



**Southern Grampians**  
SHIRE COUNCIL

# Council Meeting Agenda

Ordinary Meeting  
26 April 2017

To be held at 5.30pm in the Council  
Chambers at 5 Market Place, Hamilton

## TABLE OF CONTENTS

1. Membership .....	3
2. Acknowledgement of Country .....	3
3. Prayer .....	3
4. Apologies .....	3
5. Confirmation of Minutes .....	3
6. Declaration of Interest .....	3
7. Questions on Notice .....	4
8. Public Deputations .....	5
9. Records of Assemblies of Councillors .....	6
10. Management Reports .....	13
10.1 Council Plan 2017-2021 .....	13
10.2 Council Plan and Annual Plan Quarterly Report .....	16
10.3 Council Meetings in locations other than Hamilton .....	18
10.4 Councillor Allowances .....	20
10.5 Financial Statements to 31 March 2017 – 16/17 Budget .....	22
10.6 Community Inclusion Advisory Committee - Terms of Reference .....	24
10.7 Greater Grants .....	25
10.8 Support for the Woolly West Fest 2017 .....	32
10.9 Memorandum of Understanding between Council and Grampians Tourism Board Inc. 1 July 2017 to 30 June 2021 .....	37
10.10 Passenger Services Cost and Feasibility Study .....	42
11. Notices of Motion .....	48
12. Delegated Reports .....	49
13. Mayors and Councillors Reports .....	50
14. Confidential Matters .....	51
15. Close of Meeting .....	52

## 1. Membership

### **Councillors**

Cr Mary-Ann Brown – Mayor  
Cr Chris Sharples – Deputy Mayor  
Cr Cathy Armstrong  
Cr Albert Calvano  
Cr Colin Dunkley  
Cr Greg McAdam  
Cr Katrina Rainsford

### **Officers**

Mr Michael Tudball – Chief Executive Officer  
Ms Evelyn Arnold – Director Community and Corporate Services  
Mr Michael McCarthy - Director Shire Futures  
Mr David Moloney – Director Shire Infrastructure  
Ms Megan Kruger – Governance Coordinator

## 2. Acknowledgement of Country

## 3. Prayer

## 4. Apologies

## 5. Confirmation of Minutes

<b>RECOMMENDATION</b>
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That the Minutes of the Ordinary Meeting of Council held on 22 March 2017 be confirmed as a correct record of business transacted.

## 6. Declaration of Interest

## 7. Questions on Notice

Questions from the public must be submitted prior to the commencement of Council Meetings.

All questions must be submitted through completion of the Public Question Time form, and be forwarded to the Chief Executive Officer at 111 Brown Street, Hamilton. All questions must be received by no later than 5pm on the Monday before the Ordinary Meeting of Council.

Questions must:

1. Not pre-empt debate on any matter listed on the agenda of the Ordinary Meeting at which the question is asked
2. Not refer to matters designated as confidential under the Local Government Act 1989.
3. Be clear and unambiguous and not contain argument on the subject.
4. Not be derogatory, defamatory or embarrassing to any Councillor, member of staff, ratepayer or member of the public, nor relate to a matter beyond the power of Council.

If the member of the public is in attendance at the Council Meeting the Mayor will read the question aloud and provide a response. If a question cannot be answered at the meeting, a written response will be prepared and forwarded to the person raising the question.

Residents do not need to attend the meeting for a question to be answered. If they do not attend the meeting a written response will be provided.

There are no Questions on Notice listed on tonight's agenda.

## 8. Public Deputations

Requests to make a Public Deputation to Council must be submitted prior to the commencement of the Council Meeting.

Anyone wishing to make a deputation to Council must complete the Request to Make a Deputation form and forward it to the Chief Executive Officer at 111 Brown Street, Hamilton no later than **2 days before the Ordinary Council Meeting**.

Speaking time is limited to 3 minutes per person. Organisations may be represented at the deputation to Council by not more than 4 representatives. The names of the representatives to attend must be advised in writing to the Chief Executive Officer and 1 of the representatives to attend must be nominated as the principal spokesperson for the deputation.

Deputations wishing to make a written submission to the Council must provide 15 copies of the submission to the Chief Executive Officer prior to the Ordinary Council Meeting. One copy will be made available to the local media representative, if requested.

All members of the public addressing the Council must extend due courtesy and respect to the Council and the processes under which it operates. If a member of the public fails to do this the Chairperson can remove them from the Chambers. All members of the public must also comply with Council's Public Participation at Council Meetings policy in relation to meeting procedures and public participation at meetings.

There are no Public Deputations listed on tonight's agenda.

## 9. Records of Assemblies of Councillors

An Assembly of Councillors is defined in section 3 of the *Local Government Act 1989* to include Advisory Committees of Council if at least one Councillor is present or, a planned or scheduled meeting attended by at least half of the Councillors and one Council Officer that considers matters intended or likely to be the subject of a Council decision.

Written records of Assemblies of Councillors must be kept and include the names of all Councillors and members of Council staff attending, the matters considered, any conflict of interest disclosures made by a Councillor attending, and whether a Councillor who has disclosed a conflict of interest leaves the assembly.

Pursuant to section 80A (2) of the Act, these records must be, as soon as practicable, reported at an ordinary meeting of the Council and incorporated in the minutes of that meeting.

An Assembly of Councillors record was kept for:

- Planning Committee – 16 March 2017
- Council Meeting - 22 March 2017
- Community Inclusion Advisory Committee – 29 March 2017
- Audit & Risk Committee – 19 April 2017

This agenda was prepared on 21 April 2017. Any Assemblies of Councillors between that date and the date of tonight's Meeting will appear in the agenda for the next Ordinary Meeting of Council.

### RECOMMENDATION

That the record of the Assembly of Councillors be noted and incorporated in the Minutes of this Meeting.

# ASSEMBLY OF COUNCILLORS



Southern Grampians  
Shire Council

ASSEMBLY DETAILS	
<b>Title:</b>	Planning Committee
<b>Date:</b>	16 March, 2017
<b>Location:</b>	Martin J Hynes Auditorium
<b>Councillors in Attendance:</b>	Cr Colin Dunkley Cr Katrina Rainsford
<b>Council Staff in Attendance:</b>	Michael McCarthy, Director, Shire Futures David Moloney, Director, Shire Infrastructure Mark Marziale, Acting Manager, Planning and Environment Michelle Keen, Senior Planner Sharon Clutterbuck, Executive Assistant, Shire Futures

The Assembly commenced at

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Planning Permit Application – TP/35/2016	
2	Planning Permit Application – TP/92/2016	
3		
4		
5		

The Assembly concluded at 2.05pm



Southern Grampians  
Shire Council

## ASSEMBLY OF COUNCILLORS

ASSEMBLY DETAILS	
<b>Title:</b>	Ordinary Meeting of Council
<b>Date:</b>	22 March 2017
<b>Location:</b>	Council Chambers, Market Place Hamilton
<b>Councillors in Attendance:</b>	Cr Mary-Ann Brown - Mayor Cr Chris Sharples - Deputy Mayor Cr Colin Dunkley Cr Greg McAdam Cr Cathy Armstrong Cr Katrina Rainsford
<b>Council Staff in Attendance:</b>	Mr Michael McCarthy – Director Shire Futures Mr David Moloney – Director Shire Infrastructure Mrs Evelyn Arnold, Director Community Corporate Services Ms Megan Kruger – Governance Coordinator

The Assembly commenced at 5.30pm

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1.	Tender 04-17 Installation, Maintenance, Design, and Removal of Traffic Control Signage – Long Term	
2.	Contribution to ICE Project D-Force Computer Game	
3.	Audit Committee Minutes	
4.	Provision of Gym Services at Hamilton Indoor Leisure & Aquatic Centre	Council's former Recreation Manager, Jason Thomas declared a conflict of interest
5.	Hamilton Indoor Leisure & Aquatic Centre Roof Analysis	
6.	Financial Statements to 28 February 2017 – 16/17 Budget	
7.	Procurement Policy Local Content Report	



8.	Economic Migration Project	
9.	Deputation request to support 'Sanctuary' status of Lake Linlithgow and Bullrush Swamp	
10.	Branding Greater Hamilton	
11.	Tender No 42/16 Stage 3 Hamilton Regional Livestock Exchange- Pavement Works	
12.	Hamilton Regional Livestock Exchange (HRLE) Development Stage 3 including Roof Fabrication and Construction/Roof Lighting and Electrical Works - Tender No 45/16	

The Assembly concluded at 7.43pm

# ASSEMBLY OF COUNCILLORS



Southern Grampians  
Shire Council

ASSEMBLY DETAILS	
<b>Title:</b>	Community Inclusion Advisory Committee
<b>Date:</b>	29 March 2017
<b>Location:</b>	Ted Kenna Room – Performing Arts Centre
<b>Councillors in Attendance:</b>	Cr Cathy Armstrong
<b>Council Staff in Attendance:</b>	Evelyn Arnold, Jane Coshutt, Michael McCarthy, Carol Byrne, Nadine Rhook

The Assembly commenced at 12.00pm

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Cox Street – Stage 1 “Front Door” Precinct	
2	Terms Of Reference	
3	Council Plan	
4	Disability Action Plan	
5		

The Assembly concluded at 1.38pm

## ASSEMBLY OF COUNCILLORS



Southern Grampians  
Shire Council

ASSEMBLY DETAILS	
<b>Title:</b>	Audit & Risk Committee
<b>Date:</b>	19 April 2017
<b>Location:</b>	Ted Kenna Room – Performing Arts Centre
<b>Councillors in Attendance:</b>	Mayor Mary-Ann Brown, Cr Colin Dunkley
<b>Council Staff in Attendance:</b>	Michael Tudball, Evelyn Arnold, Belinda, Johnson, Jason Cay, Nadine Rhook

The Assembly commenced at 9.30 am

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Internal Audit Charter	Nil
2	Internal Audit Specification	Nil
3	Develop Internal Audit Plan for the 2017 Calendar Year	Nil
4	Annual Budget	Nil
5	Interim Management Letter	Nil
6	Review of Strategic Risk Register & Action Plan	Nil
7	Action & Task Report	Nil
8	Reports released by other Government Agencies	Nil
9	Asset Accounting Policy	Nil
10	Standard Statements	Nil
11	2017/2018 Budget Preparation	Nil
12	Council Plan	Nil
13	Service Planning/Reviews	Nil

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<b>14</b>	Organisational Realignment	Nil
<b>15</b>	Natural Disaster (Flooding) Matters	Nil
<b>16</b>	General Business	Nil

The Assembly concluded at 11.08am

# 10. Management Reports

## 10.1 Council Plan 2017-2021

**Directorate:** Michael Tudball, Chief Executive Office  
**Author:** Megan Kruger, Governance Coordinator  
**Attachments:** 1. Draft Council Plan 2017-2021

### Executive Summary

Section 125 of the Local Government Act 1989 (the Act) requires that Councils must prepare and approve a Council Plan by 30 June in the year following a general election.

The draft Council Plan for 2017-2021 (the draft Plan) has now been prepared and it is recommended that public notice of its preparation be given and submissions invited on the adoption of the draft Plan in accordance with the provisions of section 223 of the Act.

### Discussion

The Council Plan is the key document that drives the strategic direction of Council. The Council Plan seeks to outline where Council and the community will be by 2021 and how the Council will achieve those outcomes. The Council Plan must include the strategic objectives of the Council, strategies for achieving these objectives, and indicators for monitoring the achievement of the objectives.

The draft Plan was developed through thorough consultation and discussion with Councillors, the community and Council's Senior Leadership Team.

This draft Plan identifies Council's five fundamental priority areas for the next four years. These priorities have formed the Themes of the Council Plan:

1. Support our Community
2. Develop our Regional Economy and Businesses
3. Plan for our Built Environment
4. Promote our Natural Environment
5. Provide Governance and Leadership

Under each Theme Councillors, Council staff and the community have identified objectives and strategies to guide Councillors and Council staff over the next four years and developed performance measures to help monitor how well Council is achieving these objectives.

Council also has a range of specific Strategies and Plans that provide more detail about key local issues, how these issues will be addressed and the initiatives or services Council will provide. These Strategies and Plans are intrinsically linked to the Council Plan and are detailed under the relevant Themes in the draft Plan.

Each year Council will measure performance against the indicators set out in the draft Plan and report on the progress in the Annual Report.

Delivery of the Council Plan is supported by Council's other key strategic documents, in particular the Council Budget and the Annual Plan which highlight the initiatives to be implemented by the organisation.

The Council Plan will be further supported by the development of an Annual Plan. The Annual Plan is developed each year to assist in the delivery of the Council Plan objectives, and to demonstrate to the community what key projects will be delivered each year. The Annual Plan identifies actions under each strategy in the Council Plan and contains a detailed list of Council's activities and initiatives for the upcoming financial year. These initiatives are projects that are undertaken over and above normal service delivery and are intended to attain important outcomes for Council and the community.

### **Financial and Resource Implications**

There have been several costs in relation to the development of the Council Plan including:

- Community Engagement Costs;
- Expert external advice;
- Graphic Design of the document.

The total costs for the development of the Council Plan are expected to be approximately \$12,000.00. This figure does not include staff costs.

To support the Council Plan and indicate the financial and resource implications required to implement the objectives and strategies for achieving them a Strategic Resource Plan is also prepared by Council. This Plan is further supported by Council's Long Term Financial Plan and Annual Budget.

### **Legislation, Council Plan and Policy Impacts**

Section 125 of the Act sets out that Councils must prepare and approve a Council Plan by 30 June in the year following a general election.

A Council Plan must include:

- The strategic objectives of Council;
- Strategies for achieving these objectives for at least the next 4 years; and
- Strategic indicators for monitoring the achievement of the objectives.

A person has a right to make a submission on the draft Council Plan in accordance with section 223 of the Act.

### **Risk Management**

There are no risk management issues in relation to Council giving public notice of the preparation of the draft Council Plan and inviting submissions.

### **Environmental and Sustainability Considerations**

The draft Council Plan outlines objectives and strategies in relation to a wide range of categories. Achievement of these objectives will have an impact on many aspects of community life, including social, economic and environmental aspects.

### **Community Consultation and Communication**

Significant community engagement was undertaken during the development phase of the Council Plan. This engagement included 11 engagement sessions across 10 towns with over 230 attendees. More than 950 ideas were shared at these engagement sessions with 6 common themes being identified:

- Footpaths

- Street Tree Maintenance
- Road Maintenance
- More support from Council with Grants and Permits
- Increased promotion of our region – existing natural assets
- Digital Connectivity

All of these common themes appear as objectives or strategies in the draft Council Plan.

The section 223 public notice inviting submissions from the community will be published in the Hamilton Spectator. Copies of the draft Council Plan will be available on Council's website and Councils offices.

### **Disclosure of Interests**

All Council Officers involved in the development and advice provided in this Report affirm that no direct or indirect interests need to be declared in relation to any matters in this Report.

### **RECOMMENDATION**

1. That Council give notice of its proposal to adopt the draft Council Plan 2017-2021.
2. That following the expiration of the public notice period a further report be presented to Council.

## 10.2 Council Plan and Annual Plan Quarterly Report

**Directorate:** Evelyn Arnold, Director Community and Corporate Services  
**Author:** Megan Kruger, Governance Coordinator  
**Attachments:** 2. Action and Task Progress Report

### Executive Summary

The Action and Task Progress Report for the period 1 July 2016 to 31 March 2017 has been prepared to provide information regarding the performance of the organisation against the Council Plan and Annual Plan.

### Discussion

It was identified in 2015 that Council had a gap in its planning and reporting architecture. Although all Plans which were legislative requirements were in place, there was not an organisational wide Annual Plan. An Annual Plan details what strategies and objectives of the Council Plan will be delivered in a financial year. An Annual Plan can go into more detail than a Council Plan and outline in a specific and measurable way what an organisation plans to achieve in a financial year. An Annual Plan captures more information than an Annual Budget by capturing any goals or objectives of an organisation which are not reflected in the budget, such as project which are being completed in-house.

Previously reports were presented to Council once a quarter at its Briefing Session in relation to the organisations performance against its Council Plan. Following the introduction of an Annual Plan reports will presented to Council once a quarter, through a public Council Report, against the Annual Plan instead of the Council Plan. Reporting against the Council Plan will occur annually through the Annual Report. This will allow Council to receive more relevant and measurable information about how the organisation is performing. This in turn allows Council an opportunity to raise concerns about performance in a timely manner.

Although the quarterly reporting to Council is now in relation to the Annual Plan instead of the Council Plan, there are some previous actions relating to the Council Plan from 2015/2016 which were not completed and have been rolled over into the 2016/2017. Therefore all the reporting in 2016/2017 will be a mixture of Annual Plan and Council Plan actions.

There are currently 199 actions from the Annual Plan and Council Plan. Of these 199 actions:

- 116 actions (58%) are on track - at least 90% of the target achieved;
- 21 actions (11%) require monitoring –between 70% and 90% of the target achieved;
- 51 actions (26%) are off track – less than 70% of target achieved; and
- 11 actions (6%) have no target set

There has been an increase in the number of actions which are on track, and a decrease in the number of actions which are off track from the report at the end of 31 December 2016. This shows an increase in the number of completed actions and that Council is on track to complete all the actions by the end of the financial year.



Report Date	31 December 2016	31 March 2017
On track	53%	58%
Require Monitoring	2%	11%
Off track	40%	26%
No target set	6%	4%

Details about the specific performance of the Annual Plan actions is detailed in the attached Action and Task Progress Report.

### **Legislation, Council Plan and Policy Impacts**

Council is required to adopt a Council Plan in accordance with section 125 of the Local Government Act 1989. This Plan is supported by the development of an Annual Plan which details the actions that will be undertaken to achieve the strategic objectives in the Council Plan.

Reporting on the Annual Plan is to be presented to Council quarterly so that Council can regularly monitor the performance of the organisation.

### **Disclosure of Interests**

All Council Officers involved in the development and advice provided in this Report affirm that no direct or indirect interests need to be declared in relation to any matters in this Report.

## **RECOMMENDATION**

That the Action and Task Progress Report for 1 July 2016 to 31 March 2017 be received.

## 10.3 Council Meetings in locations other than Hamilton

**Directorate:** Michael Tudball, Chief Executive Office  
**Author:** Megan Kruger, Governance Coordinator  
**Attachments:** None

### Executive Summary

At its Meeting on 8 June 2016 Council resolved to hold 2 formal Council Meetings per year in locations other than Hamilton.

Following on from this resolution it is recommended that Council hold 3 meetings outside Hamilton in 2017. These meetings will be lined up with the Council Community Engagement Sessions that are to take place in each town. It is recommended that

1. The Council Meeting scheduled for 28 June 2017 be held in Balmoral;
2. The Council Meeting scheduled for 23 August 2017 be held in Penshurst; and
3. The Council Meeting scheduled for 25 October 2017 be held in Coleraine.

### Discussion

This proposal to have Council Meetings in locations other than Hamilton was originally suggested by a Notice of Motion at the Council Meeting on 8 June 2016. The suggestion followed on from Council's adoption of the Governance and Decision Making Paper which highlighted the importance of transparency in improving Council's image and improving the level of trust in the community. Hosting some of the Council Meetings in locations other than Hamilton allows for greater community participation in the Council Meeting and greater transparency of Council's decision making process.

To increase the engagement between Council and the community each Council Meeting day in a location other than Hamilton would not just involve the Council Meeting but will also include:

- Industry/business visits in the morning;
- Lunch;
- Briefing Session 2 – 4.30pm;
- Informal Residents meeting between 4.30 – 5.30pm;
- Council Meeting between 5.30 – 7pm; and
- Community Engagement Session 7pm onwards.

Spending a whole day in each community allows for greater engagement between Council and the community and more opportunities for community members to participate in the day and interact with their Councillors.

The recommendation in this Report increases the originally proposed two Council Meetings in other locations per year to three Council Meetings in other locations per year. This is so that the Council can have a meeting in all ten townships in the Shire during their 4 year Council term. If only two towns hosted a Council Meeting per year it would take 5 years to get to all townships.

### Financial and Resource Implications

There are minimal financial and resource implications in relation to this proposal. The minimal expenses in relation to venue hire etc. would be expended when Council conducted

its Community Engagement Sessions, regardless of whether or not the Council Meeting was part of the schedule.

### **Legislation, Council Plan and Policy Impacts**

Council Plan:

Outcome 1.1 Soundly Based Decisions

Outcome 1.2 Sound Working Relationships and Strong Advocacy

Outcome 4.2 A Dynamic Community

### **Risk Management**

There are no risk management issues in relation to this proposal.

### **Environmental and Sustainability Considerations**

There are no environmental or sustainability considerations in relation to this proposal.

### **Community Consultation and Communication**

When suggested throughout various community engagement sessions including Council Plan and Budget sessions the proposal was very well received by the communities. The changes to the Council Meeting schedule will be advertised in the Hamilton Spectator; the community newsletters of Balmoral, Peshurst and Coleraine; on Council's website and on Council's Facebook page.

### **Disclosure of Interests**

All Council Officers involved in the development and advice provided in this report affirm that no direct or indirect interests need to be declared in relation to any matters in this Report.

## **RECOMMENDATION**

That:

1. The Council Meeting scheduled for 28 June 2017 be held in Balmoral;
2. The Council Meeting scheduled for 23 August 2017 be held in Peshurst; and
3. The Council Meeting scheduled for 25 October 2017 be held in Coleraine.

## 10.4 Councillor Allowances

**Directorate:** Michael Tudball, Chief Executive Office  
**Author:** Megan Kruger, Governance Coordinator  
**Attachments:** None

### Executive Summary

Council is required to review its Mayoral and Councillor allowances by 30 June following a General Election.

Following the adjustment factor of 2.5% applied to the Mayoral and Councillor Allowances by the Minister for Local Government it is recommended that Council set the Mayoral Allowance at \$59,257 and the Councillor Allowance at \$19,834.

### Discussion

Section 74 of the Local Government Act 1989 (the Act) requires that Councils review the level of Mayoral and Councillor Allowances within 6 months of a General Election, or by 30 June following a General Election, whichever is later.

The Minister for Local Government, Nathalie Hutchins, published details of the Mayoral and Councillors Allowances Adjustment following the 2016 General Election in the Victoria Government Gazette on 24 November 2016. An adjustment factor of 2.5% was applied to Mayoral and Councillor Allowances.

Council is also required to give public notice of any proposal in relation to setting Allowances and invite public submissions on the proposal. Council resolved at its Meeting on 22 February 2017 to give public notice of its proposal to set the Mayoral Allowance at \$59,257 and the Councillor Allowance at \$19,834. No submissions were received in relation to the proposal.

It is recommended that Council set the Mayoral Allowance at \$59,257 and the Councillor Allowance at \$19,834.

### Financial and Resource Implications

The Mayoral and Councillor Allowances have been increased by 2.5% following the adjustment by the Minister for Local Government. This is a state wide increase applied to all Allowances across all categories. Each year the Minister for Local Government must review the limits and ranges of Mayoral and Councillor and have regard to movements in the levels of remuneration of executives within the meaning of the Public Administration Act 2004. Once an adjustment is published in relation to an adjustment of Allowances a Council must increase the level of Allowances in accordance with the notice.

### Legislation, Council Plan and Policy Impacts

Section 74 of the Local Government Act 1989 (the Act) requires that Councils review the level of Mayoral and Councillor Allowances within 6 months of a General Election, or by 30 June following a General Election, whichever is later and give public notice of any proposal in relation to setting Allowances and invite public submissions.

## **Risk Management**

There are no risk management issues in relation to the setting of Mayoral and Councillor Allowances.

## **Environmental and Sustainability Considerations**

There are no environmental or sustainability considerations in relation to the setting of Mayoral and Councillor Allowances.

## **Community Consultation and Communication**

Community submissions were sought through the legislated section 223 process. No submissions were received.

## **Disclosure of Interests**

All Council Officers involved in the development and advice provided in this Report affirm that no direct or indirect interests need to be declared in relation to any matters in this Report.

## **RECOMMENDATION**

That Council set the Mayoral Allowance at \$59,257 and the Councillor Allowance at \$19,834.

## 10.5 Financial Statements to 31 March 2017 – 16/17 Budget

**Directorate:** Evelyn Arnold, Director Community and Corporate Services  
**Author:** Jason Cay, Finance Coordinator  
**Attachments:** 3. Financial Statements

### Executive Summary

The Financial Reports for the period 1 July 2016 to 31 March 2017 (copies attached) have been prepared to provide information regarding Council's current financial position.

The reports include an Income Statement, balance sheet and statement of cash flows. A narrative has also been prepared to explain variances between 2016/17 Budget and actual performance.

### Discussion

The financial report includes an Income Statement, Balance Sheet, Statement of Cash Flows, Statement of Capital Work and Statement of Human Resources. A detailed narrative has also been prepared to explain variances between 2016/17 Budget, the anticipated forecast and actual performance.

#### Income Statement (Operating Statement)

Council is forecasting an operating surplus for the 2016/17 financial year. A larger operating surplus was originally budgeted however the carryover of some operating projects into the 2016/17 year has slightly reduced the surplus.

#### Balance Sheet

The budgeted balance sheet is understated in net equity and Property, Plant & Equipment due to the late revaluation of infrastructure assets. This revaluation was completed prior to the end of 2015/16, however after the 2016/17 budget had been prepared. All other balance sheet items are forecast to be close to their original estimates.

#### Statement of Cash flows

Cash balances are strong with \$23.14m of cash and investments held at the end of the month. This means all commitments can be met with cash, as and when required. Even with the carry forward of capital works and some unexpected expenses, Council is still forecasting a strong end of year cash position.

#### Statement of Capital Works

Council budgeted \$15.58m of capital works. \$0.67m of 2015/16 Capital works were incomplete and have been forecast for the current year.

Actual expenditure to 31 March of \$6.41m has occurred (42% of the forecast amount).

#### Statement of Human Resources

The breakup between operating and capital salaries is variable for a large proportion of Council's workforce (Infrastructure Services in particular). Capital Expenditure is seasonal due the majority of works occurring during the construction season. Overall spend was at 94% of the forecast at the end of March.

## **Legislation, Council Plan and Policy Impacts**

### **Council Plan**

The financial report provides interim information on the financial progress of the achievement of the Annual Budget. Financial sustainability and compliance with our annual budget are specifically identified as strategies within the Council Plan.

### **Legislation**

Section 138 of the Local Government Act 1989 requires that at least every three months, the CEO must ensure that a statement comparing the budgeted and actual revenue and expenditure for the financial year is presented to the Council at a Council meeting which is open to the public. Financial reports are generally prepared following the month ends of September, December, January, February, March, April & May. The June report forms part of Council's Annual Report.

Council is also required to implement the principles of sound financial management detailed in Section 136 of the Local Government Act 1989 which states:

- 1) A Council must implement the principles of sound financial management.
- 2) The principles of sound financial management are that a Council must-
  - (a) manage financial risks faced by the Council prudently, having regard to economic circumstances;
  - (b) pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden;
  - (c) ensure that decisions are made and actions are taken having regard to their financial effects on future generations;
  - (d) ensure full, accurate and timely disclosure of financial information relating to the Council.
- 3) The risks referred to in subsection (2)(a) include risks relating to-
  - (a) the level of Council debt;
  - (b) the commercial or entrepreneurial activities of the Council;
  - (c) the management and maintenance of assets;
  - (d) the management of current and future liabilities;
  - (e) changes in the structure of the rates and charges base.

### **Disclosure of Interests**

All Council Officers involved in the development and advice provided in this Report affirm that no direct or indirect interests need to be declared in relation to any matters in this Report.

### **RECOMMENDATION**

That the financial reports for the period 1 July 2016 to 31 March 2017 be received.

## 10.6 Community Inclusion Advisory Committee - Terms of Reference

**Directorate:** Evelyn Arnold, Director Community and Corporate Services  
**Author:** Evelyn Arnold, DCCS  
**Attachments:** 4. Terms of Reference

### Executive Summary

The Terms of Reference endorsed by the Community Inclusion and Advisory Committee are presented to Council for adoption.

### Discussion

The Community Inclusion Advisory Committee (CIAC), as an Advisory Committee of Council, fulfils a consultative function. It provides feedback and advice to Council in relation to access and inclusion matters as they impact and affect the community. The key changes to the terms of reference include;

- The membership list of Council Staff has changed to reflect the organisational restructure;
- A minimum quorum number has been included;
- The involvement in the development of the Municipal Health and Wellbeing Plan and Disability Action Plan is expressly mentioned; and
- The process for the appointment of Members is more clearly outlined.

### Legislation, Council Plan and Policy Impacts

The Local Government Act 1989 section 139.

### Disclosure of Interests

All Council Officers involved in the development and advice provided in this Report affirm that no direct or indirect interests need to be declared in relation to any matters in this Report.

### RECOMMENDATION

- That the Council resolve to;
1. Adopt the Terms of Reference for the Community Inclusion Advisory Committee as attached.



## 10.7 Greater Grants

**Directorate:** Michael McCarthy, Director Shire Futures  
**Author:** Melanie Russell, Community Engagement Coordinator  
**Attachments:** None

### Executive Summary

This report provides Council with information regarding eight community grant applications (Tourism and Events, Sustainability, Community Strengthening, Community Infrastructure, Arts and Culture categories) that have been recommended for Greater Grants program funding via the Community Planning Focus Group, and approved under delegation (totalling \$19,073).

This report also recommends that Council allocate:

- \$4,100 to Balmoral & District Development Association for Seymour Park Sculptures and Redgum project.
- \$7,500 to Glenthompson Memorial Hall Committee for replacement of the front windows and doors.

### Discussion

The Greater Grants program was established to deliver Council grants that are responsive to the needs and opportunities of the community, inclusive and equitable to all, and one that facilitated the flexible delivery of key strategies identified within the Council Plan 2013-2017 across the social, economic and environmental spectrum.

This program consolidates Council's extensive range of grant opportunities into one program to enable better integration and co-ordination of grant administration and improved marketing of those grant opportunities.

Greater Grants assistance is considered for organisations, groups, committees and individuals with proposals that directly benefit the Southern Grampians Shire region. Applications are assessed using pre-determined evaluation criteria for each grant category taking into consideration strategic objectives within the Council Plan, other Council Strategies and Community Plans.

The Greater Grants program remains open throughout the year and applications are assessed using pre-determined evaluation criteria by the Greater Grants Common Assessment Team. The GGCAT also explore opportunities for leverage, collaboration and alternatives to achieve outcomes across the social, economic and environmental spectrum. Recommendations from the GGCAT are forwarded to the CPFPG for comment and endorsement.

Grant applications for amounts greater than \$2,500 are taken to Council for a resolution through twice annually in February and August. Applications for \$2,500 or greater must demonstrate cash or in-kind contributions and must provide evidence of cash held, or applicants must be able to demonstrate their financial capacity. Any applicable Annual Operational Subsidies provided by Council are not to be used as the applicant's cash contribution toward the project.

Grant applications for amounts \$2,500 or less are assessed and recommended through the CPFPG on an as needed basis. Assessing and recommending grant applications amount for

less than \$2500 through the CPFG will ensure that Council is responsive to the needs and opportunities that often are presented by the community at short notice. The Director Shire Futures is the delegated officer authorised to approve this expenditure.

The current round of grants includes two grants above delegation totalling \$11,600; eight grants under delegation across the following categories (Tourism and Events, Sustainability, Community Strengthening, Community Infrastructure and Arts and Culture) totalling \$19,073.

These projects are listed in the table below with further information.

<b>Category</b>	<b>Annual Adopted Budget</b>	<b>Starting Budget since previous report (Nov 2016)</b>	<b>Total amount of Grant Funding recommended/approved in this report</b>	<b>Remaining Budget</b>
Arts & Culture	\$10,000	\$7,850	\$6,107	\$ 1,743
Tourism & Events	\$47,000	\$19,180	\$4,800	\$14,380
Community Infrastructure	\$60,000	\$40,536	\$9,766	\$30,770
Community Strengthening	\$10,000	\$5,785	\$5,000	\$785
Sustainability	\$10,000	\$10,000	\$5,000	\$5,000
Heritage Restoration	\$10,000	\$6,000	\$0	\$6,000
Demand Allocation	\$40,000	\$40,000	\$	\$ 40,000
<b>Total under delegation</b>		-	<b>\$19,073</b>	
<b>Total above delegation</b>		-	<b>\$16,400</b>	
<b>TOTAL</b>	<b>\$187,000</b>	<b>\$145,921</b>	<b>\$35,473</b>	<b>\$110,448</b>

Summary of grant applications – February 2017 - March 2017 **Above delegation of \$2,500 = \$11,600**

Category	Project	Auspice body	Total Project cost	Amount Requested \$	Grant amount recommended \$	Summary reasons for decision
<b>Community Infrastructure</b>	Glenthompson Hall Window Replacement	Glenthompson Memorial Hall Committee	\$14,409	\$7,500	<b>\$7,500</b>	Hall is in need of maintenance. Heritage has already inspected – no permit required. Building permit has been submitted.
<b>Arts and Culture</b>	Seymour Park Sculptures and Redgum	Balmoral & District Development Association Inc	\$5,200	\$4,100	<b>\$4,100</b>	A unique art project which utilises local skills and materials. This project has sourced in-kind support from a number of local community members and group. This sculpture is included in the Seymour Park Master Plan.

Summary of grant applications – February 2017 – February 2017 **Under delegation of \$2,500 = \$19,073**

Category	Project	Auspice body	Total Project cost	Amount Request \$	Grant amount recommended \$	Summary reasons for decision
<b>Arts and Culture</b>	'Off the Rails' Blinds and Hanging System	Off the Rails	2,500	\$2,500	<b>\$2,007</b>	Recommended \$2,007. This figure was the invoice total for works.
<b>Community Infrastructure</b>	Hamilton Model Railway Group Power Connection	Hamilton Model Railway	\$2,266	\$2,266	<b>\$2,266</b>	Recommended for \$2,266. Power connection will support operations for the club. Building permit has been checked and recommended to fund.

Category	Project	Auspice body	Total Project cost	Amount Request \$	Grant amount recommended	Summary reasons for decision
<b>Tourism and Events</b>	Hamilton Eisteddfod	City of Hamilton Eisteddfod Inc	\$55,000	\$2,500	<b>\$2,500</b>	Recommended - potentially their final year of funding. They need to be financially sustainable and not be relying on Council funding.
<b>Tourism and Events</b>	Balmoral Show 2017	Balmoral P&A Society	\$34,00	\$2,300	<b>\$2,300</b>	Recommend funding of \$2300 to be used for advertising and entertainment hire. Balmoral Show noted a lack of young people (12 – 25yrs) in attendance; this funding will support activities for this age bracket.
<b>Community Strengthening</b>	Branxholme Community Space - Stage One	Branxholme Progress Association	\$90,000	\$2,500	<b>\$2,500</b>	Recommended funding \$2,500 for the purchase of trees for community space. This funding is conditional on review of tree species / necessary CFA approvals / MOU regarding maintenance of the community space.
<b>Community Strengthening</b>	Ripple Inc Community Outreach	Ripple Inc Incorporated	\$4,766	\$2,500	<b>\$2,500</b>	Recommended funding \$2,500 to music workshops / performances to smaller towns of the Shire. A schedule has been requested.
<b>Sustainability</b>	Rain water tank for HIRL	HIRL	\$3,440	\$2,500	<b>\$2,500</b>	Recommended funding \$2,500 to purchase rain water to complement the new HIRL community permaculture beds.
<b>Sustainability</b>	'Renewable energy opportunities for western Victoria' forum	Hamilton Community Garden Association	\$22,750	\$2,500	<b>\$2,500</b>	Recommended funding \$2,500 to run a community forum with quality speakers to inform and encourage people to embrace renewable energy projects.

## **Financial and Resource Implications**

The collaborative approach across Council grant categories opens opportunities for Council to work with the community to broaden the scope of ideas identified within applications to position these projects and or events to leverage external funding.

Applications for \$2,500 or greater must demonstrate cash or in-kind contributions and must provide evidence of cash held, or applicants must be able to demonstrate their financial capacity to complete the project.

The grant amount approved by Council cannot be increased post-funding approval. In the case of a funding shortfall, funding will not be made available by way of a Council loan.

## **Legislation, Council Plan and Policy Impacts**

The Greater Grants Policy was adopted on 11 June 2014.

Each Grant category requests that applicants ensure that their project or idea demonstrates a link to the Council Plan outcomes, or endorsed Strategic Plans of Council. Such plans include but are not limited to:

- Economic Development Strategy
- Tourism Strategic Plan
- Health and Wellbeing Strategy
- Sustainability Strategy
- Arts and Culture Strategy.

The Greater Grants program assists Council to deliver on key outcomes of the Council Plan 2012-2017.

Outcome 1.1 Soundly Based Decisions:

- Strategy 1.1.2 Develop and enact policies, plans and strategies to ensure consistency in decision making
- Strategy 1.1.3 Demonstrate leadership through ethically, socially and environmentally responsible conduct
- Strategy 1.1.4 Work together to develop a highly responsive Council organisation

Outcome 1.3 Financial Responsibility and Security:

- Strategy 1.3.3 Maintain a continuous improvement approach to all Council operations

Outcome 2.3 A strong, innovative and distinctive tourism sector:

- Strategy 2.3.1 Attract conferences and events to the Shire and facilitate and enrich the local events program
- Strategy 2.3.2 Enhance, facilitate and promote existing and new experiences

Outcome 3.2 Community appreciation of and participation in Arts and Cultural activities:

- Strategy 3.2.4 Encourage and support innovation in the arts

Outcome 4.2 A Dynamic Community:

- Strategy 4.2.1 Provide support and services to enable communities to flourish
- Strategy 4.2.2 Support the growth, development and provision of training to volunteers and community organisations

- Strategy 4.2.3 Providing the information and assistance that supports community empowerment
- Strategy 4.2.4 Assisting all communities to realize their individual community identity, strengths and opportunities through the development and implementation of Community Plans

Outcome 4.3 An inclusive and diverse community:

- Strategy 4.3.2 Provide opportunities for youth participation and development

Outcome 5.1 Waste Management and Minimisation

- Strategy 5.1.1 Reduce the volume of waste going to landfill
- Strategy 5.1.4 Increase the volume of recycled materials through continued community education programs

Outcome 5.2 Adaptation to climate change and reduced emissions:

Strategy 5.2.2 Reduce carbon emissions from Council facilities, equipment and plant

## **Risk Management**

Each grant category has predetermined assessment criteria and a set weighting for each criteria to identify and assess the risk exposure within each application. The assessment criteria ensure that projects and events have adequate control measures in place to ensure the successful and safe delivery.

Each grant applicant must also demonstrate that they comply with any legal or statutory regulations relevant to the project which they are seeking Greater Grants funding. This includes (where relevant) appropriate insurances, food handling permits, liquor licences etc.

## **Environmental and Sustainability Considerations**

No Environmental and Sustainability Considerations identified.

## **Community Consultation and Communication**

Various Council staff engage with the community in relation to the Greater Grants program at a range of meetings (including Councillor Engagement, Progress Association, club and user groups, committee of management and, event organiser meetings, etc). Staff also engage with applicants on a 1:1 basis, to provide support through the Greater Grant process.

Grant recipients across all categories are required to complete a grant acquittal report. As part of the acquittal, Council seeks feedback from the grant recipient on ways in which the delivery of grants to the community could be improved.

The Annual Tourism and Events Forum, held in June each year, provides an opportunity for Greater Grants applicants to hear the latest updates about the program, provide feedback to grant owners, and learn how to get the best outcome from their application.

The decision will be communicated through a media release to the general public, via letters to the Grant recipients and through Council's Community Newsletter and township newsletters. The successful applicants will be notified by phone call and mail, and successful projects will be promoted on Council's website.

## Disclosure of Interests

All Council Officers involved in the development and advice provided in this Report affirm that no direct or indirect interests need to be declared in relation to any matters in this Report.

## RECOMMENDATION

That Council:

- Notes the \$19,073 for Greater Grants approved under delegation.
- Resolves to allocate:
  - \$4,100 to Balmoral & District Development Association for Seymour Park Sculptures and Redgum project.
  - \$7,500 to Glenthompson Memorial Hall Committee for replacement of the front windows and doors.

## 10.8 Support for the Woolly West Fest 2017

**Directorate:** Michael McCarthy, Director Shire Futures  
**Author:** Stacey Barnes, Events Marketing and Development Officer  
**Attachments:** 6. Woolly West Fest Council Report Attachment

### Executive Summary

The Woolly West Fest (WWF) is an award-winning community event that is organised and run by a committee of passionate volunteers. The aim of the festival is to unite creativity, literacy and the community for an annual two week period either side of Sheepvention.

In August 2016 Council discussed and resolved:

*“That Southern Grampians Shire Council continue to collaborate with the organisers of the Woolly West Fest and the officers provide a report to Council with options for partnership and future support.”*

In September 2016 Council organised for Jo Grant from Regional Arts Victoria to assist the group develop a strategic plan for the event. This resulted in the committee suggesting the following ways in which Council can support the event:

- Financial support
- In kind assistance
- Council partnership opportunities such as joint programming

Council currently offers the following support to all events held within the region:

- Greater Grants funding (financial and in-kind).
- External funding support
- Council’s Events Marketing and Development Officer is available as a central point of contact to provide guidance and advice to event organisers
- Further Council staff support from community-facing and legislative areas of Council
- Skills development including an annual Events Forum offering learning and development opportunities for event organisers
- Facilitating support from relevant external contacts who can assist the committee in planning, growing and professionalising their events
- Events equipment hire
- Free marketing and promotions for events
- Assistance in liaising with Council-owned facilities for potential collaboration

The recommendation is that Council continue to offer the aforementioned forms of support to the WWF Committee.

### Discussion

The Woolly West Fest (WWF) alternates between Yarn Trail years (where towns within the Greater Hamilton region are invited to create a wool-based event or attraction) and Book Years (where a children’s book is the thematic focal point of the festival).

The event has been incredibly successful in engaging with the community and promoting the region over the past three years, attracting 6000+ visitors, 600 active participants and having a range of economic, social, cultural, artistic and educational benefits (see Attachment 6).

On Wednesday 10 August 2016 Council discussed and resolved:



*“That Southern Grampians Shire Council continue to collaborate with the organisers of the Woolly West Fest and the officers provide a report to Council with options for partnership and future support.”*

In September 2016 Council organised Regional Arts Victoria to assist the group develop a strategic plan for the event and developing their processes and business planning, with a view to helping them become financially sustainable into the future.

This evolved and resulted in the group suggesting the following ways in which Council can support the event:

Financial Support to cover items including advertising, design and print of marketing material, website upgrade, photographer and signage etc. as follows:

- \$4,200 requested for 2017s Yarn Trail Year
- \$3,300 requested for 2018s Book Year

In-kind assistance requested:

- Access to a single point of contact within Council for timely advice.
- Timely approval or proposed street installations from the Local Laws team.
- Assistance in communicating with Shire Progress Associations (through the Community Engagement team)
- Letters of Support as required for funding applications
- Advocacy of the festival within local tourism networks

Council partnership opportunities suggested:

- Joint programming with the Hamilton Gallery, PAC, Library and Cinema to stage wool/sheep related events and/or exhibits during the festival time.

Budgets have been provided for each year of requested financial support but not in the format of a business plan or grant application.

The event Committee have applied for and been successful in receiving Greater Grant funding support from Council in the past 3 years as follows:

- 2014 = \$500.00 when auspiced by the Hamilton Pastoral and Agricultural Society
- 2015 = \$2879.40 when auspiced by Hamilton Community House
- 2016 = \$2500.00 when auspiced by Hamilton Community House

In addition, the WWF has received in-kind and partnership support from the Council in the form of;

- Letters of support for external state and federal grant funding applications
- Inviting Jo Grant from Regional Arts Victoria to assist the committee as mentioned
- Events equipment hire
- Marketing and promotions
- In-kind venue hire
- Staff support from the Events, Tourism, Building, Local Laws, Community Engagement and Visitor Services teams amongst others.

There are currently more than 150 events held within the Shire each year that Council provides the same level of support to.

Council currently offers the following support to all events held within the region, including but not limited to:

- Financial support through the Greater Grants program.

- Assistance in gaining external funding, including letters of support and guidance on fundraising opportunities and strategies.
- Council's Events Marketing and Development Officer is available as a central point of contact to provide guidance and advice to event organisers, helping them to run successful, safe, compliant and financially sustainable events.
- Council staff in a range of roles assist events in a number of ways; by providing timely and accurate advice on engaging with the community, gaining the relevant permits and licences, working collaboratively to theme their own programs etc.
- Council aims to develop the skills of the Event organisers in a number of ways, including face-to-face meetings, sharing helpful resources, one-off workshops and an annual Events Forum offering learning and development opportunities for event organisers.
- Council facilitates support from relevant external contacts who can assist the event committee in planning, growing and professionalising their events
- Events equipment hire (marquee, market umbrellas, inclusive equipment, bin hire).
- Free marketing and promotions for events, spanning various forms of social media, Council-owned and external websites, potential radio and television advertising, the twice-yearly printed Greater Hamilton events guide and monthly what's on calendar distributed through the VIC and the Hamilton Spectator.
- Assistance in liaising with Council-owned facilities for potential joint programming opportunities for example with the Hamilton Gallery, PAC, Library and Cinema.

Currently, the only option for events to gain financial assistance from Council is via the Greater Grants program. This provides a fair opportunity available to all event organisers.

Currently, WWF do not have an auspicing body, but are working on becoming an incorporated not-for profit organisation. It is a pre-requisite of Grant recipients that they are incorporated. The Woolly West Fest is therefore not yet able to apply for Council's Greater Grants program, though this is subject to and expected change.

It is recommended that Council continue to provide the abovementioned forms of support to the WWF Committee.

If this recommendation is endorsed, Council will be assisting the WWF to have a continuing positive social and cultural impact on the community of the Greater Hamilton region, especially in terms of social inclusion and engagement, creativity, education, community spirit and collaboration.

The endorsement of this recommendation will also assist the WWF to have a continuing economic benefit, since the event attracts visitation (approximately 1200 visitors to the WWF HQ, 1150 to the Sheepvention site in 2016 and others to smaller towns in the Shire), and sources products and services locally.

### **Financial and Resource Implications**

Any requests for financial support will go through the Greater Grant Program Policy and so will not exceed \$15,000 in one financial year.

## **Legislation, Council Plan and Policy Impacts**

### Local Government Act 1989 Sect 3C: Objectives of a Council

(1) The primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.

### Council Plan 2013-2017

Tourism and Events are identified as important outcomes of the Council Plan (2013-2017) and highlight Council's strong commitment to and support for tourism and events growth in this region.

Key objectives of the Council Plan relevant to this report are:

- Objective 2: Foster Population and Economic Growth; and,
- Objective 3: Enhance Wellbeing and Culture.

Strategy 2.3.1- Attract conferences and events to the Shire and facilitate and enrich the local events program

Strategy 2.3.2- Enhance, facilitate and promote existing and new experiences

Strategy 3.2.2- Provide high quality and inclusive cultural facilities, services and experiences

Strategy 3.2.3- Create vibrant public spaces

Strategy 3.2.4- Encourage and support innovation in the arts

### Policies

This report is also underpinned by the Greater Grants Policy adopted by Council on 11 June 2014.

## **Risk Management**

No risks identified.

## **Environmental and Sustainability Considerations**

No Environmental and Sustainability Considerations identified.

## **Community Consultation and Communication**

There is no requirement for community consultation around this report.

Council's Director Shire Futures, Manager Tourism Development, Events Marketing and Development Officer, and Community Engagement Coordinator have communicated with the WWF Committee via face to face meetings, letters, emails and telephone calls since the festival began.

Council will continue to liaise with the WWF Committee as part of the ongoing role of the Events Marketing and Development Officer to provide support to event organisers within the region, and through other staff where appropriate.

The resolution of this Council Report will be communicated directly to the WWF Committee and RAV as well as internal Council staff through written and verbal communication where applicable.

## Disclosure of Interests

All Council Officers involved in the development and advice provided in this Report affirm that no direct or indirect interests need to be declared in relation to any matters in this Report.

### RECOMMENDATION

1. That Council continue to support the Woolly West Fest Committee become incorporated and/or partner with an eligible auspicing agency/group
2. That Council continue to offer the following support to the Woolly West Fest Committee:
  - Greater Grants funding (financial and in-kind).
  - External funding support (including advice on grants available, fundraising strategies and letters of support).
  - Support from Council's Events Marketing and Development Officer acting as a central point of contact to provide guidance and advice.
  - Further Council staff support from community-facing and legislative areas of Council.
  - Skills development for Event Organisers including face-to-face meetings, sharing helpful resources, one-off workshops and an annual Events Forum.
  - Facilitating support from relevant external contacts who can assist the Woolly West Fest committee in planning, growing and professionalising their event.
  - Events equipment hire (marquee, market umbrellas, inclusive equipment, bin hire).
  - Free marketing and promotions, spanning various forms of social media, Council-owned and external websites, potential radio and television advertising, the twice-yearly printed Greater Hamilton events guide and monthly what's on calendar distributed through the VIC and the Hamilton Spectator.
  - Assistance in liaising with Council-owned facilities for potential joint programming opportunities for example with the Hamilton Gallery, PAC, Library and Cinema.

## 10.9 Memorandum of Understanding between Council and Grampians Tourism Board Inc. 1 July 2017 to 30 June 2021

**Directorate:** Michael McCarthy, Director Shire Futures  
**Author:** Hugh Koch, Manager Economic Development and Tourism  
**Attachments:** None.

### Executive Summary

This report discusses the history of Grampians Tourism Board and the role of local government with it and recommends that Council sign the four-year Memorandum of Understanding (MoU) between Grampians Tourism Board Inc. and Council, which sets in place the Strategic Partnership for a further 4 years for the period 1 July 2017 to 30 June 2021 on a similar basis to the 2016/17 agreement.

The new four year MoU proposed with four Local Government members commits Council to a contribution of \$38,694.20 + GST per annum for the term of the MoU.

### Discussion

Grampians Tourism Board Inc. (GTBI) was established in 2008 as the first regional tourism organisation for the Grampians region. The primary purpose of GTBI is to deliver a coordinated approach to marketing, product development, infrastructure investment and industry development for the region. The Grampians Tourism Region includes the municipalities of Southern Grampians, Northern Grampians, Horsham Rural City, Ararat Rural City and Pyrenees Shire. The GTBI Board includes six industry skills based members, as well as representatives from the five participating Councils, Parks Victoria, Regional Development Victoria and Tourism Victoria. The board is chaired by an independent chairperson.

Upon its establishment in 2008, GTBI and its partner Local Government members (five at that time) entered into an initial three year MoU, for the period July 2008 – June 2011. A one year extension was granted in 2011 and a four year MoU signed for the period July 2012 – June 2016.

Originally each of the Councils contributed equally to Grampians Tourism via the MoU with further funds coming from the State Government agencies. The MoU established the frame work for Grampians Tourism to work with the Local Government members to deliver against the Grampians Tourism Strategic Plan.

A significant change in 2016 was the departure of the Pyrenees Shire Council from Grampians Tourism, which now aligns itself with Ballarat Tourism.

As a consequence, a new MOU between Grampians Tourism and the four Local Government members was developed and shares the following goals:

- a. To raise the profile and front of mind awareness of the Grampians Region to:
  - i. Create sustained growth in visitor numbers, length of stay and spending
  - ii. Increase revenue from the visitor economy in local towns
  - iii. Increase jobs (particularly for young people) in the visitor economy
  - iv. Support the growth and success of business owners investing in the visitor economy
  - v. Introduce the Region to visitors who may go on to consider living, learning or investing in the Region

- b. To conduct product and industry development to create compelling visitor experiences.
- c. To attract investment into world class products and experiences.
- d. To provide leadership and create productive partnerships, that:
  - i. Raise the profile of the Visitor Economy among stakeholders,
  - ii. Advocate on behalf of stakeholders in the visitor economy to work in partnership to resource, develop and deliver the goals.

In March 2016, Grampians Tourism distributed an information package to the Local Government partners outlining the benefits from tourism to each municipality via the visitor economy identified in the Remplan Economic Modelling programme. Grampians Tourism outlined three options for the allocation of Local Government member contributions using Remplan data to formulate individual contributions.

Remplan Economic Modelling programme, 2015 Regional Visitor Economy figures:

<b>Local Government Members</b>	<b>Direct Revenue (\$ million)</b>	<b>Percentage of Visitor Economy</b>	<b>Employment (Jobs)</b>
Ararat Rural City	\$38.522	14.47%	224
Horsham Rural City	\$79.669	29.92%	497
Northern Grampians Shire	\$81.768	30.70%	459
Southern Grampians Shire	\$66.344	24.91%	329
<b>Total</b>	<b>\$266.299</b>		<b>1,509</b>

The funding to Grampians Tourism was reduced from \$175,000 with the departure of Pyrenees Shire to \$155,000 combined Local Government contribution in 2016/17. The annual contribution had not been indexed for four years and it is proposed to continue not indexing Council contributions, to encourage Grampians Tourism to gain more industry contributions.

With the departure of Pyrenees Shire, there was considerable discussion between the four remaining member Councils. All four Councils expressed the view that Grampians Tourism remains important and committed to continuing participation and funding.

An interim arrangement was agreed by all Councils for the 2016/17 year. This one year agreement was on the basis that some Councils believed a 4 year agreement should be considered by incoming Councils. The arrangements for the 2016/17 year were based on the following:

- That each Council enter into a Memorandum of Understanding for one year from 1 July 2016 to 30 June 2017.
- That a long-term funding model be determined and agreed by member Councils by 31 March 2017.
- That for the 2016/17 year, the total funding allocated by the four member Councils be \$155,000 and the funding be split among member Councils based on a 60:40 split (60% equal base component, 40% based on member component).

This current MoU with Local Government Members expires in June 2017. The MoU aligns with the updated strategic plan of the Grampians Tourism Board.

The four Grampians Chief Executive Officers have recently met and arrived at a position to recommend to our Councils. The following position has been conveyed to the Grampians Tourism at a recent Board meeting:

- That for a minimum of one year, Chief Executive Officers will represent Councils as Board Members of Grampians Tourism.
- That each Council recognise the value of Grampians Tourism and enter into a four year agreement for funding.
- That the current agreement be used unless changes are requested by Grampians Tourism.
- That the annual contribution be \$155,000 in total from the four Councils and not be indexed.
- That the split up of contribution from the four Councils be a matter for the Councils.

Grampians Tourism is fundamentally important to the development of the visitor economy in Western Victoria and that this Council gains appropriate benefit from the visitation generated by Grampians Tourism to Southern Grampians Shire.

The approach to the visitor economy is changing and will continue to change for the next few years. The Victorian State Government approach is under review. New products such as Grampians Peaks Trail are coming online and the areas to the south of the Grampians and Dunkeld areas need to be well positioned to take advantage.

### Financial and Resource Implications

The CEOs of the four participating Councils have agreed that the funding model in existence this financial year is continued with for the next four-year period, ie 60% membership contribution (evenly divided) and 40% based on the relative contribution to the visitor economy in each of the Shires. The relative distribution of membership costs is as follows:

<b>Local Government Member</b>	<b>Resource Contribution 1 July 2016 to 30 June 2017</b>
Southern Grampians Shire Council	\$38,694.20
Northern Grampians Shire Council	\$42,290.20
Ararat Rural City Council	\$32,221.40
Horsham Rural City Council	\$41,794.20
<b>Total</b>	<b>\$155,000.00</b>

By signing the MoU, Southern Grampians Shire Council agrees to contribute \$38,694.20 (plus GST) in financial resources to GTBI each year for the term of the agreement. This commitment is allowed for in the draft budget.

Further to this, Council also commits to allocating additional resources to the implementation of cooperative projects and strategies as outlined in the Strategic Plan. These items will be wholly budgeted for in each financial year, with supporting business cases.

### Legislation, Council Plan and Policy Impacts

One of the five fundamental objectives outlined in the Council Plan (2013 – 2017) is to “Foster Population and Economic Growth”.

Tourism forms a major component of the Council Plan and highlights the Council's strong commitment to and support for Tourism growth in the region.

A key outcome (2.3) of the Council Plan is to seek a strong, innovative and distinctive tourism sector:

Strategy 2.3.2

Enhance, facilitate and promote existing and new experiences

Strategy 2.3.3

Build capacity and improved coordination within the sector

Strategy 2.3.5

Ensure that tourism marketing reflects the diverse tourist appeal of the Shire

The signing of the MoU aligns with the Southern Grampians Tourism Strategic Plan 2010 – 2015 which was adopted by Council in June 2010.

Action 151, section 15, Tourism Partnership Actions:

*Continue to contribute resources to participate in Grampians Tourism Board Inc. and assist with the implementation of marketing and development activities. Continue to include representation of Southern Grampians Shire on Grampians Tourism Board Inc. by the Southern Grampians Shire Tourism Manager to facilitate good communication between Grampians Tourism Board Inc. and Southern Grampians Shire tourism operators.*

The MoU adopts as a principle that Grampians Tourism and Local Government Members have shared goals as outlined in the Agreement and conduct activity individually and collectively to achieve those goals. Visit Victoria, local business owners and other stakeholders also conduct activity individually and collectively to achieve these or similar goals. The MoU identifies the activities undertaken by individual parties and proposes shared performance metrics for the evaluation of the success of those activities. The MoU establishes the resource contribution to be received by Grampians Tourism and contains other clauses that are operational and administrative in nature.

## **Risk Management**

There is minimal risk involved in the signing of the MoU. Through maintaining close association with the GTBI Board and providing ongoing support to the work of GTBI staff, Council can participate in the shaping of the organisation and the future of Tourism in the region.

## **Community Consultation and Communication**

It is recommended that the decision be communicated to Grampians Tourism Board Inc. through the Chairman of the Board in a formal letter.

Given the significance of the Visitor Economy to the Greater Hamilton region and the public interest in Tourism, it is also recommended that Council communicate this decision to the tourism businesses in the Shire and general public by way of a Council Press release.



## Disclosure of Interests

All Council Officers involved in the development and advice provided in this Report affirm that no direct or indirect interests need to be declared in relation to any matters in this Report.

### RECOMMENDATION

1. That Council enter into a collective Memorandum of Understanding with Northern Grampians Shire Council, Horsham Rural City Council, Ararat Rural City Council and Grampians Tourism for four years from 1 July 2017 to 30 June 2021 on a similar basis to the 2016/17 agreement.
2. That Council contributes \$38,694.20 for the 2017-2018 year and each subsequent year of the agreement unless otherwise negotiated with all four Councils.

## 10.10 Passenger Services Cost and Feasibility Study

**Directorate:** Michael McCarthy, Director Shire Futures  
**Author:** Michael McCarthy, Director Shire Futures  
**Attachments:** 7. Grampians and Barwon South West Region Passenger Services Cost and Feasibility Study 8. Request for Deputation to Minister for Public Transport. 9. Correspondence from Horsham Rural City Council.

### Executive Summary

Southern Grampians Shire Council, in conjunction with seven other western Victorian Councils, has recently undertaken a study into improvements to passenger services in the Wimmera and south west Victoria

This report discusses the major recommendations in the report and recommends Council adoption of the completed Grampians and Barwon South West Regional Passenger Services Costs and Feasibility Study, the development of an advocacy plan for the return of passenger rail to the west of the State and to seek a meeting with the Minister for Transport to request support for the Feasibility Study and the recommendations contained in the report.

### Discussion

Southern Grampians Shire Council has been working with 7 other Western Victorian Councils to undertake a study of possible improvements to passenger services including the potential for return of passenger rail services to the South West of Victoria.

Funding of \$72,000 (exc GST) was secured for this Feasibility Study as follows:

- Eight local government areas each agreed to contribute \$4,000 (West Wimmera \$2,000).
- Regional Development Australia, Grampians and Barwon South West Committees contributing \$20,000 in total.
- Department of Economic Development, Jobs, Transport and Resources (DEDJTR) contributed \$20,000.

A Steering Committee was developed to prepare the brief and work with the successful consulting firm to undertake the Feasibility Study. The members of the Steering Committee are Andrew Evans, CEO, Ararat Rural City; Michael McCarthy, Director Sustainable Futures, Southern Grampians Shire Council; Maree McNeilly, Angela Daxaglorou and Jozef Vass Transport and Infrastructure Department, DEDJTR; Chris Banger, PTV, Susan SurrIDGE, Grants Officer, Horsham Rural City Council, Peter Brown, CEO, Horsham Rural City Council and Amy Rhodes, Media and Communications, Horsham Rural City Council.

Following the tender process Council appointed John Hearsch Consulting Pty Ltd to undertake the study. John, together with Bill Russell and Peter Don brought extensive knowledge and experience of public passenger services to the project.

The project commenced on August 23, 2016 and the Final Report was launched at a meeting of all participating Councils in Ararat on 4 April, 2017.

It should be noted that the timing of the Feasibility Study follows and builds on the consultation and development of Public Transport Victoria's Regional Network

Development Plan (RNDP) which was undertaken in 2015 and launched in 2016. The consultation process for the RNDP was comprehensive and got local communities talking about passenger services. The top priority identified in the consultation in our regions was improvements to rail services including the return of passenger rail services to the west of Victoria. Unfortunately the final RNDP plan when released didn't include passenger rail but did include other important issues which the Feasibility Study consultants have further developed.

## **Issues**

Over the past six months the three consultants have spent a great deal of time consulting and travelling on public transport in our region. They used public transport wherever possible to gain a better understanding of the short comings and areas requiring improvement. During their visits to towns in our region they received excellent feedback from informal chats with local residents who gave them a real understanding of the problems and issues facing our communities in terms of access to current and future public transport. The finished report is of the highest quality and provides an excellent overview of current services, gaps in services, current and future needs, demographics of our communities, the intricacies of regional and metropolitan rail services, the costs involved with restoring rail services to western Victoria and justifications for improved passenger services in the short, medium and long term. A copy of the Feasibility Study is attached

The key conclusions noted by the consultants are that:

- there are immediate short term improvements to both bus and rail services (from Ararat) that could be implemented at minimal cost to the State Government
- returning rail services to Hamilton and Horsham is both warranted on a social-equity/access/population/economic-development basis and feasible in terms of costs for a medium size rail infrastructure project.

The Study includes a set of key findings and recommendations (pages 8-13) across the following key areas:

### **1. Rail service improvements**

**Stage 1 (2017-2019)** - Increase Ararat - Melbourne train services in each direction from 3 to 4 weekday trains with an earlier morning train to arrive in Melbourne by 9am and a mid-afternoon service from Melbourne. Increase weekend train service from 2 to 3 return services.

*Capital cost \$200,000*

*Operating cost \$700,000 per annum*

Further increases in services can occur when the currently funded Ballarat - Melbourne line improvements are completed.

**Stage 2 (2021-2026)** - reinstatement of passenger rail services to Horsham and Hamilton, connecting with train services from Ballarat to Melbourne. This will require the standardisation of the Ararat to Ballarat train line and the upgrading of track, signalling, stabling/servicing facilities and stations along the Horsham and Hamilton rail corridors.

*Capital costs -*

*Additional rolling stock \$60million*

*Works to Ballarat - Ararat line \$110million*

*Works to Ararat - Horsham line \$107million*

*Works to Ararat - Hamilton line \$92million*

*TOTAL Capital Cost \$369million*

*Operating Cost \$6.1 million per annum*

## **2. Coach Service Improvements**

Improved and some new or re-scheduled coach services will support small towns in the region and provide opportunities for 'ageing in place', and provide access to a range of employment, health, education, and social connections. Main recommendations are;

- Ararat to become the focal point for western road coach services.
- Additional mid-morning coach service introduced on weekdays from Hamilton to Ballarat and corresponding return mid-afternoon service, both connecting with train services in Ballarat.
- Extension of existing weekday services between Ballarat and Mt Gambier and between Casterton and Warrnambool from five to seven days per week.
- New daily road coach services between Horsham and Hamilton via Balmoral and Cavendish.
- Improvement in road coach services to Adelaide.
- Allow bikes to be transported on regional coach services.
- Upgrade the Horsham and Hamilton Bus Interchange Hubs.

## **3. Tourism**

Many important tourism destinations in the region are currently not accessible by public transport. The Study recommends improvements to provide coach services that permit weekend and public holiday visits to key destinations such as the Grampians Peaks Trail, Halls Gap, Mount Zero, Wartook Valley, the Little Desert and Southern Grampians.

#### **4. Services for persons with a disability**

The study recommends a range of improvements to support people with a disability. These include: all operating rail stations and coach hubs to be made DDA compliant as soon as possible; signage and way finding at stations and bus stops to be reviewed and upgraded; the internal layouts of facilities should maximise ease of transfer for people with a disability; and station and on-board support staff be provided to assist people traveling with a disability.

#### **5. Improvements to passenger experience**

There are a number of recommendations designed to improve the overall experience of public transport passengers:

- Maps and timetabling improved and standardised across PTV, V/line and the Great Southern Railway.
- Static and dynamic information displayed at all stations and coach terminals.
- All V/line trains, coaches and major stations should be Wi-Fi enabled as soon as possible.
- Convenient, well-lit, safe access pathways to all coach and rail hubs.
- Myki ticketing system extended to regional Victoria as soon as possible.
- Better ticketing system for the Overland train.

#### **6. Transport Governance in the Grampians Barwon South West Regions**

Consider the establishment of an on-going Public Transport Forum to articulate the regions' need. This group would have wide representation from local government, government departments, private bus operators and public transport users.

This project is the result of eight Local Government entities, the State Government of Victoria and the Federal Government working together for the betterment of regional Victoria. It is a success story that shows the value of such collaboration. The report is evidence-based and supported by a great deal of technical data and industry expertise. The recommendations in the report provide the opportunity to bring equity into the provision of passenger services compared to other areas within the State.

An advocacy strategy is currently being developed by the Project Steering Group, with a plan to launch the "Western Rail - Linking Western Victorian Communities" campaign at a meeting of all eight Councils in May 2017.

#### **Deputation to Minister**

All Councils represented at the launch of the Feasibility Study in Ararat on 4 April were provided with electronic and hard copies of the study. Representatives were asked to present the report to their own Council for adoption and to publicise within their own communities.

The Steering Group is in the process of presenting the report to Government Departments and the Minister, as well as the Grampians and Barwon South West RDA Committees, the Central Highlands, Wimmera Mallee and Great South Coast Regional Partnerships, the Great South Coast Group of Councils and the Wimmera Development Association.

On behalf of all eight participating Councils, Horsham Rural City, Ararat Rural City and Southern Grampians Shire Councils has sought a deputation to the State Minister for Transport, the Hon Jacinta Allen MP, to present the report and request support for the Feasibility Study recommendations. It is proposed that this deputation would be led by the Mayors of the three lead Councils, Pam Clarke, Paul Hooper and Mary-Ann Brown respectively, who have agreed to be local champions throughout the advocacy process.

### **Financial and Resource Implications**

There are no financial or budget costs beyond the existing operating expenses of Council

### **Legislation, Council Plan and Policy Impacts**

The Council Plan 2013-2017 lists the following priorities under Objective 2, Foster Population and Economic Growth:

- Advocate for the undertaking of a feasibility study into the provision of passenger rail services linking to other centers.
- Continue to advocate for improved public transport services and connections.

### **Risk Management**

There are no risks to Council created by the recommendations in the report. Passenger rail and public transport in general is considered safer than other forms of transport. Rail will take traffic off roads that are in an inadequate and some times unsafe condition compared to the rest of the State.

### **Environmental and Sustainability Considerations**

The efficient and effective use of public transport will reduce the number of cars on the road and therefore reduce greenhouse gas emissions caused by car travel.

### **Community Consultation and Communication**

Participating Councils have been updated on the progress of this project and were invited to the launch of the report in Ararat last Tuesday (4 April). There was also a media release distributed last week about the report launch. Council will continue to engage its local community on the progress of the advocacy campaign

### **Disclosure of Interests**

All Council Officers involved in the development and advice provided in this Report affirm that no direct or indirect interests need to be declared in relation to any matters in this Report.

## RECOMMENDATION

That Council:

1. Adopt the Grampians and Barwon South West Regional Passenger Services Cost and Feasibility Study.
2. In conjunction with other participating Councils develop an advocacy plan and lobby all levels of Government for the return of passenger rail to the west of the State.
3. On behalf of all participating Councils, the three Councils, Horsham Rural City, Ararat Rural City and Southern Grampians Shire Councils seek a deputation to the State Minister for Transport Jacinta Allan to present the report and recommendations and request support for the Feasibility Study recommendations and for the return of rail passenger services to Hamilton and Horsham.

## 11. Notices of Motion

There are no Notices of Motion listed on tonight's agenda.



## 12. Delegated Reports

Reports on external Committees and Representative Bodies for which Councillors have been appointed as a representative by Council.

## 13. Mayors and Councillors Reports

Address from the Mayor and Councillors in relation to matters of civic leadership and community representation, including acknowledgement of community groups and individuals, information arising from internal Committees, advocacy on behalf of constituents and other topics of significance.

## 14. Confidential Matters

There are no Confidential Matters listed on tonight's agenda.

## 15. Close of Meeting

This concludes the business of the meeting.