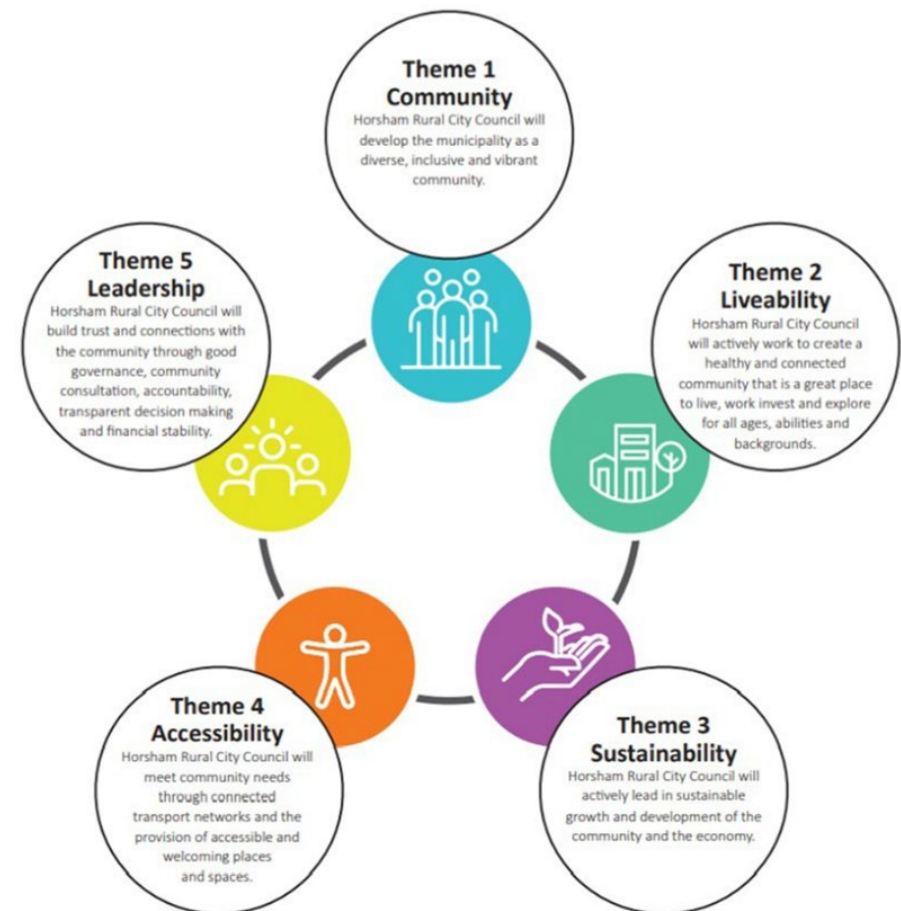
*In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future.*

## 2.4 Council's Planning and Delivery Themes (Strategic Objectives)

Council delivers services and initiatives for over 75 separate service categories.

Each contributes to the achievement of one of the five Themes as set out in the Council Plan for the years 2021-25.

In accordance with the *Local Government Act 2020*, Council will prepare and adopt a Council Plan for a period of at least the next 4 financial years after a general election in accordance with its deliberative engagement practices. The updated Council Plan will be adopted no later than 31 October 2025 and come into effect from 1 July 2025.



## 3. Initiatives



### Theme 1 – Community

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

## Continuing Initiatives


Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Development of a Masterplan for Social Infrastructure Assessment</b>	To develop Master Plans for key municipal level assets as listed in the Social Infrastructure Framework: Plan: Funds allocated are for the development of a Conservation Management Plan and Concept Plan for Horsham Cinema.	\$15,000	\$15,000
Progress	Comment	Project Progress	YTD Actual
Quarter 1	Final feedback has been provided to consultants to develop a Conservation Management Plan for the Horsham Cinema. 75% of the development of this plan was completed in the 23/24 financial year.	75%	\$0
Quarter 2	A variation to the Conservation Management Plan has been approved to include an abridged Masterplan for the Horsham Cinema. Additional project work due to commence early 2025.	75%	\$0
Quarter 3	Feedback has been provided to the consultant on the Conservation Management Plan. Final version due before the end of the financial year.	80%	\$4,000
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Outdoor Play Space Plan</b>	The Outdoor Play Space Plan will provide a strategic framework and plan for action that responds to the challenges of upgrading existing and planning for new public play spaces.	\$15,000	\$10,085
Progress	Comment	Project Progress	YTD Actual
Quarter 1	80% of this plan was developed in the 23/24 financial year. Draft has been completed to be presented to Council in Feb 2025.	80%	\$0
Quarter 2	Draft Plan is being finalised, prior to presentation to Council.	85%	\$4,915
Quarter 3	Implementation Plan for the Strategy is currently being finalised.	87%	\$4,915
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Community Buildings co-location &amp; needs assessment</b>	The Community Facilities Plan will provide an understanding of the utilisation, current demand, future use and gaps in the provision of community facilities within the municipality. It will also ensure there is equity and fairness in how Council's community facilities are used and by whom. The strategy will also inform Councils Property Policy and how Community Facilities are planned for and considered, into the future.	\$0	\$17,996
Progress	Comment	Project Progress	YTD Actual
Quarter 1	The Community Facilities Plan has been completed. Final invoice to be paid.	100%	\$8,180
Quarter 2	The consultants work on the Plan is complete, with internal consultation and feedback due with various teams on the Plan over coming months.	100%	\$16,360
Quarter 3	Community Facilities Plan complete, progressing through to Council, prior to going out for public feedback.	100%	\$16,360

## 3. Initiatives

### New Initiatives

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Active Recreation and Sporting Strategy</b>	Funding to hire a consultant who will develop a comprehensive plan for promoting active recreation and sports within our municipality. This strategy will enhance the health and wellbeing of the Horsham and surrounding communities by providing suitable infrastructure, open spaces, and opportunities for various recreational and sports activities.	\$83,648	\$23,358
Progress	Comment	Project Progress	YTD Actual
Quarter 1	The Project Brief developed. Currently being reviewed by funder - Sport & Recreation Victoria.	0%	\$0
Quarter 2	Consultant has been engaged to develop the Strategy. Project Inception Meeting held. Background research and data collection occurring.	10%	\$0
Quarter 3	Engagement plan developed for the project and preparation for targeted stakeholder engagement has been completed.	20%	\$23,358
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Precinct Planning and Design Services</b>	This project was to fund a Peer Review of HRCC's Public Toilet Infrastructure Plan 2021. This was a 2023/24 project, however was not completed within the financial year and carried forward into the 2024/25 year.	\$0	\$11,770
Progress	Comment	Project Progress	YTD Actual
Quarter 1		0%	\$0
Quarter 2	The Consultant has completed a peer review of the existing Public Toilet Infrastructure Plan. This work has now been completed and will inform the development of a Public Toilet Strategy for the municipality if approved.	100%	\$11,770
Quarter 3	Project Peer Review complete.	100%	\$11,770

3. Initiatives



**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.

Continuing Initiatives

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Visitor Services Review of Information and Product</b>	Provision of visitor information including brochures, displays and set up of new VIC Space at Horsham Town Hall	\$0	\$56,023
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	Works underway for set up of new VIC space including graphic design of slimline Official Visitor Guide (OVG).	25%	\$10,329
Quarter 2	Works in process to establish new VIC space ready for operation. Key item this quarter was signage including wall map. Key works remaining include finalising of new brochures and signage.	60%	\$36,974
Quarter 3	VIC Signage complete. Venue wayfinding signage underway. Finalising slimline OVG and Liquor licence.	65%	\$37,805

New Initiatives

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Events Stage Activation – Music Event</b>	The initiative aims to engage a music promoter to source a large-scale event to be held at the Horsham Events Stage, located at the City Oval. The Events Stage Activation project will provide the community with an opportunity to enjoy live music. There will also be a boost to the local economy resulting from an increase in visitation to our municipality by those attending the event.	\$50,000	\$20,000
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	Horsham RegFest event planned for March 2025 - no budget spent yet	10%	\$0
Quarter 2	An event has been sourced and will be delivered in March 2025 (Regfest). As this was organised by Sports Marketing Australia , it will be funded through this budget line item. Funds are also required for the development of an events strategy to enable more events to be held at the Events Stage. This is a funding application requirement.	20%	\$1,696
Quarter 3	Event Strategy work progressing with payment yet to be made.	80%	\$2,010

## 3. Initiatives



### Theme 3 – Sustainability

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

## Continuing Initiatives

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Aerodrome Flight Hub Master Plan – Stage 2</b>	The master plan will be a key strategic document which underpins all activities and decisions in relation to the development of the aerodrome. It will communicate Council's long term future planning intentions and future development opportunities.	\$15,022	\$0
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	Final invoice to be paid now Marketing proposal has been completed.	100%	\$0
Quarter 2	Project complete	100%	\$0
Quarter 3	Draft report completed. Council seeking further related information to enable progression.	100%	\$0
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Dooen Land Fill Master Plan</b>	Development of long term Master Plan to optimise utilisation of landfill site for waste management.	\$24,793	\$0
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	Business case relating to alternative management approach to inform preferred outcomes underway.	25%	\$0
Quarter 2	Business Case continuing to be worked on - In Phase 2 at this point in time.	30%	\$0
Quarter 3	Works continuing utilising internal resources. Funding not required for this financial year.	30%	\$0
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Housing Affordability and Diversity Strategy</b>	The Housing Strategy seeks to inform Council's strategic direction to implement Planning Scheme provisions, which support alternative and innovative ways of providing affordable housing options within Horsham and Natimuk as well as providing equitable housing outcomes for the community.	\$89,083	\$59,083
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	An Engagement Summary Report for the first round of community consultation has been prepared for distribution after the caretaker period. The Background Report is also being updated and the Draft Strategy is under development.	25%	\$3,220
Quarter 2	Draft Strategy is continuing to be developed	30%	\$24,150
Quarter 3	Draft Strategy completed and ready for council briefing and consultation	70%	\$30,859
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Waste Plan Implementation</b>	Review and implement a series of aspects of Council's waste management operations to deliver efficiencies and customer service improvements.	\$25,000	\$25,000
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	Engagement for review of Haven service done, results to be presented to new Council Dec 24. A series of waste management measures are under review, including weighbridge automation.	20%	\$15,473
Quarter 2	Waste Education Officer funded from this budget line. Position now vacated.	100%	\$23,003
Quarter 3	Project complete.	100%	\$23,003

## 3. Initiatives

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Wimmera River Discovery Trail – Dimboola to Horsham - Feasibility Study</b>	Promote recreation activities in our natural environment to increase destination tourism and visitation.	\$110,990	\$0
Progress	Comment	Project Progress	YTD Actual
Quarter 1	Advancement of project was contingent on matching funding from State Government which was unsuccessful. Project on hold.	0%	\$0
Quarter 2	Project not proceeding in the 2024/25 year. Will require further investigation for funding in the future	0%	\$0
Quarter 3	Project not proceeding, no external funding	0%	\$0
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Safety Audit of Lighting Deficiencies Across Council Facilities &amp; Open Spaces</b>	Ensure the design of council facilities and open spaces considers access, lighting, entrapment points and passive surveillance so they are family friendly and meet the needs of different genders.	\$0	\$10,000
Progress	Comment	Project Progress	YTD Actual
Quarter 1	Consultant report completed August 2024. Currently being considered for actions.	80%	\$7,636
Quarter 2	No progress this quarter	80%	\$7,636
Quarter 3	Project Complete	100%	\$7,636
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Small Business Assistance Program</b>	The funding program supports business innovation, operational improvements, marketing strategies, accessibility, inclusiveness, and business growth.	\$0	\$20,000
Progress	Comment	Project Progress	YTD Actual
Quarter 1	This budget has now been incorporated into the operational budget at the direction of EMT. It was originally an initiative but is now ongoing.	25%	\$5,000
Quarter 2	Funds are fully committed and anticipated will be expended in the next quarter.	75%	\$13,355
Quarter 3	Remaining funds to be expended before end of the financial year.	95%	\$18,684



## 3. Initiatives

### New Initiatives

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Boosting Business – Tourism &amp; the Economy – Natimuk</b>	Implement the strategic objective of boosting business, tourism and economy that forms part of the Natimuk Economic and Social Plan. This initiative aims to enhance business, tourism, and the economy in Natimuk, providing a diverse and collaborative hub of opportunities for all to enjoy. This not only benefits the Natimuk community but also positively impacts the entire municipality.	\$40,000	\$40,000

Progress	Comment	Project Progress	YTD Actual
Quarter 1	One Hour Out marketing campaign to take place in October.	5%	\$2,650
Quarter 2	Second part payment to One Hour Out marketing project. Natimuk Heritage Trail brochures and Australia Day event advertising also paid.	15%	\$6,130
Quarter 3	Top Tiny Towns Award entry complete.	55%	\$23,580

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Business and Tourism Development Incentives Framework</b>	Establish a framework that encourages economic growth and tourism within the region. This project will provide business with valuable resources to help them grow. Council hopes to continue to create a high-quality business and tourism environment that brings more jobs and visitors to the region resulting in benefits to the whole community.	\$20,000	\$20,000

Progress	Comment	Project Progress	YTD Actual
Quarter 1	No budget has been expended to date.	0%	\$0
Quarter 2	Planning permit fees for Ag Society and Rightbank Brewing Society funded in accordance with framework.	25%	\$5,933
Quarter 3	Wimmera Field Days building permit fees approved and funded in accordance with framework.	40%	\$7,933

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Closed (legacy) landfill strategy</b>	Develop management plans for closed landfills using a prioritised approach to ensure the long term environmental safety of Council's closed landfills.	\$20,000	\$0

Progress	Comment	Project Progress	YTD Actual
Quarter 1	Preparation of Plan scheduled for second half of the financial year. Requires internal audit action.	0%	\$0
Quarter 2	Plan has been drafted, required review and finalisation. Work completed in house.	25%	\$0
Quarter 3	Project finalised utilising internal resources.	100%	\$0

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Development of Landscape Design Guidelines</b>	Development of Landscape Design Guidelines for use by individual and commercial property developers. The Landscape Design Guidelines will empower individual and commercial property developers in our community. By adhering to Horsham's Planning Scheme, these guidelines will enhance urban spaces, improve liveability, reduce maintenance costs for public areas, and ensure project quality and compliance.	\$20,000	\$0

Progress	Comment	Project Progress	YTD Actual
Quarter 1	Still to commence.	0%	\$0
Quarter 2	Draft Landscape Design Guidelines prepared. Working group established across Council departments. Review of guidelines completed.	30%	\$0
Quarter 3	Project brief being developed to go to market. So far all work has been internally resourced. It is anticipated that the expenditure will occur in the next financial year.	35%	\$0



## 3. Initiatives

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Dooen Landfill Contingency Plan</b>	Develop contingency arrangements for continuity of waste service provision in the event of unavailability of Dooen Landfill.	\$10,000	\$0
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	Preparation of Plan scheduled to commence in early 2025.	0%	\$0
Quarter 2	Plan still to be prepared.	0%	\$0
Quarter 3	Project to be completed internally.	0%	\$0
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Recycling Service – Regulatory Compliance and Customer Compliance Support</b>	Employment of waste education officer to monitor compliance with kerbside collection requirements, and educate customers on required practices.	\$50,000	\$0
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	Main action is continuing employment of Education Officer until Nov 24.	75%	\$0
Quarter 2	Staff changes have delayed progress. New waste education approach to be implemented in Q3-4	75%	\$0
Quarter 3	Project reconsidered in a future year.	100%	\$0
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Significant Tree Register</b>	Develop a register of significant trees in the municipality to enable them to be appropriately protected or managed in the long term.	\$40,000	\$5,350
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	A Project Management Plan and Community Engagement Plan are currently being developed.	5%	\$0
Quarter 2	Development of the significant tree register is advancing with work being carried out in January.	25%	\$0
Quarter 3	Handover to Infrastructure for arborist review and report required - Project scope to be reviewed and continued in the 2025/26 financial year.	100%	\$5,348
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Climate Change Adaptation Plan</b>	Develop a Climate Change Adaptation Plan to guide how Council and the municipality will adapt to the impacts of Climate Change.	\$40,000	\$20,000
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	Climate Change Adaptation Plan to commence in early 2025	0%	\$0
Quarter 2	Climate Change Adaptation Plan to commence soon.	0%	\$0
Quarter 3	Climate Change Adaptation Plan process is beginning - Proposals being obtained from consultants.	5%	\$0
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Open Space Contributions Planning Scheme Amendment</b>	Undertake a peer review of the Horsham Rural City Council Open Space Strategy 2019 and undertake an analysis of an appropriate level of open space contributions.	\$0	\$6,825
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	This planning work has been completed by SGS Economics and Planning, some follow up work by Council required.	60%	\$6,825
Quarter 2	Work continues on this project	80%	\$6,825
Quarter 3	SGS Economics & Planning Review and Recommendations complete.	100%	\$6,825

### 3. Initiatives



#### 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.

#### Continuing Initiatives

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Investigate Capacity of All Bridges</b>	Review the capacity of Council's bridges to ensure their suitability for approved heavy vehicles.	\$0	\$85,200
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	Detailed investigations complete, awaiting final report from consultant which is near completion.	95%	\$9,600
Quarter 2	The final report, including modeling and analysis for all ten previously identified bridges with inadequate capacity, has been received. The report is currently being reviewed with feedback being provided to the University of Western Sydney.	98%	\$47,400
Quarter 3	Report prepared for Council to consider at the April Council meeting	99%	\$47,400

#### New Initiatives

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Community Road Safety Grants Program – Heavy Vehicle Forum</b>	Conduct a road safety event in partnership with relevant agencies and neighbouring Councils to provide road safety information and education to heavy vehicle drivers and operators.	\$10,000	\$15,700
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	Planning in place for event to be held 26-27 November. Communications program commenced. Acquittal of expenses required. Funding for a second event has also been provided.	80%	\$0
Quarter 2	Event conducted at Nhill Trailer Exchange with a range of agencies. It should be noted that grants funds were received (\$16,400) as well as a contribution from Hindmarsh Shire Council for \$5,000 towards expenses. Unspent funds from 2023/24 & 2024/25 will be carried forward into the 2025/26 year - approximately \$10,000.	90%	\$14,678
Quarter 3	No progress made in current quarter.	90%	\$14,678
<b>Initiative</b>	<b>Initiative Description &amp; Purpose</b>	<b>2024-25 Budget</b>	<b>2024-25 Forecast</b>
<b>Project Management System</b>	Implement an electronic project management system to enhance Council's management and reporting on capital and other projects	\$40,610	\$40,610
<b>Progress</b>	<b>Comment</b>	<b>Project Progress</b>	<b>YTD Actual</b>
Quarter 1	Co-design process well advanced after project commencing in the 2023/24 financial year.	80%	\$0
Quarter 2	User Acceptance Testing and Training underway, integration with Civica Altitude in progress.	90%	\$1,900
Quarter 3	User Acceptance Testing and Training continuing. Project expecting to be finalised by the end of the financial year.	95%	\$1,900

3. Initiatives



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.

Continuing Initiatives

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
Community Leadership Program	To develop and deliver a program for new, emerging and existing community leaders aged 18 years and over, who want to enhance their leadership skills, create new personal and professional networks and learn more about local government.	\$35,000	\$10,214
Progress	Comment	Project Progress	YTD Actual
Quarter 1	The CLP was delivered between May and July with eleven participants graduating. Six of these graduates have since nominated as candidates in the 2024 Council Election.	100%	\$10,214
Quarter 2	Project Completed	100%	\$10,214
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
Grants Guru Community Workshops	Provide support and educate community groups on grant applications to external funding bodies	\$14,000	\$0
Progress	Comment	Project Progress	YTD Actual
Quarter 1	Grants Guru workshops previously held in February 2023 & 2024.	0%	\$0
Quarter 2	Grants Guru is available to the community and has proven a valuable tool for groups. No funds required this financial year.	100%	\$0

### 3. Initiatives

#### New Initiatives

Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Replacement of Electronic Document Management System</b>	Replacement of the current Records Management System with an improved system that operates as a complete Electronic Document Management System with contemporary functionality.	\$150,000	\$57,000
Progress	Comment	Project Progress	YTD Actual
Quarter 1	Data scoping has been completed and user requirements determined through key stakeholder interviews. Naming conventions and document management protocols have been developed informed by those interviews. Preparation for the Go Live date is now underway.	35%	\$0
Quarter 2	Partial Go Live of Electronic Document Management System has occurred, further modules to be rolled in the second half of the financial year.	40%	\$0
Quarter 3	Rollout continued during quarter three.	45%	\$0
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Strategic &amp; Operations Risk Registers</b>	Strategic and Operational Risk Registers to be made current and a system for maintaining them embedded in the organisation	\$55,000	\$96,032
Progress	Comment	Project Progress	YTD Actual
Quarter 1	Software purchased with data migration now underway	100%	\$47,805
Quarter 2	Project Complete with some milestone payments still to occur.	100%	\$47,805
Quarter 3	Additional software spend required to increase functionality so although implementation of previous software complete a revision to project was required	100%	\$75,237
Initiative	Initiative Description & Purpose	2024-25 Budget	2024-25 Forecast
<b>Update of HRCC Advocacy Priority Resources to support funding applications – Grant Finder software</b>	Design and printing of advocacy priority resources to support applications for funding	\$5,000	\$0
Progress	Comment	Project Progress	YTD Actual
Quarter 1	Grant Finder software was implemented in 2023 (to test over a period of 3 years) and is now fully implemented. There is now widespread use of the Grant Finder tool within the community.	100%	\$0
Quarter 2	Project Complete	100%	\$0

## 4. Performance Indicators

Shaded denotes mandatory indicator



### Theme 1 – Community

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

Service	Indicator	2023-24 Actual	2024-25 Target	2024-25 Quarter 1	2024-25 Quarter 2	2024-25 Quarter 3	2024-25 Quarter 4
Animal Management	Animal Management prosecutions <i>(Percentage of animal management prosecutions which are successful)</i>	None Undertaken	None Undertaken	None Undertaken	None Undertaken	None Undertaken	
	<b>Comment:</b>						
	Cost of Animal Management per head of population <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests] x 100</i>	\$26.57		\$5.16	\$8.61	\$11.82	
	<b>Comment: This indicator will increase progressively throughout the year as expenses increase</b>						
	Time taken to action animal management requests	1.00		2.29	7.29	6.28	
	<i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests] x 100</i>						
	<b>Comment: Customer Requests between July &amp; December weren't closed correctly which has overstated the time to action.</b>						
	Animals reclaimed <i>[Number of animals reclaimed/ Number of animals collected] x 100</i>	57.34%		56.47%	57.38%	52.92%	
	Percentage of animals rehomed <i>[Number of unclaimed collected animals rehomed / Number of unclaimed collected animals] x 100</i>	66.67%		64.19%	67.95%	67.88%	
	<b>Comment:</b>						

4. Performance Indicators							
Shaded denotes mandatory indicator							
Service	Indicator	2023-24 Actual	2024-25 Target	2024-25 Quarter 1	2024-25 Quarter 2	2024-25 Quarter 3	2024-25 Quarter 4
Food Safety	Cost of food safety service <i>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</i>	\$518.17		\$106.81	\$248.10	\$624.30	
<b>Comment: This indicator will increase progressively throughout the year as expenses increase</b>							
Service	Indicator (Calendar Year)	2023 Actual	2024 Target	2024 Quarter 1	2024 Quarter 2	2024 Quarter 3	2024 Quarter 4
Food Safety	Critical and major non-compliance outcome notifications. <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	59.50%	100.00%	62.50%	55.17%	59.09%	57.45%
<b>Comment: A shortage of staff and recruitment challenges throughout the entire calendar year did not enable a higher amount of critical or major non-compliance notifications to be followed up.</b>							
	Time taken to action food complaints- days <i>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</i>	2.20		5.00	3.57	3.63	3.33
<b>Comment: The figure of 3.33 is within Local Government Victoria's expected range of 1-10 days.</b>							
	Food safety assessments <i>[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x 100</i>	94.20%		5.71%	17.14%	37.14%	45.71%
<b>Comment: A shortage of staff and recruitment challenges throughout the entire calendar year did not enable a higher number of annual food safety assessments to occur.</b>							
	Food safety samples <i>[Number of food samples obtained / Required number of food samples] x 100</i>	130.00%		13.46%	23.08%	42.31%	103.85%
<b>Comment: More samples were obtained than the minimum requirement</b>							

## 4. Performance Indicators

Shaded denotes mandatory indicator



### 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.

Service	Indicator	2023-24 Actual	2024-25 Target	2024-25 Quarter 1	2024-25 Quarter 2	2024-25 Quarter 3	2024-25 Quarter 4
Statutory Planning	Planning applications decided within required timeframes [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	93.51%	95.00%	90.00%	85.71%	89.66%	
	<b>Comment: Comment: Increase in number permits and major projects prioritised has led to lower percentage</b>						
	Time taken to decide planning applications (The median number of days between receipt of a planning application and a decision on the application)	46.00		49.00	35.00	49.00	
	<b>Comment: Below statutory timeframe of 60 days and below state average of 77 days</b>						
	Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x 100	0.00%		0.00%	0.00%	0.00%	
	<b>Comment: 4 Council Planning Decision have been appealed to VCAT still pending resolution.</b>						
Libraries	Cost of statutory planning process per application [Direct cost of the statutory planning service / Number of planning applications received]	\$4,628.39		\$3,925.75	\$4,419.63	\$4,323.47	
	<b>Comment: Consistent with previous years</b>						
	Library membership [Number of registered library members / Population] x100	19.10%	21.00%	19.05%	19.16%	19.46%	
	<b>Comment: Slightly below target with one quarter remaining</b>						
	Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x 100	37.05%		36.36%	35.96%	35.84%	
Libraries	<b>Comment: Purchases and disposals continue throughout the year seeing the measure fluctuate</b>						
	Cost of Library Service per head of population [Direct cost of the library service / Population]	\$29.80		\$6.69	\$21.84	\$31.67	
	<b>Comment: This indicator will increase progressively throughout the year as expenses increase</b>						
	Library loans per head of population [Number of collection item loans / Population]	378.00%		135.00%	178.00%	266.00%	
	<b>Comment: This indicator will increase progressively throughout the year as the number of loans increase</b>						
Libraries	Library visits per head of population [Number of library visits / Population]	2.51%		0.74%	1.40%	2.07%	
	<b>Comment: This indicator will increase progressively throughout the year as the number of visits increase</b>						

4. Performance Indicators							
Shaded denotes mandatory indicator							
Service	Indicator	2023-24 Actual	2024-25 Target	2024-25 Quarter 1	2024-25 Quarter 2	2024-25 Quarter 3	2024-25 Quarter 4
Aquatic Facilities	Utilisation of aquatic facilities <i>(Number of visits to aquatic facilities/ Municipal Population)</i>	5.18%	6.00%	1.17%	2.84%	4.66%	
	<b>Comment: This indicator will increase progressively throughout the year as the number of visits increase</b>						
	Health inspections of aquatic facilities <i>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</i>	1.00		0.00	1.00	1.00	
	<b>Comment:</b>						
	Cost of Aquatic facilities per visit <i>[Direct cost of the aquatic facilities less income received / Number of visits to the aquatic facilities]</i>	\$8.28		\$2.77	\$12.26	\$7.38	
	<b>Comment:</b>						
Maternal & Child Health	Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	88.56%	95.00%	56.06%	74.98%	51.96%	
	<b>Comment:</b>						
	Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	90.91%	95.00%	68.97%	85.71%	74.29%	
	<b>Comment:</b>						
	Infant enrolments in the MCH service <i>[Number of infants enrolled in the MCH service / Number of birth notifications received] x 100</i>	100.86%		103.51%	102.86%	98.25%	
	<b>Comment:</b>						
	Participation in 4 week Key Age & Stage Visit <i>[Number of 4-week key age and stage visits / Number of birth notifications received]</i>	96.20%		89.47%	100.95%	77.19%	
	<b>Comment:</b>						
	Cost of MCH Service per hour of service delivered <i>[Cost of the MCH service / Hours worked by MCH nurses]</i>	\$65.20		\$57.86	\$50.93	\$96.32	
	<b>Comment: This indicator will vary across the year as total MCH expense may increase at different rate to hours worked by the MCH nurses</b>						



## 4. Performance Indicators

Shaded denotes mandatory indicator



### Theme 3 – Sustainability

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

Service	Indicator	2023-24 Actual	2024-25 Target	2024-25 Quarter 1	2024-25 Quarter 2	2024-25 Quarter 3	2024-25 Quarter 4
Waste Collection	Kerbside collection waste diverted from landfill. <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	48.63%	50.00%	42.20%	44.56%	44.23%	
	<b>Comment: Increased education proposed to increase diversion percentage in Quarter 4</b>						
	Kerbside collection bins missed per 10,000 scheduled bin lifts <i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000</i>	3.98		4.46	5.32	4.66	
	<b>Comment:</b>						
	Cost of kerbside garbage collection service - per bin <i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>	\$111.13		\$28.74	\$53.42	\$79.87	
	<b>Comment: This indicator will increase progressively throughout the year as expenses increase</b>						
	Cost of kerbside recyclables bin collection service - per bin <i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$52.34		\$18.34	\$28.24	\$35.83	
	<b>Comment: This indicator will increase progressively throughout the year as expenses increase</b>						

## 4. Performance Indicators

Shaded denotes mandatory indicator


**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.

Service	Indicator	2023-24 Actual	2024-25 Target	2024-25 Quarter 1	2024-25 Quarter 2	2024-25 Quarter 3	2024-25 Quarter 4
Roads	Sealed local roads below the intervention level. [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	98.71%	90.29%	98.71%	99.03%	99.78%	
	<b>Comment:</b>						
	Community satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	38		Not Available	Not Available	Not Available	
	<b>Comment: This indicator will be assessed in the Community Satisfaction Survey to be undertaken in 2025</b>						
	Sealed local road requests per 100km of sealed road [Number of sealed local road requests / Kilometres of sealed local roads] x 100	10.88%		3.92%	6.18%	8.63%	
	<b>Comment: This indicator will increase progressively throughout the year as request are submitted</b>						
	Cost of sealed local road reconstruction per m2 [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$42.26		\$0.00	\$43.71	\$43.40	
	<b>Comment: Expenditure is seasonal - figures may fluctuate throughout the quarters</b>						
	Cost of sealed local road resealing per m2 [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$10.48		\$0.00	\$0.00	\$7.16	
	<b>Comment: Expenditure is seasonal - figures may fluctuate throughout the quarters</b>						

## 4. Performance Indicators

Shaded denotes mandatory indicator



### 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.

Service	Indicator	2023-24 Actual	2024-25 Target	2024-25 Quarter 1	2024-25 Quarter 2	2024-25 Quarter 3	2024-25 Quarter 4
Governance	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement)	43%	47%	Not Available	Not Available	Not Available	
	<b>Comment: This indicator will be assessed in the Community Satisfaction Survey to be undertaken in 2025</b>						
	Council resolutions made at meetings closed to the public [Number of Council resolutions made at meetings of Council, or at meetings of delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x 100	23.45%		36.67%	39.58%	32.43%	
	<b>Comment: The increase in the number of reports considered in meetings closed for the quarter was the result of an increase in the number of reports containing personal or commercial in confidence information considered by Council during that period.</b>						
	Councillor attendance at Council Meetings [The sum of the number of councillors who attended each council meeting / (Number of council meetings) × (Number of councillors elected at the last Council general election)] x 100	89.01%		80.00%	87.30%	91.21%	
	<b>Comment: Council experienced the loss of Cr Redden in August 2024 with a resultant effect on attendance.</b>						
	Cost of elected representative [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$50,138.99		\$14,609.86	\$27,018.06	\$44,968.31	
	<b>Comment: The Victorian Independent Remuneration Tribunal increased the values of base allowances from 1 July 2024 This indicator will increase progressively throughout the year as expenses increase</b>						
	Community Satisfaction with Council decisions (Community satisfaction rating out of 100 with the performance of council in making decisions in the best interests of the community)	40		Not Available	Not Available	Not Available	
	<b>Comment: This indicator will be assessed in the Community Satisfaction Survey to be undertaken in 2025</b>						

4. Performance Indicators

Shaded denotes mandatory indicator



Financial Indicators

Indicator	Measure	2023-24 Actual	2024-25 Target	2024-25 Quarter 1	2024-25 Quarter 2	2024-25 Quarter 3	2024-25 Quarter 4
<b>Liquidity</b>							
<b>Working Capital</b> (sufficient working capital is available to pay bills as and when they fall due)	<b>Current assets compared to current liabilities</b> [Current assets / Current liabilities] x100	238%	150%	364%	321%	251%	
	Comment: Rate receivables continue to be hight for the year to date. As rates are received (mostly during February) the ratio will reduce.						
<b>Obligations</b>							
<b>Asset renewal</b> (assets are renewed as planned)	<b>Asset renewal compared to depreciation</b> [Asset renewal and asset upgrade expense / Asset depreciation] x100	93%	101%	Not Available	Not Available	Not Available	
	Comment: This ratio will be calculated at the end of the financial year						
<b>Stability</b>							
<b>Rates concentration</b> (revenue is generated from a range of sources)	<b>Rates compared to adjusted underlying revenue</b> [Rate revenue / Adjusted underlying revenue] x100	63%	58%	Not Available	Not Available	Not Available	
	Comment: This ratio will be calculated at the end of the financial year						
<b>Efficiency</b>							
<b>Expenditure level</b> (resources are used efficiently in the delivery of services)	<b>Expenses per property assessment</b> [Total expenses / Number of property assessments]	\$5,322	\$4,908	\$1,240	\$2,337	\$3,515	
	Comment: This indicator will increase progressively throughout the year as expenses increase						

## 5. Financial Performance by Council Plan Theme



### Theme 1 – Community

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

Service Area	Description of Service Provided		2023-24 Actual \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000
Animal Management	This service provides animal management through implementation of appropriate rules and regulations in relation to keeping of cats, dogs and other animals and livestock within the municipality to minimise disturbance to residents and the community, and ensure public safety. It also includes the operation of Council's dog and cat rehoming program.	Rev	567	561	656
		Exp	(542)	(415)	(316)
		Net	25	146	340
Community Safety	This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.	Rev	162	276	288
		Exp	(480)	(646)	(710)
		Net	(318)	(370)	(422)
Emergency Management	To prepare for and mitigate if possible the impacts of an emergency on HRCC and the community through good planning and interoperability with all agencies, includes the Wimmera Emergency Management Resource Sharing Partnership.	Rev	247	262	300
		Exp	(301)	(282)	(306)
		Net	(54)	(20)	(6)
Environmental Health	This service provides health administration, health vending machines and other preventative measures including needle exchange, Tobacco Act reforms and mosquito monitoring. A variety of legislative based services and functions around environmental health issues are also provided.	Rev	259	177	206
		Exp	(265)	(299)	(379)
		Net	(6)	(122)	(173)
Social Infrastructure Support	This service provides Recreational and Openspace planning plus the maintenance, insurance and other ongoing costs for the municipality's recreation groups and community facilities. Also includes the community inclusion and the oversight of the Horsham Centre Cinema contract.	Rev	140	143	72
		Exp	(919)	(1,043)	(819)
		Net	(779)	(900)	(747)
<b>Net Cost to Council for Theme 1 – Community</b>			<b>(1,132)</b>	<b>(1,266)</b>	<b>(1,008)</b>

## 5. Financial Performance by Council Plan Theme



### 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.

Service Area	Description of Service Provided		2023-24 Actual \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000
Aquatic Recreation	Management of the strategic use of the Aquatic Centre, including major refurbishment and upgrades.	Rev	0	0	0
		Exp	(871)	(1,161)	(1,040)
		Net	(871)	(1,161)	(1,040)
Library	Provides resources and programs aimed at meeting the information, creation, educational and cultural needs of the diverse community of Horsham in an equitable, effective, efficient, responsive and forward looking manner in accordance with the values and objectives of the Library Plan.	Rev	582	550	542
		Exp	(1,040)	(1,110)	(1,098)
		Net	(458)	(560)	(556)
Management & Administration	This service provides local and regional facilitation and leadership for planning, developing and delivering community services to meet the needs of the community.	Rev	0	0	0
		Exp	(481)	(535)	(496)
		Net	(481)	(535)	(496)
Parks & Gardens	Provision of managed areas for sport, recreation and amenity – includes sports grounds, parks, gardens, the Botanic Gardens and playgrounds throughout the municipality.	Rev	32	13	14
		Exp	(4,012)	(4,093)	(3,967)
		Net	(3,980)	(4,080)	(3,953)
Performing Arts Centre & Visitor Services	This service encompasses the running of the Horsham Performing Arts Centre operations, including Performing Arts, the Regional Art Gallery and support to visitors accessing the Visitor Services.	Rev	1,691	1,441	1,491
		Exp	(3,545)	(3,398)	(3,416)
		Net	(1,853)	(1,957)	(1,925)
Sports & Recreation	Provision and maintenance of outdoor and indoor sports and recreation facilities throughout the municipality, and works with community groups and user groups to increase participation.	Rev	73	113	57
		Exp	(1,198)	(1,355)	(1,325)
		Net	(1,125)	(1,242)	(1,268)
Streetscape & Public Conveniences	This service provides street tree maintenance, tree planting and removal, along with city centre maintenance on lighting, signage and street furniture, and street cleaning. Climate change initiatives such as environmental footprint reduction program fall within this service. This service also provides operations and maintenance of the public conveniences in Horsham, Natimuk and several rural facilities.	Rev	0	0	0
		Exp	(1,558)	(1,753)	(1,644)
		Net	(1,558)	(1,753)	(1,644)
Youth & Early Years	This service provides support to families with parenting, health and development, promotion of health, wellbeing and safety, social supports, youth facility "The Station", referrals and linking with local communities.	Rev	949	1,027	1,166
		Exp	(1,485)	(1,707)	(1,698)
		Net	(536)	(680)	(532)
<b>Net Cost to Council for Theme 2 - Liveability</b>			<b>(10,863)</b>	<b>(11,968)</b>	<b>(11,414)</b>

## 5. Financial Performance by Council Plan Theme



### Theme 3 – Sustainability

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

Service Area	Description of Service Provided		2023-24	2024-25	2025-26
			Actual \$'000	Forecast \$'000	Budget \$'000
Business Development & Tourism	This service provides covers tourism marketing and development as well as promotion for major events and festivals.	Rev	0	1	0
		Exp	(519)	(654)	(536)
		Net	(519)	(653)	(536)
Commercial Operations	This service includes the contracted facilities such as the Caravan Park and the Wimmera Intermodal Freight Terminal. Also included is the Horsham Regional Livestock Exchange, which provides weekly sheep sales at the Burnt Creek Drive facility servicing primary industry across the Wimmera. Horsham Regional Livestock Exchange is the fourth largest sheep selling centre in Victoria. This service also includes the operations of the Horsham Aerodrome which provides a regional airport for commercial and private aircraft.	Rev	908	981	1,012
		Exp	(1,308)	(1,192)	(1,250)
		Net	(400)	(211)	(238)
Economic Development	This service provides support to the Wimmera Development Association, maintenance and administration for the Wimmera Business Centre and general economic development and promotion for the municipality. Land sales and acquisitions, tree plantation and land management costs for the Burnt Creek and Enterprise Industrial estates and Wimmera Agricultural Logistics (WAL) Hub, are also provided under this service.	Rev	278	345	286
		Exp	(1,406)	(1,378)	(1,404)
		Net	(1,128)	(1,033)	(1,118)
Natural Resource Management	This service provides a mix of environmental services covering fire hazards, fire disaster clean up, grass removal, fire plugs, their replacement and markers, footpath cleaning in the CBD and weir operations.	Rev	30	62	48
		Exp	(140)	(150)	(114)
		Net	(110)	(88)	(67)
Statutory Planning & Regulations	This service provides statutory planning services such as planning permits, notice of applications, information certificates, scheme appeals, subdivision costs, administration of building control services including building approval, inspection fees, easement approval and State Government levies.	Rev	381	360	445
		Exp	(932)	(980)	(1,140)
		Net	(551)	(621)	(695)
Strategic Planning Services	The function of strategic planning, aims to strategically plan the municipality's land use needs for the future.	Rev	43	0	0
		Exp	(400)	(448)	(466)
		Net	(358)	(448)	(466)
Sustainability	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve has been established to facilitate future energy and water deficiency projects.	Rev	95	85	96
		Exp	(416)	(374)	(417)
		Net	(321)	(289)	(321)
Waste Management Services	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve has been established to facilitate future energy and water deficiency projects.	Rev	4,232	5,344	4,234
		Exp	(8,569)	(10,121)	(10,173)
		Net	(4,337)	(4,778)	(5,939)
Net Cost to Council for Theme 3 - Sustainability			(7,725)	(8,120)	(9,379)

## 5. Financial Performance by Council Plan Theme



### 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.

Service Area	Description of Service Provided		2023-24 Actual \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000
Engineering Services	Has overall responsibility for delivery of Council's capital works delivery and annual programming, traffic planning, waste planning, road, street and drain design and monitoring of standards adherence (quality assurance) for the infrastructure.	Rev	196	91	70
		Exp	(659)	(584)	(503)
		Net	(463)	(493)	(433)
Infrastructure - Rural	This service is responsible for maintaining and constructing roads, bridges and related assets in all non-urban areas of Horsham and Natimuk. This includes the Rural Roads Victoria maintenance contract (which excludes major highways).	Rev	763	819	369
		Exp	(2,630)	(2,560)	(2,225)
		Net	(1,867)	(1,741)	(1,857)
Infrastructure - Urban	This service provides maintenance and construction of roads, streets, bridges and related assets to the required standards within Horsham and Natimuk. This also includes maintenance of bicycle tracks, drainage, footpaths and off-street car parks.	Rev	10	12	3
		Exp	(13,099)	(12,950)	(12,805)
		Net	(13,088)	(12,938)	(12,802)
Management & Administration	This service provides administration and support services for the Infrastructure Services department.	Rev	6	0	0
		Exp	(825)	(532)	(533)
		Net	(820)	(532)	(533)
Facilities and Operations Management	This service includes management and administration of the Operations Department to facilitate the delivery of core functions and capital programs.	Rev	15	23	19
		Exp	(289)	52	321
		Net	(275)	75	340
Parking & Traffic Management	This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs.	Rev	329	107	94
		Exp	(219)	(184)	(221)
		Net	110	(77)	(127)
Strategic Asset Management	Responsible for the strategic management of Council's Infrastructure, including the long term planning of asset renewal and capital works.	Rev	0	0	0
		Exp	(567)	(700)	(568)
		Net	(567)	(700)	(568)
<b>Net Cost to Council for Theme 4 - Accessibility</b>			<b>(16,970)</b>	<b>(16,406)</b>	<b>(15,979)</b>



## 5. Financial Performance by Council Plan Theme



### 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.

Service Area	Description of Service Provided		2023-24 Actual \$'000	2024-25 Forecast \$'000	2025-26 Budget \$'000
Financial Services	Provides financial services internally to all staff, department managers, project leaders, Council, plus delivers external services in the form of information to government and the community.	Rev	478	101	111
		Exp	(2,244)	(1,222)	(1,782)
		Net	(1,765)	(1,121)	(1,671)
Community Relations & Advocacy	Responsible for three key areas: Advocacy and grant seeking, media and communications and community engagement.	Rev	0	0	0
		Exp	(548)	(686)	(755)
		Net	(548)	(686)	(755)
Governance & Leadership	This service manages and facilitates Council's governance services, the implementation of Council decisions and policies, and compliance with legislative requirements. This also includes the Customer Service, the management of Council's property portfolio (including Leases/Licenses & land sales/purchases), Records Management, the office of the Mayor and Councillors, and the office of the Chief Executive.	Rev	2,235	804	0
		Exp	(4,228)	(4,106)	(2,938)
		Net	(1,992)	(3,302)	(2,938)
Information Technology	Provides IT hardware and software systems, IT support services to staff, customer services at Horsham and Natimuk and the Council's Records Management service. The goal of this service	Rev	82	109	32
		Exp	(1,481)	(1,743)	(1,980)
		Net	(1,399)	(1,634)	(1,948)
Management & Administration	This service provides management across the areas of finance, IT, rates and organisation development	Rev	20	28	15
		Exp	(1,770)	(1,956)	(2,050)
		Net	(1,750)	(1,927)	(2,036)
People & Safety	This service is responsible for human resources, payroll, OHS, risk management, industrial relations and organisational performance functions.	Rev	4	0	0
		Exp	(998)	(1,199)	(1,187)
		Net	(994)	(1,199)	(1,187)
Revenue Services	Rate collection services encompasses collection of Council rateable income which ensures consistency in debt management, general rate, municipal and garbage charges. Property services encompasses, collection of property valuations, maintaining a strategically focused property management system.	Rev	78	82	83
		Exp	(538)	(586)	(676)
		Net	(460)	(504)	(593)
<b>Net Cost to Council for Theme 5 Leadership</b>			<b>(8,908)</b>	<b>(10,373)</b>	<b>(11,127)</b>

## 6. Reconciliation of Financial Performance by Council Plan Theme to Comprehensive Income Statement

### 2024-25 Budget

	Revenue \$'000	Expenditure \$'000	Net Cost \$'000
Theme 1 – Community	1,138	2,719	1,580
Theme 2 – Liveability	3,092	14,541	11,449
Theme 3 – Sustainability	6,832	16,248	9,417
Theme 4 – Accessibility	1,319	18,130	16,811
Theme 5 – Leadership	1,118	11,259	10,141

<b>Total Cost of Services &amp; Initiatives</b>	<b>13,500</b>	<b>62,898</b>	<b>49,398</b>
---	---------------	---------------	---------------

**Non-attributable Expenses:**

- Borrowing Costs	171
- Loss on Disposal of Assets	0
- Capital Program Items Expensed	0
- Share of Associates Loss	0
- Other Non attributable expenses	0
	<b>171</b>

<b>Total Cost before funding sources</b>	<b>49,569</b>
--	---------------

**Funding Sources:**

- Rates & Charges Revenue	28,730
- Waste Charge Revenue	4,958
- Financial Assistance Grants	8,045
- Interest Revenue	900
- Capital Project Revenue	8,420
- Investment Property Fair Value Adjustments	0
- Gain on Disposal of Assets	394
	<b>51,447</b>

<b>Operating Surplus/(Deficit) for the Year</b> <i>(as per Comprehensive Income Statement)</i>	<b>1,878</b>
---	--------------

### 2024-25 Forecast

	Revenue \$'000	Expenditure \$'000	Net Cost \$'000
Theme 1 – Community	1,418	2,686	1,268
Theme 2 – Liveability	3,144	15,112	11,968
Theme 3 – Sustainability	7,176	15,296	8,120
Theme 4 – Accessibility	1,052	17,458	16,406
Theme 5 – Leadership	1,124	11,496	10,373

<b>Total Cost of Services &amp; Initiatives</b>	<b>13,914</b>	<b>62,048</b>	<b>48,135</b>
---	---------------	---------------	---------------

**Non-attributable Expenses:**

- Borrowing Costs	171
- Loss on Disposal of Assets	0
- Capital Program Items Expensed	0
- Share of Associates Loss	0
- Other Non attributable expenses	0
	<b>171</b>

<b>Total Cost before funding sources</b>	<b>48,305</b>
--	---------------

**Funding Sources:**

- Rates & Charges Revenue	28,910
- Waste Charge Revenue	4,969
- Financial Assistance Grants	8,073
- Interest Revenue	900
- Capital Project Revenue	8,250
- Investment Property Fair Value Adjustments	0
- Gain on Disposal of Assets	394
	<b>51,496</b>

<b>Operating Surplus/(Deficit) for the Year</b> <i>(as per Comprehensive Income Statement)</i>	<b>3,190</b>
---	--------------

### 2024-25 Actual

	Revenue \$'000	Expenditure \$'000	Net Cost \$'000
Theme 1 – Community	1,017	1,824	807
Theme 2 – Liveability	2,400	10,645	8,245
Theme 3 – Sustainability	5,529	9,875	4,346
Theme 4 – Accessibility	784	12,859	12,075
Theme 5 – Leadership	458	9,726	9,268

<b>Total Cost of Services &amp; Initiatives</b>	<b>10,189</b>	<b>44,929</b>	<b>34,741</b>
---	---------------	---------------	---------------

**Non-attributable Expenses:**

- Borrowing Costs	85
- Loss on Disposal of Assets	0
- Capital Program Items Expensed	0
- Share of Associates Loss	0
- Other Non attributable expenses	0
	<b>85</b>

<b>Total Cost before funding sources</b>	<b>34,826</b>
--	---------------

**Funding Sources:**

- Rates & Charges Revenue	28,834
- Waste Charge Revenue	4,969
- Financial Assistance Grants	7,764
- Interest Revenue	735
- Capital Project Revenue	3,449
- Investment Property Fair Value Adjustments	0
- Gain on Disposal of Assets	696
	<b>46,446</b>

<b>Operating Surplus/(Deficit) for the Year</b> <i>(as per Comprehensive Income Statement)</i>	<b>11,621</b>
---	---------------

## 7. Comprehensive Income Statement

	2024/25 Budget	2024-25 Forecast	2024-25 Actual YTD Quarter 1	2024-25 Actual YTD Quarter 2	2024-25 Actual YTD Quarter 3	2024-25 Actual YTD Quarter 4	Note
<b>Income</b>							
Rates & Charges	33,688	33,879	33,526	33,713	33,803		1
Statutory Fees & Charges	1,116	1,161	231	479	800		2
User Fees	6,006	6,373	1,365	3,149	4,585		3
Grants - Operating	10,966	10,888	8,040	8,859	9,392		4
Grants - Capital	7,889	7,686	0	2,313	3,265		5
Contributions - Monetary	586	793	94	391	429		6
Contributions - Non Monetary	25	0	0	0	0		7
Net Gain/(Loss) on Disposal of Property & Assets	394	394	467	629	696		8
Fair Value Adjustments Investment Property	0	0	0	0	0		9
Other Income	4,277	4,236	1,826	2,641	3,664		10
<b>Total Income</b>	<b>64,946</b>	<b>65,410</b>	<b>45,548</b>	<b>52,174</b>	<b>56,635</b>		
<b>Expenses</b>							
Employee Costs	(23,778)	(23,442)	(6,731)	(11,904)	(17,841)		11
Materials and Services	(22,579)	(21,462)	(4,876)	(9,418)	(14,317)		12
Depreciation	(15,719)	(16,317)	(4,079)	(8,159)	(12,238)		13
Amortisation - Intangible Assets	(330)	(330)	(82)	(165)	(247)		14
Amortisation - Right of Use Assets	(55)	(55)	(14)	(27)	(41)		15
Bad & Doubtful Debts	(41)	(41)	0	(0)	(0)		16
Borrowing Costs	(171)	(171)	0	(85)	(85)		17
Finance Costs - Leases	0	(6)	0	0	0		18
Share of Associates	0	0	0	0	0		19
Other Expenses	(396)	(396)	(99)	(168)	(244)		20
<b>Total Expenses</b>	<b>(63,069)</b>	<b>(62,219)</b>	<b>(15,881)</b>	<b>(29,926)</b>	<b>(45,014)</b>		
<b>Surplus/(Deficit) for the Year</b>	<b>1,877</b>	<b>3,190</b>	<b>29,667</b>	<b>22,248</b>	<b>11,621</b>	<b>0</b>	
<b>Other comprehensive income</b>							
<b>Items that will not be reclassified to surplus or deficit in future periods</b>							
Net assets revaluation gain/(loss)							
Net impairment of revalued assets increment/(decrement)							
<b>Total other comprehensive income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total comprehensive result</b>	<b>1,877</b>	<b>3,190</b>	<b>29,667</b>	<b>22,248</b>	<b>11,621</b>	<b>0</b>	

## 7. Comprehensive Income Statement

### Notes to the Comprehensive Income Statement

- 1 Rates and Charges have been raised for the full year in accordance with legislation. Unpaid rates and charges are shown in the balance sheet as debtors outstanding.
- 2 Statutory Fees and Charges - The forecast has been adjusted upward to reflect increase local laws infringements. At the end of March, 69% of fees had been raised. Animal registrations (\$200k) are scheduled to be collected in early April. Parking infringements are lower than anticipated. Other items are on track to achieve expected levels.
- 3 User Fees and Charges - The forecast has been adjusted to include additional fees at the Livestock Exchange and some other miscellaneous areas, but are offset by a reduction in parking fees. A net predicted increase of \$29k. Approximately 72% of expected fees have been raised compared to the forecast.
- 4 Operating Grants are substantially higher for the third quarter (86% of Forecast), predominantly due to the Financial Assistance Grants paying 85% of the annual allocation in July. Other operating grants are in accordance with predictions.
- 5 Capital grants are closely associated with the progress of related expenses, most often contingent on specific milestones, therefore the revenue is generally received later in the financial year. The forecast has been amended to include an additional grant in relation to the Dadswells Bridge Pedestrian Bridge.
- 6 Monetary contributions are closely associated with the progress of specific expenses, therefore the revenue is generally received later in the financial year. The forecast has been adjusted to include an additional \$140k as a contribution towards works at Apex (Adventure) Island
- 7 Non-monetary contributions are typically the transfer of assets, therefore the revenue is generally received later in the financial year.
- 8 Net gain on Disposal is the net of all asset sales and disposals. The net can fluctuate from a loss to a gain dependant on the sales undertaken and the sum of the transactions. At the end of each quarter, a net gain has been realised in excess of the budget allocation, however this may change by the end of the financial year.
- 9 Investment properties are valued at the end of each financial year. Any gain on the revaluation at year end will appear in Quarter 4.
- 10 Other income is above where Council would anticipate it to be and is predominantly due to receiving the insurance reimbursement (\$1,526k) for the 2020 Landfill fire incident in full in the first quarter.
- 11 Employees costs for Quarter 2 are 76% of the forecast. Some savings have been assumed due to position vacancies, however there have been some additional costs in specific areas. Some employee expenses and oncosts are paid for the full year in advance. These include the Workcare levy of \$467k.
- 12 Materials and Services costs are slightly below 66% for Quarter 3 which is partly due to annual expenses not yet paid. These include donations, rates and fire services property levy. There is also an expenditure lag against utilities, consumables and contractors.
- 13 The depreciation forecast has been amended to include known adjustments following the 2023/24 year end transactions. The depreciation charge is accrued each month with any adjustments posted in the month of June.
- 14 Amortisation of intangible assets accrued monthly and adjusted if necessary during June.
- 15 Amortisation of right of use assets accrued monthly and adjusted if necessary during June.
- 16 Bad debts are recognised annually in June.
- 17 Borrowing costs are recognised when they come due - currently December and June.
- 18 No transactions have occurred for Finance costs - leases.
- 19 No transactions have occurred for Share of Associates - these are recognised in June after the Associate provides their annual financial statement.
- 20 Other Expense costs are slightly below 62% for Quarter 3. Some of these costs are annual costs and not payable until year end.

## 8. Balance Sheet

	2024/25 Budget	2024-25 Actual YTD Quarter 1	2024-25 Actual YTD Quarter 2	2024-25 Actual YTD Quarter 3	2024-25 Actual YTD Quarter 4	Note
<b>Assets</b>						
<b>Current Assets</b>						
Cash & Cash Equivalents	27,012	9,611	3,244	7,405		1
Other Financial Assets	0	18,000	24,000	30,000		1
Trade & Other Receivables	3,440	36,850	30,561	10,229		2
Inventories	250	210	196	291		
Non Current Assets Classified as Held for Sale	123	79	79	79		
Other Assets	0	2,342	930	202		3
	<b>30,825</b>	<b>67,092</b>	<b>59,010</b>	<b>48,205</b>		
<b>Non Current Assets</b>						
Trade & Other Receivables	413	418	424	436		
Investments in Associates & Joint Ventures	1,085	1,022	1,022	1,022		
Property, Infrastructure, Plant & Equipment (PIPE)	653,921	661,414	657,335	653,256		4
Right of Use Assets	164	206	192	178		5
Investment Property	0	2,650	2,650	2,650		6
Intangible Assets	663	938	855	773		7
	<b>656,246</b>	<b>666,648</b>	<b>662,478</b>	<b>658,314</b>		
<b>Total Assets</b>	<b>687,071</b>	<b>733,740</b>	<b>721,488</b>	<b>706,519</b>		
<b>Liabilities</b>						
<b>Current Liabilities</b>						
Trade and Other Payables	(4,370)	(5,727)	(5,912)	(5,932)		8
Trust Funds & Deposits	(693)	(824)	(1,010)	(940)		
Unearned Income/Revenue	(4,517)	(802)	(802)	(802)		9
Provisions	(6,604)	(6,597)	(6,597)	(6,597)		
Interest Bearing Loans & Borrowings	(4,305)	(4,305)	(4,305)	(4,305)		
Lease Liabilities	(55)	(56)	(56)	(56)		
Suspense	0	(144)	299	(538)		10
	<b>(20,544)</b>	<b>(18,455)</b>	<b>(18,383)</b>	<b>(19,170)</b>		
<b>Non Current Liabilities</b>						
Provisions	(4,730)	(4,639)	(4,639)	(4,639)		
Lease Liabilities	(236)	(179)	(179)	(179)		
	<b>(4,966)</b>	<b>(4,818)</b>	<b>(4,818)</b>	<b>(4,818)</b>		
<b>Total Liabilities</b>	<b>(25,510)</b>	<b>(23,274)</b>	<b>(23,201)</b>	<b>(23,988)</b>		
<b>Net Assets</b>	<b>661,561</b>	<b>710,466</b>	<b>698,286</b>	<b>682,531</b>		

## 8. Balance Sheet

		2024/25 Budget	2024-25 Actual YTD Quarter 1	2024-25 Actual YTD Quarter 2	2024-25 Actual YTD Quarter 3	2024-25 Actual YTD Quarter 4	Note
<b>Equity</b>	Accumulated Surplus	(257,310)	(271,600)	(259,420)	(243,665)		11
	Asset Revaluation Reserve	(389,451)	(419,937)	(419,937)	(419,937)		12
	Discretionary Reserve	(14,800)	(18,929)	(18,929)	(18,929)		13
<b>Net Equity</b>		(661,561)	(710,466)	(698,286)	(682,531)		

### Notes to the Balance Sheet

- 1 Council cash and financial assets at the end of the quarter are \$37.4m. Major movements over quarter 4 include the final rate instalment offset by remaining capital works expenditure and 3 months of operating revenues and expenses.
- 2 Rate Receivables are still high at the end of Quarter 3 (\$6.4m) with only the 4th instalment being due and payable in the final quarter. Other debtors are at predicted levels.
- 3 Accrued income will be adjusted down throughout the year as it matches the expenditure it is linked to.
- 4 Property, Plant and Equipment is substantially higher due to revaluations undertaken late in the 2023/24 financial year. These values were not known at the time of preparing the budget.
- 5 Right of Use assets increase is related to accounting entries for the operation and provision of the landfill.
- 6 Investment Properties were included in general PIPE during budget calculations. These are now shown separately for better disclosure.
- 7 Intangible assets have increased due to revised landfill calculations coupled with the inclusion of the library assets which are now under the control of Council.
- 8 Trade Payables are higher at the end of both quarters due to Fire Services Property Levy (\$4.7m) which is raised in advance and remitted to the State Revenue Office on a quarterly basis as received from ratepayers. Council is yet to forward on the first 3 quarters collected.
- 9 Unearned Grants have been recategorised to operating income aligning with the specific projects they relate to. This figure will be reassessed at year end as new grant funding is received but it is not anticipated that Council will have the same level of holding due to the grant funded works being delivered.
- 10 Suspense accounts are minor accounting adjustments which are cleared to the appropriate line items on a regular basis.
- 11 Accumulated surplus will be recalculated at year end following all accrual accounting entries.
- 12 The Asset Revaluation Reserve is a direct result of the revaluation of assets. This is substantially higher than budgeted due to revaluations which occurred late in the 2023/24 financial year. These values were not known at the time of preparing the budget.
- 13 Discretionary Reserves will be adjusted at year end following the conclusion of financial operations and in accordance with predetermined guidance.

## 9. Statement of Capital Works

		2024/25 Budget	2024-25 Forecast	2024-25 Actual YTD Quarter 1	2024-25 Actual YTD Quarter 2	2024-25 Actual YTD Quarter 3	2024-25 Actual YTD Quarter 4	Note
<b>Property</b>	Land	2,165	64	46	59	59		1
	Buildings	7,878	5,240	364	870	3,031		2
	Building Improvements	0	0	0	0	0		
		<b>7,878</b>	<b>5,240</b>	<b>364</b>	<b>870</b>	<b>3,031</b>		
	<b>Total Property</b>	<b>10,043</b>	<b>5,304</b>	<b>410</b>	<b>929</b>	<b>3,090</b>		
<b>Plant &amp; Equipment</b>	Heritage Plant and Equipment	0	0	0	0	0		
	Plant, Machinery & Equipment	2,027	2,027	111	1,303	1,604		
	Fixtures, Fittings & Furniture	352	484	158	281	307		3
	Art Collection*	25	25	9	9	18		
	Public Arts*	30	25	3	3	3		4
	Library Books	111	141	11	46	62		5
	<b>Total Plant &amp; Equipment</b>	<b>2,545</b>	<b>2,702</b>	<b>292</b>	<b>1,643</b>	<b>1,994</b>		
<b>Infrastructure</b>	Roads	9,135	8,791	1,037	3,301	4,964		6
	Other Road Expenditure	0	0	3	4	1		
	Off Street Car Parks	0	0	0	0	0		
	Kerb and Channel	0	131	25	27	22		7
	Bridges	1,309	1,071	64	75	471		8
	Footpaths & Cycleways	467	567	231	259	365		
	Drainage	40	6	0	0	0		9
	Recreational, Leisure & Community Facilities	199	287	2	100	249		10
	Waste Management	527	119	0	20	23		11
	Parks, Open Spaces & Streetscapes	840	981	37	165	306		12
	Aerodromes	80	15	0	2	2		13
	Other Infrastructure	1,090	820	73	406	558		14
	<b>Total Infrastructure</b>	<b>13,687</b>	<b>12,788</b>	<b>1,471</b>	<b>4,360</b>	<b>6,960</b>		
	* appears as Heritage Plant and Equipment in Budget							
<b>Total Capital Works Expenditure</b>		<b>26,275</b>	<b>20,795</b>	<b>2,173</b>	<b>6,932</b>	<b>12,044</b>		
<b>Funding Sources</b>	Capital Grants	7,889	7,686	0	2,313	3,265		15
	Contributions to Capital	531	539	4	150	183		16
	Council Cash	17,841	12,570	2,168	4,469	8,594		
	Borrowings	0	0	0	0	1		
<b>Total Capital Works Funding</b>		<b>26,261</b>	<b>20,795</b>	<b>2,173</b>	<b>6,932</b>	<b>12,044</b>	<b>0</b>	

## 9. Statement of Capital Works

### Notes to the Statement of Capital Works

This report does not show commitments, e.g. contracts which have been awarded but which have not yet commenced or only partly undertaken.

Comments below relate to key projects from various line items

- 1 Proposed land purchases have been delayed to the 2025/26 financial year.
- 2 Generally projects are progressing well with 58% of forecast expenditure having occurred. City Oval Netball Clubrooms, Rowing Club building renewal and the detailed planning for the Depot relocation are large projects which have lower than anticipated expenditure at the end of the quarter. Due to the delay in depot relocation planning, \$1m has been forecast to occur in 2025/26. The \$600k for Wesley PAC refurbishment has also been removed from the current year budget as funding is not expected in the 2024/25 financial year.
- 3 The forecast has been amended to include an additional \$90k to upgrade facilities at the Civic centre for the Council Chambers and meeting space. Other minor projects continue to be delivered and Information Technology hardware replaced as required.
- 4 This financial year, the Public Art budget has been expended on two separate projects - a mural on the rear of the Newsagent building (Ward St carpark) and Augmented Reality Installation on the Horsham Library façade. Both projects will be finalised before the end of this financial year.
- 5 Library book purchases on track to be completed in Quarter 4.
- 6 The roads program is well advanced, with a combination of in-house work and significant contracts in place. Many individual projects are complete.
- 7 Kerb and Channel works are often scheduled for autumn, and are now in progress and will be completed within this Financial Year.
- 8 Riverside Road bridge works (\$595k) are now near completion, tender to be issued shortly for Gross Bridge strengthening and key maintenance on other bridges.
- 9 Drainage works delayed due to scope clarification issues. Deferred to a later year.
- 10 The forecast adjustment primarily relates to Sunnyside precinct planning and detailed design.
- 11 Delay in completion of transfer station upgrade design, works to proceed in 2025-26 financial year.
- 12 Key projects are City Oval playspace which is now near completion, and Lukin Park which has been delayed due to scope and budget issues.
- 13 Aerodrome drainage works are to proceed in Quarter 4.
- 14 Delay to Apex Island boardwalk (partnership with CMA), works now to proceed in 2025-26. Depot fuel leak remediation progressing well.
- 15 Additional grants have been received for the Dadswells Bridge pedestrian bridge (\$305k). Many of the grants have only received initial milestone payments and revenue will be received as the corresponding works are undertaken.
- 16 Council has received \$140k towards Apex (Adventure) Island works. Other contributions are dependent on the progress of works being completed.



## 10. Statement of Human Resources

		2024/25 Budget	2024-25 Forecast	2024-25 Actual YTD Quarter 1	2024-25 Actual YTD Quarter 2	2024-25 Actual YTD Quarter 3	2024-25 Actual YTD Quarter 4	2025-26 Budget	Note
<b>Employee Costs - Operating</b>	Communities & Place	6,871	6,657	1,637	3,258	4,885		7,068	1
	Corporate Services	5,564	5,556	2,345	3,554	5,178		6,140	2
	Infrastructure Services	11,343	11,229	2,749	5,091	7,778		11,298	3
<b>Employee Costs as shown in Comprehensive Income Statement</b>		<b>23,778</b>	<b>23,442</b>	<b>6,731</b>	<b>11,904</b>	<b>17,841</b>		<b>24,506</b>	
<b>Employee Costs included in Capital Works</b>		<b>1,071</b>	<b>1,071</b>	<b>218</b>	<b>580</b>	<b>956</b>		<b>65</b>	3
<b>Total Capital Works Expenditure</b>		<b>24,849</b>	<b>24,513</b>	<b>6,949</b>	<b>12,483</b>	<b>18,797</b>		<b>24,571</b>	

## Notes to the Statement of Human Resources

- 1 Communities and Place currently tracking at 74% of the forecast which was revised down due to vacancies
- 2 Corporate includes Oncost expenses for the entire organisation including Annual Work Cover Premiums which have been paid for the full year. Also includes costs associated with CEO, Councillors and Governance costs. Some of these are higher than anticipated when the budget was prepared.
- 3 Infrastructure Services currently tracking at 69% of the Forecast in operations, with 89% of capital. A combined figure of 71% of the total anticipated cost for the year.

## 11. Councillor Allowances and Expenses

Councillor		2024-25 Actual YTD Quarter 1	2024-25 Actual YTD Quarter 2	2024-25 Actual YTD Quarter 3	2024-25 Actual YTD Quarter 4	2024-25 Full Year	Notes
Cr Robyn Gulline (Mayor to 26/10/2024)	Allowance	27,278.46	7,332.92			34,611.38	
	Communication			-9.36		-9.36	
	Conferences & Seminars		695.00			695.00	
	Other	295.62				295.62	
	<b>Total</b>	<b>27,574.08</b>	<b>8,027.92</b>	<b>-9.36</b>	<b>0.00</b>	<b>35,592.64</b>	
Cr David Bowe	Allowance	7,217.37	1,940.15			9,157.52	
	Communication			-9.37		-9.37	
	<b>Total</b>	<b>7,217.37</b>	<b>1,940.15</b>	<b>-9.37</b>	<b>0.00</b>	<b>9,148.15</b>	
Cr Penny Flynn	Allowance	8,506.92	2,286.81			10,793.73	
	Communication	0.00		-9.37		-9.37	
	Memberships	100.00				100.00	
	Other	180.49				180.49	
	<b>Total</b>	<b>8,787.41</b>	<b>2,286.81</b>	<b>-9.37</b>	<b>0.00</b>	<b>11,064.85</b>	
Cr Claudia Hanel	Allowance	8,506.92	2,286.81			10,793.73	
	Communication			-9.37		-9.37	
	Conferences & Seminars		695.00			695.00	
	Transportation	914.72	752.40			1,667.12	
	Travel & Accommodation	266.40	444.75			711.15	
	Other	245.33	124.80			370.13	
	<b>Total</b>	<b>9,933.37</b>	<b>4,303.76</b>	<b>-9.37</b>	<b>0.00</b>	<b>14,227.76</b>	
Cr Les Power	Allowance	8,506.92	2,286.81			10,793.73	
	Communication			-9.37		-9.37	
	Travel & Accommodation	208.18				208.18	
	Other	80.45				80.45	
	<b>Total</b>	<b>8,795.55</b>	<b>2,286.81</b>	<b>-9.37</b>	<b>0.00</b>	<b>11,072.99</b>	
Cr Robert Redden <i>Note: Cr Redden passed Away: 08/08/2024</i>	Allowance	5,671.28				5,671.28	
	<b>Total</b>	<b>5,671.28</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,671.28</b>	

## 11. Councillor Allowances and Expenses

Councillor		2024-25 Actual YTD Quarter 1	2024-25 Actual YTD Quarter 2	2024-25 Actual YTD Quarter 3	2024-25 Actual YTD Quarter 4	2024-25 Full Year	Notes
Cr Ian Ross (Mayor from 22/11/2024)	Allowance	8,506.92	24,815.68	27,996.75		61,319.35	
	Communication			-9.36		-9.36	
	Development & Training		2,413.43	570.18		2,983.61	1
	Travel & Accommodation			1,164.95		1,164.95	
	Other			108.18		108.18	
	<b>Total</b>	<b>8,506.92</b>	<b>27,229.11</b>	<b>29,830.70</b>	<b>0.00</b>	<b>65,566.73</b>	
Cr Rebecca Sluggett	Allowance		7,815.57	8,507.01		16,322.58	
	Conferences & Seminars			1,800.00		1,800.00	
	Development & Training		1,564.43	500.00		2,064.43	1
	Other			90.00		90.00	
	<b>Total</b>	<b>0.00</b>	<b>9,380.00</b>	<b>10,897.01</b>	<b>0.00</b>	<b>20,277.01</b>	
Cr Dean O'Louglin	Allowance		7,815.57	8,507.01		16,322.58	
	Development & Training		1,563.43	500.00		2,063.43	1
	<b>Total</b>	<b>0.00</b>	<b>9,379.00</b>	<b>9,007.01</b>	<b>0.00</b>	<b>18,386.01</b>	
Cr Cam McDonald	Allowance		7,815.57	8,507.01		16,322.58	
	Development & Training		1,563.43	500.00		2,063.43	1
	Transportation		1,259.98	3,354.79		4,614.77	
	<b>Total</b>	<b>0.00</b>	<b>10,638.98</b>	<b>12,361.80</b>	<b>0.00</b>	<b>23,000.78</b>	
Cr Brian Klowss	Allowance		7,815.57	8,507.01		16,322.58	
	Development & Training		1,563.43	500.00		2,063.43	1
	Transportation			1,198.54		1,198.54	
	<b>Total</b>	<b>0.00</b>	<b>9,379.00</b>	<b>10,205.55</b>	<b>0.00</b>	<b>19,584.55</b>	
Cr Angela Munn	Allowance		7,814.97	8,507.31		16,322.28	
	Development & Training		1,563.43	500.00		2,063.43	1
	Other			90.00		90.00	
	<b>Total</b>	<b>0.00</b>	<b>9,378.40</b>	<b>9,097.31</b>	<b>0.00</b>	<b>18,475.71</b>	
Cr Todd Wilson	Allowance		7,815.57	8,507.01		16,322.58	
	Development & Training		1,563.42	500.00		2,063.42	1
	Other			90.00		90.00	
	<b>Total</b>	<b>0.00</b>	<b>9,378.99</b>	<b>9,097.01</b>	<b>0.00</b>	<b>18,476.00</b>	

## 11. Councillor Allowances and Expenses

Councillor		2024-25 Actual YTD Quarter 1	2024-25 Actual YTD Quarter 2	2024-25 Actual YTD Quarter 3	2024-25 Actual YTD Quarter 4	2024-25 Full Year	Notes
Totals by Expenditure Type	Allowance	74,194.79	87,842.00	79,039.11		241,075.90	
	Communication	0.00	0.00	-56.20		-56.20	
	Conferences & Seminars	0.00	1,390.00	1,800.00		3,190.00	
	Development & Training	0.00	11,795.00	3,570.18		15,365.18	1
	Memberships	100.00	0.00	0.00		100.00	
	Transportation	914.72	2,012.38	4,553.33		7,480.43	
	Travel & Accommodation	474.58	444.75	1,164.95		2,084.28	
	Other	801.89	124.80	378.18		1,304.87	
	<b>Total</b>	<b>76,485.98</b>	<b>103,608.93</b>	<b>90,449.55</b>	<b>0.00</b>	<b>270,544.46</b>	
Totals by Councillor	Cr Robyn Gulline	27,574.08	8,027.92	-9.36		35,592.64	
	Cr David Bowe	7,217.37	1,940.15	-9.37		9,148.15	
	Cr Penny Flynn	8,787.41	2,286.81	-9.37		11,064.85	
	Cr Claudia Hanel	9,933.37	4,303.76	-9.37		14,227.76	
	Cr Les Power	8,795.55	2,286.81	-9.37		11,072.99	
	Cr Robert Redden	5,671.28				5,671.28	
	Cr Ian Ross	8,506.92	27,229.11	29,830.70		65,566.73	
	Cr Rebecca Sluggett		9,380.00	10,897.01		20,277.01	
	Cr Dean O'Loughlin		9,379.00	9,007.01		18,386.01	
	Cr Cam McDonald		10,638.98	12,361.80		23,000.78	
	Cr Brian Klowss		9,379.00	10,205.55		19,584.55	
	Cr Angela Munn		9,378.40	9,097.31		18,475.71	
	Cr Todd Wilson		9,378.99	9,097.01		18,476.00	
	<b>Total</b>	<b>76,485.98</b>	<b>103,608.93</b>	<b>90,449.55</b>	<b>0.00</b>	<b>270,544.46</b>	

## Notes to the Councillor Allowances and Expenses

1 Development & Training - Councillor induction and Onboarding



### **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.

**Appendix A: Horsham Rural City Council Community Development Grants 2025-2026**

	<b>Applicant</b>	<b>Project</b>	<b>Grant Allocation</b>
1	Arapiles Community Theatre	No Need for Rhythm program	\$ 1,000.00
2	Arapiles Historical Society	Heritage trail QR code stage 3	\$ 7,000.00
3	Bennett Road Kindergarten	Bike and Road Safety Education path	\$ 5,882.00
4	Central Park Tennis Club (Hsm) Inc.	Barbeque for social and competition events	\$ 1,000.00
5	Dadswells Bridge & District Community Group	Dadswells Bridge Quick Fill Pump	\$ 1,670.00
6	Green Park Kindergarten	Shade Cloth Replacement Project	\$ 4,050.00
7	Haven Tennis Club Incorporated	Court Lighting	\$ 6,100.00
8	Horsham Aero Club	Internal and external doors upgrade	\$ 1,587.00
9	Horsham and District Soccer Club	Upgrading sporting equipment	\$ 1,400.00
10	Horsham City Rowing Club Inc	Airconditioning for improved heating and cooling	\$ 4,383.00
11	Horsham Clay Target Club	Accessible Pathways to Toilet and Clubhouse	\$ 4,000.00
12	Horsham Historical Society Inc	Preserving and Binding Local Newspapers	\$ 2,000.00
13	Horsham PAWS	Subsidised Feline Microchip and Desex Program	\$ 5,000.00
14	Horsham Rockets Tri State Games	Tri State Games	\$ 999.00
15	Horsham Rural City Band trading as Horsham City Brass Band	Music Stand Banners	\$ 1,000.00
16	Horsham Urban Landcare Inc.	Portable Marketing and Promotions Kit	\$ 4,750.00
17	HORSHAM&DISTRICT U3A INC	New filing cabinets and storage cupboard	\$ 4,364.00
18	Laharum Football Netball Club	Minis Oval Stand (seating)	\$ 3,499.00
19	Laharum Hall	Purchase of trestle trolley	\$ 1,225.00
20	Natimuk & District Soldiers Memorial Hall Committee of Management	Landscape Activation Interim Stage 1	\$ 4,900.00
21	Natimuk Agricultural & Pastoral Society Inc	Concrete flooring for improved accessibility and safety	\$ 9,500.00
22	Natimuk Golf Club Inc	Club House Maintenance and Safety Requirements	\$ 5,000.00
23	Natimuk Lake Foreshore Committee	New access stairs to foreshore	\$ 8,000.00
24	Natimuk United Football Netball Club	New BBQ	\$ 1,000.00
25	Noradjuha-Quantong FNC	Communication upgrade	\$ 3,089.00
26	Phoenix Animal Rescue Horsham	Subsidised Microchip and Desex Program	\$ 5,000.00
27	Riding for the Disabled Association Horsham	Disability and Age Friendly facilities enhancement	\$ 4,200.00
28	Riverside Recreation Reserve Committee of Management Inc	4 wheeler motor bike to tow scraper	\$ 4,000.00
29	Rotary Club of Horsham Inc	Eat Up for Horsham school students	\$ 1,200.00
30	Rotary District 9780 Defying the Drift Committee Program 2025	Rotary Defying the Drift Program 2025	\$ 2,000.00
31	Smart Artz Theatre Inc	Safe and Inclusive Community Theatre	\$ 2,271.00
32	Sunnyside Horsham Sporting Club Ltd	Electrical Switchboard Upgrade	\$ 7,080.00
33	Taylor's Lake Hall`	Defibrillator	\$ 2,273.00
34	The Patch' Community Garden (Salvation Army)	Enhancement and maintenance of 'The Patch' Community Garden	\$ 2,000.00
35	Toolondo Golf club	Improvement and safety of golf course	\$ 975.00
36	Volleyball Horsham	50th anniversary commemorative book	\$ 1,770.00
37	Wimmera Association for Genealogy Inc	Publicity Production	\$ 250.00
38	Wimmera Filipino-Australian Club Inc.	Connecting Communities	\$ 2,100.00
39	Wimmera Mobility Group	To support group outings to Town Hall	\$ 750.00
40	Wimmera Regional Sports Assembly	Caneball and Pickleball Activation	\$ 4,917.00
41	Wimmera Southern Mallee LLEN	Let's Read Program Horsham	\$ 4,500.00
<b>TOTAL COMMUNITY GRANTS 2025/2026</b>			<b>\$ 137,684.00</b>

## Appendix B: HRCC COMMUNITY GRANTS 2025/2026 – CONFLICT OF INTEREST DECLARATIONS

### CONFLICT OF INTEREST DECLARATIONS FOR COMMUNITY GRANT ASSESSMENT TEAM

Panel Member	Conflict of Interest Declared
Luke Mitton	Smart Artz Theatre Inc
Carolynne Hamdorf	All Natimuk based projects
Rehan Majeed	Nil
Mandi Stewart	Wimmera Southern Mallee LLEN; Dadswells Bridge & District Community; The Patch Community Garden; Phoenix Animal Rescue Horsham
Annie Mintern	Natimuk Lake Foreshore Committee
Belinda Johnson	Nil

### CONFLICT OF INTEREST DECLARATIONS FOR EMT – 5/5/2025

EMT Member	Conflict of Interest Declared
Craig Niemann (CEO)	Nil
Kim Hargreaves	Nil
John Martin	Nil
Kevin O'Brien	Nil

### CONFLICT OF INTEREST DECLARATIONS FOR COUNCILLORS – 12/5/2025

Councillor	Conflict of Interest Declared
Cr Ian Ross (Mayor)	Nil
Cr Brian Klowss	Arapiles Community Theatre, Arapiles Historical Society, Bennett Road Kindergarten, Green Park Kindergarten, Natimuk & District Soldiers Memorial Hall Committee of Management, Natimuk Agricultural & Pastoral Society Inc, Natimuk Golf Club Inc, Natimuk Lake Foreshore Committee, Natimuk United Football Netball Club,
Cr Cam McDonald	Horsham Historical Society Inc
Cr Angela Munn	Horsham Historical Society Inc
Cr Dean O'Loughlin	Haven Tennis Club Incorporated, Wimmera Southern Mallee LLEN
Cr Rebecca Sluggett	Horsham Aero Club, Horsham Clay Target Club, Horsham Urban Landcare Inc.
Cr Todd Wilson	Nil



# Community Development Grants Program

## 2025/2026

### Funding Guidelines



**HORSHAM**  
Rural City Council



# Building our community

Horsham Rural City Council (HRCC) Community Development Grants Program helps not-for-profit groups in the municipality to improve facilities and work together for more engaged and healthy communities.

PLEASE NOTE: THIS DOES NOT INCLUDE APPLICATIONS FOR EVENT FUNDING. A separate funding round for Events support will open in May 2025.

## Funding guidelines

### GENERAL INFORMATION

The HRCC Community Development Grants Program allocates funding to local not-for-profit organisations and groups every year.

The maximum allocation per organisation is \$10,000 although most successful applications range between \$500 and \$5,000.

Projects which have a cash and/or in-kind contribution by the applicant organisation are encouraged.

**Applications close on Monday 3 March 2025.**

Successful projects must commence after 1 July 2025 and be completed by 30 June 2026. Grant funding is for the 2025-2026 financial year.

For more information, please contact Council's Community Grants Team on 5382 9777 or visit [Council's website](#).

### GRANT PRIORITIES

The Community Development Grants Program aligns with key priorities of the current Council Plan, Youth Strategy, Disability Access and Inclusion Plan, Innovate Reconciliation Action Plan and Age Friendly Communities Implementation Plan.

Community groups must identify which priorities are relevant to their proposed project in the grant application form (more than one priority area might apply).

For further detail about these priorities, refer to the following Council webpages:

[HRCC Council Plan](#)

[Disability Access and Inclusion Plan](#)

[Innovate Reconciliation Action Plan](#)

[Youth Strategy](#)

[Age Friendly Communities Implementation Plan](#)

**Handy tip:**  
Identify as many grant priorities as possible in your application

## KEY FUNDING PRIORITIES

Successful applications should support one or more of the following key funding priorities:

- Values and respects the culture of our First Nations peoples.
- Improves the health and well-being of First Nations peoples.
- Provision of accessible, inclusive, safe and welcoming spaces.
- Supports tourism and events.
- Addresses family violence, alcohol and other drugs, tobacco and gambling harm.
- Supports gender equality.
- Improves mental health and social connection.
- Encourages participation and diversity in sports, events, arts and culture.
- Child and youth initiatives.
- Supports social inclusion and positive ageing for older people.
- Encourages innovation and new technologies in our community.
- Supports adaptation to climate change and reduced emissions.
- Supports protection and conservation of our natural environment.

**Handy tip:**  
Check if you need  
Crown Land  
approval before  
submitting your  
application

**Handy tip:**  
If you include a  
single expense  
over \$1000 in your  
budget, make sure  
you attach a quote

## Details of the program

### WHO CAN APPLY?

The following criteria need to be met to be eligible for a grant:

- ✓ Be a not-for-profit group.
- ✓ The project has the endorsement of the applicant organisation and all other user groups.
- ✓ Be incorporated, have an ABN, or have an auspice body.
- ✓ Include direct benefits to residents of HRCC.
- ✓ Be a group based within HRCC with the project being delivered within the municipality.

### WHO CANNOT APPLY?

- × You are an individual or seeking funding for a commercial business.
- × Funds are requested for organisational operating costs, e.g. wages and utilities.
- × You are a group who has not reported back on a grant allocation from a previous financial year.
- × You have already commenced and spent money on the project. Projects are to commence after 1 July 2025 and be completed by 30 June 2026.
- × Projects that require ongoing funding from HRCC.
- × Your application is received after the closing date.
- × Your project is the responsibility of other sector/s of government.
- × Your project is seeking funding for religious assets.
- × Projects that are a clear duplication of an existing service.

## ALL APPLICATIONS SHOULD INCLUDE:

- Details of what the grant funds will be spent on.
- An indication of other funds that will be put towards the project.
- An estimate of volunteer in-kind support for the project (use a rate of \$30 per hour to work out this budget figure).
- A quote for all goods and services over \$1,000.
- A copy of the organisation's most recent audited financial statements where the applicant organisation shows a cash contribution of >\$5,000.
- Endorsement of all groups who will use or benefit from the project.
- Projects that involve building or external works on Crown Land must include a letter of approval from the Crown Land Manager and DEECA.

## OTHER KEY ISSUES

- All planning, building permits and any other authorisations including public liability insurance and landowner consent remain the responsibility of the applicant organisation and must be received by the relevant authorities prior to starting the project.
- An offer of a grant by HRCC does not mean any ongoing funding commitment or obligation by HRCC.
- HRCC assistance is to be acknowledged on any promotional material or media coverage relating to the project.
- HRCC may only allocate part funding for the project.

## ASSESSMENT CRITERIA

Applications will be assessed by HRCC using the following criteria:

- The level of contribution to the project by the applicant.
- The extent of previous assistance provided by HRCC.
- How well the project supports HRCC's priorities.
- Value for money – considering the number of users to benefit from the project.
- How well the project specifically supports diversity and inclusion.

## Submitting an Application

The application form must be completed [online](#).

If you require assistance to complete the on-line form, our Community Grants Team can help, please contact Customer Service to make an appointment by calling 53829777.

## NOTIFICATION OF OUTCOME

Applicants will be notified of the outcome of their application in May 2025.

## Grant payment and reporting back

Payment of grants will be made after 1 July 2025 upon completion of projects.

Organisations must:

- Lodge an online Completion Report
- Attach invoices or evidence of project payments
- Attach invoice from your organisation to Council requesting grant payment
- Attach a photograph of the completed project.

## WANT TO KNOW MORE?

For more information, please contact the Community Grants Team on 5382 9777.

**Handy tip:**  
Try to include a  
cash and/or in-  
kind contribution  
to your project

**Handy tip:**  
Chat to the  
community  
grants team  
before submitting  
your application



**DRAFT FOR CONSULTATION**

# **HORSHAM MUNICIPAL COMMUNITY FACILITIES STRATEGY 2025 - 2035**

March 2025



# CONTENTS

<b>INTRODUCTION</b>	<b>2</b>
About this strategy	4
Council’s role in community facility provision	5
Community profile	6
Why do we need to plan for community facilities?	7
Issues and opportunities for community facility	8
Planning Strategic context	9
Facility Hierarchy Framework	10
<b>VISION</b>	<b>11</b>
<b>COMMUNITY FACILITY PRINCIPLES</b>	<b>11</b>
A fair approach	13
Inclusive and welcoming	15
Shared and thriving facilities	17
Universal design and access	19
Strategic planning and decision making	21
<b>OUR DECISION MAKING PROCESS</b>	<b>23</b>
<b>STRATEGIC PRIORITIES</b>	<b>24</b>

Document Control			
Prepared by CoFutures ACN: 650070081 ABN: 91650070081 www.cofutures.com.au			
VERSION NO.	DATE OF ISSUE	AUTHOR	REVISION BY
1.0 Horsham Municipal Community Facilities Strategy (DRAFT)	19 July 2024	LB, CD	DF
2.0 Horsham Municipal Community Facilities Strategy (DRAFT)	9 September 2024	LB	DF
3.0 Horsham Municipal Community Facilities Strategy (DRAFT)	1 November 2024	DF	DF



# INTRODUCTION

Community facilities play a vital role in supporting happy, healthy and vibrant communities. They contribute to the life of our community by providing a place for people to connect, learn and thrive. This Strategy provides a blueprint to ensure that community facilities across the Horsham LGA are inclusive, welcoming and meet the diverse needs of our community now and into the future.

Horsham Rural City Council is a key provider of community facilities that support a range of services, programs and activities that meet diverse community needs. There are many different types of community facilities that are provided and supported by Council including community halls, libraries and recreation facilities. As buildings available for use by the public, Council has a responsibility to ensure that they are safe, inclusive and accessible.

When planning for community facilities, there are a range of considerations requiring careful balancing. For example, ensuring there is an adequate network of community facilities that cater for different uses while also encouraging multi-purpose uses, co-location and flexible spaces.

Horsham Rural City Council recognises the current approach to planning and delivering community facilities needs to change. In the past, limited strategic planning and inconsistent decision making has resulted in a fragmented network of community facilities that does not meet contemporary community needs.

- The Horsham Municipal Community Facilities Strategy 2025 - 2035 provides a strategic blueprint to support Council in the future planning, provision and management of community facilities across the Horsham LGA. It outlines an overarching vision for community facilities, supported by five key principles. Together this provides clear guidance for future decision making to ensure equitable opportunity of access. This will further support positive social and community wellbeing outcomes for residents, works and visitors to the Horsham LGA.

# ABOUT THIS STRATEGY

## Scope

Community facilities are part of a larger network of social infrastructure that supports positive health and wellbeing outcomes for people in the Horsham municipality. Social infrastructure, sometimes also referred to as community infrastructure, can be broadly understood as the combination of 'hard' infrastructure (buildings and spaces) and soft infrastructure (services, activities and programs).

The focus of this Strategy is on buildings and spaces across the Horsham municipality that are generally owned, managed or maintained by Council. This document is a strategic blueprint to inform Council's future decision making processes – it is not an implementation or capital works plan. This strategy also seeks to clarify Council's various roles in community facility provision.

This Strategy has been developed to reflect contemporary community needs and will be reviewed every five years.

## Approach

In developing this Strategy, a full review of existing issues and opportunities relating to the planning, provision and management of community facilities has been undertaken. A summary of key findings is provided on page 8.

This Strategy has also been informed by:

- A comprehensive background review of relevant policies, plans and strategies;
- A review of existing and future population characteristics;
- A review of the Horsham municipality's existing network of community facilities;
- Informal and targeted stakeholder interviews with community facility operators across Horsham LGA; and
- Stakeholder engagement with Council staff and Project Control Group.

The Strategy is being developed in five broad stages, outlined in the diagram below.

Figure 1. Project method





# COUNCIL'S ROLE IN COMMUNITY FACILITY PROVISION

Community facilities are places and spaces for people to gather, learn and connect. They support the delivery of services, programs and activities that meet a range of community needs across all life stages.

Horsham Rural City Council is a key provider of community facilities which includes:

- Community halls, meeting spaces and hubs (including youth and senior's spaces);
- Libraries;
- Sports facilities and recreation facilities;
- Open space;
- Early years centres;
- The Neighbourhood house;
- Learning centres; and
- Public toilets.

Not all community facilities across the Horsham LGA are owned or operated by Council. There are various types of management and ownership arrangements – some community facilities fall outside Council's decision making process. For example facilities located on Crown Land where HRCC is not the Committee of Management or private land.

The delivery of community facilities is not the sole responsibility of any single organisation or agency. Rather, it is a coordinated response that involves partnership across three levels of government, the private and not-for-profit sectors and the Horsham municipality's communities.

Council can play a variety of roles across the lifecycle of planning, provision and management; from being a 'provider' of community facilities to partnering and advocating. The various actions and roles Council can take are outlined below.

Action	Council's Role
<b>DELIVER</b>	Council takes direct responsibility for the planning, delivery, provision, funding and management of community facilities. This may include upgrading, retrofitting, rationalising existing facilities or providing new community facilities.
<b>PARTNER</b>	Council can identify and partner with other organisations and entities to provide, deliver, manage or activate community facilities. This includes local and state government partners, the not-for-profit and private sectors, and social enterprise.
<b>SUPPORT</b>	Council can provide various types of support to community organisations, and work with them to maintain their operation and management. This includes supporting governance and meeting Council's legal obligations regarding licences and agreements.
<b>ADVOCATE</b>	Council can play a proactive role in advocating on behalf of the Horsham LGA's community for funding and delivery of community facilities. For example, Council often advocates to state and federal government to fund community facility upgrades and delivery.
<b>NO ROLE</b>	Council is only one of many providers of community facilities in the Horsham LGA. State and federal government can play a role in providing community facilities as well as the private and not-for-profit sectors. In some instances Council has no direct role in meeting or supporting identified infrastructure or service needs.

# COMMUNITY PROFILE



## Population today

(as of 2021, Profile. id and Horsham and Natimuk Housing Diversity and Affordability Strategy: Background Report, 2024)

**20,327**

The population of Horsham Rural City Council in 2022

**21.9%**

are aged under 18 years

**16.9%**

are aged between 35 - 49 years

**21.3%**

are aged 65+ years (2021)



## Household structure

(as of 2021, Profile. id; and Horsham and Natimuk Housing Diversity and Affordability Strategy: Background Report, 2024)

**30%**

live in lone person households

**28%**

live with their partner, with no children

**24.5%**

live with their partner and children



## Employment

(as of 2021, Profile. id)

**58%**

of employed people work full time

**35%**

of employed people work part time

**18.3%**

of employed people work in health care and social assistance

**10.6%**

of employed people work in retail trade

**9.5%**

of employed people work in agriculture, forestry and fishing



## Health

(as of 2021, Profile. id)

**36.7%**

of people have at least one long-term health condition

**10.1%**

of people have a mental health condition

**6.3%**

of Horsham Rural City residents (1,279 people) need assistance with undertaking daily tasks, due to disability. 46.6% of these people are 85 years or older

# WHY DO WE NEED TO PLAN FOR COMMUNITY FACILITIES?

Community facilities are important assets that must be carefully planned, managed and maintained so they can meet and service changing community needs and legislative requirements. Council also has a responsibility to ensure they are safe, accessible and fit for purpose. Below are some key trends that will likely influence how community facilities are planned for in the future.

## Low population growth

Over the next 15 years, Horsham's municipal population is projected to grow by 0.2%<sup>1</sup>. Low population growth likely means that there will be less demand for additional or new community facilities. It may also influence differences in how people access and use facilities, particularly as age profiles change over the next 10-15 years. Council may also find challenges with maintaining the current quantity of facilities with a decreasing ratepayer base and ageing population. It is noted that these this lower growth scenario may be influenced by other factors over the next 10 years and this may change future growth projections.

## Ageing population

As the population ages, it will be important for people to be able to access community facilities and their services, regardless of their age or ability. Having facilities based locally and within an easy walking distance will also help to ensure that everyone can access opportunities for social connection conveniently.

## Changing households

With more people living alone in the future, community facilities will provide opportunities for residents to participate in community life, foster social connections, and participate in intergenerational activities outside the home.

## Lower levels of cultural diversity

There are lower proportions of residents born overseas in the Horsham municipality than in Victoria. This means that for people who identify as culturally and linguistically diverse (CALD), community facilities can provide spaces to connect with communities and enliven culture. As the Horsham municipality becomes home to more residents born overseas or from non-English speaking countries, community facilities and services will play a key role in enabling participation in community life and creating inter-cultural connections with other community members.

## Equitable access

Everyone should be able to access community facilities so that they can fulfil their day-to-day needs, regardless of where they live. Barriers that may prevent people from accessing essential services and support include lack of quality community facilities, inequitable spatial distribution of facilities, high membership fees, and inaccessible facility design. Planning to address these barriers could include making facilities easy to reach via active or public transport, and offering a diverse range of facilities that meet a variety of different needs.

## Getting to facilities

With limited transport options in the Horsham municipality, it is important that people without access to a car can still reach community facilities safely. This means locating services and facilities close to home, local public transport, and exploring ways to increase accessibility to facilities for residents who are unable to drive.

## Climate resilience

Our environment is getting increasingly hotter and drier. Planning for community facilities should look at ways to reduce environmental impacts. For example, installing energy efficient lighting or heating and cooling systems can reduce both the facility's carbon footprint and operating costs. Community facilities can also be safe places of refuge during extreme weather events or natural disasters. As these events increase, it is vital to consider how to make facilities more resilient in the face of these challenges.

## Staying connected

It is more important than ever for residents right across the Horsham municipality to have opportunities to stay active and connected to communities. Access to community facilities and services can create opportunities for physical and social connection, which can improve health and wellbeing outcomes, and participation in society.

1. Horsham and Natimuk Housing Diversity and Affordability Study: Background Report 2024

# ISSUES AND OPPORTUNITIES FOR COMMUNITY FACILITY PLANNING

In developing this Draft Strategy, a range of key issues and opportunities for community facilities across the Horsham municipality have been identified. These have informed the draft vision and principles.

## Summary of key issues

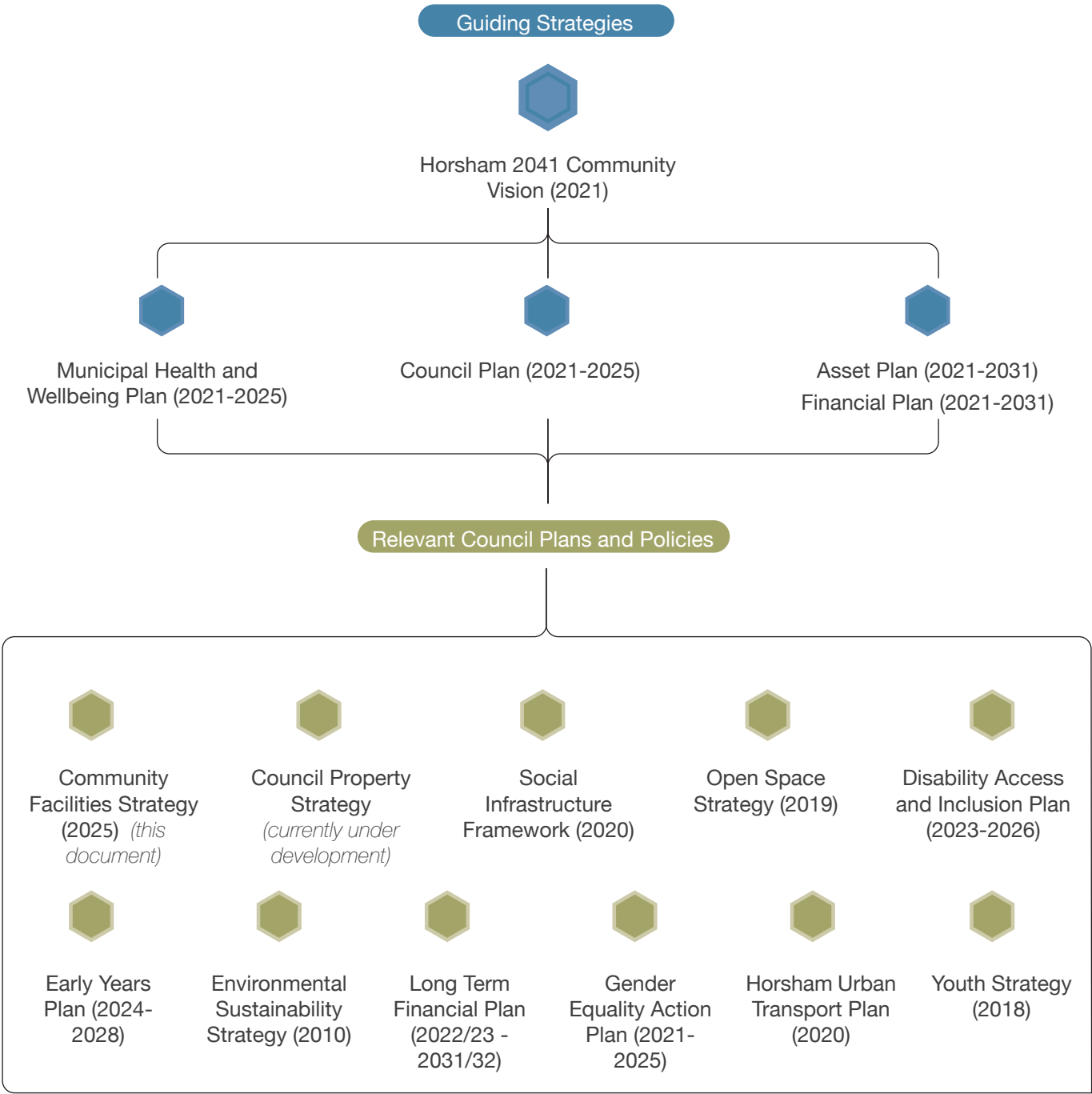
- Existing community facilities in Horsham LGA are under-utilised and inefficiently used. This means many facilities are unused most of the week.
- There are inconsistent levels of usage across the network of community facilities, making it difficult and inefficient to manage.
- There are increasing capital costs and expenditure that will constrain future investment and upgrades.
- There are inconsistent governance structures around the management and operation of community facilities. In some instances legacy 'handshake' agreements have meant that there is an inequity in how community facilities can be used or accessed.
- Not all community facilities fall directly under the jurisdiction of Council. For example many are owned and / or located on Crown land, where Council is not the Committee of Management.
- Overall there is a declining rate of membership and volunteerism, making it difficult for some organisations to maintain their operations. This further challenges participation and utilisation of facilities.
- Perceptions of ownership and entitlement can lead to the exclusion of the community from some facilities.
- Inconsistent booking practices and lack of transparency around fees and hiring can make it confusing for the community to use and access facilities.
- Many facilities are older structures and are not accessible for all abilities or fit for purpose for contemporary standards.

## Summary of key opportunities

- Create a network of community facilities that are safe, welcoming and inclusive for everyone.
- Unlock existing capacity and surplus within the existing facilities network to optimise usage.
- Make community facilities work more efficiently and effectively.
- Support organisations and volunteers to help with their ongoing sustainability.
- Explore co-location and multi-use models including synergies between open space and other precinct planning.
- Integrate decision making and planning across Council and share knowledge to improve and coordinate delivery outcomes.
- Develop an implementation plan to identify priority facilities to upgrade and renew.
- Improve the accessibility, design and function of under-performing facilities.
- Make more evidence-based decisions around investments and prioritisation.
- Explore innovative approaches to activate spaces through partnership and collaboration with other organisations.
- Explore ways to diversify funding and revenue models to support ongoing maintenance and upgrades.
- Implement and standardise licence, lease and usage agreements to create a fairer and more transparent network of facilities.
- Increase usage and better promote the network of community facilities available in Horsham.

# STRATEGIC CONTEXT

The Victorian Local Government Act (2020) requires Council to deliver the best outcomes for the community while also having regard to long-term outcomes and decisions. There are several guiding strategies, plans and policies which provide relevant directions for the Horsham LGA, these are outlined below.



# Facility Hierarchy Framework

Community facilities are part of a larger network of social infrastructure that supports positive health and wellbeing outcomes for people in Horsham. Social infrastructure, sometimes also referred to as community infrastructure, can be broadly understood as the combination of 'hard' infrastructure (buildings and spaces) and 'soft' infrastructure (services, activities, and programs).

The Horsham Social Infrastructure Framework (SIF, 2020) sets out a Hierarchy based on four catchment levels; local, neighbourhood, municipal and regional (refer to **Figure 1**). Within this Hierarchy, a baseline standard of provision is recommended for each catchment and for each type of facility.



\*As per S.I.P 2020.

Figure 1: Social Infrastructure hierarchy framework (SIF, 2020)





## VISION

**Planning and decision making for community facilities in the Horsham municipality is fair, equitable, and transparent. Provision is responsive where needed, while also being resourceful, pragmatic and forward-thinking.**

**Community facilities welcome everyone in our community to share spaces and connect with each another. They promote vibrant communities and social life across the Horsham municipality.**

**Our facilities are fit for purpose and reflect the needs of community groups now and in the future.**



# COMMUNITY FACILITY PRINCIPLES

A suite of five guiding principles have been developed which form the foundation of a decision making framework for community facility provision in the Horsham municipality. They are based on universal values, and are informed by our vision for community facilities.

## A fair approach

Towards fair and equitable opportunities for community facility provision across the Horsham municipality.

## Inclusive and welcoming

Nurturing environments where people feel safe, welcome, and included in our community facilities.

## Shared and thriving facilities

Sharing buildings, spaces and resources to strengthen community connections and resilience.

## Universal design and access

Enabling access for people of all ages, genders, abilities, backgrounds, and cultures.

## Strategic planning and decision making

Facilitating collaborative decision making that is strategic and long term.



# A FAIR APPROACH

## Towards fair and equitable opportunities for community facility provision across the Horsham municipality.

The provision of community facilities will support fair and equitable access for our diverse community. We will provide opportunities for community members to access and use facilities that suit their needs across all life stages. Our community will be able to easily find information about our facilities as well as book spaces, access services and participate in activities and programs that enhance their wellbeing. This includes fairness in how our hiring fees are structured so that the use of our community spaces is equitable and transparent.



### Natimuk & District Soldiers' Memorial Hall

Located at the foothills of Mt Arapiles and home to the annual 'Nati Frinj Biennale' and a calendar of events across the year, Natimuk is a popular visitor destination and much loved by locals.

While serving a small population catchment, Natimuk has several community facilities that play a role in supporting the town's vibrant arts scene, one of those being the District and Soldiers' Memorial Hall. The Hall is soon to undergo upgrades and has been fitted with equipment that allows it to operate on generator power in case of a power outage.

The Hall is a great demonstration of the importance that community facilities play in contributing to the livelihood in Horsham's smaller settlements and underscores the importance of maintaining access and geographic spread of local facilities across Horsham LGA.

# A FAIR APPROACH

## What this means for our community

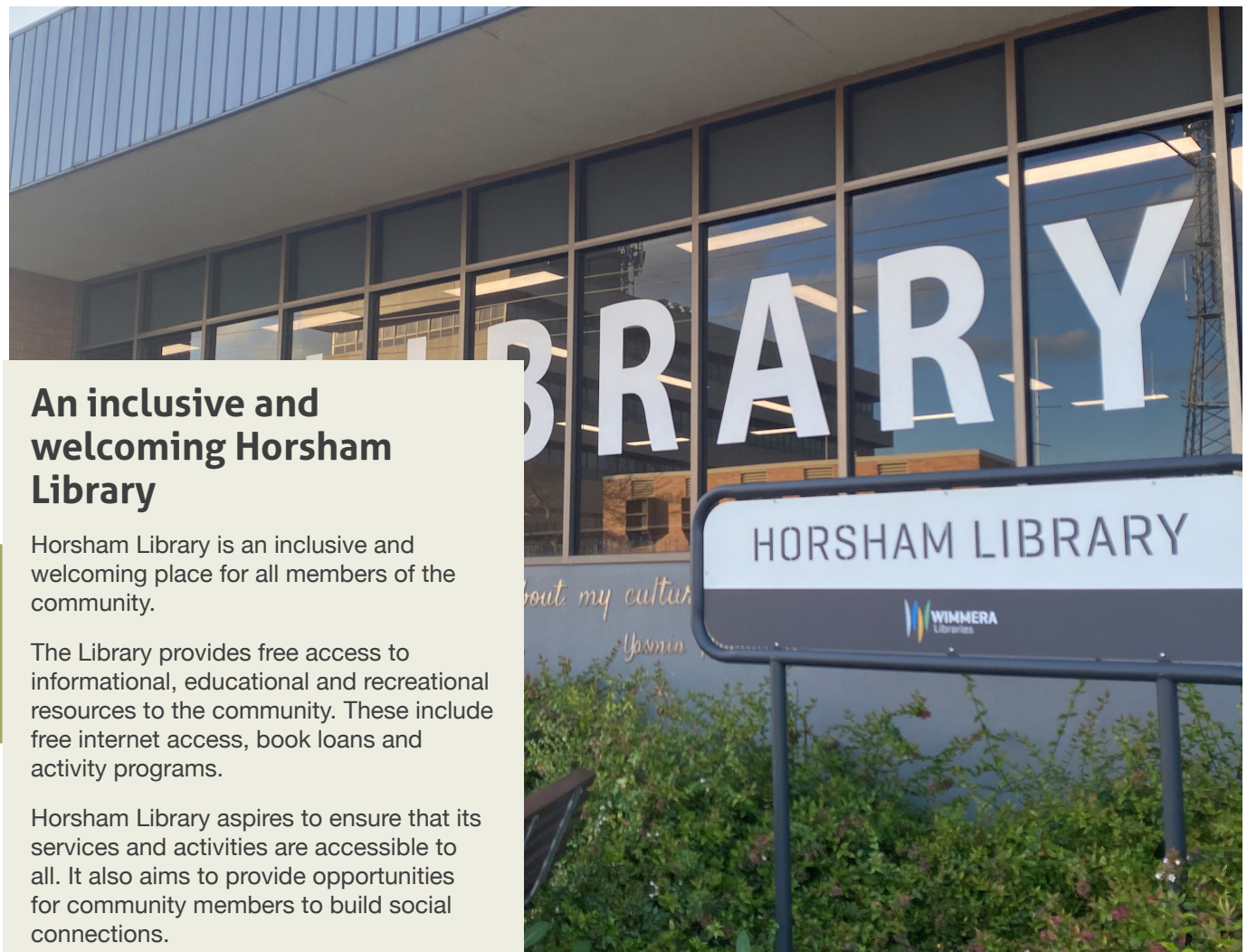
---

- 
- Community facilities will be located and available in places where you live, work and visit across the Horsham municipality.
- 
- Council-managed community facilities will be easy to book, use and access.
- 
- Standardised licence, lease and usage agreements will be implemented over time to ensure fair and equitable use and access of community facilities.
- 
- Community groups and regular users will be engaged on an ongoing basis to help inform future investment and decision making, ensuring that community needs are always prioritised.
- 
- Council will clearly communicate its role in community facility planning and how decisions are made.
- 
- Decisions around community facilities planning and provision will be informed by a clear principles-based framework.
-

# INCLUSIVE AND WELCOMING

**Nurturing environments where people feel safe, welcome, and included in our community facilities.**







Community facilities will be inclusive spaces that are welcoming to all of Horsham municipality's residents, regardless of their background, gender, age, ability, culture, or beliefs.



# INCLUSIVE AND WELCOMING

## What this means for our community

---

-  A diverse and wide range of people's needs will be considered as much as possible when designing and planning community facilities.
  -  Culturally safe buildings and spaces will create more welcoming and inclusive places for all.
  -  Application of best practice design principles will maximise accessibility and safety.
  -  Information about Horsham's municipal network of community facilities will be communicated and promoted in accessible ways to reach more people in the region.
  -  Alternative and creative approaches to activating spaces will help to appeal to more people in the community.
  -  Community facilities will provide opportunities to enhance and foster social connectivity.
-



# SHARED AND THRIVING FACILITIES

## Sharing buildings, spaces and resources to strengthen community connections and resilience.

There are many benefits to sharing community facilities, including strengthening connections and creating social opportunities. Through co-location, community groups will be encouraged to create a shared sense of ownership. It will also encourage facilities to be used efficiently by as many people as possible.

Sharing spaces can contribute to thriving and lively neighbourhoods and will also enable more efficient use of our community assets. Through the co-location approach, we can make more realistic funding and investment decisions, so that the maintenance and upgrades of facilities can benefit more people and groups.

### Horsham Community Sports Pavilion as a shared and thriving facility

Horsham Community Sports Pavilion is a great example of a thriving and vibrant community facility, located at Horsham College Community Oval. The Pavilion is home to a variety of user groups, all sharing space and co-locating activities within and around the facility.

The Pavilion is utilised regularly by groups such as Jung Tigers Cricket Club and Horsham Hockey Club. It also hosts after school care and school holiday programs, and is available for community members to hire for gatherings and events.

The Pavilion's ability to be shared by multiple user groups makes it a valued community facility for the Horsham community.



# SHARED AND THRIVING FACILITIES

## What this means for our community

---

- 
- Council-managed community facilities will be shared and support intergenerational use.
- 
- Community organisations will be supported to co-locate and share resources where possible and practical.
- 
- Partnerships and collaboration opportunities with other organisations will help to activate community facilities across the Horsham municipality.
- 
- Future decision making and opportunities for co-location will be informed by usage and participation rates across Council's network of community facilities.
- 
- Community facilities provision will be integrated and coordinated with other planning and infrastructure delivery such as open space, masterplanning and precinct planning.
- 
- Existing facilities will be upgraded and improved over time to enhance their flexibility and adaptability for different uses and co-location.
-

# UNIVERSAL DESIGN AND ACCESS

## Ensuring that building design enables access for everyone in the community, regardless of ability.

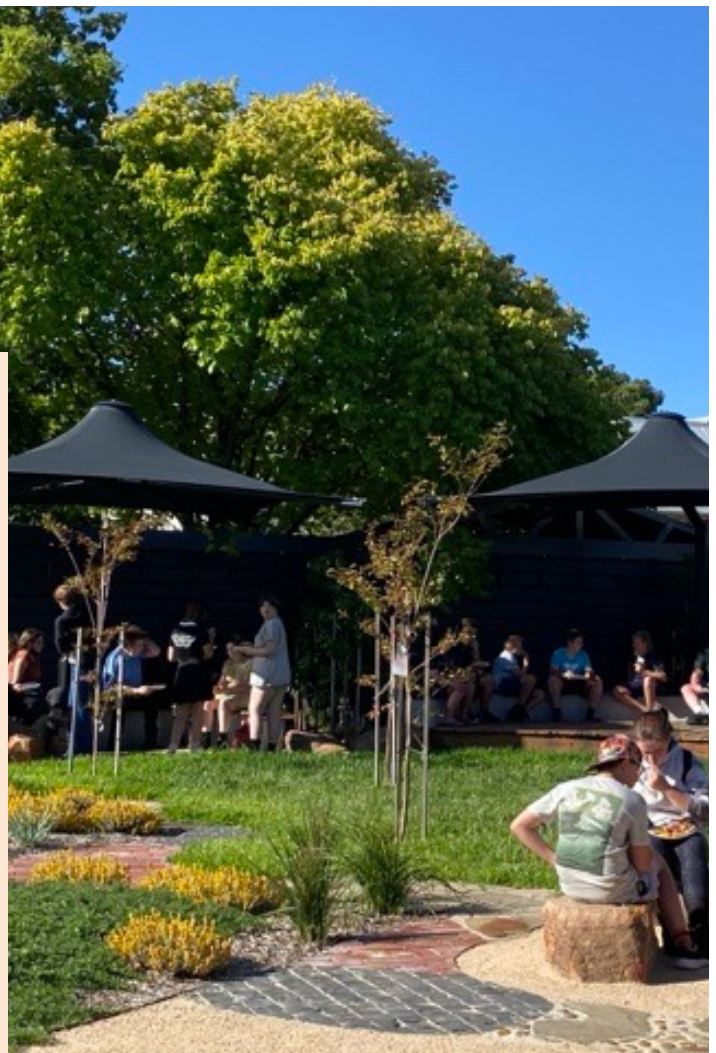
Universal design minimises barriers to use, and enables access to and usage of community facilities by as many people as possible. Future planning of community facilities will consider universal design to enable the broadest range of people as possible to confidently seek and use our community facilities. The viability of current facilities will be assessed against their capacity to be retrofitted, maintained, and brought up to a standard of universal design and access. Upgrades to existing facilities, and the provision of new facilities will consider best practice design and accessibility requirements to enhance access and use by all in our community.

### Universal design and access at The Station Youth Centre

Recently completed improvements to The Station Youth Centre have helped to create an accessible space for young people in Horsham Rural City.

The multi-purpose hub contains landscaped and at-grade outdoor spaces, lawn areas, BBQ and sheltered space, seating, trees, bike hoops, and basketball and handball facilities. Plants and trees provide a calming natural space for visitors. The removal of the old dwelling on site also enables safer access to the rear section of the facility, while upgrades inside the main building focus on improving accessibility and energy efficiency.







Amenities that enhance universal access enable young people in the wider community to socialise and participate in various activities in a safe space, regardless of who they are.



# UNIVERSAL DESIGN AND ACCESS

## What this means for our community

---

-  Community facilities that are highly utilised, well-located but in poor condition and not universally accessible will be prioritised for review.
  -  Key priority groups and organisations will be engaged on an ongoing basis to ensure that Council can maintain a contemporary understanding of evolving community needs and service requirements.
  -  The design and fit-out of existing and new community facilities will be universally accessible while also maximising use and function.
  -  Decisions about future provision will be aligned to the agreed standards, legislative requirements and best practice design.
  -  Building condition and audit data will be maintained and kept up-to-date to ensure that community facilities are fit for purpose.
  -  Accessible information about the Horsham municipality's community facilities will help to reach the broadest range of people.
-



# STRATEGIC PLANNING AND DECISION MAKING

## Facilitating collaborative decision making that is strategic and long term.

We will use a clear and transparent decision making process when planning for community facilities. Planning for community facilities will be strategic and measured, factoring in changing community needs, long-term goals, equity and fairness. Council's role in providing and managing community facilities will be clearly defined.



### Planning for the future of sports facilities in the Horsham municipality

The Wimmera Multi-Sport Precinct Feasibility Study was undertaken by Council (in partnership with state government), to inform decision making around existing facility upgrades and development of new sporting facilities in Horsham.

The Study included analysis of previous strategic documents and extensive stakeholder engagement to determine the feasibility of a regional multi-sport precinct to meet community needs into the future. It also identified affordable options for facility improvements and new facilities, in line with funding opportunities and priorities of State Sporting Associations.

# STRATEGIC PLANNING AND DECISION MAKING

---

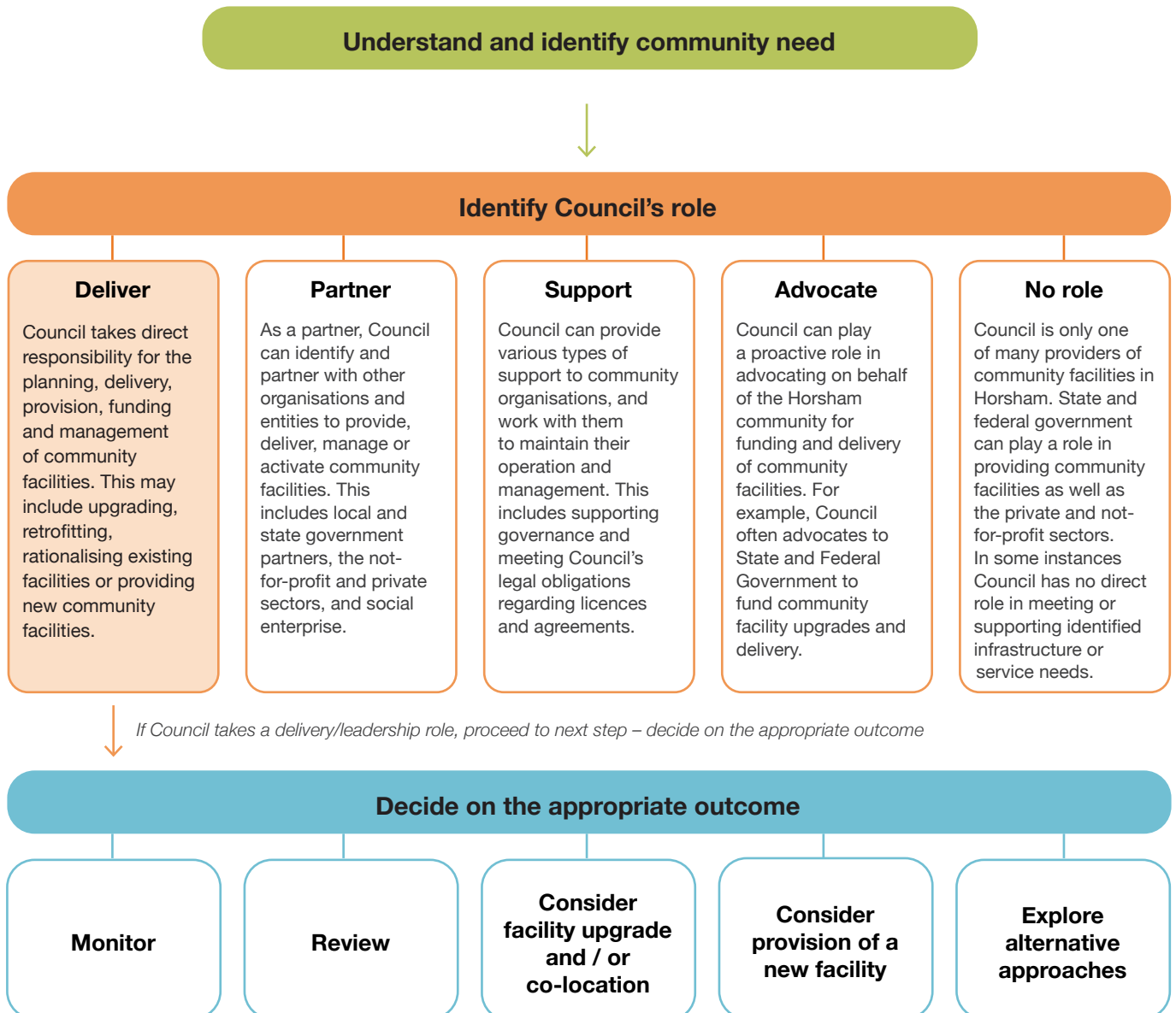
## What this means for our community

- 
-  Informed decisions will be made that are driven by evidence and data of community needs and the social benefits that they can deliver.
  -  A deliberative approach to planning, provision and management will help to maximise community benefit and social impact.
  -  Decision making will occur across a range of timeframes and horizons and take into account Council resourcing and level of responsibility.
  -  Future decisions will be aligned with other Council Plans, Strategies and Policies to deliver maximum community benefit.
  -  Place-based needs of our diverse communities will be considered including unique social and cultural challenges and opportunities.
  -  Innovative partnership and delivery models will be explored that will help to fund future upgrades to the existing network of community facilities and deliver improved social benefits.
  -  Community organisations will be supported to access opportunities to attract and retain volunteers and members to support future sustainability.
-

# OUR DECISION MAKING PROCESS

Best practice community facility provision is grounded in an evidence-based approach and understanding of community needs, however planning for community facilities can often be influenced by a range of external factors, many of which may fall outside of annual budget and capital works planning.

To ensure that priorities and future demands arising from these different influences align with the five principles set out in the Strategy, Council will consider the following decision making process in determining provision of community facilities.



# STRATEGIC PRIORITIES

This Strategy has identified 4 strategic priorities which address a range of issues and opportunities identified throughout the project. These priorities apply across Horsham's network of existing community facilities and seek to improve the planning, provision, management and ongoing operation of Horsham's community facilities.

The strategic priorities are:

1. Distribution and location;
2. Promotion, communication and engagement;
3. Management and governance; and
4. Partnerships and collaboration.

Each strategic priority outlines the suggested action, identifies Council's role and provides a suggested timeframe for delivery. Each priority is also linked to the five overarching supporting principles and desired outcomes, which promote fair, equitable and accessible community facilities.

Action Areas		Council's role	Timeframe
<b>1. Distribution and location</b>			
1.1	Continue to maintain a geographic distribution of community facilities across Horsham LGA including those that service Horsham Rural City Council's townships.	Leader, Advocate, Monitor	Ongoing
1.2	Proactively promote and support co-location opportunities where possible to maximise utilisation and synergies across the existing network of community facilities.	Leader, Partner, Facilitate	Ongoing
1.3	Monitor and identify future opportunities to consolidate stand-alone community facilities and promote integrated and multi-use outcomes.	Leader, Advocate, Monitor	Ongoing
<b>2. Promotion, communication and engagement</b>			
2.1	Update Council's 'Public Spaces for Hire' webpage to include consistent information about all community facilities that are available for public use and hire.	Leader	Short term (0-3 years)
2.2	Promote volunteering opportunities through existing Council communications channels and at community events to connect prospective volunteers with like-minded community organisations. This could be in the form of a community directory or establishment of a volunteer database.	Leader, Facilitate	Ongoing
2.3	Develop a brochure or pamphlet that promotes Council's network of community facilities for community use. The brochure could include a map with key information about community facilities available for use and hire across Horsham.	Leader	Ongoing
2.4	Continue ongoing engagement with diverse community groups, organisations and key users to monitor evolving community needs and service requirements over time	Leader	Ongoing

Action Areas	Council's role	Timeframe
2.5 Improve wayfinding and signage across community facilities, ensuring that signs and symbols are accessible, clear and easy to understand, and align with other Council policies. This action may be undertaken as part of a wider municipal-level wayfinding strategy.	Leader	Longer term (7+ years)
<b>3. Management and governance</b>		
3.1 Identify Council's role in community facility planning by applying the Community Facility Planning Decision Making Frameworks outlined in this Plan.	Leader	Ongoing
3.2 Continue to monitor, engage with, and maintain support for Community Asset Committees.	Facilitate	Ongoing
3.3 Explore opportunities to provide support for community organisations in the form of ongoing management and operations. For example, facilitating the sharing of resources, grant opportunities, policies and templates between community groups and organisations.	Facilitate	Ongoing
3.4 Implement Council's Internal Display Agreement to manage and standardise signage and memorabilia at community facilities.	Leader, Facilitate	Ongoing
3.5 Develop guidelines to standardise and support efficient management of storage across community facilities.	Leader	Short term (0-3 years)
3.6 Ensure that facility maintenance records and condition audit data are kept up to date.	Leader, Facilitate	Ongoing
3.7 Establish a database of funding opportunities and keep this up to date to ensure that government and other grants can be applied for proactively.	Leader, Advocate	Ongoing
3.8 Undertake a review of the Horsham Municipal Community Facilities Strategy (2024) after five years.	Leader	Medium term (4 - 7 years)
<b>4. Partnerships and collaboration</b>		
4.1 Explore options to partner with local business or other organisations to support the digitisation of community honour boards and other records within community facilities.	Partner	Short term (0-3 years)
4.2 Explore opportunities to collaborate internally within Council and with other external providers to support programs, activities and services that enhance and foster social connectivity for residents and users of Horsham's community facilities.	Leader, Partner, Facilitate	Ongoing
4.3 Collaborate with other Council teams on strategic projects that could be leveraged to improve existing community facilities. For example, precinct planning and master planning processes.	Leader, Advocate	Ongoing
4.4 Investigate and monitor grant opportunities as well as alternative funding approaches to support the cost of maintaining and improving community facilities.	Monitor, Partner	Ongoing



# Community Facilities Plan Engagement Plan

Horsham Rural City Council

March 2024



# Contents

- 1. Project and engagement context ..... 4**
  - 1.1. Project overview..... 4
  - 1.2. This document ..... 5
- 2. Consultation framework..... 6**
  - 2.1. Engagement objectives ..... 6
  - 2.2. IAP2 Framework..... 7
- 3. Stakeholder mapping ..... 8**
  - 3.1. Project stakeholders ..... 8
  - 3.2. Stakeholder groups .....10
- 4. Engagement approach..... 13**
  - 4.1. Summary of approach.....13
  - 4.2. Phase 1 engagement .....14
  - 4.3. Phase 2 engagement .....16
- 5. Reporting and evaluation ..... 16**

Attachment A: Proposed list of facilities to visit



Prepared by CoFutures  
ACN: 650070081  
ABN: 91650070081  
[www.cofutures.com.au](http://www.cofutures.com.au)

Document Control

Version	Date of Issue	Author	Reviewer
1 Engagement Plan	6 March 2024	CD	DF

# 1. Project and engagement context

## 1.1. Project overview

Horsham Rural City Council is developing a Community Facilities Plan (the Plan). The Plan will help to guide the planning and future provision of community facilities and respond to current and future population trends. In line with Horsham Community Vision, 2041, and the HRCC Social Infrastructure Framework (2020), this project will develop a clear and transparent community facilities plan to inform Council's decision making around the future of community facilities. It will do so through the development of a Plan underpinned by research and analysis and stakeholder engagement and the findings of an Issues and Opportunities paper. The Plan will provide an evidenced base decision-making framework to guide Council decisions on the current suitability of sites, innovative management techniques, and decisions on current and future use, in line with other relevant policies, strategies, and plans.

CoFutures have been engaged by the Council to develop the Plan and to conduct a stakeholder engagement process to inform it.

The development of the Plan has been underpinned by three stages.

- The first stage of the project includes project planning, stakeholder mapping and the development of an engagement plan.
- The second stage includes a background and policy review, and analysis of the current network of community facilities across Horsham and surrounds. The findings of this analysis will inform issues and opportunities for the project. This stage includes internal stakeholder engagement, consideration of feedback received, and learnings from Council.
- The third stage of the project includes targeted stakeholder engagement, and the development of the draft and final Community Facilities Plan. The Plan will outline a clear and transparent decision-making process around the planning and future provision of community facilities across Horsham.

The details and timing of each stage are further outlined below.

<b>1</b>	<b>Project Inception</b>	<b>January – February 2024</b>
	<ul style="list-style-type: none"> <li>• Inception meeting</li> <li>• Work plan</li> <li>• Stakeholder mapping and engagement plan</li> </ul>	
<b>2</b>	<b>Facilities review and analysis</b>	<b>February – April, 2024</b>
	<ul style="list-style-type: none"> <li>• Background review (policy, demographics)</li> <li>• Community facilities network analysis, mapping, and best practice benchmarking</li> <li>• Issues and Opportunities paper, including internal workshop</li> <li>• Site visits</li> </ul>	
<b>3</b>	<b>Community Facilities Plan</b>	<b>April – August, 2024</b>
	<ul style="list-style-type: none"> <li>• Targeted user groups engagement</li> <li>• Development on the Community Facilities Plan, including one feedback workshop</li> <li>• The preparation of the Plan for EMT / Councillor Briefing and Meeting</li> <li>• The presentation of the draft Plan for community consultation</li> <li>• The finalisation of the Plan for submission</li> </ul>	<b>February - May, 2025 (Post Caretaker)</b>

During the third stage of the project, the draft Plan will be presented for community consultation. The results of this community consultation will be incorporated into the finalisation of the Plan.

## 1.2. This document

This document provides an outline of the proposed engagement approach for the project. It has been informed by initial feedback from the Project Control Group and discussions with the project team.

As needed, this document can be reviewed and updated throughout the project. The details of engagement sessions, including activities, agendas and materials will be confirmed with the project team prior to each consultation milestone.

This document includes:

- The consultation framework and objectives
- Stakeholder mapping
- Detailed engagement activities
- Reporting and evaluation

## 2. Consultation framework

### 2.1. Engagement objectives

Planning for a meaningful, inclusive, and engaging consultation with the community and stakeholders is the key to receiving feedback that can directly help to shape the outcomes of the project. Community and stakeholder engagement will help to understand how the community currently uses the facilities, what they think and how they experience certain facilities, and what they expect from a new community facilities plan. This engagement plan has been designed to consider the following:

- **Be timely** – occur throughout the project; before, during and after the release of the key documents, to provide stakeholders with the opportunity to provide feedback at key milestones.
- **Be genuine and constructive** – provide transparent and genuine opportunities for stakeholders to be involved in shaping the Draft Community Facilities Plan.
- **Be transparent** - be transparent and genuine with community members and stakeholder around the scope of the Plan and the feedback received during this engagement program. Clear communication and availability of information will assist in managing community expectations and in fostering relationships built on trust.


Engagement objectives provide structure to engagement processes, and ensure that findings remain relevant, impactful, and meaningful. The engagement objectives of this project are:

- To understand the experiences of current facilities users, to inform key aspects of the Community Facilities Plan;
- To test potential concepts and ideas around key topics such as co-location and innovative management models with key stakeholder groups; and
- To begin (and continue) a process of ongoing communication and collaboration between Council and stakeholders regarding the current and future uses of community facilities, based on research.

## 2.2. IAP2 Framework

The consultation approach in this project is being designed according to the IAP2 Core Values, Code of Ethics and Public Participation Framework, (see below) as well as the Horsham Rural City Council's Community Engagement Policy (2021).

The engagement approach in this plan is in line with the IAP2 Values and seeks to establish an approach that will genuinely informs, consults, and involves stakeholders at different stages of the project.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

© IAP2 International Federation 2016. All rights reserved. 20161112\_v1

**Figure 1. IAP2 Spectrum of public participation, The basis for Horsham Rural City Council's Community Engagement Policy and this project's community engagement approach (IAP2)**

## 3. Stakeholder mapping

### 3.1. Project stakeholders

We have identified five broad groups of project stakeholders, as below, that will have varying roles and levels of contribution throughout the project:

- **Project Team;** immediate members of the project team, involved in the day-to-day management of the project.
- **Project Control Group;** extended members of the project team with accountabilities and responsibilities relating to the project.
- **Internal stakeholders;** the Council departments, Executive Management Team, and Councillors.
- **Community facility operators and groups:** representatives from community facilities and organisations
- **Horsham Rural City Council general community:** the broad community of Horsham as current or future users of the facilities.

In designing and delivering this engagement plan, it is important to consider the amount and the types of power held by different stakeholders. Some stakeholders have the ultimate power to make things happen while others have the power to stop, delay or divert a process. Alternatively, some stakeholders with legitimate opinions or concerns may have difficulty expressing their views or are at risk of being ignored or overridden other interests.

We are aware that this project may attract a high degree of interest from a variety of stakeholder groups across Horsham. The interest/influence matrix (see Figure below) provides a theoretical basis to map and identify priority stakeholder groups that will influence the outcomes of this project.

The four quadrants of the matrix are summarised as below:

- **Manage Closely** (high influence, highly engaged stakeholders): These are the stakeholders that the team should spend the most effort engaging with as they are highly influential and have a strong interest in provision of community facilities plan.
- **Keep Satisfied** (high influence, less interested stakeholders): Put enough work in with these stakeholders to keep them satisfied, but not so much that they become bored or 'fatigued' with the messaging or materials.
- **Keep informed** (low influence, interested stakeholders): Keep these stakeholders adequately informed, and engage with them throughout the project to ensure that no major issues are compounding or arising. These stakeholders can often be very helpful with the detail of this project.
- **Monitor** (low influence, less interested stakeholders): Monitor these stakeholders, but do not overwhelm them with excessive communication.

By the end of the communication and engagement process, it is the aspiration for the majority of stakeholders to be moved into the 'keep informed' quadrant.



Figure 2. Interest/influence matrix for stakeholder engagement in the Horsham Community Facilities Plan



## 3.2. Stakeholder groups

We have identified a range of stakeholder groups that are relevant to this project. The table below categorises each key stakeholder group and considers their role on the project and the degree to which they will be engaged as part of the development of the Community Facilities Plan.

### Internal stakeholders

Group	Stakeholders include ...	IAP2 Spectrum	By the end of the project, they will ...
<b>Council team</b>	<ul style="list-style-type: none"> <li>Statutory &amp; strategic planning</li> <li>Facilities management</li> <li>Asset Management</li> <li>Communities and Place</li> <li>Family, children, and youth</li> <li>Public health</li> <li>Community inclusion</li> <li>Events, arts, and recreation</li> <li>Heritage</li> </ul>	Inform Consult Involve Collaborate	<ul style="list-style-type: none"> <li>Shared relevant studies, reports, outcomes with the project team.</li> <li>Have been consulted on the issues and opportunities they consider important for inclusion in the plan.</li> <li>Have had an opportunity to participate in developing the plan and provide input on key deliverables.</li> </ul>
<b>Executive Management</b>	<ul style="list-style-type: none"> <li>Department Managers</li> <li>Executive Management Team (EMT)</li> <li>Chief Executive Officer (CEO)</li> </ul>	Inform	<ul style="list-style-type: none"> <li>As above.</li> <li>Have been informed of the project process and outcomes.</li> <li>Approved and endorsed key documents and deliverables, where relevant.</li> </ul>
<b>Horsham Rural City Councillors</b>		Inform	<ul style="list-style-type: none"> <li>Have been informed of the project process, outcomes, and timeline.</li> <li>Have been told how community and stakeholder feedback has informed the recommendations of the plan.</li> <li>Understand how their constituents and community and stakeholder feedback has informed the project.</li> </ul>

### Community facility user groups

#### Community groups and organisations

Group types	Names
Community Centres, Halls and Facilities	Community Asset Committees: <ul style="list-style-type: none"> <li>Hamilton Lamb Hall</li> <li>Haven Hall</li> </ul>

	<ul style="list-style-type: none"> <li>• Dadswell Bridge Hall</li> <li>• Jung Hall</li> <li>• Laharum Clubrooms</li> <li>• Mitre Public Hall</li> <li>• Quantong Community Centre</li> <li>• Sailors Home Hall</li> <li>• Taylors Lake Hall</li> <li>• Telangatuk Hall</li> </ul>
Community clubs/community services	<ul style="list-style-type: none"> <li>• Lions club of City of Horsham Inc</li> <li>• Rotary Club of Horsham East</li> <li>• Haven Horsham (Social Housing and Support)</li> <li>• Apex club</li> </ul>
Children and Youth clubs	<ul style="list-style-type: none"> <li>• Horsham Girl Guides</li> </ul>
Senior clubs and social groups	<ul style="list-style-type: none"> <li>• Horsham Senior Citizens Club</li> <li>• Horsham Men's shed</li> </ul>
Ageing services and centres	<ul style="list-style-type: none"> <li>• U3A Horsham &amp; District Inc</li> </ul>
Animal services	<ul style="list-style-type: none"> <li>• Horsham People for Animals Welfare and Support (PAWS)</li> </ul>
Sports clubs/Organisations	<ul style="list-style-type: none"> <li>• Horsham Scouts</li> <li>• AFL Wimmera Mallee Umpires</li> <li>• Central Park Tennis Club</li> <li>• Colts Cricket Club</li> <li>• Homers Sporting Club</li> <li>• Horsham Amateur Basketball Association</li> <li>• Horsham Angling Club</li> <li>• Horsham City Netball Association</li> <li>• Horsham City Rowing Club</li> <li>• Horsham Hockey Club</li> <li>• Horsham Lawn Tennis Club</li> <li>• Horsham Little Athletics Club</li> <li>• Horsham West Bowling Club</li> <li>• Kalkee Football Netball Club</li> <li>• School Sport Victoria - Black Ranges &amp; Little Desert Divisions</li> <li>• Wimmera Whippets Football/Netball Club</li> <li>• Horsham and District Soccer Club</li> <li>• Horsham Cricket Association</li> <li>• Carpet Bowlers</li> <li>• Jung Tigers Cricket Club</li> </ul>
Recreation and Leisure	<ul style="list-style-type: none"> <li>• Horsham Miniature Steam Railway</li> <li>• Haven Bush Playgroup</li> <li>• YMCA</li> </ul>
Arts, Culture and Creatives	<ul style="list-style-type: none"> <li>• Arapiles Art and Craft Centre</li> <li>• ARAPILES HISTORICAL SOCIETY (AHS)</li> </ul>

- Horsham & District Lapidary Club
- Makers Art Gallery and Studio
- Dance Group Horsham Rockers
- Haven Art & Craft Group
- Wimmera Rockers Danceworld

**General public**

---

<b>Members of the general Horsham community</b>	<ul style="list-style-type: none"><li>• Horsham residents</li><li>• Natimuk residents</li><li>• Broader LGA / surrounds</li></ul>
---	---

---

## 4. Engagement approach

### 4.1. Summary of approach

We recognise the importance of bringing key stakeholders and facilities user groups along the journey in the development of the Community Facilities Plan. In the context of previous strategic work that has been undertaken to date, we are also aware that we need gather feedback that is meaningful and helps to support key priorities of the Plan, not simply repeat the same process.

For the first phase of engagement, we will adopt a targeted consultation approach that ‘frontloads’ stakeholder and community consultation. This will involve a workshop with internal Council teams to bring together key knowledge holders and understand different perspectives that will help to inform the Draft Plan.

We also understand that the development of this Plan may gain significant attention and interest from the community. We propose to use the first phase to undertake an engagement workshop with the targeted facility users to gather feedback about key issues and opportunities for community facilities planning and provision.

The second phase of consultation will focus on presenting (and testing) the draft Plan with the general Horsham community. It will be an opportunity for all stakeholders and the community to review the Plan, provide feedback and comment.

A summary of activities is provided below with further detail on the following pages.

Engagement Phase	Activity	Timing
PHASE 1 CONSULT	Facilities tours and engagement	End March / Early April 2024
	Facilities user group workshop	Mid – late April 2024
	Internal Council engagement workshop	Mid – late April 2024
PHASE 2 INFORM	General engagement on the draft Community Facilities Plan	April 2025
	Review feedback and reporting	May 2025

## 4.2. Phase 1 engagement

### **Facilities tours and engagement**

We will conduct up to 10 x in- person tours of key community facilities across Horsham and surrounds. The tours will be an opportunity to better understand the context of key facilities and also stimulate conversation with knowledge-holders across Council and the community. They will also help to further provide spatial and place-based context to inform the development of the Plan and its recommendations. It is not the aspiration to visit every facility as part of this engagement, rather a selection that represent diverse uses, contexts and challenges. A suggested list of facilities is provided in **Attachment A**.

#### Target stakeholders

Target stakeholders for this engagement activity are:

- Key community facility operators, and volunteers
- Council staff

#### Roles and responsibilities

- CoFutures to develop a list of high interest facilities and groups.
- Council to organise accompanying project team members and provide access to facilities as required.

### **Facilities user group workshop**

An in-person workshop to be held with a selection of facility operators, user group representatives and volunteers of community facilities. It is envisaged the workshop will be held at the same time as the site facility tours.

The purpose of the workshop will be to:

- Provide an overview of the project and clarify Council's role and responsibility in community facilities planning and provision.
- Bring together key facility operators (volunteers or representatives) from across Horsham with diverse interests to share issues and challenges and discuss potential opportunities and solutions.
- Enable participants to hear the experiences and challenges of other facility users to provide broader context.
- Test key concepts, ideas, and innovations that may help to address potential challenges or issues across the community facilities network.

During the workshop, the emerging findings project will be discussed, and prompt questions and discussions will be provided to stimulate and record discussion. The workshop will also create a unique opportunity for facilities user groups to interface with one another and consider the broader network of facilities across Horsham.

#### Target stakeholders

Target stakeholders for this engagement activity are:

- A diverse mix of representatives from community groups / organisations that use Council's community facilities regularly (up to 20 – 30 participants)

#### Roles and responsibilities

- Council and CoFutures to collaborate over key stakeholders to invite.
- CoFutures to design and deliver session / facilitation.
- Council to organise suitably accessible venue.

### **Internal Council engagement workshop**

Officers from across Council departments will be invited to participate in an Internal Council engagement workshop. The purpose of the workshop will be to:

- Provide an overview of the project, it's purpose and outcomes.
- Explain how the project intersects with different Council departments and projects.
- Gather information from participants about projects, initiatives and learnings from their respective departments, that may help to inform the outcomes of the Strategy.
- Identify and discuss key issues and opportunities for the project.

Activities and discussion prompts will be prepared to stimulate discussion and seek insights from Council services who are not represented in the PCG (e.g., early learning and maternal health, urban design, community development).

#### Target stakeholders

Participants may include, but not limited to, representatives from:

- Project Control Group
- Parks and recreation
- Strategic planning
- Urban design
- Assets and maintenance
- Heritage
- Property

#### Roles and responsibilities

- Council and CoFutures to collaborate over stakeholder invitations.
- CoFutures to design and deliver session / facilitation.
- Council to issue invitations / calendar holds.
- Council to organise suitably accessible venue.

## 4.3. Phase 2 engagement

### **General engagement on the draft Community Facilities Strategy**

The draft Plan will be presented for public consultation and comment via Council's online engagement (platform) Have Your Say. A succinct project description and FAQs will be developed and provided on the project page.

#### Target stakeholders

Participants may include, but not limited to, representatives from:

- General public (Horsham and LGA wide)

#### Roles and responsibilities

- CoFutures to support Council in developing / reviewing content for Have Your Say page
- Council to upload and manage general engagement process
- Council to review community feedback
- Council to generate an engagement report following the close of consultation
- Council to incorporate feedback into the Final Facilities Plan as needed

# 5. Reporting and evaluation

### **Summarising feedback**

Community and stakeholder consultation received throughout the project will be used to inform the draft and final Plan,

Immediately following each consultation period, stakeholder and community feedback will be reviewed and analysed thematically.

At the conclusion of the public consultation period, engagement findings will be collated into a succinct report and will be graphically presented. We will share the findings with the project team for discussion and consideration.

### **Tracking engaging and impact**



There are many ways to measure the levels of engagement throughout a consultation process. We have listed some of the ways the consultation process can be measured and evaluated below.

### Quantitative metrics

- No. of feedback forms/surveys completed
- Data/insights from website analytics
- No. of clicks/interactions on social media posts
- No. of QR code scans (if printed collateral prepared)
- No. of submissions received.
- No. of questions received
- No. of opportunities to engage (digital and face to face)
- No. of workshop registrations
- Total attendance at engagement activities/events

### Qualitative measures

- Summary of issues raised in the feedback received and how it changed over time
- Project visibility and communications
- Clarity of information
- Degree to which feedback was considered and its ability to influence outcomes
- Evaluation of engagement methods and approaches
- Diversity of stakeholders engaged e.g.
  - Demographic representation
  - Geographic representation
  - Under-represented groups
- Feedback shared with residents to 'close the loop'
- Evaluation against overall project outcomes
- Sentiment tracking (social media monitoring)
- Press or local media coverage

# Attachment A

## Proposed facilities to visit (in scope)

Facility	Reason for visit
<b>Central Park Tennis Pavilion / Park Drive Sports Complex</b>	Lots of facilities around this location, central hub. As part of the Racecourse and Recreation Reserve, the Central Park Tennis Pavilion is centrally located and proximate to other facilities. The Central Park Tennis Club is identified as the sole users of the pavilion, who have a strong sense of attachment to the site.
<b>Mechanics Institute</b>	Centrally located and close to Firebrace Street, the Mechanics Institute is a heritage protected building used solely by the Wimmera Institute of Genealogy
<b>Hamilton Lamb Hall</b>	Hamilton Lamb Hall is managed by a Community Asset Committee. Despite being in the Central Horsham catchment area, it is situated further north than other facilities. The Hamilton Lamb Hall Memorial committee feel strongly attached to this space. It is also used by the Dance Group Horsham Rockers and Carpet Bowlers who have yet to be engaged with.
<b>Horsham City Rowing Club</b>	To the southwest of the city jutting the Wimmera River, the Horsham City Rowing Club is used exclusively by the club who express a strong attachment to the site,
<b>Horsham Senior Citizen Clubroom</b>	In the centre of HRCC, the Senior Citizen Clubroom is of significance to its users, the Senior Citizens Club, as its repairs and construction has been funded by its members and community. The local SCC is identified as the sole users of the space.
<b>Former Horsham Shire Offices</b>	On Firebrace Street, the heritage protected former shire offices are occupied by Horsham Paws. No other groups are reported regularly using the space.
<b>Horsham City Oval Community Pavilion</b>	Located on Firebrace Street in proximity to other community facilities and services, the city oval community pavilion is mostly utilised by the local football and netball clubs
<b>Basketball Stadium</b>	The basketball stadium is a municipal-level sports and recreation centre near Horsham's centre. It is used by the Horsham Amateur Basketball Association.
<b>Havens Hall</b>	Haven Hall is a neighbourhood level community space servicing the south side of the city planning region. It is the only such facility in the scope of this project. At least five groups use this space, who have not yet been engaged.
<b>The Soundshell City</b>	Located in Sawyer Park, the Soundshell is a municipal level recreation facility available for public booking. It has a large catchment and is centrally located. Currently it is utilised by the Horsham Angling club.
<b>Fire Brigade / Netball Courts City</b>	The Fire brigade / park drive sports complex are collocated facilities that are exclusively used by netball teams or the CFA seasonally.
<b>Old Police Station / Former Jail Cells City</b>	The Old Police Station / Former Jail Cells house are collocated facilities on Roberts Avenue. They are currently utilised by the Lapidary Club.
<b>Natimuk Community Centre</b>	The Natimuk Community Centre is a CAC managed facility servicing the region's west in Natimuk.
<b>Natimuk Courthouse</b>	Unique facility, limited data
<b>Live Steam Train</b>	Unique facility, limited data

Racecourse Reserve Pavilion      Unique facility, limited data

Other facilities of interest (out of scope)

Facility	Reason for visit
Horsham Library	To learn more about the types of programs, services that are offered at the library and any ‘lessons learnt’ from recent upgrades with regard to co-location of activities and services.
Horsham Aquatic Centre	To understand how the facility has managed and accommodated diverse access, diversity, and inclusion considerations.

**CoFutures...**



**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS**  
**COUNCILLOR WORKSHOP HELD IN THE RECEPTION ROOM**  
**ON TUESDAY 29 APRIL 2025 AT 5:30PM**

**ATTENDED:** Cr Ian Ross (Mayor), Cr Brian Klowss, Cr Cam McDonald, Cr Angie Munn, Cr Dean O'Loughlin, Cr Bec Sluggett, Cr Todd Wilson, Craig Niemann, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Steven Kingshott; Karina Dooley, Projectura

**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**

Community Engagement Workshop - Development of the Council Plan with Karina Dooley from Projectura

**4. CLOSE**

Meeting closed at 7:25pm

**DINNER**

**CRAIG NIEMANN**  
Chief Executive Officer

**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS**  
**COUNCIL BRIEFING MEETING HELD IN THE COUNCIL CHAMBERS**  
**ON MONDAY 5 MAY 2025 AT 5:30PM**

**ATTENDED:** Cr Ian Ross (Mayor), Cr Brian Klowss, Cr Cam McDonald, Cr Angie Munn, Cr Dean O'Loughlin, Cr Bec Sluggett, Cr Todd Wilson, Craig Niemann, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Steven Kingshott, Municipal Monitor

**APOLOGIES:** Nil

**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 Valuations Presentation (Kim) **5:30pm – 6:30pm**

**Attending:** Ben Sawyer, Belinda Johnson, Mick Kealy (Valuer General Victoria) *(all in person)*

3.2 Wesley PAC Committee (Kevin) **Appendix 3.2** **6:30pm – 7:00pm**

**Attending:** Mary Starr (Wesley Committee), Merryn Eagle (Wesley Committee) and Simon Dandy (Wesley Committee), Carolynne Hamdorf (HRCC) *(all in person)*

3.3 Investment Attraction & Growth Strategic Projects Presentation **7:00pm – 7:45pm**

**Attending:** Joel Hastings (Planning and Development Lead) and Anthony Calthorpe (Coordinator Strategic Planning) *(both in person)*

**DINNER** **7:45pm – 8:00pm**

**4. COUNCIL MEETING REPORTS FOR DISCUSSION**

4.1 Revenue and Rating Plan 2025-2029 (Kim) **8:00pm – 8:10pm**

**Attending:** Belinda Johnson

4.2 Fees & Charges 2025-2026 (Kim) **8:10pm – 8:20pm**

**Attending:** Belinda Johnson

4.3 2025-2026 Budget (Kim) **8:20pm – 8:40pm**

**Attending:** Belinda Johnson

4.4 Quarterly Report Q3 (Kim) **8:40pm – 8:55pm**

**Attending:** Belinda Johnson

4.5 Kalkee Road Traffic Issues (**Appendix 4.5**) **8:55pm – 9:05pm**

4.6 DTP Maintenance Contract (**Appendix 4.6**) **9:05pm – 9:15pm**

**5. GENERAL DISCUSSION (Craig Niemann)** **15mins**

- Council Plan session

**6. CLOSE**

Meeting closed at 9:35pm

**CRAIG NIEMANN**  
**Chief Executive Officer**

**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS**  
**COUNCIL BRIEFING MEETING HELD IN THE COUNCIL CHAMBERS**  
**ON MONDAY 12 MAY 2025 AT 5:30PM**

**ATTENDED:** Cr Ian Ross (Mayor), Cr Brian Klowss, Cr Cam McDonald, Cr Angie Munn, Cr Dean O'Loughlin, Cr Bec Sluggett, Cr Todd Wilson, Craig Niemann, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Steven Kingshott, Monitor; Gail Gatt (*virtual attendance*)

**APOLOGIES:** Nil

**1. WELCOME AND INTRODUCTION**

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

**3. PRESENTATIONS**

- |     |  |                 |
|-----|--|-----------------|
| 3.1 | Fraud and Corruption (Kim)                                 | 5:30pm – 6:00pm |
| 3.2 | Fraud and Corruption in relation to community grants (Kim) | 6:00pm – 6:15pm |

**3. COUNCIL MEETING REPORTS FOR DISCUSSION**

- |  |   |                 |
|--|---|-----------------|
| 3.1  | Community Facilities Plan (Kevin) <b>Appendix 3.1</b>                 | 6:15pm – 6:45pm |
| <b>Attending:</b> Mandy Kirsopp and Dale Schmid ( <i>in person</i> ) |   |                 |
| 3.2  | Horsham Aquatic Centre Contract Extension (Kevin) <b>Appendix 3.2</b> | 6:45pm – 7:15pm |
| <b>Attending:</b> Mandy Kirsopp ( <i>in person</i> )                 |   |                 |
| 3.3  | City Oval Community Pavillion Project (Kevin) <b>Appendix 3.3</b>     | 7:15pm – 7:45pm |
| 3.4  | Alternative Truck Route / Bypass Update (John) <b>Appendix 3.4</b>    | 7:45pm – 8:00pm |
| 3.5  | Stawell Road Roundabout (John) <b>Appendix 3.5</b>                    | 8:00pm – 8:10pm |

**4. REPORTS FOR INFORMATION ONLY**

Council reports for noting (Kim):

- 2025-2026 Budget draft
- 2025-2026 Fees and Charges
- 2025-2029 Revenue and Rating Plan
- Q3 Financial Report

**4. GENERAL DISCUSSION (Craig Niemann)** **15mins**

- Tiny Towns - \$22k Dadswells Bridge Hall & \$19K Telangatuk Hall

**5. CLOSE**

Meeting closed at 8:39pm

**DINNER**

**CRAIG NIEMANN**  
Chief Executive Officer





**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS**  
**COUNCIL BRIEFING MEETING HELD IN THE COUNCIL CHAMBERS**  
**ON TUESDAY 13 MAY 2025 AT 5:30PM**

**TO ATTEND:** Cr Ian Ross (Mayor), Cr Brian Klowss, Cr Cam McDonald, Cr Angie Munn, Cr Dean O'Loughlin, Cr Bec Sluggett, Cr Todd Wilson, Craig Niemann, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Steven Kingshott, Monitor

**APOLOGIES:** Nil

**1. WELCOME AND INTRODUCTION**

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

**3. PRESENTATIONS**

3.1 Grampians Regional Development Victoria (*PowerPoint presentation*) **5:30pm – 6:30pm**

**Attending:** Sarah Henderson (Regional Director – Grampians) and Jessie Holmes (Manager, RDV) (*both in person*)

**4. COUNCIL MEETING REPORTS FOR DISCUSSION**

4.1 Domestic Animal Management Plan (Kevin) **Appendix 4.1** **6:30pm – 6:45pm**

**Attending:** Julie Flint (*in person*)

4.2 Burnt Creek Dirt Jumps (Kevin) **Appendix 4.2** **6:45pm – 7:00pm**

**Attending:** Mandy Kirsopp & Grant Preece (*in person*)

4.3 Community Grants (Kim) **Appendix 4.3** **7:00pm – 7:20pm**

4.4 National Reconciliation Week (Kevin) **Appendix 4.4** **7:20pm – 7:30pm**

4.5 Lukin Park (John) **Appendix 4.5** **7:30pm – 7:40pm**

**5. REPORTS FOR INFORMATION ONLY**

5.1 VCAT, Building and Planning Permit Report **7:40pm – 7:45pm**

**6. GENERAL DISCUSSION (Craig Niemann)** **15mins**

**7. CLOSE**

The meeting closed at 8:25pm

**DINNER**

**CRAIG NIEMANN**  
**Chief Executive Officer**



## Minutes

### Natimuk Economic & Social Plan Project Advisory Committee

14 May 2025 at 6pm

NC2

#### Attending:

Annie Mintern, Caroline Price, Bill Lovel, Gary Rasmussen, Alex Williams, Ellen Cowling, Emilee Jones-Pritchard

#### Guests:

Di Ellifson, Liz Both & Pat Ford (Arapiles Historical Society)  
Keith Haustorfer & Kerry Walker (Sub-committee for the Lake)  
Cr Brian Klowss

#### Apologies:

#### 1. Welcome/Introductions

#### 2. Disclosure of Conflict of Interest

Nil

#### 3. Presentation Arapiles Historical Society – Pat Ford & Liz Both presenting 5-year planning workshop

- **Sustainability & financial liability** – look at putting a café in, memberships, gift/donation recipients to increase income.
- **Membership growth and collaboration** – work at expanding memberships focusing on younger audiences, working on social media, internships, collaboration with the Western Victorian Association of Historical Societies. (WVAHS) – unified projects and events
- **Community engagement and visibility** – strengthen presence in community through enhanced branding and strengthened partnerships with local businesses and education institutions. Improve reconciliation with Traditional Owners, encouraging their history and culture to respectfully integrate into exhibits.
- **Museum Expansion and innovation** – committed to expanding AHM & ACM ensuring space to grow (new infrastructure). Goal to transform these museums into regional, state and national attractions. Looking at getting some touch screens with map located outside in prominent location for visitors to help navigate town and attractions.
- **Museum expansion** – provide a precinct that will incorporate multiple user groups from the community under one umbrella - AHS, ACM, Arapiles Art and craft shop, Natimuk brass band, Natimuk RSL, Senior Citizens Club.
- **Business Plan** – Location – Natimuk situated on the Wimmera Highway, experiences a high volume of tourists travelling through Coonawarra, Limestone Coast and Coorong. Climbing attracts 80,000 visitors a year. Approx. 100 vehicles per hour each day travel through Natimuk.
- **Suggestions:** To put in a dog park, caravan park, Electric car charging point

- **New building to honour the past:** The old Woolmer building (with murals of old photo) Need to have 60 car parks. Mezzanine floor with stairs and lift (900m2).
- **Where to from now here?** Need support from community, Natimuk Social and Economic group, HRCC to assist in preparation of official drawings and documentation, apply for funding – then build!

**Action: Liz** to look at funding – In an advantageous position to expand to a regional project.

**Action: Pat** to share slides of presentation after they present to HRCC

#### 4. Presentation Natimuk Lake Sub-Committee (Keith Haustorfer)

Keith met with GWM, HRCC, WCMA, VFA – Bernie Dunn (GWM) sent Keith the Buloke Shire lake plan (Green Lake Remediation Business Case – Buloke Shire Council Sep 2017 (SED – Strategic Enterprise Development) – Interesting read, could create/adopt similar plan for Natimuk Lake

##### Key points/findings:

- There is no capacity in the WMP Recreation water allocation for Natimuk. It is a 3000ML entitlement for 13-14 lakes/weirs and with around 65-70% average annual allocations since 2010-11, GWM Water has to make up the difference from the carryover from consumptive allocations. A Recent request to expand an existing pipeline supplied lake by 30ML was rejected by Regional Recreation Water Users Group
- Natimuk water supply is from Wartook. This reservoir has no capacity for additional demand. Total Horsham consumptive water use is 2400ML. Natimuk Urban demand is 71ML.
- Green lake gets 1000 to 1500ML of water paid for by HRCC at a cost of \$30k.

##### Options/Solutions:

- **Supply via - Irrigation diversions on Wimmera River**
  - 1800ML on Wimmera River, system is fully allocated, so no new irrigation licences, therefore purchase and transfer of an existing licence is only option. Would require a supply pipe and infrastructure from Wimmera River.
  - Trigger is 10,000ML at Glenorchy Weir in water year. Calendar year, use in financial/water year. So not every year.
  - Corresponds with wetter years –when natural flows down Nati Creek. There could be some supply outside these years. (As indicated in history – 7 out of the past 15 years showed the trigger was satisfied)
- **Reduce the size of Natimuk Lake to make it feasible (4 options)**
  1. Put a bank across the lake.
  2. Put an island in the middle of the lake, dig down, make it deeper and fill the middle – will cost \$2 million.
  3. Put an island in the middle of the lake. Push up the dirt into the middle, create bird habitat with trees, still have boats - need 2,400 megalitres. Lake will be deeper and bigger, less evaporation - Much cheaper.
  4. Narrow the concept down and make the lake smaller – 1000 – 1500 ML (looks like a large dam – not much use for boating activities)
- **Proposed pipeline to Wimmera River** – only glimmer of chance is to get for irrigation – 1000 to 1800 ML.

An engineer to do the work will cost \$54k - only for the feasibility study. VFA currently have a \$100k grant.

**Action: Annie** to get in contact with Amber about the grant.

Plan to work towards raising \$700k (this is possible, if Wesley can raise more than \$500k, it is achievable.

**Suggestion:** Annie suggested to go straight to state government – Kerry has spoken to Parks. Parks will support when a proposal is submitted.

**Action:** Annie to talk to Conor about Tiny Towns funding.

**Action:** Annie to Contact SED to get a quote for business proposal similar to the Green Lake Remediation Business Case – Buloke Shire Council Sep 2017 (SED)

## 5. Confirmation of Minutes from Previous Meeting

**Moved:** Alex Williams

**Seconded:** Ellen Cowling

## 6. Business arising from previous meeting

**6.1.** Annie to share Aubrey & Areegra production schedule with the minutes – **Completed.**

**Action:** Caroline to send link of video to group.

**6.2.** Annie/Caroline to investigate whether there is an option to put a cover over The Verge in the Winter months – Annie - **not had time to look at it yet.**

**Action:** Annie to follow up

**6.3.** Emilee to draft a petition/flyer to get the communities feedback around water in the creek – Emilee to work on beautification and nature project by filling the creek – need to apply for grant. - **Completed**

**Action:** Emilee to put petition in post office and pub and create a google form online to include in Natimuk socials/website

**Suggestion:** to clean the creek to remove the Cumbungie (Bullrush) – work on strategy with WCMA and other groups to get it cleaned, including areas of the Wimmera River

**Action:** Annie to send group the Grants Finder link

**6.4.** Annie to share updated action list with the minutes – **didn't get through everything.**

Annie to investigate potential options for seating at the sandpit for adults when watching their kids and a fence along the creek in same area to stop balls – Annie spoke to WCMA – If you identify where they want seating, WCMA have funding for this. Need to do this before the end of the financial year. Get the job done and send the invoice to WCMA.

**Question:** Why is there wire in the gardens, can we remove, it's ugly and dangerous – Somebody just remove it.

**Action:** Annie to provide group with map for group to point out areas where seating is needed. She will then digitise and send to WCMA.

**6.5.** Annie to investigate whether there is budget to improve existing footpaths and build more footpaths.

**Action:** Annie will share list of footpaths included in this year's program received from John Martin

**6.6.** Annie to follow up what is happening with the creek clean up.

- No updates – Keith thinks there is something happening.

**Action:** Annie to follow up with DEECA

**6.7.** Annie to contact bus driver to confirm where he is stopping and follow up regarding signage error and tree trimming.

- Alex texted number, Annie to call driver, times are wrong and tonnage load, can we put a contact phone number on the sign? Annie hasn't contacted him yet. Ellen will

call to ask the driver why he is not stopping at the bus shelter – Apparently the tree was too low?

**Action: Ellen** to call bus driver and find out why he won't park at the shelter.

**6.8.** Group to go through action list at a future meeting and work out exactly what has been done and provide an accurate percentage.

- Half the list has been updated at April meeting will continue updates at the June meeting.

**6.9.** Annie to investigate heritage grants to upgrade the clocktower – something wrong with the clock, doesn't work when the power goes out.

- Nothing currently available, might be able to get a different grant.

**Action Everyone:** Everyone to look on the Grant Finder list when Annie sends it to see what grants might be available for different projects.

## **7. Other Business**

- Bill had a meeting with John Martin about cleaning up around Natimuk – Cleaning up has progressed.
- Bill mentioned that there is a meeting at Mount Arapiles tomorrow at 12pm to 1:30pm but unable to attend.
- Caravanners can't get out in the car park because of bollards.

**Action: Annie** to follow up why the bollards are there.

### **7.1 Action List**

- Half the list has been updated, and we will resume the updates at our June meeting.

## **8. Meeting Close 7:38pm**

## **9. Next Meeting – 11 June 6pm at NC2**