



Ararat Rural City

# MINUTES

## COUNCIL MEETING

**Tuesday 28 November 2023**

Held in the Council Chambers, Shire Offices  
(Livestreamed)

Commenced at 6.01pm

Council:

Cr Bob Sanders (Mayor)

Cr Gwenda Allgood

Cr Jo Armstrong

Cr Rob Armstrong

Cr Peter Beales

Cr Henry Burridge

Cr Bill Waterston

A recording of this meeting is being made for the purpose of verifying the accuracy of the minutes of the Council Meeting.

The recording is being streamed live via Facebook, to improve transparency between council and the community and give more people the opportunity to view what decisions are being made. You do not require a Facebook account to watch the live broadcast, simply enter [www.facebook.com/araratruralcitycouncil](https://www.facebook.com/araratruralcitycouncil) into your address bar.

Recordings of Council Meetings (excluding closed sessions) are made available on Council's website.

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**PRESENT:**

Cr Gwenda Allgood, Cr Jo Armstrong, Cr Rob Armstrong, Cr Henry Burrridge, Cr Bob Sanders, Mr Tim Harrison, Chief Executive Officer, Chandra Willmott, Governance & Risk Lead and Josie Frawley, Executive Officer.

**SECTION 1 – PROCEDURAL MATTERS**

**1.1 LIVE STREAMING**

Council is keen to engage with members of the community and live streams the formal Council Meetings to make them accessible. The stream is available to view on Council's Facebook page from 6pm and on Council's website following the Council Meeting.

**1.2 TRADITIONAL ACKNOWLEDGEMENT/OPENING PRAYER/COUNCILLORS PLEDGE**

***Traditional acknowledgement – CR BURRIDGE***

We acknowledge the traditional owners of the land on which we meet today, and pay our respects to their elders, past, present and emerging.

***Opening Prayer- CR ALLGOOD***

Almighty God, we humbly ask you to help us, as elected Councillors of the Ararat Rural City Council. Guide our deliberations. Prosper what is your will for us, to your honour and glory and for the welfare and benefit of the people whom we serve in the Ararat Rural City.

***Councillors Pledge- CR J ARMSTRONG***

We will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions invested in us under the *Local Government Act 2020* and any other Act to the best of our skill and judgement.

**1.3 APOLOGIES**

*RECOMMENDATION (if required)*

*That the apology of Cr be accepted.*

**MOVED CR ALLGOOD  
SECONDED CR J ARMSTRONG**

**That the apology of Cr Waterston be accepted.**

**CARRIED 4914/23**

**1.4 CONFIRMATION OF MINUTES**

*RECOMMENDATION*

*That the Minutes of the Statutory Council Meeting held on 8 November 2023 be confirmed.*

**MOVED CR BURRIDGE  
SECONDED CR BEALES**



That the Minutes of the Statutory Council Meeting held on 8 November 2023 be confirmed.

CARRIED 4915/23

## 1.5 DECLARATION OF CONFLICT OF INTEREST

A Councillor who has a conflict of interest in a matter being considered at a *Council meeting* at which he or she:

- 1 is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Council meeting* immediately before the matter is considered; or
- 2 intends to be present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Council meeting* commences a written notice:
  - (a) advising of the conflict of interest;
  - (b) explaining the nature of the conflict of interest; and
  - (c) detailing, if the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person, the:
    - name of the other person;
    - nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
    - nature of that other person's interest in the matter,and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Council meeting* immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

There were no Declaration of Conflict of Interests received.

## SECTION 2 – PUBLIC PARTICIPATION

### 2.1 PETITIONS AND JOINT LETTERS

- 1 Unless *Council* determines to consider it as an item of urgent business, no motion (other than a motion to receive the same) may be made on any petition, joint letter, memorial or other like application until the next *Council meeting* after that at which it has been presented.
- 2 It is incumbent on every Councillor presenting a petition or joint letter to acquaint himself or herself with the contents of that petition or joint letter, and to ascertain that it does not contain language disrespectful to *Council*.
- 3 Every Councillor presenting a petition or joint letter to *Council* must:
  - write or otherwise record his or her name at the beginning of the petition or joint letter; and
  - confine himself or herself to a statement of the persons from whom it comes, the number of signatories to it, the material matters expressed in it and the text of the prayer or request.
- 4 Every petition or joint letter presented to *Council* must be in *writing* (other than pencil), typing or printing, contain the request of the petitioners or signatories and be signed by at least 12 people.
- 5 Every petition or joint letter must be signed by the persons whose names are appended to it by their names or marks, and, except in cases of incapacity or sickness, by no one else and the address of every petitioner or signatory must be clearly stated.
- 6 Any signature appearing on a page which does not bear the text of the whole of the petition or request may not be considered by *Council*.
- 7 Every page of a petition or joint letter must be a single page of paper and not be posted, stapled, pinned or otherwise affixed or attached to any piece of paper other than another page of the petition or joint letter.
- 8 If a petition, joint letter, memorial or other like application relates to an operational matter, *Council* must refer it to the *Chief Executive Officer* for consideration.

There were no new Petitions or Joint Letters received.

## SECTION 3 – REPORTS REQUIRING COUNCIL DECISION

### 3.1 RECREATION, LEISURE, AND COMMUNITY FACILITIES ASSET MANAGEMENT PLAN

**RESPONSIBLE OFFICER:** CHIEF EXECUTIVE OFFICER  
**DEPARTMENT:** CEO'S OFFICE  
**REFERENCE:** 12682

#### **OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:**

Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

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#### **EXECUTIVE SUMMARY**

Asset plans as referred to in the Local Government Act 2020, are community facing documents that show how Council assets will be managed and maintained, while meeting the community's needs and interests.

Assets managed by Local Government include an extensive network of local roads and other assets such as land, buildings, parks, and recreation facilities. Good asset management is critical to the asset intensive nature of Local Government, particularly for rural councils with higher operating costs of assets, it is important to consider the needs, demands and expectations of communities and to deliver services from infrastructure assets in a sustainable and affordable way.

#### **DISCUSSION**

The fundamental purpose of the Recreation, Leisure and Community Facilities Asset Management Plan is to improve Council's long term strategic management of its Recreation, Leisure and Community Facilities assets. This plan communicates the actions required for the responsible management of assets and the associated services provided, compliance with regulatory requirements and funding needed to provide the required levels of service to the community.

The intent of the document is to outline the approach used by Ararat Rural City Council (Council) in managing its Recreation, Leisure and Community Facilities assets. This plan covers the entire lifecycle of managing the Recreation, Leisure and Community Facilities assets including but not limited to:

- Construction and Capital Works
- Maintenance
- Inspection and Health Assessment
- Asset Register and Data
- End of life/Renewal
- Valuation
- Incident Management
- Reporting

Council will execute the management of its Recreation, Leisure, and Community Facilities assets in alignment with the approach outlined in this plan.

The plan is structured into components representing operational areas of the council called 'services'. The responsibilities that exist within those services combine towards a whole of organisation approach to asset management.

Council service lines included in this plan are:

- Asset Management
- Depot Operations
- Finance
- Engineering
- Procurement
- Customer Services
- Governance
- Occupational Risk and Safety
- Organisational Transformation

## KEY CONSIDERATIONS

### *Alignment to Council Plan Strategic Objectives*

- 4 Developing and maintaining key enabling infrastructure  
We will ensure that we plan, fund and develop new infrastructure in ways that delivers strong public value. Existing infrastructure will be managed, renewed and maintained to ensure that it continues to serve identified public needs.
- 6 Strong and Effective Governance.  
We will work hard to build models of governance that place delivering public value at the centre through effective financial management, well measured risk management, and implementation of effective community engagement practices.

### *Budget Implications*

The costs associate with reviewing the Asset Management Plans are allocated in the current budget.

### *Policy/Relevant Law*

- Local Government Act 2020 and 1989
- Occupational Health and Safety Act 2004
- Equal Opportunity Act 2010
- Planning and Environment Act 1987
- Crown Land (Reserves) Act 1978
- Disability Act (Vic) 2006
- Environmental Protection Act 2017
- Gender Equality Act 2020
- Graffiti Prevention Act 2004
- Public Health and Wellbeing Act 2008
- Public Health and Wellbeing Regulations 2019
- Victorian Charter of Human Rights and Responsibilities
- National Construction Code 2015
- All other relevant State and Federal Acts and Regulations
- Ararat Rural City Council Local Laws
- Sports Association Guidelines

### *Sustainability Implications*

The asset management plan is considered within the following future impacts in mind:

Climate change  
Service delivery  
Demographic change  
Emerging technologies and practices  
Political environments  
Asset volume (including duplication, redundancy and scarcity)  
Asset condition  
Financial capacity

### ***Risk Assessment***

The Recreation, Leisure and Community Facilities Asset Management Plan is one of the risk management measures in relation to the management of Recreation, Leisure and Community Facilities assets. There is no significant risk in application of the plan. Council officers will ensure that the Plan is implemented across the organisation.

### ***Innovation and Continuous Improvement***

The introduction of strategic planning principles, and the integrated approach to planning, monitoring and performance reporting allows for continuous improvement and innovation opportunities to be utilised through the life cycle of Council's assets.

### ***Stakeholder Collaboration and Community Engagement***

The review of the Recreation, Leisure and Community Facilities Asset Management Plan has been carried out through internal consultation with relevant officers.

### **RECOMMENDATION**

*That:*

- 1 Council adopt the Recreation, Leisure and Community Facilities Asset Management Plan; and
- 2 The Recreation, Leisure and Community Facilities Asset Management Plan be placed on Council's website.

**MOVED CR BEALES**

**SECONDED CR BURRIDGE**

**That:**

- 1 Council adopt the Recreation, Leisure and Community Facilities Asset Management Plan; and
- 2 The Recreation, Leisure and Community Facilities Asset Management Plan be placed on Council's website.

**CARRIED 4916/23**

### **ATTACHMENTS**

Recreation, Leisure and Community Facilities Asset Management Plan is provided as Attachment 3.1

**Ararat Rural City Council**  
Recreation, Leisure, and Community  
Facilities  
Asset Management Plan

Recreation, Leisure, and Community Facilities  
Asset Management Plan

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**Recreation, Leisure, and Community Facilities  
Asset Management Plan**

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Recreation, Leisure, and Community Facilities  
Asset Management Plan

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## 1 Plan Intention and Structure

The intent of this document is to outline the approach used by Ararat Rural City Council in managing its Recreation, Leisure, and Community Facilities network. This plan covers the entire lifecycle of all elements of managing the network including but not limited to:

- Construction and Capital Works.
- Maintenance.
- Inspection and Health Assessment.
- Asset Register and Data.
- End of life/Renewal.
- Valuation.
- Incident Management.
- Reporting.

Ararat Rural City Council will execute the management of its Recreation, Leisure and Community Facilities network aligned with the approach outlined in this plan.

This plan is structured into components representing operational areas of the council called 'services'. The responsibilities that exist within those services combine towards a whole of organisation approach to asset management.

Council service lines included in this plan are:

- Asset Management
- Depot Operations
- Finance
- Engineering
- Procurement
- Customer Services
- Governance
- Occupational Risk and Safety
- Organisational Transformation

Recreation, Leisure, and Community Facilities  
Asset Management Plan

## 2 Introduction

### 2.1 Recreation, Leisure, and Community Facilities Asset Class

The assets covered in this asset management plan include land improvements and an extensive network of recreation facilities ranging from sports grounds, courts, parks, and reserves. Assets include, but are not limited to:

- Recreational parks
- four swimming pools
- one skate park
- one bouldering wall
- Sportsgrounds
- Outdoor basketball and netball courts
- Conservation and foreshore reserves
- Formal gardens
- Public Toilets
- one aerodrome

Associated assets also include access infrastructure such as pathways, stairs, boardwalks, and ramps; outdoor furniture including showers, seats and drinking fountains and foreshore assets comprising boat ramps, piers, and pontoons.

Footbridges, carparks and buildings within parks and reserves are not considered within the scope of this document.

### 2.2 Asset Function

The function of the recreation, leisure and community facilities for the Ararat Rural City Council grouped into the following categories:

- Recreational Parks & Facilities
- Sports Grounds
- Lakes
- Formal Gardens
- Conservation Reserves

It is noted that while open spaces are classified by a particular function, they are multi-service focused. In this respect, open space assets are different from other infrastructure assets such as the road network and stormwater drainage systems which have a singular service focus.

### 2.3 Future demand

The main demands for new services are created by:

- population and demographic change
- ageing infrastructure

## Recreation, Leisure, and Community Facilities Asset Management Plan

- increased participation and use of Council's built and natural infrastructure.

These will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management.

### 2.4 Key stakeholders

Our assets are used by a broad cross-section of the community. The stakeholders in the management of Council's recreational, leisure and community facilities assets are many and often their needs are wide-ranging.

The relevant key stakeholders are:

- Councillors
- Council Officers
- Residents
- Visitors to the municipality
- Sporting clubs
- Utility agencies
- Developers
- Neighbouring councils
- Government departments
- Contractors
- Council's insurers.

The community's needs and expectations are subject to change frequently and are becoming more demanding manifested by demands for services that provide better quality, value for money, environmental awareness, equal access, and relevant value adding. This plan will demonstrate to the various stakeholders that Council is managing its recreational, leisure and community facilities assets in a responsible manner.

### 2.5 Policy

This Asset Management Plan has a direct relationship with the following plans and policies:

- Council Plan
- Asset Management Policy
- Risk Management Policy

### 2.6 Legislative Requirements

The legislation relevant to the provision of services within Council's recreation, leisure and community assets is listed below. This list is not exhaustive but includes the key overarching Acts and Codes.

- Local Government Act 2020 and 1989
- Occupational Health and Safety Act 2004
- Equal Opportunity Act 2010
- Planning and Environment Act 1987
- Crown Land (Reserves) Act 1978
- Disability Act (Vic) 2006

**Recreation, Leisure, and Community Facilities  
Asset Management Plan**

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- Environmental Protection Act 2017
- Gender Equality Act 2020
- Graffiti Prevention Act 2004
- Public Health and Wellbeing Act 2008
- Public Health and Wellbeing Regulations 2019
- Victorian Charter of Human Rights and Responsibilities
- National Construction Code 2015
- All other relevant State and Federal Acts and Regulations
- Ararat Rural City Council Local Laws
- Sports Association Guidelines

Recreation, Leisure, and Community Facilities  
Asset Management Plan

### 3 Asset Management

The Asset Management service is responsible for the delivery of the following core items.

- Asset Management System.
- Asset Class Definition.
- Asset Data Structure and Schema.
- Intervention Definitions.
- Condition Definition and Inspection.
- Asset Attribute Data Collection and upkeep.
- General Asset Reporting.

#### 3.1 Asset Management System

Ararat Rural City Council uses an Asset System called Confirm. Confirm has two modules that act as extensions to the Confirm software, Confirm Connect and Confirm WorkZone.

Confirm Connect is a mobility enabled software module that is built for the specific purpose of 'in the field' use. The software works on a tablet or phone and can work in both online (internet connected) and offline (blackspot or offline) modes. Primarily operators use the software to complete 'in the field' activities such as condition inspections, defect inspections or asset attribute data collection.

Confirm WorkZone is used as a management interface to schedule works. This allows for works in similar locations to be grouped, so works can be executed by a crew whilst in a specific region or zone.

#### 3.2 Recreation, Leisure, and Community Facility Class Definition

Ararat Rural City Council Recreation, Leisure and Community Facilities are broken down into four different classes. This breakdown serves as both a separator for type and also a means to value the Recreation, Leisure, and Community Facility network.

- Regional
- Town
- Neighbourhood
- Local

#### 3.3 Recreation, Leisure, and Community Facilities Data Schema

The following structure outlines the mandatory and optional attribute data collected specific to the Ararat Rural City Council Recreation, Leisure, and Community Facilities Network

##### MANDATORY DATA

- Location
- Area
- Feature Type
- Constructed Date
- Classification

Recreation, Leisure, and Community Facilities  
Asset Management Plan

### 3.3.1 Spatial Data

The Ararat Rural City Council Recreation, Leisure and Community Facilities network is captured spatially by position (latitude and longitude) and can be displayed on a mapping environment however the spatial representation of the bridge as a three-dimensional model (using LiDAR etc) is not available at this time.

## 3.4 Design Standards

Each recreation and open space asset under Council's control has complied with various design and construction standards relevant at the time of creation. However, Council faces the need to comply with new and changing standards over time.

### 3.4.1 Disability Discrimination Act (1992)

The Disability Discrimination Act (DDA, 1992) makes it a legal requirement for public places to be accessible for people with a disability. DDA compliance is a key consideration in the design and construction of any new or upgraded recreation and open space asset.

### 3.4.2 Playground Standard AS 4685:2014

Playgrounds must be designed and constructed in alignment with all relevant Australian Standards, such as AS 4685:2014.

### 3.4.3 Universal design standards

The universal design policy recognises that human ability is enabled, supported, and encouraged by universally designed environments that provide everyone with the opportunity to participate unassisted or with minimal support. Any new infrastructure is intended to meet these standards.

Australian Standard 1428 also provides guidance on the minimum design requirements to enable access for people with disabilities.

## 3.5 Condition Inspection

Condition inspections occur via one of the following methods.

**Level 1:** Routine Maintenance Inspection (Asset officer or Maintenance Staff)

**Level 2:** Condition Assessment (Asset Officer or Engineer)

**Level 3:** Industry Specific Inspection

### 3.5.1 Condition Definition

Condition Rules (1-5 overall general condition values with definitions)

| Condition    | Description  |
|--------------|--|
| 1. Very Good | Not likely to need replacement within the next 10 years  |
| 2. Good      | Not likely to need replacement within the next 10 years  |
| 3. Fair      | Likely need to replace most or all the asset in 5-10years, or minor components or isolated sections of the asset need replacement or repair now. |



**Recreation, Leisure, and Community Facilities  
Asset Management Plan**

|              |  |
|--------------|--|
| 4. Poor      | Likely need to replace most or all of the asset in 2-5 years, or need to do substantial work now |
| 5. Very Poor | Immediate need to replace most or all of the asset   |

### 3.5.2 Condition Inspection Routine

| INSPECTION DESCRIPTION | RATE                   |
|------------------------|------------------------|
| Condition 1            | Inspect once annually  |
| Condition 2            | Inspect once annually  |
| Condition 3            | Inspect twice annually |
| Condition 4            | Inspect twice annually |
| Condition 5            | Inspect quarterly      |

### 3.6 Attribute Collection

Asset staff will utilise Confirm Connect to check current asset attribute data and update as necessary whilst in the field assessing/visiting an asset (i.e., for a condition inspection) New assets will be recorded in confirm based on design specifications and then checked and updated in the field. Asset Attribute data collection will be in line with mandatory data collection requirements.

### 3.7 General Asset Reporting

Asset staff are required to provide annual asset reporting for valuations and grant application requirements. These specific reports include but are not limited to:

- Asset Listing including specific attributes
- Spatial mapping of specific assets
- Condition Reports
- Maintenance Report

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## 4 Depot Operations

The core responsibilities of council's depot operations with relation to recreation, leisure and community facilities is the identification of defects and the rectification of those defects through routine and responsive maintenance. Defects are identified through an inspection process and assessed against intervention definitions.

### 4.1 Defect Inspection

Council undertakes a preventative maintenance inspection of recreation, leisure, and community facilities on Council owned assets annually. Members of Council's depot operations department undertake this process.

The results of the inspections provide Council with a way to review the condition of the built infrastructure and the natural environment. The results of which provide a list of maintenance works for Council's Parks and Gardens department to undertake in the following twelve months. All maintenance activity, inspections and works will be recorded on Council's Confirm Asset Management System.

During these audits, an assessment of the condition of the equipment using a scale of 1-5 will be utilised, based on the tables below.

#### 4.1.1 Defect Definition

The following table is used to identify if any defect exists when undertaking a recreation, leisure, and community facility defect inspection.

Should a defect be identified it is logged as a defect within Confirm Connect which will trigger the creation of the job for works to be undertaken to rectify the defect identified.

#### Grass – Sports fields

| Condition    | General Meaning  |
|--------------|--|
| 1. Very Good | Well maintained sports field meeting standard requirements, no visible signs of wear and usage, appropriate grass species with full sward coverage and evenness; good drainage not limiting usage.<br>No works required.   |
| 2. Good      | Sports field showing slight defects and deterioration, field showing some areas (<50%) visible signs of physical wear and usage, some drainage problems infrequently effecting use. Appropriate grass species with reasonable sward coverage and evenness. Deterioration has no significant impact on the field's appearance, usability, and safety. Only minor works required.                          |
| 3. Fair      | Sports field generally sound but showing minor defects, field showing visible (>50%) signs of wear and usage. Water ponding temporarily but frequently. Sward coverage has some gaps and lack of consistency, and grass species mixed or somewhat undesirable. Some deterioration beginning to affect the field's appearance, usability, and safety. Some work required, renovation likely in 3-4 years. |



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|              |  |
|--------------|--|
| 4. Poor      | Sports field has significant defects, with 40% of the field showing visible signs of physical treatment, significant signs of usage and poor drainage limiting use for extended periods. Sward coverage has significant gaps and lack of consistency, grass species is undesirable. Defects causing a marked deterioration in the field's appearance, usability, and safety. Renovation needed within 1-2 years. |
| 5. Very Poor | Sports field has serious defects, with significant signs of wear and usage. Water ponding over >30% of surface which precludes use. Sward coverage is very patchy with more bare soil/weeds than turf grass, and/or grass species is unsuitable. Defects resulting in unacceptable appearance, usability, and safety. Priority renovation/upgrading required.  |

**Synthetic Turf**

| Condition    | General Meaning  |
|--------------|--|
| 1. Very Good | Synthetic turf showing slight defect and deterioration, <20% showing minor signs of wear and usage, level and smooth. Base sound with minor cracking only. Deterioration has no significant impact on appearance usability and safety. Only minor work required  |
| 2. Good      | Synthetic turf showing slight defect and deterioration, <20% showing minor signs of wear and usage, level and smooth. Base sound with minor cracking only. Deterioration has no significant impact on appearance usability and safety. Only minor work required.   |
| 3. Fair      | Synthetic turf generally sound but showing minor defects, >20% showing visible signs of wear and usage. Some unevenness and ponding temporarily but frequently. Some deterioration beginning to affect the turfs appearance, usability, and safety. Some work required, renovation likely in 2-3 years.  |
| 4. Poor      | Synthetic turf has significant defects showing severe areas of wear and usage. Surface uneven and poor drainage limiting use. Base showing significant cracks, non-level, or other problems. Defects likely to cause a marked deterioration in the turf's appearance, usability, and safety. Renovation needed within 1-2 years.                         |
| 5. Very Poor | Synthetic turf has serious defects, with serious signs of wear and usage. Water ponding over >30% of surface which prevents use. Sward coverage is very patchy with more bare soil/weeds than turf grass, and/or grass species is unsuitable. Defects resulting in unacceptable appearance, usability, and safety. Priority renovation/upgrade required. |

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**Seats and Benches**

| Condition    | General Meaning  |
|--------------|--|
| 1. Very Good | Sound seating, well maintained with no defects.<br>No work required  |
| 2. Good      | As grade 1 but showing minor wear, tear, and deterioration e.g., slight staining of metal, minor impact damage, but no loss of protective coatings or corrosion of fastenings. Deterioration has no significant impact on Strength, functionality, and appearance of the seat.<br>Only minor works required                                    |
| 3. Fair      | Seat functionally sound, but appearance affected by minor defects e.g., Impact damage, loss of protective coatings, staining steel, minor corrosion and loosening of fastenings. Some deterioration beginning to be reflected in the strength, functionality, or appearance of the seat.<br>Likely to require renewal within 3-5 years approx. |
| 4. Poor      | Seat functioning but with problems due to significant defects e.g., loss of protective coatings, corrosion of steel, welds and fastenings, impact damage, loose fastenings and supports, causing marked deterioration in strength, functionality, or appearance within 2-3 years.<br>Likely to require renewal within 2-3 years.               |
| 5. Very Poor | Seat has serious problems and has failed or is about to fail in the near future, causing unacceptable deterioration in strength, safety, and appearance.<br>Priority rehabilitation/renewal required.  |

**Barbeques**

| Condition    | General Meaning  |
|--------------|--|
| 1. Very Good | Sound barbeque constructed to current standards, well maintained with no defects.<br>No work required.   |
| 2. Good      | As grade 1 but not constructed to current standards, showing slight wear, tear, and deterioration of surfaces e.g., slight impact damage, surface weathering, hairline cracking in concrete but no damage to cooking plates and coin mechanism. Deterioration has no significant impact on operation and appearance of the barbeque.<br>Only minor work required.    |
| 3. Fair      | Barbeque functionally sound, but appearance affected by minor defects e.g., minor impact damage and vandalism, concrete cracks <2mm, surface weathering, chipping of stone, loss of mortar, staining of cooking surfaces. Deterioration beginning to affect the operation and appearance of the barbeque.<br>Likely to require renewal within next 3-4 years approx. |
| 4. Poor      | Barbeque functioning but with problems due to significant defects e.g., cracks 2--10mm, mortar loss, loss of stone/loose stones, metal fittings and surfaces corroded or damaged, causing a marked deterioration in stability, operation, and appearance.  |

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|              |   |
|--------------|---|
|              | Likely to require renewal within 1-2 years.   |
| 5. Very Poor | Barbeque has serious problems and has failed or is about to fail in the near future, causing unacceptable deterioration in stability, operation, safety, and appearance.<br>Priority rehabilitation/renewal required. |

**Shelters/ Gazebos/ Rotundas**

| Condition    | General Meaning  |
|--------------|--|
| 1. Very Good | Sound shelter/rotunda constructed to current standards, well maintained with no defects.<br>No works required  |
| 2. Good      | As grade 1 but not constructed to current standards, showing minor wear, tear, and deterioration e.g., weathering of timber, staining of fastenings but no decay of timber or corrosion of steel. Deterioration has no significant impact on, safety and appearance of the shelter/rotunda.<br>Only minor work required. |
| 3. Fair      | Shelter/rotunda functionally sound, but appearance affected by minor defects e.g., vandalism, slight decay of timber, and mild corrosion of fastenings. Deterioration beginning to affect the stability, functionality, or appearance of the shelter.<br>Likely to require renewal within 5-6 years approx.              |
| 4. Poor      | Shelter/rotunda functioning but with problems due to significant defects e.g., rotting/splitting of timber, corrosion, loosening of fastening, causing a marked deterioration in stability, functionality, or appearance.<br>Likely to require renewal within 3-4 years.   |
| 5. Very Poor | Shelter/ rotunda has serious problems and has failed or is about to fail in the near future, causing unacceptable deterioration in stability, safety, and appearance.<br>Priority rehabilitation/renewal required.   |

**Public Toilets**

| Condition    | General Meaning  |
|--------------|--|
| 1. Very Good | Sound construction designed to current standards and well maintained with no defects.<br>No works required.  |
| 2. Good      | As grade 1 but not designed to current standards or showing minor wear, tear and deterioration of surfaces and fittings. Deterioration has no significant impact on stability, safety, appearance, and user satisfaction of the toilet.<br>Only minor work required. |

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|              |   |
|--------------|---|
| 3. Fair      | Toilet functionally sound, but appearance and reliability affected by minor defects. Some deterioration beginning to be reflected in appearance and user satisfaction, or does not meet current design standards, accessibility requirements or level of service.<br>Some work required within 2-3 years. |
| 4. Poor      | Toilet functioning but with problems due to significant defects, causing a marked deterioration in appearance, functionality, and reliability. Does not meet current standards, accessibility requirements or level of service.<br>Likely to require replacement or rehabilitation within 2-4 years.      |
| 5. Very Poor | Toilet has serious problems and serviceability, or structure has failed or is about to fail in the near future. Significantly below current standard, accessibility requirements or level of service.<br>Urgent rehabilitation/renewal required.  |

#### 4.1.2 Defect Inspection Routine

The following table outlines the defect inspection timeframe intervals.

| Equipment                   | Defect Inspection Interval | Customer Request Inspection |
|-----------------------------|----------------------------|-----------------------------|
| Grass – Sports fields       | Monthly                    | 2-5 days                    |
| Synthetic Turf              | Monthly                    | 2-5 days                    |
| Seats and Benches           | Monthly                    | 2-5 days                    |
| Barbeques                   | Monthly                    | 2-5 days                    |
| Shelters/ Gazebos/ Rotundas | Monthly                    | 2-5 days                    |
| Public Toilets              | Monthly                    | 2-5 days                    |
| Skate Park                  | Monthly                    | 2-5 days                    |
| Bouldering Wall             | Monthly                    | 2-5 days                    |

- Preventative maintenance includes proactive maintenance and planned maintenance. Simple maintenance tasks
- Reactive maintenance includes corrective maintenance and unplanned maintenance. This will extend the life of asset instead of further deterioration.

#### 4.2 Recreation, leisure and community facility Maintenance

Recreation, leisure, and community facility maintenance is triggered via response to a compliant, enquiry or event (reactive maintenance) or is routine in nature, based schedule of maintenance events.

Recreation, leisure, and community facilities inspections are aligned with relevant Australian Standards.

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**4.2.1 Routine Maintenance**

Routine maintenance is scheduled maintenance applied to a recreation, leisure, and community facilities outside of reactive maintenance, where an operations maintenance team will visit a site and complete any maintenance works required on the recreation, leisure, and community facility where any defects exist outside of intervention levels.

- Operational inspections will be undertaken quarterly.
- Comprehensive (defect) inspection will be undertaken annually
- Impact attenuating surfacing – every three years

**4.2.2 Reactive Maintenance**

The depot operations team undertakes reactive recreation, leisure and community facilities maintenance. It is packaged via a works coordinator who distributes jobs using Confirm WorkZone for execution by crews in Confirm Connect based on identified defects through the inspection process.

| Asset                       | Timeframe | Responsibility   |
|-----------------------------|-----------|------------------|
| Grass – Sports fields       | 2-5 days  | Depot Operations |
| Synthetic Turf              | 2-5 days  | Depot Operations |
| Seats and Benches           | 2-5 days  | Depot Operations |
| Barbeques                   | 2-5 days  | Depot Operations |
| Shelters/ Gazebos/ Rotundas | 2-5 days  | Depot Operations |
| Public Toilets              | 2-5 days  | Depot Operations |
| Skate Park                  | 2-5 days  | Depot Operations |
| Bouldering Wall             | 2-5 days  | Depot Operations |



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## 5 Engineering and Projects

### 5.1 Recreation, Leisure, and Community Facility Intervention Definitions

The purpose of recreation, leisure and community facility intervention definitions is to describe the level of a defect which subsequently requires maintenance to rectify.

The following table outlines the response time to a recreation, leisure, and community facility defect:

| Asset                       | Timeframe | Responsibility   |
|-----------------------------|-----------|------------------|
| Grass – Sports fields       | 2-5 days  | Depot Operations |
| Synthetic Turf              | 2-5 days  | Depot Operations |
| Seats and Benches           | 2-5 days  | Depot Operations |
| Barbeques                   | 2-5 days  | Depot Operations |
| Shelters/ Gazebos/ Rotundas | 2-5 days  | Depot Operations |
| Public Toilets              | 2-5 days  | Depot Operations |
| Skate Park                  | 2-5 days  | Depot Operations |
| Bouldering Wall             | 2-5 days  | Depot Operations |

Intervention response times apply from the time of defect identification by council that exceeds the stated intervention level. Identification by Council may be through proactive inspection, reactive inspection following a customer request, or other responsive notification. Where an interim response has been made, the intervention response time shall apply from the time the interim response is completed.

Where multiple defects exceeding intervention levels are identified, intervention shall be prioritised in asset hierarchy order. Where resources are constrained (availability of funds, materials, specialist contractors or specialist equipment), the intervention response times may be extended subject to risks being managed through temporary treatment provisions.

The identification of a defect that exceeds the stated intervention level does not oblige Council to upgrade or maintain the asset to a standard higher than that which it was constructed.

Council endeavours to identify defects that exceed the stated intervention thresholds. Where intervention thresholds are exceeded, treatment will be undertaken in accordance with the timeframes identified and subject to available resources.

### 5.2 Renewal and Capital Works Planning

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential.

Work over and above restoring an asset to original service potential is an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs. Assets requiring renewal are identified using a combination of an analysis of the long-term financial needs at a network level and Council's asset information to identify specific assets requiring renewal at a project level.

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### 5.2.1 Renewal strategy

Renewal strategies are based on assessing a range of factors to ensure the appropriate level of investment is targeted at the optimum time to ensure assets remain fit for purpose and that renewal plans are efficient and effective.

The factors considered include the following:

- criticality
- maintenance and/or failure history (i.e., when do ongoing maintenance works become uneconomic)
- age
- expected life
- remaining useful life
- condition (where known)
- condition prediction
- geographical grouping
- timing in relation to linked asset renewal plans.
- Risk Assessment based on priority of renewal factors by engineers.
- Decision matrix based on the priority of renewal factors with relevant scaling decided by the engineers

As a general principle the number and cost of repairs will determine the optimum timing to invest in the renewal of assets. Every time an asset is repaired it provides information about its performance, rate of deterioration, and a prediction of the optimum time to renew. As the rate of repairs increase, a prediction can be made about the optimum time to renew an asset to keep the cost of ownership at the optimum level.

### 5.2.2 Renewal standards

Council's construction standards are based on various standards necessary to accommodate the demands and technical requirements placed on our assets. These standards take into consideration the extensive work previously undertaken by the various professional and industry bodies such as:

- Building Code of Australia
- Commonwealth Disability Standards
- Australian Standards

All renewal works shall comply with Council's engineering standards and specifications for design and construction that apply at the time. The design of recreational, leisure and community facilities renewal works are in all cases undertaken by suitably qualified and experienced practitioners where necessary.

### 5.2.3 Renewal ranking criteria

In general, renewal works are prioritised and planned by assessing the following considerations:

- safety issues
- physical condition
- risk and asset criticality
- community/user feedback; and
- location and use type and patterns.

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It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- have a high consequence of failure
- have high use and subsequent impact on users would be greatest
- have a total value representing the greatest net value
- have the highest average age relative to their expected lives
- are identified in the asset management plan as key cost factors
- have high operational or maintenance costs
- have replacement with a modern equivalent asset that would provide the equivalent service at a savings.

### 5.3 Renewal Project Management

Recreation, leisure, and community facility renewals will be undertaken as individual projects. Ararat Rural City Council Engineering staff will be responsible for overseeing successful project completion, in accordance with industry best practice standards for project management, and this document.

Key stages of the project are:

- Monitor project regularly up to engineers' specification
- Condition Assessment
- Plan rectification or renewal of asset



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## 6 Contracts and Procurement

### 6.1 Tender Process

The tender process for all asset management types will be in accordance with Council's Procurement Policy.  
[Procurement Policy FINAL 30 May 2023.pdf](#)

### 6.2 Financial Tracking of Renewal Projects

Financial Tracking of contracts is undertaken through Council's financial system and associated tracking numbers.

### 6.3 Project Milestone Reporting

Project Milestone Reporting will be undertaken in compliance with funding milestone requirements and contract hold points and key performance indicators.

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## 7 Finance and Valuations

This section references councils Valuations Policy – Major Asset Classes

### 7.1 Asset Valuation

Ararat Rural City Council has a responsibility to financially represent its network of recreation, leisure, and community facility assets to fair value. Recreation, leisure, and community facility valuation is conducted by assigning unit rates to those classes on an annual basis based on real word values and multiplying the area of each individual recreation, leisure, and community facility to the assigned unit rate.

### 7.2 Asset Capitalisation

All assets captured and represented within the Asset Management System are capitalised assets within councils financial reporting.

### 7.3 Asset Written Down Value

The current written down value of the recreation, leisure and community facility asset is defined as the current cost of replacement minus the amount the asset has already depreciated.

### 7.4 Recurrent and Non-Recurrent Assets

All recreation, leisure and community facility assets are treated as recurrent and financially planned for as a renewal asset.

### 7.5 Asset Depreciation

Recreation, leisure, and community facility Asset Depreciation is the value (\$) of the already consumed portion of the asset. For example, if the recreation, leisure, or community facility asset is expected to last 100 years and it is currently 50 years old then it is determined that 50% of the asset is already depreciated. It is calculated in by taking the current unit rate of replacement and multiplying it against the unit rate of replacement connected to the asset and then against the percentage of the asset already consumed.

### 7.6 Representation of Asset Costings within Finance System

Recreation, leisure, and community facility renewal projects are tracked within the council finance system using 'tracking categories. Maintenance and general works expenses are tracked at a network layer within the finance system; however, individual works costs can also be reported through the Asset Management System (Confirm).

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## 8 Customer Service

### 8.1 Complaints

Complaints will be logged via Council's customer request management system (CRMS).

### 8.2 Request for Service

Customer request for service will be logged via Council's customer request management system (CRMS). Examples of request for service specific to recreation, leisure and community facilities are:

- Broken or damaged facilities
- Vandalism on facilities

### 8.3 Customer Request Management System (CRMS)

Council's customer request system (CRMS) will be used to report and record customer/public requests related to Council assets, including recreation, leisure, and community facilities. Customers have the ability to log a request online, or phone the request into customer service, who log the request on the customer's behalf. The request is then assessed by the responsible member of staff, and work scheduled accordingly. Once the request is complete, Council staff will notify the customer.

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## 9 Risk/Occupational Health and Safety

### 9.1 Safety and Risk Management

All management and operational work related to asset management (including risk, incident reporting and safe work methods) will be undertaken in accordance with Council's OH&S Policy and associated procedures.

[OHS Policy FINAL 19 January 2021](#)

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## 10 Governance/CEO's Office

### 10.1 Management of Plan

This plan will be adopted and managed on a formal four-year cycle of review.

This plan will be stored under councils Governance SharePoint policy manual, owned by the Office of the CEO and be subject to out of cycle review at the discretion of the CEO.

### 10.2 Audit

This plan will be available for all standard audit requirements.

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## 11 Organisational Transformation

### 11.1 Asset Digital Monitoring

Taking a 'Smart Cities' approach Ararat Rural City Council looks to take advantage of technology that supports the use of Asset Monitoring in particular the ability to:

- Enhance the accuracy of estimated remaining useful life.
- Enhance the accuracy of current asset condition.
- Enhance the accuracy of measuring asset health.

### 11.2 Asset Alerting Services

It is Ararat Rural City Council's intent include all asset classes in asset monitoring and tracking technology into the future.

### 11.3 Public Data Access

Road based bridge structures are publicly displayed through the public roads register.

Ararat Rural City Council is currently undertaking an assessment to establish additional data sets related to recreation, leisure and community facilities that may be considered for future public access including

- Condition.
- Attribute.
- Defect.
- Maintenance.
- Financial.
- Spatial.
- Civil and Design.

### 11.4 Predictive Asset Management

The Rural Councils Transformation Program is a state government funded initiative that is funding the current development of Ararat Rural Councils predictive asset management platform. The platform is intended to have development completed in Q3 2023 ready for testing and organisational use in Q4 2023. The core functions of the predictive asset management platform are

- Analytics at both a network and individual asset level to determine if useful life estimates are trending accurately to current useful life valuation predictions.
- Asset in the annual construction of asset financial valuations for calculated assets.
- Forward predict a rolling 10-year roads and bridge capital works program based on current degradation rates of council assets.
- Detailed reporting including spatial insights across asset classes.

### 11.5 Key Performance Indicator Platform

The management of all Council's assets will be measured and tracked via Council's service level key performance indicator system within PowerBI. This system will enable monthly tracking of data identified as

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critical to success related to the Assets service. This key performance indicator information is viewed and monitored by the CEO.

### 3.2 QUARTERLY PERFORMANCE REPORT

RESPONSIBLE OFFICER: CHIEF EXECUTIVE OFFICER  
DEPARTMENT: CEO'S OFFICE  
REFERENCE: 6573

#### OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:

Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

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#### EXECUTIVE SUMMARY

The financial statements and performance indicators have been prepared for the period ended 30 September 2023.

Based on the information provided by responsible officers and managers Council's overall financial performance is in line with budget.

#### DISCUSSION

Council must establish and maintain a budgeting and reporting framework that is consistent with the principles of sound financial management.

#### Key Financial information:

##### Income Statement (Attachment 1)

The Income Statement measures how well Council has performed from an operating nature. It reports revenues and expenditure from the activities and functions undertaken, with the net effect being a surplus or deficit. Capital expenditure is excluded from this statement, as it is reflected in the Balance Sheet.

Attachment 1 shows that Council generated \$18.699 million in revenue and \$8.756 million in expenses to 30 September 2023. This has resulted in an operating surplus of \$9.943 million for the three months ended 30 September 2023.

##### *Income*

**Rates and charges** account for 63% of the total budgeted income for 2023/24. Rates and charges are recognised when the rates have been raised, not when the income has been received. An amount of \$17.333 million has been recognised as income for the three months ended 30 September 2023.

**User fees** account for 5% of the total budgeted income for 2023/24 and \$0.517 million has been received to 30 September 2023. The majority of this relates to transfer station fees, fitness centre income and commercial waste management charges.

**Recurrent Operating Grants** total \$0.351 million to 30 September 2023, including \$0.050 million from the Victorian Local Government Grants Commission for general purpose grants and \$0.032 million for the local roads grants.

**Non-recurrent Operating Grants** total \$0.248 million to 30 September 2023. Council has been successful in obtaining several grants that had not been budgeted for, as detailed in the table below. The amounts shown as unearned income will be treated as income in future accounting periods once the performance obligations of the grant have been met.



|   | Budget<br>2022/23<br>\$'000 | Income<br>2022/23<br>\$'000 | Unearned<br>Income<br>\$'000 |
|---|-----------------------------|-----------------------------|------------------------------|
| <b>Non-Recurrent Operating Grants</b>         |                             |                             |                              |
| New Arrivals Settlement Program               | -                           | 44                          | -                            |
| Pilot Coordination Grampians Workforce        | -                           | 50                          | -                            |
| Ararat Housing Transition                     | -                           | -                           | 300                          |
| Digital Twin Victoria                         | -                           | -                           | 954                          |
| Free Public WiFi Services                     | -                           | -                           | 1,149                        |
| Rural Roads Support Program                   | -                           | -                           | 56                           |
| Supported Playgroups                          | 63                          | 16                          | -                            |
| Power our Future!! Tatyoon Recreation Reserve | -                           | 20                          | -                            |
| Natural Disaster Relief                       | -                           | 24                          | -                            |
| Planning & Data Development                   | -                           | 93                          | -                            |
| Other Minor Grants (under \$30,000)           | 6                           | 1                           | 20                           |
|   | <b>69</b>                   | <b>248</b>                  | <b>2,479</b>                 |

**Non-recurrent Capital Grants** have not been received in the three months to 30 September 2023, as detailed in the table below. The amounts shown as unearned income will be treated as income in future accounting periods once the performance obligations of the grant have been met.

|   | Budget<br>2022/23<br>\$'000 | Income<br>2022/23<br>\$'000 | Unearned<br>Income<br>\$'000 |
|---|-----------------------------|-----------------------------|------------------------------|
| <b>Non-Recurrent Capital Grants</b>                       |                             |                             |                              |
| Ararat East Development Zone Trunk Infrastructure Project | -                           | -                           | 419                          |
| Ararat Regional Playgrounds All Abilities Redevelopment   | -                           | -                           | 922                          |
|   | <b>0</b>                    | <b>0</b>                    | <b>1,341</b>                 |

#### Note

It is important to note the following:

1. The Grants Operating (recurrent) figure in the Original Budget was \$7.677 million and in the Current Budget is recorded as \$0.191 million, as \$7.426 million was paid to Council in 2022/23 by the Victorian Local Government Grants Commission (VLGGC) for the 2023/24 financial year. Council has still received the expected VLGGC income, to be spent in 2023/24, however it will be reported over two financial years. Council also received \$0.060 million funding in advance for the Municipal Emergency Response Plan which has also been adjusted in the current budget.
2. Unearned revenue received in prior years has been adjusted between the Original Budget and Current Budget with an additional \$2.593 million for Grants Operating (non-recurrent), \$0.056 million for Grants Capital (recurrent) and \$0.419 million for Grants Capital (non-recurrent) included in the Current Budget on the assumption that each of the grant projects will be completed during the 2023/24 financial year.
3. These changes in the budget, plus the note reported under expenses, create a change in the reported surplus position from a projected surplus of \$1.296 million to a deficit of \$6.812 million for 2023/24. The year-end variance is a deficit of \$0.107 million when the actual year to date expenses are compared to the year to date budget.

#### Expenses

**Employee Costs** account for approximately 41% of the total budgeted expenditure for 2023/24. For the three months ended 30 September 2023 Council has incurred \$2.809 million in employee costs.

**Materials and Services** account for approximately 29% of the total budgeted expenditure for 2023/24. For the three months ended 30 September 2023, Council has incurred \$3.492 million in materials and services costs. There are a number of projects, including those carried forward from 2022/23 that are expected to be completed before the end of the financial year.

#### **Note**

It is important to note the following:

There has been an increase in expenditure on materials and services from \$8.035 million in the Original Budget to \$11.555 million in the Current Budget for 2023/24. This has resulted from a carry forward amount of \$3.520 million from the 2022/23 financial year surplus and unspent grant funds which will be used for additional activity in 2023/24. Additionally, there has been an increase of \$0.170 million in employee costs from \$11.134 million in the Original Budget to \$11,304 million in the Current Budget with some grant-funded projects requiring additional staffing to meet the requirements of the grant.

#### **Balance Sheet (Attachment 2)**

The Balance Sheet is one of the main financial statements and reports Council's assets, liabilities and equity at a given date, in this case 30 September 2023. Comparative figures have been provided as at 30 June 2023.

Council's current assets have increased by \$9.980 million from \$24.057 million as at 30 June 2023 to \$34.037 million as at 30 September 2023. Cash and cash equivalents have decreased by \$5.398 million from \$11.457 million to \$6.059 million, as \$8.000 million has been transferred to a term deposit with a six-month maturity period and is now classified as a financial asset. Trade and other receivables have increased by \$15.364 million from \$4.509 million as at 30 September 2022 to \$19.873 million as at 30 September 2023.

Total liabilities have increased from \$8.596 million in 2022/23 to \$9.407 million in 2023/24. Trade and other payables have decreased by \$0.218 million and trust funds and deposits have increased by \$0.256 million. Unearned income/revenue increased by \$0.808 million, and includes grants received by Council, where in accordance with accounting standards they are held as a liability until grant-related performance obligations have been met.

#### **Statement of Cash Flows (Attachment 3)**

The Statement of Cash Flows shows how changes in the Statement of Financial Position and Income Statement affect Cash and Cash Equivalents, and breaks down the analysis to operating activities, investing activities and financing activities.

The Cash and Cash Equivalents at the beginning of the financial year of \$11.457 million have decreased by \$5.445 million to \$6.012 million as at 30 September 2023. However, part of the decrease is due to \$8.000 million being transferred to a term deposit which is now classified as a financial asset, and no longer included in cash and cash equivalents.

Net cash of \$2.238 million was used in operating activities, \$3.132 million was used in investing activities, and \$0.075 million was used in financing activities.

Investing activities includes payments for property, plant and equipment, and infrastructure.

#### **Financial Performance Indicators (Attachment 4)**

The Local Government Performance Reporting Framework requires Councils to report various performance indicators at the end of each financial year.

A full list of financial performance indicators is included in Attachment 4.

| Indicator  | 30/6/2023 | 30/9/2023 |
|--|-----------|-----------|
| <b>Working capital</b><br><i>Measure - Current assets compared to current liabilities.</i><br>Expected values in accordance with the Local Government Performance Reporting Framework 100% to 400%<br>Indicator of the broad objective that sufficient working capital is available to pay bills as and when they fall due. High or increasing level of working capital suggests an improvement in liquidity   | 322%      | 411%      |
| <b>Loans and borrowings</b><br><i>Measure - Loans and borrowings compared to rates.</i><br>Expected values in accordance with the Local Government Performance Reporting Framework – 0% to 70%<br>Indicator of the broad objective that the level of interest-bearing loans and borrowings should be appropriate to the size and nature of a council's activities. Low or decreasing level of loans and borrowings suggests an improvement in the capacity to meet long term obligations | 7.07%     | 6.85%     |
| <b>Indebtedness</b><br><i>Measure - Non-current liabilities compared to own source revenue</i><br>Expected values in accordance with the Local Government Performance Reporting Framework – 2% to 70%<br>Indicator of the broad objective that the level of long-term liabilities should be appropriate to the size and nature of a Council's activities. Low or decreasing level of long-term liabilities suggests an improvement in the capacity to meet long term obligations         | 5.47%     | 6.19%     |
| <b>Rates concentration</b><br><i>Measure - Rates compared to adjusted underlying revenue</i><br>Expected values in accordance with the Local Government Performance Reporting Framework – 30% to 80%<br>Indicator of the broad objective that revenue should be generated from a range of sources. High or increasing range of revenue sources suggests an improvement in stability  | 51.46%    | 92.70%    |
| <b>Expenditure level</b><br><i>Measure - Expenses per property assessment</i><br>Expected values in accordance with the Local Government Performance Reporting Framework \$2,000 to \$10,000<br>Indicator of the broad objective that resources should be used efficiently in the delivery of services. Low or decreasing level of expenditure suggests an improvement in organisational efficiency  | \$4,616   | \$1,191   |
| <b>Indicator - Revenue level</b><br><i>Measure - Average residential rate per residential property assessment</i><br>Expected values in accordance with the Local Government Performance Reporting Framework - \$700 to \$2,000<br>Indicator of the broad objective that resources should be used efficiently in the delivery of services. Low or decreasing level of rates suggests an improvement in organisational efficiency   | \$2,006   | \$2,005   |
| <b>Indicator – Percentage of total rates collected</b><br>The internal audit conducted in 2019 on Rates Revenue and Rate Debtor Management found no routine or regular reporting of large and long outstanding rates debtors.<br>The outstanding Rates Debtors is reported in the Annual Financial report.   | 90.2%     | 14.9%     |

|   |        |         |
|---|--------|---------|
| As at 30 September 2023 the outstanding Rates Debtors totalled \$16.649 million compared to \$1.955 million as at 30 June 2023, an increase of \$14.694 million. In percentage terms 14.9% of the rates raised have been collected at 30 September 2023 compared to 13.8% up to 30 September 2022.<br>Outstanding rates are currently charged 10% interest.<br>Council issues approximately 7,900 rate notices. In 2023/24 there are 2,640 assessments paying by instalments compared with 2,843 assessments in 2022/23.  |        |         |
| <b>Indicator – Asset Renewal &amp; Upgrade</b><br><i>Measure - Asset renewal &amp; Upgrade compared to depreciation</i><br>Expected range in accordance with the Local Government Performance Reporting Framework – 40% to 130%<br>Assessment of whether council assets are being renewed or upgraded as planned. It compares the rate of spending on existing assets through renewing, restoring, replacing or upgrading existing assets with depreciation. Ratios higher than 1.0 indicate there is a lesser risk of insufficient spending on Council's asset base. | 90.93% | 103.49% |

The Local Government Performance Reporting Framework provides "Expected ranges" for each indicator. The framework has been developed to consider results at the end of the financial year so some results during the year are outside the expected range due to the timing of receipts and payments.

Explanations are provided in Attachment 4 for those indicators that are outside the "expected ranges".

## KEY CONSIDERATIONS

### *Alignment to Council Plan Strategic Objectives*

#### **6 Strong and Effective Governance**

We will work hard to build models of governance that place delivering public value at the centre through effective financial management; well measured risk management; and implementation of effective community engagement practices

#### **6.1 Deliver responsible budget outcomes, linked to strategy, that deliver value, innovation, and rating fairness**

### *Budget Implications*

Council's financial performance is in line with expectations. Council's cash position was expected to reduce in the first quarter to pay for the outstanding accounts at year end.

### *Policy/Relevant Law*

Section 97 – Quarterly Budget Report of the Local Government Act 2020 states:

- 1 As soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public.
- 2 A quarterly budget report must include—
  - (a) a comparison of the actual and budgeted results to date; and
  - (b) an explanation of any material variations; and
  - (c) any other matters prescribed by the regulations.
- 3 In addition, the second quarterly report of a financial year must include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required.

### *Sustainability Implications*

This report does not raise any sustainability implications.

***Risk Assessment***

Council is required to establish and maintain a budgeting and reporting framework that is consistent with the principles of sound management and this report assists Council in meeting that requirement.

***Innovation and Continuous Improvement***

The content of the Quarterly report is continually reviewed to ensure meaningful data is provided.

***Stakeholder Collaboration and Community Engagement***

Council's financial performance reports are published quarterly.

**RECOMMENDATION**

*That the Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows and Financial Performance Indicators for the period ended 30 September 2023 be received and adopted.*

**MOVED CR J ARMSTRONG  
SECONDED CR BURRIDGE**

**That the Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows and Financial Performance Indicators for the period ended 30 September 2023 be received and adopted.**

**CARRIED 4917/23**

**ATTACHMENTS**

Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows and Financial Performance Indicators are provided as Attachment 3.2

Attachment 1

Comprehensive Income Statement for the three months ended 30 September 2023

|   | Original<br>Budget<br>\$'000 | Current<br>Budget<br>\$'000 | YTD<br>Budget<br>\$'000 | YTD<br>Actual<br>\$'000 | YTD<br>Variance<br>\$'000 | Variance   |
|---|------------------------------|-----------------------------|-------------------------|-------------------------|---------------------------|------------|
| <b>Income</b>   |                              |                             |                         |                         |                           |            |
| Rates and charges   | 17,881                       | 17,881                      | 17,387                  | 17,333                  | (54)                      | 0%         |
| Statutory fees and fines  | 262                          | 262                         | 66                      | 85                      | 19                        | 29%        |
| User fees   | 1,454                        | 1,454                       | 488                     | 517                     | 29                        | 6%         |
| Contributions - cash capital  | -                            | -                           | -                       | -                       | -                         | 0%         |
| Contributions - cash operating  | 100                          | 100                         | 4                       | 4                       | -                         | 0%         |
| Grants - operating (recurrent)  | 7,677                        | 191                         | 257                     | 351                     | 94                        | 37%        |
| Grants - operating (non-recurrent)  | 69                           | 2,662                       | 183                     | 248                     | 65                        | 36%        |
| Grants - capital (recurrent)  | 533                          | 589                         | -                       | -                       | -                         | 0%         |
| Grants - capital (non-recurrent)  | -                            | 419                         | -                       | -                       | -                         | 0%         |
| Net gain/(loss) on disposal of property, plant and equipment                                      | 28                           | 28                          | 9                       | -                       | (9)                       | -100%      |
| Other income  | 542                          | 542                         | 135                     | 161                     | 26                        | 19%        |
| Fair value adjustments for investment property  | -                            | -                           | -                       | -                       | -                         | 0%         |
| Share of net profits/(losses) of associates and joint ventures accounted for by the equity method | -                            | -                           | -                       | -                       | -                         | 0%         |
| <b>Total income</b>   | <b>28,545</b>                | <b>24,127</b>               | <b>18,529</b>           | <b>18,699</b>           | <b>170</b>                |            |
| <b>Expenses</b>   |                              |                             |                         |                         |                           |            |
| Employee costs  | 11,134                       | 11,304                      | 2,904                   | 2,809                   | (95)                      | -3%        |
| Materials and services  | 8,035                        | 11,555                      | 3,553                   | 3,492                   | (61)                      | -2%        |
| Bad and doubtful debts  | -                            | -                           | -                       | 1                       | 1                         | 0%         |
| Depreciation  | 7,659                        | 7,659                       | 1,915                   | 2,359                   | 444                       | 23%        |
| Borrowing costs   | 56                           | 56                          | 16                      | 16                      | -                         | 0%         |
| Other expenses  | 365                          | 365                         | 91                      | 79                      | (12)                      | -13%       |
| <b>Total expenses</b>   | <b>27,249</b>                | <b>30,939</b>               | <b>8,479</b>            | <b>8,756</b>            | <b>277</b>                | <b>3%</b>  |
| <b>Surplus for the year</b>   | <b>1,296</b>                 | <b>(6,812)</b>              | <b>10,050</b>           | <b>9,943</b>            | <b>(107)</b>              | <b>-1%</b> |
| <b>Other comprehensive income</b>   |                              |                             |                         |                         |                           |            |
| Net asset revaluation increment   | -                            | -                           | -                       | -                       | -                         |            |
| <b>Total comprehensive result</b>   | <b>1,296</b>                 | <b>(6,812)</b>              | <b>10,050</b>           | <b>9,943</b>            | <b>(107)</b>              |            |

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**Attachment 2**  
**Balance Sheet as at 30 September 2023**

|   | 30/09/2023<br>\$'000 | 30/06/2023<br>\$'000 |
|---|----------------------|----------------------|
| <b>Assets</b>                                 |                      |                      |
| <b>Current assets</b>                         |                      |                      |
| Cash and cash equivalents                     | 6,059                | 11,457               |
| Trade and other receivables                   | 19,873               | 4,509                |
| Financial assets                              | 8,000                | 8,002                |
| Inventories                                   | 102                  | 74                   |
| Prepayments                                   | 3                    | 15                   |
| <b>Total current assets</b>                   | <b>34,037</b>        | <b>24,057</b>        |
| <b>Non-current assets</b>                     |                      |                      |
| Trade and other receivables                   | 7                    | 7                    |
| Investments in joint venture                  | 501                  | 501                  |
| Property, plant and equipment, infrastructure | 296,043              | 295,269              |
| Investment property                           | 1,661                | 1,661                |
| <b>Total non-current assets</b>               | <b>298,212</b>       | <b>297,438</b>       |
| <b>Total assets</b>                           | <b>332,249</b>       | <b>321,495</b>       |
| <b>Liabilities</b>                            |                      |                      |
| <b>Current liabilities</b>                    |                      |                      |
| Trade and other payables                      | 1,547                | 1,765                |
| Trust funds and deposits                      | 561                  | 305                  |
| Unearned Income                               | 3,876                | 3,068                |
| Provisions                                    | 2,112                | 2,084                |
| Interest-bearing loans and borrowings         | 190                  | 253                  |
| <b>Total current liabilities</b>              | <b>8,286</b>         | <b>7,475</b>         |
| <b>Non-current liabilities</b>                |                      |                      |
| Provisions                                    | 123                  | 123                  |
| Interest-bearing loans and borrowings         | 998                  | 998                  |
| <b>Total non-current liabilities</b>          | <b>1,121</b>         | <b>1,121</b>         |
| <b>Total liabilities</b>                      | <b>9,407</b>         | <b>8,596</b>         |
| <b>Net Assets</b>                             | <b>322,842</b>       | <b>312,899</b>       |
| <b>Equity</b>                                 |                      |                      |
| Accumulated surplus                           | 102,543              | 92,600               |
| Reserves                                      | 220,299              | 220,299              |
| <b>Total Equity</b>                           | <b>322,842</b>       | <b>312,899</b>       |

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**Attachment 3**

**Statement of Cash Flows for the three months ended 30 September 2023**

|   | Three<br>months to<br>30/09/2023<br>Inflows/<br>(Outflows)<br>\$'000 | Forecast Year<br>End to<br>30/06/2024<br>Inflows/<br>(Outflows)<br>\$'000 |
|---|--|---|
| <b>Cash flows from operating activities</b>                         |  |   |
| Rates and charges   | 1,981  | 17,866  |
| Statutory fees and fines  | 83   | 262   |
| User fees   | 529  | 1,454   |
| Grants - operating  | 508  | 2,853   |
| Grants - capital  | 922  | 1,008   |
| Contributions - monetary  | 4  | 100   |
| Interest received   | 80   | 400   |
| Trust funds and deposits taken                                      | 88   | -   |
| Other receipts  | 82   | 142   |
| Net GST refund/payment  | 519  | 808   |
| Employee costs  | (3,034)  | (11,304)  |
| Materials and services  | (3,850)  | (12,978)  |
| Trust funds and deposits repaid                                     | (110)  | -   |
| Other payments  | (40)   | (365)   |
| <b>Net cash provided by (used in) operating activities</b>          | <b>(2,238)</b>   | <b>246</b>  |
| <b>Cash flows from investing activities</b>                         |  |   |
| Payments for property, plant and equipment, infrastructure          | (3,132)  | (13,145)  |
| Proceeds from sale of property, plant and equipment, infrastructure | -  | 200   |
| Proceeds from investments   | -  | -   |
| <b>Net cash provided by (used in) investing activities</b>          | <b>(3,132)</b>   | <b>(12,945)</b>   |
| <b>Cash flows from financing activities</b>                         |  |   |
| Finance costs   | (12)   | (55)  |
| Repayment of borrowings   | (63)   | (253)   |
| Proceeds from borrowings  | -  | -   |
| <b>Net cash provided by (used in) financing activities</b>          | <b>(75)</b>  | <b>(308)</b>  |
| Net increase (decrease) in cash and cash equivalents                | (5,445)  | (13,007)  |
| Cash and cash equivalents at the beginning of the financial year    | 11,457   | 11,457  |
| <b>Cash and cash equivalents at the end of the period</b>           | <b>6,012</b>   | <b>(1,550)</b>  |

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Attachment 4

Financial Performance Indicators for the three months ended 30 September 2023

Result

Material Variations

LIQUIDITY

Dimension - Operating position

Indicator - Adjusted underlying result

Measure - Adjusted underlying surplus (or deficit)

[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100

53.17%

**Outside** The adjusted underlying result of  
**Expected** 53.17% is high because the total  
**Range** amount of rates & charges has been  
recognised as income and the  
expenses are only for part of the  
financial year.

Expected range in accordance with the Local Government Performance Reporting Framework -20% to 20%

Indicator of the broad objective that an adjusted underlying surplus should be generated in the ordinary course of business. A surplus or increasing surplus suggests an improvement in the operating position

Dimension - Liquidity

Indicator - Working capital

Measure - Current assets compared to current liabilities

[Current assets / Current liabilities] x100

411% No material variation

**Outside** The working capital indicator of  
**Expected** 411% is high because the total  
**Range** amount of rates & charges has been  
recognised as income with most of  
the amount still owing in current  
assets as rates debtors.

Expected range in accordance with the Local Government Performance Reporting Framework 100% to 400%

Indicator of the broad objective that sufficient working capital is available to pay bills as and when they fall due. High or increasing level of working capital suggests an improvement in liquidity

Indicator - Unrestricted cash

Unrestricted cash compared to current liabilities

[Unrestricted cash / Current liabilities] x100

-10.09%

**Outside** Council has invested \$8 million for  
**Expected** a six month term resulting in the  
**Range** funds being excluded when  
calculating the unrestricted cash  
indicator.

Expected range in accordance with the Local Government Performance Reporting Framework 10% to 300%

Indicator of the broad objective that sufficient cash which is free of restrictions is available to pay bills as and when they fall due. High or increasing level of unrestricted cash suggests an improvement in liquidity

| Financial Performance Indicators for the three months ended 30 September 2023  | Result        | Material Variations  |
|--|---------------|--|
| <b>OBLIGATIONS</b>   |               |  |
| <b>Dimension - Obligations</b>   |               |  |
| <b>Indicator - Loans and borrowings</b>  |               |  |
| <i>Measure - Loans and borrowings compared to rates</i><br>[Interest bearing loans and borrowings / Rate revenue] x100   | 6.85%         | No material variation  |
| Expected range in accordance with the Local Government Performance Reporting Framework   | 0% to 70%     |  |
| Indicator of the broad objective that the level of interest bearing loans and borrowings should be appropriate to the size and nature of a council's activities. Low or decreasing level of loans and borrowings suggests an improvement in the capacity to meet long term obligations |               |  |
| <i>Loans and borrowings repayments compared to rates</i><br>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100   | 0.43%         | No material variation  |
| Expected range in accordance with the Local Government Performance Reporting Framework   | 0% to 20%     |  |
| <b>Indicator - Indebtedness</b>  |               |  |
| <i>Measure - Non-current liabilities compared to own source revenue</i><br>[Non-current liabilities / Own source revenue] x100   | 6.19%         | No material variation  |
| Expected range in accordance with the Local Government Performance Reporting Framework   | 2% to 70%     |  |
| Indicator of the broad objective that the level of long term liabilities should be appropriate to the size and nature of a Council's activities. Low or decreasing level of long term liabilities suggests an improvement in the capacity to meet long term obligations                |               |  |
| <b>Indicator - Asset renewal (&amp; Asset Upgrade included now also)</b>   |               |  |
| <i>Measure - Asset renewal &amp; Upgrade compared to depreciation</i><br>[Asset renewal expenses / Asset depreciation] x100  | 103.49%       | No material variation  |
| Expected range in accordance with the Local Government Performance Reporting Framework   | 40% to 130%   |  |
| Indicator of the broad objective that assets should be renewed as planned. High or increasing level of planned asset renewal being met suggests an improvement in the capacity to meet long term obligations   |               |  |
| <b>STABILITY</b>   |               |  |
| <b>Dimension - Stability</b>   |               |  |
| <b>Indicator - Rates concentration</b>   |               |  |
| <i>Measure - Rates compared to adjusted underlying revenue</i><br>[Rate revenue / Adjusted underlying revenue] x100  | 92.70%        | <b>Outside Expected Range</b> The rates concentration indicator of 92.70% is high because the total amount of rates & charges has been recognised as income and the timing of the receipt of government grants vary. |
| Expected range in accordance with the Local Government Performance Reporting Framework   | 30% to 80%    |  |
| Indicator of the broad objective that revenue should be generated from a range of sources. High or increasing range of revenue sources suggests an improvement in stability  |               |  |
| <b>Indicator - Rates effort</b>  |               |  |
| <i>Measure - Rates compared to property values</i><br>[Rate revenue / Capital improved value of rateable properties in the municipality] x100  | 0.26%         | No material variation  |
| Expected range in accordance with the Local Government Performance Reporting Framework   | 0.15 to 0.75% |  |
| Indicator of the broad objective that the rating level should be set based on the community's capacity to pay. Low or decreasing level of rates suggests an improvement in the rating burden   |               |  |

| Financial Performance Indicators for the three months ended 30 September 2023  | Result                        | Material Variations  |
|--|-------------------------------|--|
| <b>EFFICIENCY</b>  |                               |  |
| <b>Dimension - Efficiency</b>  |                               |  |
| <b>Indicator - Expenditure level</b>   |                               |  |
| <i>Measure - Expenses per property assessment</i><br>[Total expenses / Number of property assessments]   | \$1,190.97                    |  |
|  | <b>Outside Expected Range</b> | This indicator is below the expected range as there are only three months of expenses included in the calculation. |
| Expected range in accordance with the Local Government Performance Reporting Framework   | \$2,000 to \$5,000            |  |
| Indicator of the broad objective that resources should be used efficiently in the delivery of services.<br>Low or decreasing level of expenditure suggests an improvement in organisational efficiency |                               |  |
| <b>Indicator - Revenue level</b>   |                               |  |
| <i>Measure - Average rate per property assessment</i><br>[Total rate revenue (general rates and municipal charges) / Number of property assessments]   | \$2,004.76                    |  |
|  | <b>Outside Expected Range</b> | The average rate per property assessment is slightly above the expected range.                                     |
| Expected range in accordance with the Local Government Performance Reporting Framework   | \$700 to \$2,000              |  |
| Indicator of the broad objective that resources should be used efficiently in the delivery of services.<br>Low or decreasing level of rates suggests an improvement in organisational efficiency       |                               |  |

### 3.3 PROPOSED ARARAT RURAL CITY SPORT, ACTIVE RECREATION & OPEN SPACE STRATEGY

RESPONSIBLE OFFICER: STRATEGIC PROJECT LEAD  
DEPARTMENT: CEO'S OFFICE  
REFERENCE: 12766

#### OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:

Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

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#### EXECUTIVE SUMMARY

The latest Ararat Rural City Recreation and Open Space Strategy is 20 years old. While there have been site specific master plans, facility studies and activity specific strategies since 2003, these too may no longer be contemporary and may not represent the current needs of the community.

A consolidated, municipal-wide Sport, Active Recreation and Open Spaces Strategy is proposed to provide a clear roadmap for the coordinated delivery of welcoming, accessible and motivational sport and recreation infrastructure that meets present and future needs.

The purpose of this report is to seek Council's support to apply for funding from the Victorian Government's Local Sports Infrastructure Fund - Planning Stream with a co-contribution of \$15,000 from Council. If the grant is awarded, the project period would be primarily in the 2024/25 financial year.

#### DISCUSSION

The Ararat Rural City is a highly liveable municipality, with a diverse offering of sporting pavilions and facilities, including football and cricket ovals, netball, tennis and basketball courts. There are a range of parks and gardens, playgrounds, reserves, swimming pools, lakes, walking paths and bike tracks. Many residents participate in sport or an active recreation activity every week, and we raise high calibre sportspersons and athletes. It inspires a sense of belonging and connection in young and old and boosts our physical and mental health and wellbeing.

Infrastructure that encourages and enables participation in sport, an active lifestyle and leisure activities that refreshes and invigorates us is key to a strong and vibrant Ararat Rural City. Much of our existing infrastructure are quality facilities that are well utilised, but not all were originally built with universal access in mind. Some facilities are underutilised and have previously been identified as surplus to need. Some do not cater to current sporting preferences, are not welcoming to all genders, identities and backgrounds. While at other facilities, the demand and usage is very high or at capacity.

The Ararat Rural City is also growing. Several recent and significant economic and housing developments will see in-migration and new residents who will want to join our local sporting clubs and active recreation communities. They will want to partake in social gatherings and activities, volunteer, form friendships, contribute to their community, and have an enriching lifestyle for themselves and their family. The existing plans and strategies were largely based on historical population projections and trends, many of which would no longer applicable.

A new strategy is needed to recalibrate what and how we deliver our sport and recreation infrastructure to coordinate how we address current issues and transition to improved facilities with minimal disruption. The strategy will aim to ensure that we have quality facilities that are well utilised, are adaptable to future needs, and are welcoming and accessible for everyone. It will help inform the treatment of open spaces in the planning framework and set out a roadmap for future infrastructure that is well connected to active transport links, are designed to be environmentally and financially sustainable, and cost effective to maintain and operate. It will lead to the delivery of modern infrastructure and sport and recreation programs that will cater



to a growing population and increase the liveability of the Ararat region. The proposed consolidated, municipal-wide Sport, Active Recreation and Open Spaces Strategy will also communicate the Ararat Rural City's priorities for future State and Federal funding in the municipality.

Key elements of the project scope will include:

- Analysis of participation trends, community expectations and needs in the municipality
- Assessment of the utilisation and appropriateness of existing infrastructure and open spaces
- Identification of possible future works and developments that address significant gaps and opportunities, and aligns with current and future community expectations and needs

## KEY CONSIDERATIONS

### *Alignment to Council Plan Strategic Objectives*

The proposed Sport, Active Recreation & Open Spaces Strategy will advance the following objectives and strategies:

- 1 **Growing Our Place**  
We will create the settings to support growth across our municipality through an improved planning scheme, actively pursuing new housing options and exploring models for in-migration.
  - a. Work with other levels of government, business, and not-for-for profits to develop programs to increase in- migration to Ararat Rural City to grow our population.
- 4 **Developing and Maintaining Key Enabling Infrastructure**  
We will ensure that we plan, fund and develop new infrastructure in ways that delivers strong public value. Existing infrastructure will be managed, renewed, and maintained to ensure that it continues to serve identified public needs.
  - 4.2 Work directly with asset users to manage and develop new and existing assets.
  - 4.3 Deliver infrastructure outcomes that support economic growth, promote community wellbeing and safety, and align with Council's financial sustainability.
- 5 **Enhancing Community Life**  
We will work with the communities of Ararat Rural City to maintain social cohesion, support community activity and cultural life, and enhance safety.
  - 5.2 Partner with community groups, not-for-profits, and traditional owner organisations to develop Ararat Rural City as a more inclusive and diverse community.

### *Budget Implications*

A Local Sports Infrastructure Fund – Planning Stream grant of \$40,000 will be sought to enable the delivery of this proposed strategy. This funding requires a co-contribution, \$15,000 is proposed to be provided towards this project in the 2024/25 financial year for a total project cost of \$55,000.

Sport and Recreation Victoria requires Local Government Authorities to confirm their commitment to underwrite cost escalations to deliver the scope outlined in the application. This provides them further confidence that the project can proceed.

### *Policy/Relevant Law*

None identified.

### *Sustainability Implications*

None identified.

### *Risk Assessment*

None identified.

### *Innovation and Continuous Improvement*

None identified.

***Stakeholder Collaboration and Community Engagement***

Community and stakeholder consultation and engagement will occur during the development of the strategy if the Local Sports Infrastructure Fund – Planning Stream grant is successful. Engagement will occur primarily in the 2024/25 financial year during the project period.

**RECOMMENDATION**

*That Council:*

- 1 Endorse the development of a Sport, Active Recreation & Open Spaces Strategy; and*
- 2 Confirms that co-contributions of funding will be available within the appropriate timeframes to deliver the project.*

**MOVED CR ALLGOOD  
SECONDED CR BEALES**

**That Council:**

- 1 Endorse the development of a Sport, Active Recreation & Open Spaces Strategy; and**
- 2 Confirms that co-contributions of funding will be available within the appropriate timeframes to deliver the project.**

**CARRIED 4918/23**

**ATTACHMENTS**

There are no attachments in relation to this item.

## SECTION 4 – INFORMATION REPORTS

### 4.1 2023/2024 CAPITAL WORKS PROGRAM – NOVEMBER 2023

RESPONSIBLE OFFICER: CHIEF EXECUTIVE OFFICER  
DEPARTMENT: CEO'S OFFICE  
REFERENCE: 9655

#### OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:

Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

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#### EXECUTIVE SUMMARY

Council adopted its 2023/2024 Capital Works Program as a key element of the 2023/2024 Budget. The 2023/24 budget has a strong focus on infrastructure with a \$9.5 million investment in capital works.

Major works including the following:

- Stage one of Mount William Road construction, urban gravel to seal road upgrades, and maintaining and repairing rural and urban roads and drainage.

#### DISCUSSION

Council's 2023/2024 Capital Works Program continues to be substantially different to previous years, the program does not have a number of major road and bridge construction and will continue to undertake a "small targeted" capital works program.

The emphasis for 2023/2024 is on renewal and updating Council assets, undertaking a larger number of smaller projects of lower value to avoid the impacts of price volatility in the market. Using this approach will also provide opportunities to leverage in-house capability, support local employment and engagement of local contractors.

The capital works program has had an emphasis on the following areas:

- An enhanced road reseal program
- Improvement to urban drainage
- Upgrades to the footpath network
- A major urban road gravel to seal program
- Commencement of Mt William Road Reconstruction works

The capital work budget is currently 38% spent to 22 November 2023. This result sees our Capital Works Budget tracking at the expected monthly rate with end of month invoices still to be provided and two pay runs to be allocated to the program. This has taken a whole team effort to achieve this result. The first five months of the 2023/2024 financial years has seen significant works in road resheeting with 68% of the available budget being expended and the small property capital projects having expended 100%. With the dry summer months approaching works will be focused on the urban gravel to seal program and the commencement of stage one of the Mount William Road construction.

|   | Budget             | Committed/<br>Contracted | Complete         | Notes  |
|---|--------------------|--------------------------|------------------|--|
| <b>PROPERTY -CAPITAL</b>                    | <b>\$400,000</b>   |                          |                  |  |
| Property Capital                            |                    | \$256,697                | \$145,213        | These works are made up of a series of smaller projects. Projects include upgrade of the town hall square lighting and power, Willaura Memorial Hall Kitchen installation, bluestone works at the Alexandra Gardens Fernery, and painting and new windows for the Warrak Hall.   |
|   |                    |                          |                  |  |
|   |                    |                          |                  |  |
| Alexandra Oval Resurfacing                  | <b>\$200,000</b>   | \$46,908                 | \$24,724         | Seeding of the Alexandra Oval is expected to commence in the last week of November with all irrigation and surface preparation being completed.  |
| Ararat Fitness Centre Stage 1               | <b>\$950,000</b>   |                          | \$18,190         | Work has been halted on this project with other recreational options to be explored. There is an invoice to be paid to consultants for works completed prior to cancellation.  |
|   |                    |                          |                  |  |
| <b>TOTAL PROPERTY</b>                       |                    | <b>\$303,605</b>         | <b>\$188,128</b> |  |
| <b>PLANT &amp; EQUIPMENT</b>                | <b>\$40,000</b>    |                          |                  |  |
| Plant and Vehicles                          |                    |                          | \$167,157        | Includes two new passenger vehicles and new survey equipment.<br>Quarter 2 Bookstock payment has been made.  |
| Book stock - Library Book Replacement       |                    |                          | \$20,562         |  |
|   |                    |                          |                  |  |
| <b>TOTAL PLANT &amp; EQUIPMENT</b>          |                    |                          | <b>\$187,719</b> |  |
| Gravel Road Sheeting & Gravel Road Widening | <b>\$2,800,000</b> | \$52,143.60              | \$1,841,889      | The 23/24 Resheeting and Road Widening program has commenced well. Works are expected to slow over the summer months. These works will continue over the financial year.   |
| Reseal Program                              | <b>\$1,000,000</b> | \$404,039                | \$130,451        | Design works are complete for Rhymney Rd and are expected to be tendered in the coming week, the feature survey has been received for Buangor Ben Nevis Rd, design will commence following the tender of Rhymney Road..<br>Road reseal program commenced in September 2023, the full extent of this years program is expected to be complete before Christmas. |
| Mt William Road                             | <b>\$1,000,000</b> | \$97,740                 |                  | Documentation is being prepared for the first section of Mt William Road Reconstruction. Stone has been ordered for works.   |

|                             |             |           |             |   |
|-----------------------------|-------------|-----------|-------------|---|
| Urban Road Gravel to Seal   | \$2,200,000 | \$79,577  | \$13,860    | Feature surveys have been completed and design works have commenced for roads nominated in this years program. Ironbark Lane is due to start in the in the coming weeks.  |
| Major Patching              | \$200,000   | \$23,432  | \$4850      | Major patching works are currently being allocated to contractors for works to commence. Additional asphaltting works have been completed at the Deneys Carpark in conjunction with works in High Street..  |
| Footpath Renewal Program    | \$400,000   | \$101,062 | \$156,583   | Works have been completed on the George Road Pedestrian Refuge adjacent to the Ararat West Primary School, a new footpath in Main Street, Willaura adjacent to the railway station back to Delacombe Way, and new footpath in Albert Street, Ararat. The award of works for footpath in McGibbony Street, Ararat and Warranooke Street, Willaura have been completed in the last month and are expected to commence work in December. Footpath connections and condition assessments are being completed inhouse. |
| Urban Drainage Works        | \$750,000   | \$10,750  | \$210,191   | Works have been completed in in Golf Links Road, Ararat. Works in Thompson and Kneale Street, Ararat are currently being undertaken, with underground boring works complete.  |
|                             |             |           |             |   |
| <b>TOTAL INFRASTRUCTURE</b> |             | \$647,572 | \$2,352,976 |   |
|                             |             |           |             |   |
| <b>TOTAL CAPITAL WORKS</b>  |             | \$951,177 | \$2,728,824 |   |

There are also recreation facilities projects that were funded in the 2021/2022 budget that have extended beyond the single financial year. The committed expenditure includes contracts entered for construction of various elements of the projects. The table below provides a summary of these projects:

| Capital Work Element                         | Committed expenditure | % complete | Notes   |
|--|-----------------------|------------|---|
| Gordon St Recreation Reserve                 | \$4,590,641           | 97%        | The project is running on time and very close to budget. The pavilion work is almost at completion with the sewer connection being undertaken and fascia lighting being finished. The alterations to the fields are being completed inhouse.                      |
| Buangor Recreation Reserve Kitchen Extension | \$53,736              | 19%        | Project halted due to huge variations in construction pricing. The project has been out to the market and came in with a significant price difference between the cost plan and the pricing received from the tenderers. This project will be withdrawn – funding |

|                              |           |     |   |
|------------------------------|-----------|-----|---|
|                              |           |     | opportunities will be looked into with the community.                               |
| Lake Bolac Golf Club Kitchen | \$198,273 | 91% | Works are being undertaken by Build Forth, from Ballarat, this project is complete. |

## KEY CONSIDERATIONS

### *Alignment to Council Plan Strategic Objectives*

The key financial drivers align strongly with the thrust of the Council Plan 2021-2025, particularly the following:

- 4.1 Ensure that asset development and renewal during the planning period matches that identified in Council's Asset Plan 2021-2031.
- 4.2 Work directly with asset users to manage and develop new and existing assets.
- 4.3 Deliver infrastructure outcomes that support economic growth, promote community wellbeing and safety and align with Council's financial sustainability.
- 6.1 Deliver responsible budget outcomes, linked to strategy, that deliver value, innovation, and rating fairness.

### *Budget Implications*

The 2023/2024 Capital Works Program represents a significant element of Council's 2023/2024 Budget. In the current civil construction market, it is essential that Council manages capital works expenditure carefully to ensure budget outcomes are met.

### *Policy/Relevant Law*

The 2023/2024 Capital Works Program complies with the program funded in the 2023/2024 Budget.

### *Sustainability Implications*

There are no environmental sustainability implications. Council is mindful of considering new innovative approaches to improve its sustainability and environmental footprint as a part of the Capital Works program.

### *Risk Assessment*

The 2023/2024 Capital Works Program was developed as a mitigation of the financial risks associated with market volatility currently being experienced in the civil and building construction sectors.

### *Innovation and Continuous Improvement*

Development of the 2023/2024 Capital Works Program represented an agile response to market conditions. A capacity to rework strategy based on a changing environment is a critical element in developing an innovative organisation.

### *Stakeholder Collaboration and Community Engagement*

The 2023/2024 Capital Works Program has been developed as an element of the 2023/2024 Budget. There was extensive community engagement undertaken prior to adoption.

## RECOMMENDATION

*That the 2023/2024 Capital Works Program – November 2023 report be received.*



MOVED CR ALLGOOD  
SECONDED CR BEALES

That the 2023/2024 Capital Works Program – November 2023 report be received.

CARRIED 4919/23

#### ATTACHMENTS

There are no attachments in relation to this item.

#### 4.2 COUNCIL PLAN 2021-2025 YEAR 3 ACTION PLAN UPDATE (NOVEMBER 2023)

RESPONSIBLE OFFICER: CHIEF EXECUTIVE OFFICER  
DEPARTMENT: CEO'S DEPARTMENT  
REFERENCE: 12683

#### OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:

Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

#### EXECUTIVE SUMMARY

The Council Plan 2021-2025 contains actions to be undertaken during the 2023/2024 (Year 3) financial year under the strategic objectives:

1. Growing our place
2. Building robust local economies
3. Preserving the environment
4. Developing and maintaining key enabling infrastructure
5. Enhancing community life; and
6. Strong and effective governance

The Council Plan 2021-2025 Year 3 Action Plan is presented to Council and highlights the actions identified against the strategic objectives.

#### DISCUSSION

This report outlines the actions to be undertaken for Year 3 of the Council Plan 2021-2025.

The Council Plan for 2023/2024 (Year 3) contains 72 actions, which is provided as Attachment 4.1.

| Status             | Number of items |
|--------------------|-----------------|
| Complete           | 7               |
| In progress 0-50%  | 37              |
| In progress 51-99% | 17              |
| Ongoing            | 11              |

#### KEY CONSIDERATIONS

##### *Alignment to Council Plan Strategic Objectives*

- 1.1 Develop a new planning scheme for Ararat Rural City that is clear in its intention, supports growth and builds confidence and certainty around land use.
- 1.2 Support innovative housing models that work to overcome market failure and create the capacity to increase the population of Ararat Rural City.
- 1.3 Work with other levels of government, business, and not-for-for profits to develop programs to increase immigration to Ararat Rural City to grow our population.
- 2.1 Partner with Federation University Australia to deliver the Ararat Jobs and Technology Precinct.
- 2.2 Work with other levels of government, local business, and private investors to develop a business park within Ararat Rural City, focused on agricultural value adding and advanced manufacturing, potentially leveraging "behind the meter" power.
- 2.3 Engage with Grampians Tourism and local businesses to drive growth in high yield tourist outcomes.

- 3.1 Position Ararat Rural City Council as a prime mover in driving circular economy policy in waste management, including local processing and management of recyclables, and in use of renewable energy for Council purposes.
- 3.2 Develop innovative energy solutions utilising locally produced waste.
- 3.3 Partner with local organisations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets.
- 4.1 Ensure that asset development and renewal during the planning period matches that identified in Council's Asset Plan 2021-2031.
- 4.2 Work directly with asset users to manage and develop new and existing assets.
- 4.3 Deliver infrastructure outcomes that support economic growth, promote community wellbeing and safety, and align with Council's financial sustainability.
- 5.1 Open up Council's arts and culture assets to greater community participation, ownership and engagement in decision-making. 5.2 Develop models of volunteering that recognise, support, and properly utilise the skills that community volunteers bring to community life.
- 5.3 Partner with community groups, not-for-profits, and traditional owner organisations to develop Ararat Rural City as a more inclusive and diverse community.
- 6.1 Deliver responsible budget outcomes, linked to strategy, that deliver value, innovation and rating fairness.
- 6.2 Ensure appropriate risk management is applied to Council and organisational decisions. Council's internal function is applied to areas of perceived risk.
- 6.3 Continuously improve Council's community engagement process and practices in line with deliberative engagement practices, while acknowledging the need for a range of different techniques to ensure effective engagement.

#### ***Budget Implications***

Initiatives and projects listed in the Council Plan Action Plan have an allocation in the 2022/2023 Budget.

#### ***Policy/Relevant Law***

The Local Government Performance Reporting Framework – Governance and Management Checklist No 17 – Council Plan Reporting - Report reviewing the performance of the Council against the Council Plan including the results in relation to the strategic indicators for the first six months of the financial year.

Where Council has a report, it must also provide details of the report, where Council has no report, it must provide a reason.

#### ***Sustainability Implications***

None identified for this report.

#### ***Risk Assessment***

Not meeting the requirements of the Local Government Performance Reporting Framework will result in negative feedback on the Know Your Council website, as well as receiving negative results in the Community Satisfaction Survey.

#### ***Innovation and Continuous Improvement***

The list presented to Council shows the innovation and continuous improvement that Council is providing to both the organisation and the community.

#### ***Stakeholder Collaboration and Community Engagement***

The Chief Executive Officer along with relevant officers have worked to ensure that Council Plan actions met expected milestones and timeframes where possible.

#### ***RECOMMENDATION***

*That the Council Plan 2021-2025 Final Year 3 Action Plan Update Report be received.*

**MOVED CR**  
**SECONDED CR**

That the Council Plan 2021-2025 Year 3 Action Plan Update Report be received.

**CARRIED 4920/23**

**ATTACHMENTS**

The Council Plan 2021-2025 Year 3 Action Plan is provided as Attachment 4.2.

|                                    | Objective   | Action  | Due date   | Progress  | Officer update   | Responsible Officer  |
|------------------------------------|---|---|--|---|--|--|
|                                    |   |   |  |   |  |  |
| 1. General City Plan               | 1.1 Develop a new planning scheme for Ararat Rural City that is clear in its intention, supports growth and builds confidence and certainty around land use.  | Develop a review approach to ensure that Council is able to monitor its intentions around planning that support growth and certainty around land use without exposing landowners to unnecessary risk around the position of the Wodonga Gateway.  | 30/06/2023   | Complete  | The planning scheme project has had a significant setback due to the impact of the Wodonga Gateway. At the November 2023 Council meeting, Council adopted a revised approach to begin its work.  | Dr Tim Harrison / Rob Filshie  |
|                                    | 1.2 Support innovative housing models that will overcome market failure and create the capacity to increase the population of Ararat Rural City.  | Complete the environmental planning study being undertaken by Federation University Australia.<br>Work with a community reference group to provide community input to the planning scheme review process.<br>Finalise the environmental planning study work undertaken by Council.  | 31/12/2023<br>31/10/2023<br>30/06/2024   | In progress 31-99%<br>In progress 0-50%<br>In progress 31-59%   | Feedback for the study is complete. Mapping and recommendations being finalised and sent to Council.<br>Formation of the community reference group has been delayed due to changes in the planning scheme review progress detailed in the first action plan.<br>Feasibility study is complete. Discussions are underway with the Department of Transport and Planning to implement a planning scheme amendment to finalise the process.  | Dr Tim Harrison<br>Joel Fawley<br>Rob Filshie  |
|                                    | 1.3 Work with other levels of government, business, and not-for-profit to develop programs to increase the population of Ararat Rural City through its population.  | Undertake a strategic planning study for the Ararat East Development Zone which will inform a future growth strategy.<br>Work with stakeholders to develop the vision and mission of the Ararat East Development Zone.<br>Complete construction of the Ararat East Development Zone.<br>Explore additional models for investment in affordable housing, including adoption of one new model in 2023/2024.   | 30/06/2024<br>30/06/2024<br>30/11/2023<br>30/06/2024                             | In progress 0-50%<br>Ongoing<br>In progress 31-59%<br>In progress 31-59%                                  | The Ararat East Development Zone has been completed. Planning work has commenced for the other elements of the Ararat East Development Zone are being completed. Key stakeholders are being engaged in the process and the infrastructure requirements are being explored.<br>The Ararat East Development Zone has been completed and the final design with the Department of Transport and Planning to implement a planning scheme amendment to finalise the process.<br>A group has been formed of key government departments and Council to develop the vision and mission of the Ararat East Development Zone.<br>Planning work has been completed since 2022/2023. Higher than usual rainfall has slowed progress on the project. Work has been completed on the Ararat East Development Zone. It will be completed by the end of 2023.<br>There has been significant progress made in relation to developing models for transitional worker housing, development of a  | Dr Tim Harrison / Rob Filshie<br>Dr Tim Harrison / Rob Filshie<br>Dr Tim Harrison / Tim McDougall<br>Dr Tim Harrison                                   |
|                                    | 2.1 Partner with Federation University Australia to deliver the Ararat Jobs and Technology Precinct (AJTP).   | Activate the 'Tech Lab' at the Lady St site.<br>Hold a bi-annual research seminar which will showcase research activity from the AJTP to key stakeholders and the broader community.<br>Develop an AJTP localisation strategy that will explore mechanisms for localisation of research and innovation.<br>Develop a 'Tech Lab' at the Lady St site.  | 31/12/2023<br>31/12/2023<br>31/03/2024<br>31/12/2023                             | Complete<br>Ongoing<br>In progress 0-50%<br>Complete  | Council has been assured that the 'Tech Lab' is fully resourced to continue until 31/12/2023. Council has budgeted to continue supporting the project for the 2023/2024 financial year. Council continues to work with key stakeholders and government to build an innovative, place-based model of support.<br>The population strategy has been completed in the first quarter 2023/2024. Council is currently working on developing a localisation strategy for population growth in Ararat.<br>The Tech Lab has been completed and will be opened in December 2023.<br>FUT has established a Technical Advisory Group for the AJTP, comprising senior academics, which provides high level support to staff and research projects. A research network, 'Tech Lab in the Region', attended FUT's Tech Lab seminar, discussing, if necessary, the role of the Tech Lab in the region and the role of the Tech Lab in the region. The Tech Lab is currently working on developing a localisation strategy for population growth in Ararat. | Tim McDougall<br>Dr Tim Harrison<br>Dr Tim Harrison / Professor Harpinier Sandhu (FUT)   |
|                                    | 2.2 Work with other levels of government, local business, and private investors to develop a business park within Ararat Rural City, focused on agricultural value adding and advanced manufacturing, potentially leveraging the 'Tech Lab'.              | Develop an AJTP localisation strategy that will explore mechanisms for localisation of research and innovation.<br>Develop a 'Tech Lab' at the Lady St site.<br>Develop an AJTP localisation strategy that will explore mechanisms for localisation of research and innovation.<br>Develop a 'Tech Lab' at the Lady St site.  | 31/12/2023<br>31/12/2023<br>31/03/2024<br>31/12/2023                             | In progress 31-59%<br>Ongoing<br>In progress 0-50%<br>Complete  | Work on major economic development projects has delayed development and adoption of the strategy. It will be adopted at the February 2024 Council meeting.<br>Council is currently making significant progress around the development of Digital Twin Smart City projects. These include development of the Ararat's network, integration of an localisation strategy and the role of the 'Tech Lab' on the corner of Lady St and Vincent St. A range of localisation projects will be explored during 2023/2024.<br>Council is working with local business, regional development Victoria and a number of private sector partners to make a case for a state significant economic hub in Ararat.<br>Council is currently working with a number of circular economy businesses in a commercial confidence basis.   | Dr Tim Harrison / Tim McDougall<br>Dr Tim Harrison / Tim McDougall<br>Dr Tim Harrison / Tim McDougall<br>Dr Tim Harrison / Tim McDougall               |
| 2. Building robust local economies | 2.3 Engage with Grampians Tourism and local businesses to drive growth in high yield tourist outcomes.  | Partnering with local wine makers, Grampians Wine Incorporated and Grampians Tourism to develop a wine and food festival at Lady St site.<br>Work with operators and Grampians Tourism to establish three new tourism businesses in the municipality during 2023/2024.  | 31/12/2023<br>30/06/2024   | In progress 31-59%<br>In progress 0-50%   | Working with wine makers to build a sustainable wine event, looking for funding streams for a 2024 event. Supporting GWD with a event strategy.<br>A comprehensive investment prospectus has been developed by Grampians Tourism and the local business. There is already a significant investment interest from the private sector in the development of a range of tourism businesses in the municipality and it is hoped that there will be three new businesses established during 2023/2024.  | Dr Tim Harrison / Tim McDougall<br>Dr Tim Harrison / Tim McDougall   |
|                                    | 3.1 Position Ararat Rural City Council as a prime mover in driving circular economy policy in waste management, including local processing and management of recyclables, and in use of renewable energy for Council purposes.                            | Assess the effectiveness of Council's current 4 in 1 domestic materials recovery service and develop a model which allows higher value services to be provided.<br>Explore a model for working with community asset companies to utilise the top soil to increase use of renewable energy at community facilities.<br>Assess the feasibility of transitioning Council's passenger vehicle fleet to electric vehicles.<br>Undertake a stage 1 implementation of the energy saving initiatives detailed from EcoSave's report on Council owned assets.                            | 31/03/2024<br>31/12/2023<br>31/03/2024<br>30/06/2024                             | In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%                          | An evaluation of the effectiveness of Council's current 4 in 1 domestic materials recovery service and develop a model which allows higher value services to be provided.<br>Waste Recyclable Reserve has fitted rooftop solar to their facility through their own resources. A broader approach has not yet been developed and presented to the Community Asset Companies. This will be completed by 31/03/2024.<br>Council adopted an Electric Vehicle Policy covering its fleet and light plant at the August 2023 Council meeting. The Council has transitioned to an electric vehicle at a saving of in excess of \$20,000. Further opportunities for conversion will be assessed on a case by case basis.<br>There are a range of opportunities for energy conservation based on EcoSave's report. The financial savings period on the majority of these projects makes their cost prohibitive.  | Dr Tim Harrison / Tim McDougall<br>Dr Tim Harrison / Tim McDougall<br>Dr Tim Harrison / Tim McDougall<br>Shaun Fay / Rebecca Rodger                    |
|                                    | 3.2 Develop innovative energy solutions utilizing locally produced waste.   | Continue to support Verdify Pty to develop a biogas plant in Ararat which utilises straw as the major input.<br>Leveraging the work in developing the Circular Economy Hub by attracting another business in the waste to energy/circular economy space.  | 30/06/2024<br>30/06/2024   | In progress 0-50%<br>In progress 0-50%  | The Verdify biogas plant is being strongly supported by Council to move forward with the development and construction commencing in the 2024 calendar year. The only local current to the project at this stage is a commitment of 150,000 tonnes of straw from local primary producers.<br>Council is working with local business, regional development Victoria and a number of private sector partners to make a case for a state significant economic hub in Ararat.   | Dr Tim Harrison / Tim McDougall<br>Dr Tim Harrison / Tim McDougall   |
|                                    | 3.3 Partner with local organisations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets. | Complete the environmental planning study being undertaken by Federation University Australia.<br>Working with the Environment Working Group, develop a biorefinery strategy 2022-2032.<br>Develop an implementation plan for Council's Environment Strategy.<br>Produce an annual scorecard outlining Council's progress on environmental outcomes.  | 31/12/2023<br>30/06/2024<br>30/06/2024<br>30/06/2024                             | In progress 31-59%<br>In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%                         | Feedback for the study is complete. Mapping and recommendations being finalised and sent to Council.<br>A draft Environment Strategy has been developed based on the Working Party findings. It will be presented to the Working Party and then to the community consultation.<br>Following assessment of the draft Environment Strategy an Annual Plan for 2024/2025 will be developed to guide implementation.<br>The environmental scorecard will be developed by the Environment Working Group following adoption of the Environment Strategy.   | Dr Tim Harrison<br>Joel Fawley / Lauren Balbo (FUT)<br>Joel Fawley / Lauren Balbo (FUT)<br>Glenn Carman / Mike Roberts                                 |
|                                    | 4.1 Ensure that asset development and renewal during the planning period matches that identified in Council's Asset Plan 2021-2031.   | Complete ordinary planning for the North-South heavy vehicle route.<br>Undertake lobbying to seek funding for the North-South Heavy Vehicle Route.<br>Complete 2023/2024 Capital Works Program.<br>Accept key road sealing, gravel resurfacing, drainage, footpath and cycleway and community projects relating to the 2023/2024 Capital Works Program at the August 2023 Council Meeting.<br>Accept the Asset Plan 2023/2024 (Year 2) Program at the August 2023 Council Meeting.<br>Accept individual asset plans for each asset class at the September 2023 Council Meeting. | 31/03/2024<br>30/06/2024<br>30/06/2023<br>31/08/2024<br>31/08/2023<br>30/06/2023 | In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%<br>Complete<br>In progress 31-59%<br>Complete | Development planning discussions have been undertaken with the Department of Transport and Planning around planning of the North-South Heavy Vehicle Route.<br>Undertake lobbying for the North-South Heavy Vehicle Route has been undertaken with local state, members and senior bureaucrats. The project has been included in Council's Advocacy Strategy for 2023/2024.<br>The 2023/2024 Capital Works Program is progressing well and tracking towards full completion. Progress is reported at each monthly Council meeting.<br>Key elements of the capital works program have been developed and progressed on a monthly basis to Council and the community.<br>The Asset Plan adopted for 2022/2023 was very aspirational and is being reviewed in 2023/2024. A revised Asset Plan 2023/2024 will be presented to the February Council meeting.<br>Asset Plans for each asset class have been adopted by Council with the final plan to be adopted at the November 2023 Council Meeting.   | Dr Tim Harrison<br>Dr Tim Harrison<br>Rebecca Rodger / Charlie Mason / Ian Cooper<br>Rebecca Rodger / Joellyn Learmonth / Ian Cooper<br>Rebecca Rodger |
| 3. Promoting a low environment     | 3.4 Engage with local organisations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets.  | Complete the environmental planning study being undertaken by Federation University Australia.<br>Working with the Environment Working Group, develop a biorefinery strategy 2022-2032.<br>Develop an implementation plan for Council's Environment Strategy.<br>Produce an annual scorecard outlining Council's progress on environmental outcomes.  | 31/12/2023<br>30/06/2024<br>30/06/2024<br>30/06/2024                             | In progress 31-59%<br>In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%                         | Feedback for the study is complete. Mapping and recommendations being finalised and sent to Council.<br>A draft Environment Strategy has been developed based on the Working Party findings. It will be presented to the Working Party and then to the community consultation.<br>Following assessment of the draft Environment Strategy an Annual Plan for 2024/2025 will be developed to guide implementation.<br>The environmental scorecard will be developed by the Environment Working Group following adoption of the Environment Strategy.   | Dr Tim Harrison<br>Joel Fawley / Lauren Balbo (FUT)<br>Joel Fawley / Lauren Balbo (FUT)<br>Glenn Carman / Mike Roberts                                 |
|                                    | 3.5 Engage with local organisations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets.  | Complete the environmental planning study being undertaken by Federation University Australia.<br>Working with the Environment Working Group, develop a biorefinery strategy 2022-2032.<br>Develop an implementation plan for Council's Environment Strategy.<br>Produce an annual scorecard outlining Council's progress on environmental outcomes.  | 31/12/2023<br>30/06/2024<br>30/06/2024<br>30/06/2024                             | In progress 31-59%<br>In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%                         | Feedback for the study is complete. Mapping and recommendations being finalised and sent to Council.<br>A draft Environment Strategy has been developed based on the Working Party findings. It will be presented to the Working Party and then to the community consultation.<br>Following assessment of the draft Environment Strategy an Annual Plan for 2024/2025 will be developed to guide implementation.<br>The environmental scorecard will be developed by the Environment Working Group following adoption of the Environment Strategy.   | Dr Tim Harrison<br>Joel Fawley / Lauren Balbo (FUT)<br>Joel Fawley / Lauren Balbo (FUT)<br>Glenn Carman / Mike Roberts                                 |
|                                    | 3.6 Engage with local organisations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets.  | Complete the environmental planning study being undertaken by Federation University Australia.<br>Working with the Environment Working Group, develop a biorefinery strategy 2022-2032.<br>Develop an implementation plan for Council's Environment Strategy.<br>Produce an annual scorecard outlining Council's progress on environmental outcomes.  | 31/12/2023<br>30/06/2024<br>30/06/2024<br>30/06/2024                             | In progress 31-59%<br>In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%                         | Feedback for the study is complete. Mapping and recommendations being finalised and sent to Council.<br>A draft Environment Strategy has been developed based on the Working Party findings. It will be presented to the Working Party and then to the community consultation.<br>Following assessment of the draft Environment Strategy an Annual Plan for 2024/2025 will be developed to guide implementation.<br>The environmental scorecard will be developed by the Environment Working Group following adoption of the Environment Strategy.   | Dr Tim Harrison<br>Joel Fawley / Lauren Balbo (FUT)<br>Joel Fawley / Lauren Balbo (FUT)<br>Glenn Carman / Mike Roberts                                 |
|                                    | 3.7 Engage with local organisations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets.  | Complete the environmental planning study being undertaken by Federation University Australia.<br>Working with the Environment Working Group, develop a biorefinery strategy 2022-2032.<br>Develop an implementation plan for Council's Environment Strategy.<br>Produce an annual scorecard outlining Council's progress on environmental outcomes.  | 31/12/2023<br>30/06/2024<br>30/06/2024<br>30/06/2024                             | In progress 31-59%<br>In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%                         | Feedback for the study is complete. Mapping and recommendations being finalised and sent to Council.<br>A draft Environment Strategy has been developed based on the Working Party findings. It will be presented to the Working Party and then to the community consultation.<br>Following assessment of the draft Environment Strategy an Annual Plan for 2024/2025 will be developed to guide implementation.<br>The environmental scorecard will be developed by the Environment Working Group following adoption of the Environment Strategy.   | Dr Tim Harrison<br>Joel Fawley / Lauren Balbo (FUT)<br>Joel Fawley / Lauren Balbo (FUT)<br>Glenn Carman / Mike Roberts                                 |
|                                    | 3.8 Engage with local organisations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets.  | Complete the environmental planning study being undertaken by Federation University Australia.<br>Working with the Environment Working Group, develop a biorefinery strategy 2022-2032.<br>Develop an implementation plan for Council's Environment Strategy.<br>Produce an annual scorecard outlining Council's progress on environmental outcomes.  | 31/12/2023<br>30/06/2024<br>30/06/2024<br>30/06/2024                             | In progress 31-59%<br>In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%                         | Feedback for the study is complete. Mapping and recommendations being finalised and sent to Council.<br>A draft Environment Strategy has been developed based on the Working Party findings. It will be presented to the Working Party and then to the community consultation.<br>Following assessment of the draft Environment Strategy an Annual Plan for 2024/2025 will be developed to guide implementation.<br>The environmental scorecard will be developed by the Environment Working Group following adoption of the Environment Strategy.   | Dr Tim Harrison<br>Joel Fawley / Lauren Balbo (FUT)<br>Joel Fawley / Lauren Balbo (FUT)<br>Glenn Carman / Mike Roberts                                 |
|                                    | 3.9 Engage with local organisations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets.  | Complete the environmental planning study being undertaken by Federation University Australia.<br>Working with the Environment Working Group, develop a biorefinery strategy 2022-2032.<br>Develop an implementation plan for Council's Environment Strategy.<br>Produce an annual scorecard outlining Council's progress on environmental outcomes.  | 31/12/2023<br>30/06/2024<br>30/06/2024<br>30/06/2024                             | In progress 31-59%<br>In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%                         | Feedback for the study is complete. Mapping and recommendations being finalised and sent to Council.<br>A draft Environment Strategy has been developed based on the Working Party findings. It will be presented to the Working Party and then to the community consultation.<br>Following assessment of the draft Environment Strategy an Annual Plan for 2024/2025 will be developed to guide implementation.<br>The environmental scorecard will be developed by the Environment Working Group following adoption of the Environment Strategy.   | Dr Tim Harrison<br>Joel Fawley / Lauren Balbo (FUT)<br>Joel Fawley / Lauren Balbo (FUT)<br>Glenn Carman / Mike Roberts                                 |
|                                    | 3.10 Engage with local organisations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets. | Complete the environmental planning study being undertaken by Federation University Australia.<br>Working with the Environment Working Group, develop a biorefinery strategy 2022-2032.<br>Develop an implementation plan for Council's Environment Strategy.<br>Produce an annual scorecard outlining Council's progress on environmental outcomes.  | 31/12/2023<br>30/06/2024<br>30/06/2024<br>30/06/2024                             | In progress 31-59%<br>In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%                         | Feedback for the study is complete. Mapping and recommendations being finalised and sent to Council.<br>A draft Environment Strategy has been developed based on the Working Party findings. It will be presented to the Working Party and then to the community consultation.<br>Following assessment of the draft Environment Strategy an Annual Plan for 2024/2025 will be developed to guide implementation.<br>The environmental scorecard will be developed by the Environment Working Group following adoption of the Environment Strategy.   | Dr Tim Harrison<br>Joel Fawley / Lauren Balbo (FUT)<br>Joel Fawley / Lauren Balbo (FUT)<br>Glenn Carman / Mike Roberts                                 |
|                                    | 3.11 Engage with local organisations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets. | Complete the environmental planning study being undertaken by Federation University Australia.<br>Working with the Environment Working Group, develop a biorefinery strategy 2022-2032.<br>Develop an implementation plan for Council's Environment Strategy.<br>Produce an annual scorecard outlining Council's progress on environmental outcomes.  | 31/12/2023<br>30/06/2024<br>30/06/2024<br>30/06/2024                             | In progress 31-59%<br>In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%                         | Feedback for the study is complete. Mapping and recommendations being finalised and sent to Council.<br>A draft Environment Strategy has been developed based on the Working Party findings. It will be presented to the Working Party and then to the community consultation.<br>Following assessment of the draft Environment Strategy an Annual Plan for 2024/2025 will be developed to guide implementation.<br>The environmental scorecard will be developed by the Environment Working Group following adoption of the Environment Strategy.   | Dr Tim Harrison<br>Joel Fawley / Lauren Balbo (FUT)<br>Joel Fawley / Lauren Balbo (FUT)<br>Glenn Carman / Mike Roberts                                 |
|                                    | 3.12 Engage with local organisations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets. | Complete the environmental planning study being undertaken by Federation University Australia.<br>Working with the Environment Working Group, develop a biorefinery strategy 2022-2032.<br>Develop an implementation plan for Council's Environment Strategy.<br>Produce an annual scorecard outlining Council's progress on environmental outcomes.  | 31/12/2023<br>30/06/2024<br>30/06/2024<br>30/06/2024                             | In progress 31-59%<br>In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%                         | Feedback for the study is complete. Mapping and recommendations being finalised and sent to Council.<br>A draft Environment Strategy has been developed based on the Working Party findings. It will be presented to the Working Party and then to the community consultation.<br>Following assessment of the draft Environment Strategy an Annual Plan for 2024/2025 will be developed to guide implementation.<br>The environmental scorecard will be developed by the Environment Working Group following adoption of the Environment Strategy.   | Dr Tim Harrison<br>Joel Fawley / Lauren Balbo (FUT)<br>Joel Fawley / Lauren Balbo (FUT)<br>Glenn Carman / Mike Roberts                                 |
|                                    | 3.13 Engage with local organisations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets. | Complete the environmental planning study being undertaken by Federation University Australia.<br>Working with the Environment Working Group, develop a biorefinery strategy 2022-2032.<br>Develop an implementation plan for Council's Environment Strategy.<br>Produce an annual scorecard outlining Council's progress on environmental outcomes.  | 31/12/2023<br>30/06/2024<br>30/06/2024<br>30/06/2024                             | In progress 31-59%<br>In progress 0-50%<br>In progress 0-50%<br>In progress 0-50%                         | Feedback for the study is complete. Mapping and recommendations being finalised and sent to Council.<br>A draft Environment Strategy has been developed based on the Working Party findings. It will be presented to the Working Party and then to the community consultation.<br>Following assessment of the draft Environment Strategy an Annual Plan for 2024/2025 will be developed to guide implementation.<br>The environmental scorecard will be developed by the Environment Working Group following adoption of the Environment Strategy.   | Dr Tim Harrison<br>Joel Fawley / Lauren Balbo (FUT)<br>Joel Fawley / Lauren Balbo (FUT)<br>Glenn Carman / Mike Roberts                                 |

|   |  |  |            |                    |  |                                  |  |
|---|--|--|------------|--------------------|--|----------------------------------|--|
| 4. Developing and maintaining key enabling infrastructure |  | Undertake the road related elements of the Advocacy Program adopted by Council.  | 31/05/2024 | In progress 0-50%  | Council has undertaken significant advocacy around Mt William Road and the North South Heavy Vehicle Route. Road lobbying is a key element of every meeting with politicians and every forum attended by Council staff.  | Dr Tim Harrison                  |  |
|   | 4.2 Work directly with asset users to manage and develop new and existing assets.  | Reinstitute biannual meetings of the Rural Roads Group   | 31/01/2024 | In progress 0-50%  | The Rural Roads Group will be reconstituted and meet quarterly from Q3 2023/2024.  | Dr Tim Harrison                  |  |
|   |  | Conduct an annual asset forum that provides an opportunity to engage the community in development and review of key asset plans.                 | 28/02/2024 | In progress 0-50%  | The asset forum will be held in Q3 2023/2024.  | Josie Hawley                     |  |
|   |  | Complete Stage 1 of the Ararat Leisure Centre redevelopment  | 30/06/2024 | In progress 0-50%  | A review meeting for Leisure Centre redevelopment is being explored and further planning required to deliver the next stage of the Leisure Centre redevelopment. There is a need to engage in a robust project at project cost and complexity is a key design process. | Rebecca Rodger / James Williams  |  |
|   |  | Review the 10-year Capital Works Strategy to inform 2024/2025 Budget   | 31/05/2024 | In progress 0-50%  | Review will be completed in Q3 2023/2024 and presented to the March 2024 Council Meeting.  | Dr Tim Harrison                  |  |
|   |  | Develop a detailed two-year Capital Works Plan 2024/2025-2025/2026 to inform 2024/2025 Budget  | 31/05/2024 | In progress 0-50%  | The detailed two-year capital works plan will be completed in Q3 2023/2024 and presented to the March 2024 Council Meeting.  | Dr Tim Harrison / Rebecca Rodger |  |
|   | 4.3 Deliver infrastructure outcomes that support economic growth, promote community wellbeing and safety, and align with Council's financial sustainability.   | Deliver key outcomes from Council's Asset Plan 2022-2032 during the planning period.   | 30/06/2024 | In progress 11-99% | A number of key outcomes of the 2022/2023 Asset Plan have been delivered in Q1 and Q2 2023/2024.   | Shaun Fry                        |  |
|   |  | Complete Gordon Street Recreation Reserve Redevelopment  | 31/02/2023 | In progress 11-99% | The Gordon Street Recreation Reserve Redevelopment will be completed in Q1 by mid-January 2024. The pavilion and ALW ground will be completed by mid-December 2023.  | Darrell Tapa                     |  |
|   |  | Develop plans for development of walking / cycling tracks as an element of the Ararat or the Move strategy.                                      | 31/05/2024 | In progress 0-50%  | Council is exploring design and implementation of a number of walking and cycling tracks across the municipality.  | Jimmy Lounsbury / Tim Taylor     | Planning approval has been obtained with RRA for Native Veg. impacts |
|   |  | Undertake renovation and extension of the Bungari Recreation Reserve kitchen   | 30/06/2024 | In progress 0-50%  | Designs and costing are complete. Additonal funding beyond Council's contribution of \$270,000, is being sought to ensure that the project can be completed to the community's satisfaction.   | Dr Tim Harrison                  |  |
| 5. Enhancing Community life                               |  | Develop the redevelopment of the Tatopon Recreation Reserve Clubrooms as a fully outdoor, "show ready" project.                                  | 31/12/2024 | In progress 11-99% | Preliminary design and costing work has been completed. Council design architects and the community are currently working on redesign of the facility to ensure community and social outcomes are a priority over SIV output.  | Rebecca Rodger                   |  |
|   |  | Complete Stage 1 of Pioneer Tunnel Track Linkage Plan  | 31/09/2024 | In progress 0-50%  | Progressing with planning permissions. Further work with ecology and heritage and artwork is complete and will be completed with BSA in December.  | Tim McQuigley                    |  |
|   | 5.1 Open up Council's arts and culture assets to greater community participation, ownership and engagement in decision-making.   | Continue to support the Friends of Gum San as the community committee of management manages the site.  | 30/06/2023 | Ongoing            | Support for the Friends of Gum San is ongoing. This includes working with Friends of Gum San and Monash University to explore support for educational and cultural purposes.   | Josie Hawley                     |  |
|   |  | Form a Town Hall User Group to provide feedback to Council on community use of the Town Hall.  | 30/06/2023 | In progress 0-50%  | User groups have been held around forming a Town Hall Users Group and these will be further pursued in Q3 2023/2024. Significant work has been done by Council staff to clarify relationships and expectations.  | Josie Hawley / Tim Lewis         |  |
|   |  | Negotiate Memoranda of Understanding with key users of the town hall to ensure shared models of community use.                                   | 31/12/2024 | In progress 0-50%  | Discussions have been held around forming a Town Hall Users Group and these will be further pursued in Q3 2023/2024. Significant work has been done by Council staff to clarify relationships and expectations.  | Josie Hawley / Tim Lewis         |  |
|   |  | Commit to regular meetings with the Lang Meigala Committee to assist in developing the museum.   | 30/06/2023 | Ongoing            | Three meetings with Lang Meigala Committee members have been held so far in 2023/2024. Relations with Council and the Committee have been improved.  | Dr Tim Harrison                  |  |
|   | 5.2 Develop models of volunteering that recognise, support and properly utilise the skills that community volunteers bring to community life.  | Promote the benefits and achieve results of volunteers to encourage participation.   | Ongoing    | Ongoing            | This element remains significant work during the second half of 2023/2024.   | Josie Hawley                     |  |
|   |  | Develop a project based, opt-in opt-out community volunteering model.  | 31/12/2023 | In progress 0-50%  | Some work has been done on developing this model during the second half of 2023/2024.  | Dr Tim Harrison / Josie Hawley   |  |
|   |  | Undertake a community skill audit to develop a database of skills available among community members for volunteering.                            | 31/12/2023 | In progress 0-50%  | The community skill audit has not been undertaken. This will be done in conjunction with the opt-in opt-out volunteering model.  | Josie Hawley                     |  |
|   |  | Facilitate network partnerships with and between community groups.   | Ongoing    | Ongoing            | Some work has been done in this space as a result of other programs such as the Woordece Pilgrimage.   | Dr Tim Harrison                  |  |
| 6. Strong and Effective Governance                        | 5.3 Partner with community groups, not for profits, and traditional owner organisations to develop Ararat Rural City as a more inclusive and diverse community.  | Work with community stakeholders to hold a community cultural festival.  | 31/03/2023 | In progress 0-50%  | A grant application has been submitted to the 2023-24 MLC Ruffa Festival and Events Program for 2024. The outcome is expected in late December 2023.   | Josie Hawley                     |  |
|   |  | Engage with key stakeholders to develop Council's Access and Inclusion Policy.   | 31/09/2024 | In progress 0-50%  | Work on developing the Engagement and Inclusion Policy will commence in Q3 2023/2024.  | Erin Macleay                     |  |
|   |  | Develop an engagement plan to work with the Barngi Gadji Land Council in implementation of the Recognition and Settlement Agreement.             | 31/08/2023 | Ongoing            | Council has been invited and remains supportive of post-employment with the Barngi Gadji Land Council. The Mayor made a public statement supporting the Barngi Gadji Land Council to meet with the BGLC prior to 31/12/2023.   | Dr Tim Harrison                  |  |
|   |  | Commence a process of establishing respectful and productive relationships with traditional owner organisations.                                 | 31/12/2023 | Ongoing            | This is an ongoing and significant activity. The CEO will be meeting with the WMAC and BGLC before 31/12/2023.   | Dr Tim Harrison                  |  |
|   |  | Engage in supporting the development of an Ararat Interfaith group.  | 30/09/2023 | Complete           | The CEO attended a meeting of the Ararat Interfaith group regarding establishment of an interfaith group in July 2023. It was agreed to support the formation of the interfaith group at this meeting. Follow up on progress needs to be undertaken.                   | Dr Tim Harrison                  |  |
|   | 6.1 Deliver responsible budget outcomes, linked to strategy, that deliver value, innovation and rating fairness.   | Develop a 2023/2024 Council Budget that delivers public value and returns dividends to the community where appropriate.                          | 30/06/2024 | In progress 0-50%  | Budget preparation will commence in January 2024.  | Karissa Hogan                    |  |
|   |  | Provide monthly financial reporting to Council and the community commencing Q3 2023/2024.  | 31/01/2024 | In progress 11-99% | Regular quarterly reporting has been provided for Q1 and Q2 2023/2024. Monthly reporting will commence in February.  | Karissa Hogan                    |  |
|   |  | Provide monthly reporting on Capital Works Program implementation, including cost against budget information.                                    | 31/08/2024 | Complete           | Monthly reporting on progress of the Capital Works Program has been implemented since the August 2023 Council Meeting.   | Rebecca Rodger                   |  |
|   | 6.2 Ensure appropriate risk management is applied to Council and organisational decisions. Council's internal audit function is applied to areas of perceived risk.  | Undertake an annual review of Council's Business Continuity Plan and Disaster Recovery Plan  | 30/06/2024 | In progress 11-99% | Progress is being made towards development and implementation of a workplace resilience continuity and disaster recovery plan. Progress will be reported to the March 2024 Audit and Risk Committee.   | Chandra Wilmet                   |  |
|   |  | Undertake an Annual Review of Council's Risk Management Policy and Framework   | 30/06/2024 | In progress 0-50%  | The Annual Review of Council's Risk Management Policy Framework will be undertaken by the Audit and Risk Committee as an element of the review cycle.  | Chandra Wilmet                   |  |
|   |  | Ensure appropriate analysis of a threat and investigation reports relevant to Council operations are identified and recommendations implemented. | Ongoing    | Ongoing            | Risk audit and security and investigation undertaken in the local government sector is examined and appropriate actions undertaken. Significant issues and remedies are reported to the audit and risk committee.  | Josie Hawley / Chandra Wilmet    |  |
|   |  | Develop and implement a new risk management information system.  | 31/12/2023 | In progress 11-99% | A new risk management system has been developed and is currently being implemented.  | Gavin Cermey/Chandra Wilmet      |  |
|   |  | Respond to all issues raised through Council's Internal Audit Function   | 30/06/2024 | Ongoing            | Open issues for improvement identified through the internal audit process are being implemented and current status of outstanding items is being reported to each quarterly audit and risk committee meeting.  | Josie Hawley / Chandra Wilmet    |  |
|   | 6.3 Continuously improve Council's community engagement process and practices in line with deliberative engagement practices, while acknowledging the need for a range of different techniques to ensure effective engagement. | Review Council's Deliberative Engagement Strategy  | 31/12/2023 | In progress 0-50%  | The review will be completed in Q3 2023/2024 and a revised policy taken to the March 2024 Council Meeting for approval.  | Josie Hawley                     |  |
|   |  | Develop an approach for informing the community of development and progress on major projects  | 31/12/2023 | In progress 0-50%  | This will be achieved through better use of the Engage Ararat site.  | Josie Hawley                     |  |



#### 4.3 GORDON STREET RECREATION RESERVE REDEVELOPMENT – USER GROUPS

RESPONSIBLE OFFICER: CONTRACTS & PROCUREMENT LEAD  
DEPARTMENT: DESIGN AND PROJECT MANAGEMENT  
REFERENCE: 12767

##### OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:

Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

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##### EXECUTIVE SUMMARY

The Gordon Street Recreation Reserve Redevelopment is the most significant building project for Ararat Rural City Council in recent years. The precinct's development is expected to stimulate the local economy, respond to local demand for new participation opportunities and improve diversity and inclusion within disadvantaged communities and underrepresented groups identified in Active Victoria.

The construction of a multi-use sports precinct centers around the development and construction of a new pavilion with AFLW changerooms, shared Cricket/Football (Soccer) changerooms, a prominent social space with kitchen and bar facilities, player, umpire, and public amenities.

Other works include:

- installation of sports lighting specific to programmed sports.
- field works with drainage and irrigation and construction of a new turf cricket pitch.
- construction of a competition-size and junior soccer pitch, and
- little athletics infrastructure, including a 100-meter running track, long and triple jump sand pits, high jump area and concrete rounds for discus, shotput, and javelin.

These works are nearing completion, and discussions are being held with the user groups that will be the primary users of the facilities. This report is to provide the Council with an overview of preliminary discussions.

##### DISCUSSION

The Gordon Street Recreation Reserve Redevelopment is nearing completion; discussions are being held with the facility's primary user groups: AFL Women's, Cricket, Football (Soccer) and Little Athletics.

The local football club and Football Victoria association have highly supported the new facility, which already has a presence there. The new season will see a local under-11 team located at the facility, and participation is expected to increase as they are one of few teams with the full suite of teams playing in the league. They currently have requests for 'friendlies' with other regional clubs to be held at the Gordon Street Reserve.

The club is currently working on its strategic plan, which includes Gordon Street Reserve being a showcase facility for their competition. The facility will be used for representative teams' training and competition, home games during the season, and the grand final for the league in 2024. Their desire to increase participation is unique, with the opening and pre-season periods expected to have come-and-try days, seven-a-side competitions and Mini Roo's and Mini Tilly's programs. Following the 2024 season, a rebranding to Grampians United and sponsorship opportunities are being developed.

Ararat Little Athletics Club has been provided with the plans and infrastructure details for their information. They are located at the oval on Crouch Street, Ararat, which the education department owns. The new infrastructure allows them to grow their club, which currently has 50 participants, and branch into hosting regional competitions for fundraising opportunities. Promotion of Little Athletics will be



undertaken through partnerships with the local school community and assistance from Little Athletics Victoria in the opening period of the reserve. This will endeavour to increase their participation for the 24/25 season.

Grampians Cricket Association will use Gordon Street as its premier turf wicket within the municipality, with the 24/25 season being its first opportunity to utilise the ground. The turf wicket has recently been completed and will require significant time to establish. The Council's regional sports assembly, Sports Central, is working with Grampians Cricket Association and Cricket Victoria to improve participation rates within the municipality, and opening and pre-season opportunities will be put in place to introduce the sport to local school children through come-and-try sessions and other junior participation opportunities.

AFL Women's is a work in progress with Council officers working with locals to rebuild the Ararat Women's Football Club; during the COVID-19 period, the 'Ararat Storm' went into recess, with many of their players relocating to Ballarat-based clubs. AFL Western Victoria is working to promote female teams within the area and the implementation of girls' Auskick during the opening and pre-season periods. The Council will continue to work on the process and promote participation in female football in the coming months.

Finally, interest has been shown through the municipality's multicultural community in using the Gordon Street Facility as a multicultural hub with the opportunity to hold various cultural events throughout the year. Examples include New Year celebrations within our Karin resettlement community and the football club having a Vanuatu New Year celebration within its season.

Contact has also been received from regional school sports organisations for a greater western region AFL boys and girls, nine per side competition and local primary and secondary school bookings for 2024 school athletics carnivals.

The Gordon Street Recreation Reserve opening, while still a work in progress, promises to be an exciting time.

## KEY CONSIDERATIONS

### *Alignment to Council Plan Strategic Objectives*

#### **5 Enhancing Community Life**

We will work with the communities of Ararat Rural City to maintain social cohesion, support community activity and cultural life, and enhance safety.

#### **5.3 Partner with community groups, not-for-profits, and traditional owner organisations to develop Ararat Rural City as a more inclusive and diverse community.**

### *Budget Implications*

There are no budget implications associated with this report.

### *Policy/Relevant Law*

- *Ararat Rural City Council Plan 2021-2025*

### *Sustainability Implications*

Social implications associated with the management of users of the Gordon Street Recreation Reserve include:

- Community engagement and social cohesion to promote inclusion and a sense of belonging and well-being.
- Health and wellbeing through promotion of physical activity and healthy lifestyles, encouraging participation across age groups and abilities.

### *Risk Assessment*

There is no risk assessment associated with this report.

### *Innovation and Continuous Improvement*

The users of the Gordon Street Recreation Reserve will promote innovation and continuous improvement through development programs, strategic partnerships and collaborations between clubs, associations and

leagues, youth development initiatives, continuous education and learning opportunities for officials, staff and competitors, the use of the new facilities, technology and infrastructure.

***Stakeholder Collaboration and Community Engagement***

The collaboration between the Council and the user groups of the Gordon Street Recreation Reserve is being undertaken in partnership with Sport Central (Regional Sports Assembly). It will continue through establishing and operating the reserve and its facilities.

A participation plan has been adopted by the funding body and the state sporting associations to implement over the facility's first 12 months of operation and will be ongoing into the future.

***RECOMMENDATION***

*That the Gordon Street Recreation Reserve Redevelopment – User Groups report be received.*

**MOVED CR BEALES  
SECONDED CR R ARMSTRONG**

**That the Gordon Street Recreation Reserve Redevelopment – User Groups report be received.**

**CARRIED 4921/23**

**ATTACHMENTS**

There are no attachments in relation to this item.

## SECTION 5– INFORMAL MEETINGS

### 5.1 INFORMAL MEETINGS

AUTHOR'S TITLE: CHIEF EXECUTIVE OFFICER  
DEPARTMENT: CEO'S OFFICE  
REFERENCE: 13039074

#### OFFICER'S DECLARATION OF INTEREST

Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

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#### EXECUTIVE SUMMARY

The Governance Rules state that if there is a meeting of Councillors that:

- 1 is scheduled or planned for the purpose of discussing the business of *Council* or briefing Councillors;
- 2 is attended by at least one member of Council staff; and
- 3 is not a *Council meeting*, *Delegated Committee* meeting or *Community Asset Committee* meeting, the *Chief Executive Officer* must ensure that a summary of the matters discussed at the meeting

are:

- a) tabled at the next convenient *Council meeting*; and
- b) recorded in the minutes of that *Council meeting*.

#### DISCUSSION

As a requirement of the Governance Rules, a summary of matters discussed at the Council Briefings held since the last Council Meeting are presented to Council and will be recorded in the minutes.

| INFORMAL MEETINGS                         |
|---|
| Council Briefing held on 20 November 2023 |

#### Issues discussed at the briefing:

- Evans Park – Letter to Councillors from Ross Armstrong
- Memorial Plaques – Council parks
- Christmas shutdown – CEO Leave
- Fleet refinancing
- Confidential items policy
- Open Space Contribution policy
- Industrial/circular economy park development
- Councillor leave
- Pitch Festival tow away zone request
- Asset Management Plan
- Building & Planning reports
- Farm rate issue
- Professional development

## KEY CONSIDERATIONS

### *Alignment to Council Plan Strategic Objectives*

The report supports the strategic objective of the Council Plan 2021-2025:

- 6.3** Continuously improve Council's community engagement process and practices in line with deliberative engagement practices, while acknowledging the need for a range of different techniques to ensure effective engagement.

### *Financial*

There are no financial impacts for the receiving of Informal Meetings of Councillors.

### *Policy/Relevant Law*

Reporting of Informal Meetings is in line with the requirements of the Governance Rules.

### *Risk Assessment*

Following the requirements of the Governance Rules will ensure that Council meets its legislative requirements.

### *Stakeholder Collaboration and Community Engagement*

A summary of matters discussed at the Council Briefings are presented for community information.

## RECOMMENDATION

*That the Informal Meetings of Councillors Report be received.*

**MOVED CR ALLGOOD  
SECONDED CR BURRIDGE**

**That the Informal Meetings of Councillors Report be received.**

**CARRIED 4922/23**

## ATTACHMENTS

The Summary of Council Briefings are provided as Attachment 5.1.

## Councillor Briefing



**Date: Monday 20 November 2023**  
**Commencement: 5.00 pm**  
**Location: Council Chamber, Shire Offices**

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### Present

**Councillors:** Cr Jo Armstrong  
Cr Rob Armstrong  
Cr Gwenda Allgood  
Cr Peter Beales  
Cr Henry Burridge  
Cr Bob Sanders

**Officers:** CEO, Dr Tim Harrison

**Apologies:** Cr Bill Waterston

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### Disclosure of Conflict of Interests

Disclosure of Interests are to be made immediately prior to any relevant item being discussed  
(*Local Government Act 2020 - Section 131 and Chapter 5, Section 6 of the Governance Rules*).

### Matters Considered:

|    |  |
|----|--|
| 1  | Mayor's roundup  |
| 2  | Evans Park – Letter to Councillors from Ross Armstrong |
| 3  | Memorial Plaques in Council Parks                      |
| 4  | Christmas shutdown – CEO leave                         |
| 5  | Fleet refinancing                                      |
| 6  | Confidential Items policy                              |
| 7  | Open Space Contribution Policy                         |
| 8  | Industrial / circular economy park development         |
| 9  | Councillor Leave                                       |
| 10 | Pitch Festival Tow Away Zone request                   |
| 11 | Asset Management Plan                                  |
| 12 | Building and planning reports                          |
| 13 | Farm rate issue  |
| 14 | Professional development                               |

**Dr Tim Harrison**

## SECTION 6 – NOTICES OF MOTION

A *notice of motion* must be in writing signed by a Councillor and be lodged with or sent to the *Chief Executive Officer* no later than 12.00pm (noon) and at least six (6) days prior to the Council Meeting to allow sufficient time for the *Chief Executive Officer* to include the *notice of motion* in agenda papers for a *Council meeting*.

There were no Notice of Motion items received.

## SECTION 7 – URGENT BUSINESS

Items cannot be admitted as urgent business other than by resolution of *Council* and only then if it:

- 1 relates to or arises out of a matter which has arisen since distribution of the *agenda*; and
- 2 cannot safely or conveniently be deferred until the next *Council meeting*.

There were no Urgent Business items received.



## SECTION 8 – CLOSE SESSION (CONFIDENTIAL)

In accordance with section 66(2)(a), 3(1) *Confidential Information* (a) of the Local Government Act 2020, the following agenda items are listed for consideration in the confidential section:

- Item 8.1 – Refinancing Waste Trucks

### 6:26PM CLOSURE OF COUNCIL MEETING TO THE PUBLIC

The Open Council Meeting will now be closed, but members of the public are welcome to rejoin the Council Meeting following the recommencement of the meeting.

#### RECOMMENDATION

*That the meeting be closed to members of the public pursuant to section 66(2)(a) of the Local Government Act 2020 to consider confidential reports.*

MOVED CR BEALES  
SECONDED CR J ARMSTRONG

That the meeting be closed to members of the public pursuant to section 66(2)(a) of the Local Government Act 2020 to consider confidential reports.

CARRIED 4923/23

### 6:30PM OPEN COUNCIL MEETING RECOMMENCEMENT

#### RECOMMENDATION

*That the Open Council Meeting recommence.*

MOVED CR BEALES  
SECONDED CR J ARMSTRONG

That the Open Council Meeting recommence.

CARRIED 4925/23

Gallery invited to return to Council Chamber.

### LIFTING OF CONFIDENTIALITY OF CLOSED SESSION RESOLUTIONS

#### RECOMMENDATION

*That the confidentiality of the report and decision in relation to 8.1 not be lifted on adoption of the motion.*

MOVED CR BEALES  
SECONDED CR BURRIDGE

That the confidentiality of the report and decision in relation to 8.1 not be lifted on adoption of the motion.

CARRIED 4926/23

I HEREBY CERTIFY THAT PAGES 7970 TO 8037 INCLUDING PAGES 645 TO 649 OF THE CLOSED SESSION ARE CONFIRMED AND ARE A TRUE AND CORRECT RECORD.

MAYOR – CR BOB SANDERS

Meeting closed at 6:31pm.