



Annual Report

2018-2019





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Copies of this report are available from the Municipal Offices, Civic Centre, 18 Roberts Ave, Horsham or the internet at www.hrcc.vic.gov.au.

Designed by: AR Graphic Design · www.argraphicdesign.com.au

Printed by: Revolution Print

Images courtesy of Adelle Rohrsheim, Charee Smith, Michelle MacFarlane – Art is... festival, Mark Radford and HRCC staff.

Cover image: Children from YMCA’s Summer Holiday Program explore Minna Gilligan’s artwork *Star Spangled Rodeo* as part of *On a Tangent* exhibition at the Horsham Regional Art Gallery. Image Charee Smith

Art is... a footprint – Spring into Winter project, recycled flowers by Nichola Clarke and community workshops. Image Michelle MacFarlane

Further Art is... a footprint - Spring into Winter images can be found throughout this document.



Welcome to Country

“The Horsham Rural City Council acknowledges the five Traditional Owner groups of this land; the Wotjobaluk, Wergaia, Jupagalk, Jaadwa and Jadawadjali people. We recognise the important and ongoing place that all Indigenous people hold in our community.

We pay our respects to the Elders, both past and present, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.”



Demographic Profile

Horsham Rural City is a vibrant, multi-cultural community situated approximately 300 kilometres north-west of Melbourne in Victoria's Wimmera region. The municipality covers an area of 4,267 square kilometres and includes the major centres of Horsham and Natimuk, and the localities of:

Arapiles	Douglas	Kalkee	Mitre	Riverside	Wartook
Blackheath	Drung	Kanagulk	Mockinya	St Helen's Plains	Wonwondah
Brimpaen	Duchembegarra	Kewell	Murra Warra	Telangatuk East	
Bungalally	Grass Flat	Longerenong	Noradjuha	Tooan	
Clear Lake	Haven	Laharum	Nurrabel	Toolondo	
Dadswells Bridge	Jilpanger	Lower Norton	Pimpinio	Vectis	
Dooen	Jung	McKenzie Creek	Quantong	Wail	

The municipality has an estimated population of 19,880 people, a number expected to reach 20,600 by 2036¹.

The age profile of the region compared to other parts of Victoria shows there are a high number of children below 19 years living in the municipality, emphasising the importance of early childhood services and services for school aged children. Conversely, there are fewer young adults in the municipality (compared to the State average), a consequence of school leavers moving to Melbourne or larger regional centres for employment and tertiary education. The municipality also has a higher percentage of people aged over 50, highlighting the need for services that cater for an ageing population.

Horsham is home to people from over 30 countries. Between 2011-2016, the municipality welcomed the highest percentage of residents from the Philippines, India, England and Sri Lanka.

At the 2016 census, 1,186 people living in Horsham were born overseas with 13 percent arriving in the last five years. 3.8 percent of Horsham's residents speak a language other than English at home².

The total number of residents who identified as Aboriginal or Torres Strait Islander in the 2016 Census was 1.5 percent.

At 2016, 60.9 percent of the population were of working age with the main industries of employment being hospitals, social assistance services, dryland and broadacre agriculture, primary education and local government.

Vision

A vibrant, inclusive community to live, work, play and invest

Mission

Horsham Rural City Council, working with the community, will develop the municipality through strong leadership, vision, good governance, responsive services and quality infrastructure, whilst enhancing our economy, liveability, and natural environment

Values

Innovative, Passionate, Caring, Open, Flexible, Friendly, Progressive, Fair, Reliable, Honest, Inclusive

Council is committed to transparent reporting and accountability to the community and the Report of Operations 2018-2019 is the primary means of advising the Horsham Rural City Council community about Council's operations and performance during the financial year.

¹ https://www.planning.vic.gov.au/__data/assets/pdf_file/0032/332996/Victoria_in_Future_2019.pdf

² https://www.multicultural.vic.gov.au/images/2016_Census/LGProfiles/Full-Report-Population-Diversity-in-LGAs-2016-Census-Web-version-30May18.PDF

Municipality

19,880

Population

2,974
kilometres

Road Length

216.78 (FTE)

Number of Council Employees

7

Number of Councillors

12,454

Rateable Properties

\$23,487,000

Rates and Charges Revenue

\$59,166,000

Total Revenue (including grants)

\$287

Municipal Charge

\$224/\$365

Garbage Charge

**Agriculture, Retail, Health
Care and Social Assistance**

Major Employment Sector in Municipality

Horsham Rural City is a vibrant, multi-cultural community situated in the heart of the Wimmera region of Victoria approximately 300 kilometres north-west of Melbourne. The municipality has a population of 19,880, covering an area of 4,267 square kilometres, with approximately three quarters of residents living within the urban area of Horsham.

Horsham is the major provider of retail, community and government services in the Wimmera, with dryland and broadacre agriculture being our major industry.

There are a range of quality educational and health care facilities including secondary colleges, a university and an agricultural college. The Grains Innovation Park, a nationally acclaimed agricultural research centre, is also based in Horsham.

The municipality has a diverse array of natural assets including recreational lakes, wetlands, the Wimmera River, Mount Arapiles, the Wartook Valley, and the Grampians National Park is nearby.

Horsham Rural City Council is committed to working with the community to develop the municipality through strong leadership, vision, good governance, responsive services and quality infrastructure, whilst enhancing our liveability and natural environment. The 2019-2023 Council Plan, associated Strategic Resource Plan and the 2018-2019 Budget, set the strategic direction for Council and management and include the indicators that Council use to deliver key outcomes.



Mayor's Message

I am happy to present the Horsham Rural City Council 2018–2019 Annual Report, for your consideration.

This is an important document. It provides an excellent overview of the work undertaken by your Council on behalf of our community over the past 12 months.

Your seven Councillors, elected by the community, are in the third year of a four-year term. We each bring a broad range of skills, background and experience to assist us to make informed decisions and to act in the best interests of our community.

Councillors serve on a variety of special committees and provide an important link to these groups. We have also been out and about with Listening Posts and feedback sessions for the Budget, Rating Strategy and more recently, the City to River Planning work.

With our "Community Conversations", we have had the opportunity to visit Clear Lake, Telangatuk, Toolondo, Pimpinio, Dadswells Bridge and Wartook. Along with the urban and rural tours, they are a great way for Councillors and staff to inspect our facilities and infrastructure and learn about some of the issues and challenges our local communities are experiencing, first hand.

We were saddened by the passing of former Councillor and Mayor, Heather Phillips in April. Heather was a dedicated Councillor from 2012 to 2016, serving as Mayor in 2015–2016. She was a passionate advocate for the community, especially around issues with an environmental impact or anything to do with animal welfare. Heather's fingerprints are around the municipality and, despite the two of us often being on the opposite sides of the debate, "H" had my utmost respect and she is sadly missed by us all (page 15).

Recently, we launched the Horsham Rural City Council Innovate Reconciliation Action Plan. This important document was facilitated through our Aboriginal Advisory Committee and affirms our commitment to be a community where Aboriginal people are valued and respected and put words into "action" (page 30).

The Horsham Youth Strategy is another important document adopted by Council this year. The 10-year strategy considers the type of services young people require, both now and into the future (page 32).

As an important part of the Youth Strategy actions, we have welcomed Horsham's very first Youth Council. The new Youth Council comprises young people aged between 12 and 25. These young people will play a leadership role in our community by helping to guide decisions for precincts and infrastructure in our municipality, now and into the future.

The new pump track for our young people, at Horsham's Apex Adventure Island opened in April. The pump track for bicycles and scooters is proving to be a very popular addition to Adventure Island, with over 200 people navigating the circuit each week. Thank you to the Horsham Apex Club, Wimmera Catchment Management Authority, Wimmera River Improvement Committee, Barengi Gadjin Land Council, Nexus and GWMWater for making this project possible (page 33).

Our showgrounds precinct is becoming a popular venue all year round for a variety of community activities. The Horsham Agricultural Society have worked hard over recent years to transform the showgrounds into a popular entertainment venue. A good example was the success of the inaugural New Year's Eve celebrations funded by Council. Approximately 2,000 people enjoyed a light show, live entertainment, children's activities and fine food at the free family-friendly event. The showgrounds were also the venue for the Horsham Agricultural Show, Irish Festival, German Fest, Leisure Roadshow and a range of other events throughout the year.

The Horsham Country Music Festival is another outstanding local event. Now firmly on the "circuit" which has retired folks and their motorhomes/caravans following similar festivals around Australia, the Horsham Country Music Festival has been running since 2005. With the support of Council, the Horsham Sports and Community Club and Regional Arts

Victoria, we are working to keep the festival going well into the future (page 37).

We have welcomed many new residents from all corners of the world to join us here in the Wimmera. Our Citizenship Ceremonies are happy occasions for our newest Australians. It is encouraging to see that multicultural flavor filtering through our community events (page 32).

I would also like to mention the new businesses that are coming to Horsham and "having a go" in the commercial world. These are challenging times and I urge our community to, where possible, support our local businesses.

Thank you to the many volunteers who take on the leadership positions in our community groups. This is vital work that provides opportunities on the sporting field or court, on the stage, behind a fire hose, or the myriad of service and recreation clubs in our Horsham Rural City Council. Well done!

Our Chief Executive Officer, Mr Sunil Bhalla, has come to Horsham to share his experience gleaned from previous appointments, and to work hard for our community. To Sunil and his team of Directors, we thank you for what you are doing for our community, particularly in the area of advocacy with both State and Federal Governments.

Finally, I would like to thank my fellow Councillors for their support this year. Your commitment and dedication is appreciated.

As a community, we will continue to work together to ensure that Horsham Rural City is a vibrant, inclusive community to live, work, play and invest!

"It's all happening in Horsham"



Cr Mark Radford
Mayor

Chief Executive Officer's Message

Welcome to our 2018-2019 Annual Report.

It has been a year of consolidation for Horsham Rural City Council as we continue to focus on enhanced service and project delivery, solid long-term planning, business efficiencies and continuous improvement across all areas of the organisation.

I am pleased to report that we have once again finished the year in a sound financial position. Robust financial management, monitoring and due diligence processes have contributed to this excellent result.

The staff restructure was finalised in early October, resulting in a realignment of services, clearly defined lines of communication and accountability, and the creation of five new positions. Principles underpinning the restructure were fairness and equity, better succession planning and fostering of personal and career development opportunities for staff. As an organisation, we are now less reliant on external resources and more adaptable to focus on peaks in workloads and areas where specialist skills are required. Staff have settled into their new roles and the revised structure is working effectively.

Following a series of staff workshops, we have adopted an Organisational Vision, Values and Behaviours Statement. This important document is on display at all sites and outlines the vision and values that underpin our behavior as an organisation (page 47).

Over recent years, there has been a strong focus on shared services in the Local Government sector. Horsham Rural City Council is a participant and lead Council in a group of neighbouring Councils that have received \$5 million under the State Government's Rural Councils Transformation Program to enable the sharing of corporate services across the six Councils. We look forward to progressing this important project in the year ahead (page 47).

A comprehensive review of Council's rating strategy was undertaken this year. The review included establishment of an independent Rates Advisory Committee comprising of nine community members and led by an independent chair. The aim of the review was to achieve a fair and equitable distribution of the rate contribution across all sectors of the community and a number of changes have been made to the strategy to reflect this (page 45).

This year has seen some enhancements to our procurement processes with the adoption of a Procurement Procedure and establishment of a new Procurement Request for Quotation System. These improvements enable us to provide comprehensive reporting and evidence of probity and fairness in all of our procurement activities. It is also expected to deliver better value for money from our procurement activities.

Planning for Horsham's future is a key priority for Council and we were delighted to launch the Transforming Horsham initiative this year. Transforming Horsham includes four strategic projects – City to River, Horsham Urban Transport Plan, Open Space Strategy and Horsham South Structure Plan. These projects each have the common goal of growing the city's economy and liveability. The first stage is to undertake an extensive community consultation process to gather feedback on a collection of ideas and thoughts to help reshape Horsham into the future (pages 38-39).

Advocating on behalf of the Horsham and wider Wimmera community is an important role for Council. I would like to acknowledge the State and Federal Governments for supporting many of our projects and initiatives. Progress against each of our advocacy priorities is provided on pages 42-45 of this report.

I express my appreciation to the Mayor and Councillors for their commitment over the past year. Thank you also to our dedicated staff and volunteers who have worked hard throughout the year to achieve great outcomes for our community.



Sunil Bhalla

Chief Executive Officer

Operations

Horsham Rural City Council is responsible for more than 70 services to the community ranging from emergency management, arts and culture, and the Livestock Exchange to community and human services programs. We deliver a comprehensive range of building, planning and regulatory services, along with providing and maintaining important infrastructure such as buildings, roads,

drains and parks. Council's vision, four-year outcomes and four-year priorities to further improve services and facilities are described in our Council Plan 2019-2023, associated budget 2018-2019 and reported upon in this document. Refer to the section on Performance (pages 49-63) for more information about Council services.

The delivery of services, facilities, support and advocacy to achieve the four year outcomes is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under Victorian and Australian legislations.

Economic Factors

- Grants Commission – Indexation resumed in 2017-2018 after a freeze having been applied for the years from 2014–2015 to 2016–2017.
- Rate Capping – continued for the fourth year.

- Seasonal Conditions – 2018 was another low rainfall year with some severe frosts that affected farm production. This had a significant impact on the general economy of the region and put financial pressures not only on farming enterprises but also on businesses.



Major Capital Works

This year, Horsham Rural City Council spent \$9,218,469 on capital works throughout the municipality. The table below provides details of some of the capital works projects that Council funded during 2018-2019.

Road Infrastructure Construction	Amount (\$)
Horsham	709,261
Rural	2,701,265
Rural Bridges	171,383
Roads to Recovery Program	1,432,098
Other	
Town Hall Performing Arts Project	19,232
Aquatic Centre and Outdoor Pool refurbishment	285,651
Racecourse Reserve Improvements	266,597
Community Building Refurbishments	94,718
Halls Refurbishments	239,838
Civic Centre Chamber Refurbishment	154,429
Sporting Facilities Refurbishments	149,959
Horsham North Community and Children's Hub	29,476
Works in Progress	970,101
Other Works (including Plant Purchases)	1,994,462
Total	9,218,469

Major Changes

Following the appointment of a new Chief Executive Officer (CEO) in April 2018, an extensive review of staffing was undertaken by the CEO and Directors resulting in a major organisational realignment. This was completed by October 2018.



Major Achievements

- Resolved the future ownership and management of the Wesley Performing Arts Centre
- Completed a review of the Council Meeting Procedure (page 46)
- Undertook a review of the Rating Strategy (page 45)
- Developed the Age Friendly Communities Action Plan (page 35)
- Established a riverside café trial
- Undertook a Governance and Compliance Audit
- Finalised the Youth Strategy (page 32)
- Developed an Open Space Strategy
- Completed the Innovate Reconciliation Action Plan (page 30)
- Completed the Performing Arts Services Demand Study
- Developed a Sports Facilities Demand Study
- Undertook the Horsham Town Hall Audience Development Plan
- Commenced a review of the Early Years Plan
- Awarded tender for the development of a Social Infrastructure Plan
- Commenced a review of Home Support Services in the context of Age Care Reform
- Worked with Wimmera Councils, Edenhope and District Hospital and Wimmera Primary Care Partnership implementing a drought support program – Funding gained enabled three dedicated rural outreach workers to come on board and work across the region
- Agreement with Sustainable Melbourne Fund to facilitate access to the Environmental Upgrade Agreement scheme
- Hosted a Digital Innovation Festival Event, promoting digital innovation in Horsham and connecting the region nationally and globally
- Assisted with two youth focused events showcasing employment opportunities in game development and creative industries
- Implemented Shared Municipal Building Surveyor Service across Horsham Rural City Council, Hindmarsh and West Wimmera Shire Councils

Council Profile

Council consists of the Mayor and six Councillors. The Horsham Rural City Councillors are the elected representatives of all residents and ratepayers across the municipality. The current Council were elected on 22 October 2016 and will finish their

term in October 2020. Council's primary objectives are to set the strategic direction, develop policies, identify service standards and monitor performance for the organisation.

Councillors



Cr Mark Radford
Mayor

First elected: 29 November 2008
Re-elected: 27 October 2012, 22 October 2016
mark.radford@hrcc.vic.gov.au
03 5382 9726, 0428 303 691

Cr Radford was first elected to Council in 2008 and has served as Mayor in 2014-2015 and 2018-2019. He is married to Anne and has three children. Mark is a self-employed electrical contractor, member of the Horsham Salvation Army, Horsham Arts Council and Secretary of the Vectis Rural Fire Brigade. He is committed to working for the community, with a passion for improving services for our young people.



Cr Pam Clarke

First elected: March 2003, November 2008
Re-elected: 27 October 2012, 22 October 2016
pam.clarke@hrcc.vic.gov.au
03 5381 0870, 0439 810 870

Cr Clarke has a strong background in disability and welfare services and was the Chief Executive Officer of a local disability service provider for 10 years. Pam has been Chairperson and committee member of many community and welfare organisations for 36 years and a local business owner for over 40 years.



Cr David Grimble

First elected: 29 November 2008
Re-elected: 27 October 2012, 22 October 2016
david.grimble@hrcc.vic.gov.au
03 5383 6286, 0417 528 636

Cr Grimble runs the family farm at Brimpaen. David is a family man who understands the responsibility of civic leadership and is committed to representing the whole of the municipality.



Cr Alethea Gulvin

First elected: 22 October 2016
alethea.gulvin@hrcc.vic.gov.au
0411 170 713

Cr Gulvin is a teacher at Holy Trinity Lutheran College in Horsham and has represented Australia in sport on numerous occasions. Alethea has lived and studied locally throughout her entire education and joined Council because she wants to give back to her community.



Cr Josh Koenig

First elected: 22 October 2016
josh.koenig@hrcc.vic.gov.au
0413 449 644

Cr Koenig is a Horsham local, a family man and proud husband and father. He has worked in community services for over 10 years and is currently the Executive Officer of Uniting Wimmera. Josh is passionate about our community and wants to see it grow and develop, providing opportunities for all community members now and into the future.



Cr Les Power

First elected: 22 October 2016
les.power@hrcc.vic.gov.au
03 5382 4709, 0419 922 687

Cr Power has been a Horsham resident for over 40 years and a police officer for 15 years. Les is very supportive of the koori community and involved in many community groups including the Blue Ribbon Foundation, Horsham and District Football League, YMCA and Nexus.



Cr John Robinson
BM OAM

First elected: 22 October 2016
john.robinson@hrcc.vic.gov.au
0429 644 477

Cr Robinson has a local farming background combined with 40 years of leadership in community and emergency services organisations. He established the CFA District 17 Aviation Support Unit, and with his wife Sue, instigated the Helicopter Rescue Service based in Warrnambool, as well as the Koori Court of Victoria. John is a life member of Brophy Family and Youth Services and founder and Chairman of the Australian Bravery Foundation.

Councillor Committees

Committee	Councillor
Aboriginal Advisory Committee	Cr Mark Radford (Mayor) Cr Les Power (sub)
Aerodrome Users Group	Cr John Robinson
Audit Committee	Cr Mark Radford (Mayor) Cr David Grimble
Australia Day Committee	Cr Mark Radford (Mayor)
Bicycle Advisory Committee	Cr Alethea Gulvin
Chief Executive Officer Evaluation	Cr Mark Radford (Mayor) Cr Pam Clarke Cr David Grimble Cr Alethea Gulvin Cr Josh Koenig Cr Les Power Cr John Robinson
Community Halls Committee of Management	Cr Mark Radford (Mayor)
Domestic Animal Management Advisory Group	Cr Les Power Cr Mark Radford (Mayor) (sub)
Dudley Cornell Park Advisory Committee	Cr Josh Koenig
Grampians Central West Waste and Resource Recovery Group Forum	Cr Pam Clarke
Green Lake Advisory Committee	Cr John Robinson
GWMWater Regional Recreation Water Users Group	Cr John Robinson
Haven Recreation Reserve Advisory Committee	Cr Mark Radford (Mayor)
Horsham Aquatic Centre Advisory Committee	Cr Les Power
Horsham College/Community Oval	Cr Alethea Gulvin
Horsham Performing Arts Company	Cr Pam Clarke Cr Josh Koenig Cr Les Power
Horsham Police and Community Consultative Committee	Cr Mark Radford (Mayor)
Horsham Racecourse Reserve Advisory Committee	Cr John Robinson
Horsham Recreation Reserve Advisory Committee (City Oval)	Cr Alethea Gulvin
Horsham Regional Art Gallery Advisory Committee	Cr Pam Clarke
Horsham Regional Livestock Exchange Advisory Board	Cr David Grimble
Local Advisory Fire Prevention	Cr Les Power

Committee	Councillor
Municipal Association of Victoria	Cr Mark Radford (Mayor) Cr Josh Koenig (sub)
Municipal Emergency Management Committee	Cr John Robinson
Municipal Fire Management Planning Committee	Cr John Robinson
North Western Municipalities Association	Cr Mark Radford (Mayor) Cr Pam Clarke
Public Art Advisory Committee	Cr Pam Clarke
Rail Freight Alliance	Cr David Grimble
Regional Cities Victoria	Cr Mark Radford (Mayor)
Regional Mayors Roundtable	Cr Mark Radford (Mayor)
Sport and Recreation Advisory Committee	Cr Mark Radford (Mayor) Cr Alethea Gulvin (sub)
Seasonal Conditions Committee	Cr Mark Radford (Mayor)
Sunnyside Park Advisory Committee	Cr Alethea Gulvin
Tidy Towns Advisory Committee	Cr Les Power
Tourism Advisory Committee	Cr Mark Radford (Mayor)
Victorian Local Governance Association	Cr Mark Radford (Mayor) Cr Josh Koenig (sub)
Waste Strategy	Cr David Grimble
Western Highway Action Committee	Cr David Grimble
Western Rail Lobby Group	Cr Mark Radford (Mayor)
Wimmera Business Centre Advisory Board	Cr Josh Koenig
Wimmera Development Association	Cr Josh Koenig
Wimmera Drug and Alcohol Taskforce	Cr Pam Clarke
Wimmera Intermodal Freight Terminal Advisory Committee	Cr David Grimble
Wimmera Mallee Sustainability Alliance	Cr Mark Radford (Mayor)
Wimmera Regional Library Corporation	Cr Pam Clarke
Wimmera River Improvement Committee	Cr Mark Radford (Mayor)
Wimmera Southern Mallee LLEN	Cr Alethea Gulvin
Wimmera Southern Mallee Regional Transport Group	Cr David Grimble

Code of Conduct

The *Local Government Act 1989*, section 76C requires each Council to review and adopt a Councillor Code of Conduct within four months after a General Election. Horsham Rural City Council adopted the Councillor Code of Conduct on 6 February 2017.

Under the *Local Government Act 1989*, Councillors must observe principles of good governance including:

- Acting with integrity
- Impartially exercise responsibilities in the interests of the local community
- Not improperly seek to confer an advantage, or disadvantage, on any person.

Specific principles include the obligation to:

- Avoid conflicts of interest
- Act honestly
- Treat all persons with respect
- Exercise reasonable care and diligence
- Endeavour to ensure that public resources are used prudently and in the public interest act lawfully
- Lead by example and act in a way that secures public confidence in the office of Councillor.

The Code of Conduct sets out how Councillors will display these attributes. It also provides guidelines on ethical decision making, conflict of interest, prohibited conduct, other statutory obligations and expectations of Councillors and officers. The full Code of Conduct for Councillors is available on Council's website – www.hrcc.vic.gov.au

Councillor awards

Congratulations to three Councillors who were recognised with Victorian Councillor Service Awards by the Municipal Association of Victoria in October. Cr Mark Radford and Cr David Grimble were each awarded for 10 years of service. Cr Pam Clarke received an Emeritus Award, which recognises Councillors who have served three or more terms as Mayor.



Meetings of Council

Council conducts open public meetings on the fourth Monday of each month at the Civic Centre at 5:30pm. Members of the community are welcome to attend these meetings and observe from the gallery. For the 2018-2019 year, Council held:

- 13 Ordinary Council Meetings
- 2 Special Council Meetings

Below is a summary of Councillor attendance at Ordinary Council Meetings and Special Council Meetings for the 2018-2019 financial year.

Councillors 2018-2019	Ordinary Council Meeting	Special Council Meeting	Total
Cr Pam Clarke	13	2	15
Cr David Grimble	12	2	14
Cr Alethea Gulvin	13	2	15
Cr Josh Koenig	11	1	12
Cr Les Power	13	2	15
Cr Mark Radford	13	2	15
Cr John Robinson	13	2	15



Vale Heather Phillips

Horsham Rural City Council was saddened by the passing of Heather Phillips in April.

Heather was a Horsham Rural City Councillor from 2012 to 2016. She served one term as Mayor in 2014 and 2015.

Heather took her role as elected representative very seriously and was a committed, passionate and enthusiastic Councillor. She was a strong community advocate and not afraid to stand up for what she believed in, particularly when it came to environmental issues.

Heather was also a passionate wildlife carer and an active member of the Natimuk community, especially amongst the rock climbing community.

Heather made a significant contribution to Council and our community. She will be sadly missed.

Conflict of Interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires Councillors to act in the public interest. When a Council delegates its powers to a Council officer or committee, they also need to act in the public interest.

A conflict of interest exists when a personal or private interest may compromise the ability to act in the interest of the public. A conflict of interest exists even if no improper act results from it. The Horsham Rural City Council Code of Conduct for Councillors and Code of Conduct for Staff provide guidelines for the disclosure of a conflict of interest.

Declaration of a conflict of interest is a standard agenda item for all Council and Special Committee Meetings. A register is maintained to record all disclosed conflict of interests.

During 2018–2019, 20 conflicts of interest were declared at Council and Special Committee Meetings.

Councillor Allowances

In accordance with Section 74 of the *Local Government Act 1989*, Councillors are entitled to receive an allowance whilst performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance.

The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each Council. In this instance, Horsham Rural City Council is recognised as a category two Council.

The following table contains a summary of the allowances paid to each Councillor during the year.

Councillors 2018-2019	Allowance \$
Cr Pam Clarke	38,823.99
Cr David Grimble	22,664.51
Cr Alethea Gulvin	22,664.51
Cr Josh Koenig	22,664.51
Cr Les Power	22,664.51
Cr Mark Radford	51,553.89
Cr John Robinson	22,664.51

Councillor Expenses

In accordance with Section 75 of the *Local Government Act 1989*, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Details of expenses for the 2018-2019 year are set out in the following table.

Councillors	Child Care	Communications	Conferences & Seminars	Development & Training	Entertainment
Cr Mark Radford (Mayor – Oct-Jun 2019)	-	1,221.09	1,932.87	-	154.88
Cr Pam Clarke (Mayor – Jul-Sep 2018)	-	173.74	1,303.44	4,202.73	154.88
Cr David Grimble	-	173.74	-	-	154.88
Cr Althea Gulvin	-	173.74	91.79	-	154.88
Cr Josh Koenig	-	173.74	48.15	-	154.88
Cr Les Power	-	173.74	1,322.69	-	154.88
Cr John Robinson	-	173.74	-	-	154.88
Total	-	2,263.50	4,698.95	4,202.73	1,084.18

Councillors	IT Equipment	Transportation	Travel & Accommodation	Memberships	Other Costs	Total (\$)
Cr Mark Radford (Mayor – Oct-Jun 2019)	-	9,662.87	1,590.45	-	358.84	14,921.00
Cr Pam Clarke (Mayor – July-Sep 2018)	1,749.00	4,229.18	3,653.52	-	103.12	15,639.61
Cr David Grimble	-	5,759.40	1,862.93	-	103.12	8,054.07
Cr Althea Gulvin	-	43.18	-	-	107.62	571.21
Cr Josh Koenig	-	43.18	-	-	170.45	590.40
Cr Les Power	-	43.18	1,090.62	-	170.45	2,955.56
Cr John Robinson	1,749.00	43.18	213.64	-	170.45	2,504.89
Total	3,498.00	19,894.18	8,411.16	-	1,184.04	45,236.74

Note: The figures included in this report may include expenses not incurred in the reporting period but processed in this reporting period.

- Indicates no expenses claimed this financial year

Child Care – includes child care expenses incurred for dependent care or child care.

Communications – includes the monthly fees and usage costs associated with Councillor mobile phone and computer equipment. They do not include any costs associated for personal use which are to be reimbursed by Councillors.

Conferences and Seminars – local, interstate or overseas includes any registration fees and costs associated with attendance.

Development and Training – includes registration fees associated with attendance by Councillors within Victoria at one-off or short-term training and/or workshops held by government agencies, professional bodies or institutions that support the local government sector.

Entertainment – expenses such as snacks, meals, beverages while performing duties as a Councillor (excluding where Council or Committee meetings are held at times which extend through normal meal times and where Council provides suitable meals and refreshments served on the premises).

Transportation – includes taxi fares, public transport costs, car parking fees, toll fees and reimbursements for authorised use of private vehicles for kilometres travelled whilst conducting Council business with and outside the municipality. This category also includes the actual annual vehicle repayments and reimbursements associated with vehicle registration, insurance, servicing, fuel and etag of the Mayoral vehicle.

Travel and Accommodation – includes all travel and accommodation costs associated with attendance at local, interstate or overseas conferences, seminars and/or training and workshops.

Memberships – includes professional memberships to recognised sector related bodies and other incidental expenditure incurred by Councillors in performing their Councillor role.

Other Costs – includes other incidental expenditure incurred by Councillors in performing their Councillor roles.

Note: No expenses were paid by Council including reimbursements to members of Council committees during the year.



Staff Profile

Council is the governing body that appoints a Chief Executive Officer. The Chief Executive Officer has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. Four Directors and the Chief Executive Officer form the Executive Management Team and lead the organisation.

Chief Executive Officer



Sunil Bhalla

B Eng (Civil), M Tech (Const), MBA, GAICD

- Management and performance of all Council operations including \$58 million budget
- Ensuring that the day-to-day management of Council's operations are in accordance with the *Local Government Act 1989* and align with the Council Plan
- Provision of advice and support to Council
- Direct responsibility for Council's four Directors

Senior Officers Reporting Directly to the Chief Executive Officer



Kevin O'Brien

Director Community Wellbeing

B Theol, Assoc. Dip Arts, Dip Man, Grad Cert Man

Arts, Culture and Recreation

- Miscellaneous Projects
- Performance and Events
- Recreation and Open Space Planning
- Visual Art

Community Services and Emergency

- Home Support
- Miscellaneous Projects
- Wimmera Emergency Management Project
- Youth and Early Years

Graeme Harrison

Director Corporate Services

B Econ, Dip GAICD, CPA

Finance

- General Accounting
- Revenue

Governance and Information

- Community Relations and Advocacy
- Customer Service
- Governance
- Information Technology

People and Culture

- Business Efficiency
- Human Resources Lead
- Risk/OHS

Angela Murphy

Director Development Services

B Bus (Acc), B Bus (Local Gov), ASA

Economic Development

- Commercial Enterprises
- Business Development and Tourism
- Strategic Planning

Regulatory Services

- Community Safety
- Environmental Health
- Statutory Planning and Building Services

John Martin

Director Infrastructure Services

BE (Agric)

Engineering Services

- Engineering Design
- Facilities Management
- Project Office

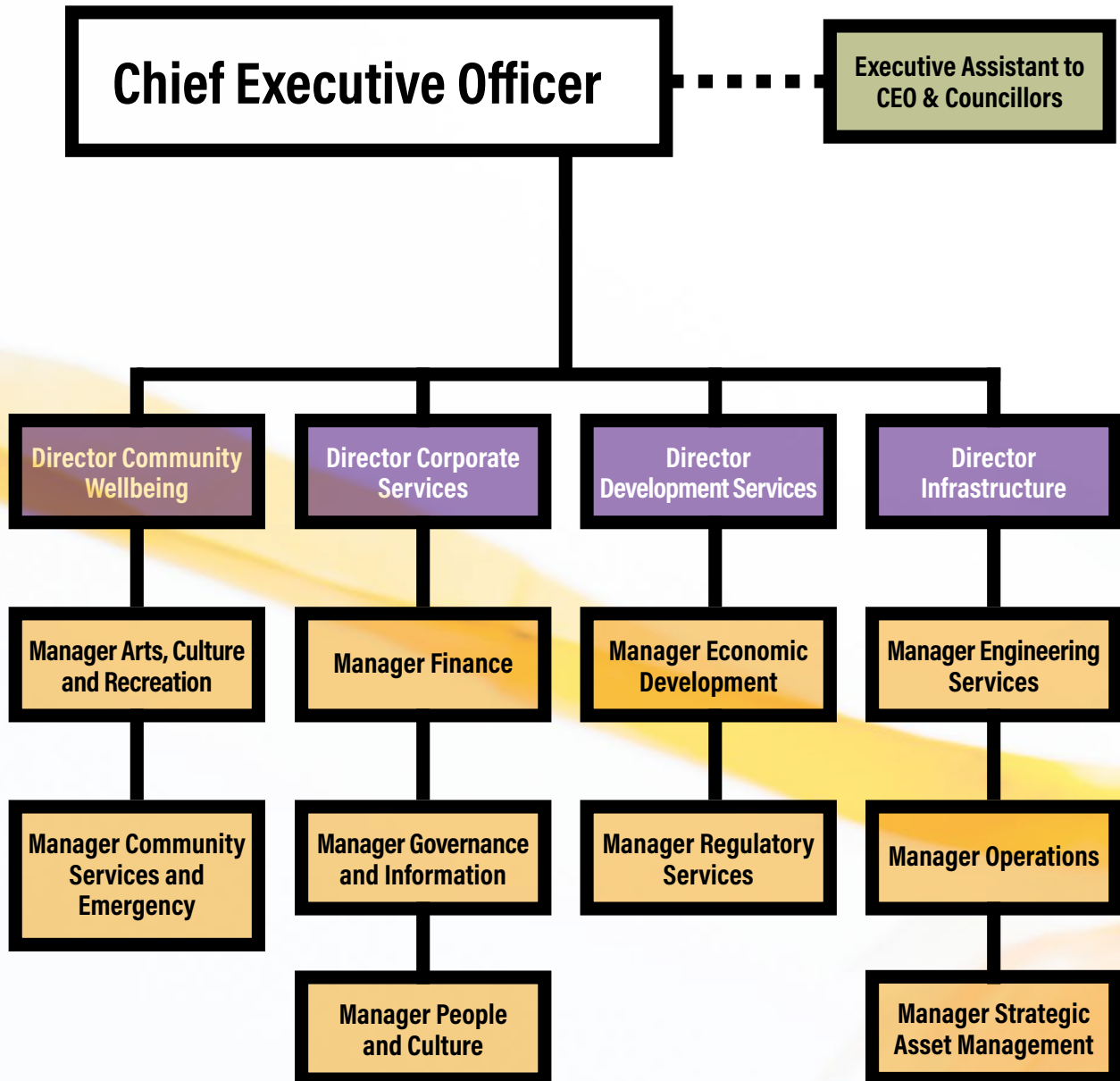
Operations

- Civil Works
- Parks and Gardens
- Waste Operations

Strategic Asset Management

- Assets
- Fleet
- Waste and Sustainability

Organisational Structure





Equal Employment Opportunity

Horsham Rural City Council commits itself in a variety of ways to the elimination of discrimination against and the promotion of equal opportunity for all people in relation to employment matters.

Council's equal opportunity program ensures there is no discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010* such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender

identity and sexual orientation. Further objectives include ensuring the workplace is free from bullying and harassment.

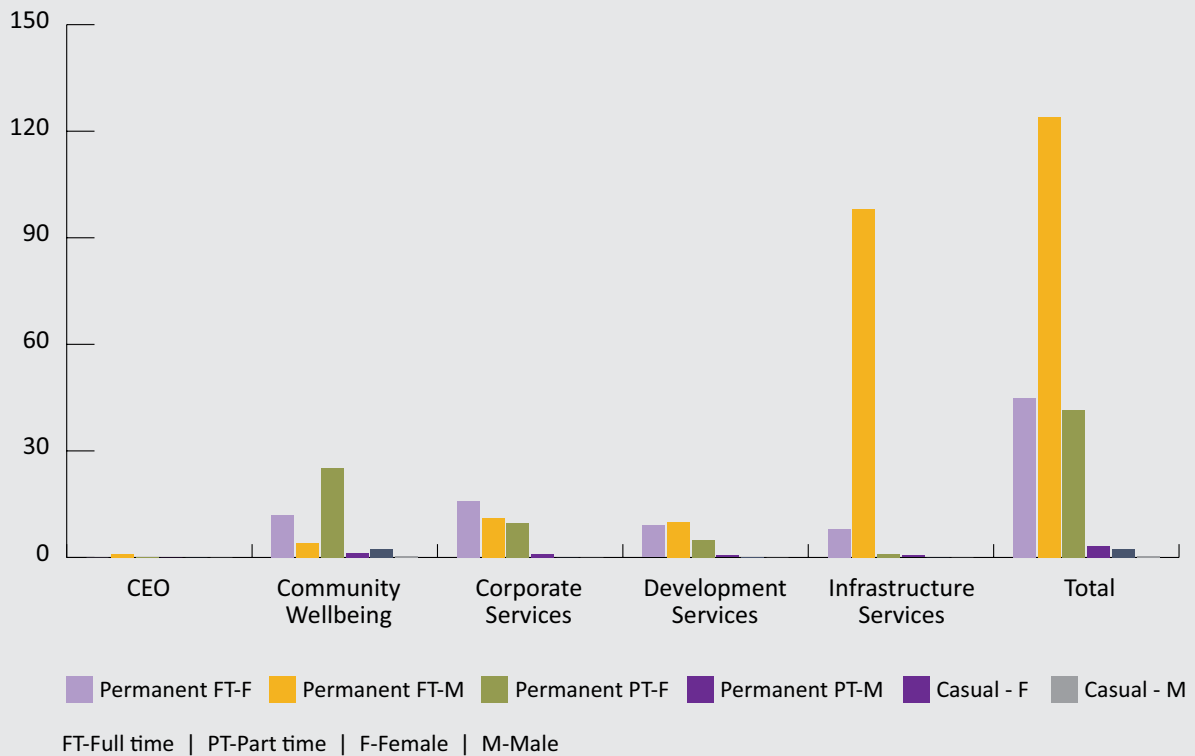
In May, a new role was established at Council for a People and Culture Manager, with one of the tasks under that role being to investigate options for contemporary approaches to equal opportunity training, education and awareness.

Overall, throughout the last year, it is generally agreed that there were no breaches of the *Equal Opportunity Act 2010*.

Number of Staff (FTE)

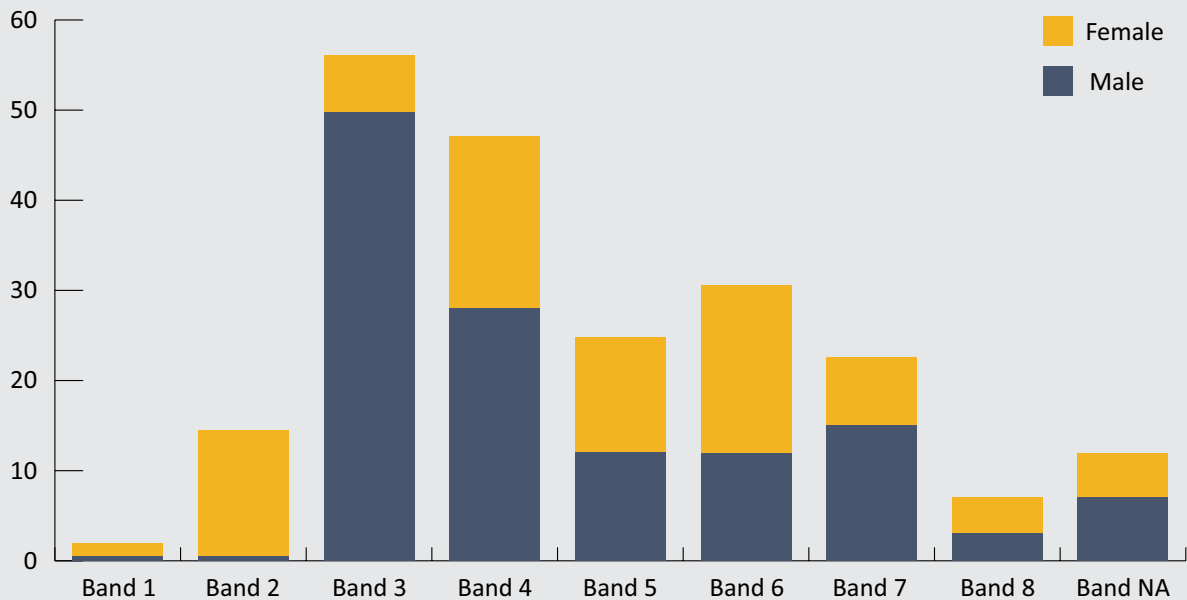
A summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender is set out below.

Employee type/gender	CEO	Community Wellbeing	Corporate Services	Development Services	Infrastructure Services	Total FTE
Permanent FT - F		12.00	16.00	9.00	9.00	45.00
Permanent FT - M	1.00	4.00	11.00	10.00	98.00	124.00
Permanent PT - F	0.80	25.10	9.75	4.83	1.07	41.55
Permanent PT - M		1.34	0.90	0.55	0.55	3.34
Casual - F		2.37		0.01		2.38
Casual - M		0.52				0.52
Total	1.80	44.33	37.65	24.39	107.62	216.78



Number of Staff (FTE)

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	1.50	0.55	2.05
Band 2	13.94	0.67	14.61
Band 3	6.31	49.75	56.06
Band 4	19.10	28.00	47.10
Band 5	12.85	12.00	24.85
Band 6	18.74	11.90	30.64
Band 7	7.58	15.00	22.58
Band 8	4.00	3.00	7.00
Band not applicable	4.90	7.00	11.90
Total	88.92	127.86	216.78



Enterprise Bargaining Agreement

Enterprise Agreement Number Eight was officially endorsed by the Fair Work Commission on 12 January 2017 and in accordance with section 54 of the *Fair Work Act 2009*, has been in operation since 19 January 2017, with a nominal expiry date of 30 June 2019. The introduction of rate capping and falling rates of inflation influenced negotiations and an annual wage rise in the order of 2.1 percent was agreed upon for each year of the three year agreement. Enterprise Agreement Number Nine is currently under negotiation, and it is anticipated that it will be presented to Fair Work Australia for certification by the end of 2019.

Professional Development

Council supports and promotes further education and development, including undergraduate and postgraduate qualifications.

During 2018-2019, 18 Council staff were undertaking the following:

- Master of Infrastructure Engineering and Management
- Master of Letters
- Master of Natural Resources and Management
- Bachelor of Civil Engineering
- Bachelor of Management and Human Resource Management
- Bachelor of Urban, Rural and Environmental Planning
- Advanced Diploma of Public Safety (Emergency Management)
- Diploma of Project Management
- Certified Practising Accountant
- Certificate IV in Leadership and Management (nine staff)

Two staff completed the Leadership Wimmera Program and a further three staff commenced the program during 2018-2019.

Council also provides a comprehensive corporate learning program that supports a broad range of staff development needs. This is developed in alignment with strategic priorities as well as in response to needs identified through performance and development plans. A variety of learning methodologies are used including LGPRO e-learning, facilitated workshops, personal coaching and internal and external training providers. A focus for 2018-2019 was on developing a base level of skills for staff in Team Leader and Co-ordinator roles through study of a Certificate IV Leadership and Management.

Occupational Health and Safety

Compliance with the *Victorian Occupational Health & Safety Act 2004* is a continuing priority for Horsham Rural City Council, with an aim to have an injury-free workplace for all our employees.

Achievements for 2018-2019:

- 122 incidents reported across all of Council
- 36 new staff completed OHS induction
- Ongoing work on policy/procedure for the MAV WorkCare Self-insurer Scheme

The Horsham Rural City Council OHS Framework for Improvement demonstrates Council's commitment to provide a safe work environment.

The framework is built on four cornerstones that work towards achieving zero harm:

- Establishing a systematic approach to managing OHS
- Building a positive OHS culture across the organisation
- Demonstrating active and visible OHS leadership
- Providing safe workplaces and equipment

MAV WorkCare Scheme

Council is a member of the Municipal Association of Victoria (MAV) WorkCare workers' compensation self-insurance scheme, which commenced on 1 November 2017.

The aim of the scheme is to help make local government workplaces safer through a more focused, tailored approach, and to ensure that injured workers receive the compensation and rehabilitation services to which they are entitled.

The WorkSafe licence granted to the MAV to run the scheme is dependent upon all member Councils obtaining and maintaining compliance with the National Audit Tool (NAT) by November 2020. The MAV is working closely with member Councils to support these objectives and has a comprehensive implementation plan comprising approximately 120 criteria, broken into eight groups of documentation, which the Occupational Health and Safety Officer is currently addressing. In the order of 40 policies and procedures are also involved, with some of these being new to Horsham Rural City Council (HRCC) and others being revisions of existing Council instruments. Group Four requirements are currently being addressed and so far Horsham Rural City Council is on track to ensure that its obligations for all eight groups are met by the due date.

Implementation of the self-insurance scheme offers a range of other significant benefits. Of particular note:

- It will remove the need for additional WorkCover contributions when a defined benefit superannuation liability call is made on Councils
- A forecast premium saving of a total of 15 percent over the first three years of scheme operation (based on the 2016-2017 premium payable by Council)
- A comprehensive resource library available to all members in addition to the support provided by MAV WorkCare to ensure full conformance with the National Assessment Tool (NAT).

Preventing Violence Against Women

Violence against women is a major issue for Horsham Rural City Council. The family violence incident rate in Horsham Rural City per 100,000 of population (October 2015 to September 2016) was more than double the Victorian average and Horsham has consistently had the highest rate of family violence incidences in the Grampians Region (2011 to 2016). Since 2012, Horsham has been in the top 10 worst performing areas across the State in relation to family violence.

Council is committed to supporting family violence prevention initiatives relating and incorporating behaviours that reinforce respect and equality for all members of the community. The 2019-2023 Council Plan lists four priorities, one advocacy action and two external factors that inform the plan in relation to violence and the 2017-2021 Municipal Public Health and Wellbeing Plan includes a section on preventing family violence. Council supports a range of initiatives to prevent violence including White Ribbon Day and International Women's Day events.

CoRE: Council is a member of the CoRE (Communities of Respect and Equality) Alliance and supports the framework developed to prevent violence against women and their children. CoRE is for those who believe that our communities can be better places to live if we take action together to promote change. The 2016-2020 CoRE Plan aims to prevent violence against women and their children in the Grampians Region. Further information about the CoRE Alliance can be found on the Horsham Rural City Council website at www.hrcc.vic.gov.au.

Act@Work: Council is committed to ensuring our workplaces set high standards for equality and respect for all staff, and that we have welcoming environments that are supportive of women. In 2017, the Act@Work program was introduced across the organisation and an action plan developed as part of a region-wide strategy. Act@Work is a comprehensive, organisation-wide cultural change program challenging sexism, discrimination and violence against women. It addresses workplace leadership, policies and procedures and promotes partnerships and links to the community to encourage workplaces to contribute to safer and more respectful communities.

Gender Equity in Community

Engagement: Horsham Rural City Council has joined forces with the West Wimmera, Hindmarsh and Yarriambiack Shire Councils to deliver this 12-month project across the region. The project aims to increase participation of women in community engagement by ensuring all policies, procedures and practices support gender equity (page 31).

“Leadership statement ...

Horsham Rural City Council is committed to creating a safe, equal and respectful community that supports the prevention of (or is free from) violence against women and children.

Violence against women is preventable by ensuring respect and equality between women and men.

Horsham Rural City Council has a leadership role in the community and can influence cultural and social norms through our interaction with individuals, families, organisations and community to eliminate attitudes that support violence.

Council has an obligation to ensure a safe, equal and respectful workplace and to support employees.

Council is committed to addressing the drivers of gender inequality through the full range of our functions and responsibilities. Our work is underpinned by Council's membership of the CoRE Alliance; by our Act@Work Action Plan and by actions listed in the Council Plan; Health and Wellbeing Plan and other Council strategies.



Community Grants and Donations

Sport and Recreation	\$
AFL Wimmera Mallee – Training equipment for umpires	500
Horsham Croquet Club – Replace kitchen cupboards	7,700
Horsham Football Netball Club – Replace all flooring	8,000
Horsham Lawn Tennis Club – Tilt trailer for equipment transfer	1,600
Horsham Sharks Swimming Club – two new shade structures	10,000
Kalimna Park Croquet Club – Mouse proof storage cupboard	450
Laharum Sports Inc. – Commercial dishwasher	6,000
Natimuk Golf Club – Upgrade five tees with instant turf	2,000
Natimuk Uniting Football Club – Lighting upgrade	10,000
Noradjuha Quantong Football Netball Club – Fridge for healthy food options	680
Parkrun – Parkrun program in Horsham	5,000
Taylor's Lake Football Netball Club – Upgrade of switchboard	10,000
Specific Donation – Horsham Basketball Stadium (Lease)	15,500
Sunnyside Bowling Club – Synthetic greens	10,000
Community maintained Recreation Reserve maintenance allocation:	\$
Coughlin Park (HRCC allocation of outdoor staff resources)	11,800
Dooen	1,000
Dock Lake	11,800
Kalkee	5,900
Laharum	11,800
Natimuk Show Grounds	5,900
Noradjuha	500
Pimpinio	5,900
Quantong	11,800
Riverside (Equestrian Outdoor Surface)	500
Toolondo	500
Total Sport and Recreation	154,830
Halls Infrastructure	\$
CWA Hall Committee of Management- Defibrillator	1,400
Dooen Public Hall – Roof insulation	4,744
Hamilton Lamb Hall – Paving of nature strip	4,000
Insurance levy for Public Halls	14,287
Laharum Hall Committee – Lining of skillion roof	2,500
Taylor's Lake Hall – Split system air-conditioner	5,000
Total Halls	31,931
Kindergartens	\$
Green Park Casuarina Kindergarten – Blinds for Acacia verandah area	3,875
Natimuk Road Kindergarten – Replacement of rubber soft fall	10,000
Maintenance grants - \$830 each for Council's six kindergartens	4,980
Total Kindergartens	18,855
General Welfare and Community Services	\$
Christian Emergency Food Centre – Food hampers	2,230
Horsham College Chaplaincy Committee	5,460
Wimmera River Improvement Committee	8,000
Wimmera River Improvement Committee Police Paddock	2,350
Wimmera Toy Library – Replacement toys	1,000
Wimmera Toy Library – Storage bays for new HUB	3,500
Total Welfare and Community Services	22,540

Organisations	\$
3rd Horsham Brownie Guides – Repairs to roof	1,548
Arapiles Community Theatre – Workshops/Exhibitions	1,000
Centre for Participation – Volunteering award	1,000
Clear Lake Recreation Reserve	515
Charitable Organisations – Refund of rates (Red Cross, St Vincent de Paul, Salvation Army, Axis Worx, Jacobs Well)	10,168
Dadswells Bridge Hall – Newsletter	250
Federation University Horsham Campus – Nursing award	300
Holy Trinity Lutheran College Senior Achievement award	200
Horsham City Pipe Band – Support of Council events	1,670
Horsham College – Alternate pathways Achievement award	200
Horsham College – Senior Achievement award	200
Horsham Historical Society – Binding of local newspapers	2,550
Horsham Rural City Brass Band – Support of Council events	1,670
Horsham 2nd Scouts – Security lighting	2,500
Horsham Urban Landcare – Support of Landcare events	1,793
Longerenong Citizenship Prize	300
Natimuk Brass band – Support of Council events	1,670
Natimuk and District Progress Association – Monthly newsletter	1,500
North West Grampians Lions Branch – Christine Middleton performance	1,000
North West Grampians Newsletter – Monthly newsletter	1,500
OASIS Wimmera – Support activities Jubilee Hall	3,000
River Café – Picket fencing	3,363
St Brigid's College – Senior Achievement award	200
U3A Horsham and District – Support of Tai Chi program	600
Wimmera Association for Genealogy – Annual support	310
Wimmera Live Steam and Model Engineering Society – Safety improvements	5,000
Wimmera Filipino-Australian Club Inc. – Bowling tournament	1,000
Wimmera Mobility Group – Support group excursion	600
Wimmera Pride Project – Support group program/activities	4,000
Wonwondah North Hall – Newsletter	250
Total Organisations	49,857
Events	\$
Arapiles Cycling Event Committee – Re-useable signage for event	450
Art Is... Festival – Event support	7,400
Business Horsham – Community guest speaker	3,500
Horsham and District Orchid Society – Hire of College Hall for event	840
Horsham A & P Society – New Years Eve event	19,545
Horsham Calisthenics College – Annual calisthenics competition	1,100
Horsham Christian Ministers Association – Carols by Candlelight	3,500
Horsham Fishing Competition – Fishing competition support	5,000
Horsham Flying Club – Equipment/Advert support for two events	5,000
Horsham Mother's Day Classic – Mother's Day Classic support	1,000
Horsham Motorcycle Club – Ambulance for World Junior MX	6,000
Horsham Patchwork Quilters Inc. – Horsham Town Hall hire for exhibition	3,608
Kannamaroo Committee of Management – Friday/Saturday evenings	5,000
Natimuk Agricultural and Pastoral Society – Factory MC Freestyle performance	4,000
Natimuk Farmers Market Plus – Musician at four markets	900
Operation 19:14 Action Team – Children's activities	3,630
Rotary Club of Horsham East – Wimmera Science and Engineering Challenge support	6,260
Wimmera Development Association – 2019 Karen New Year Celebrations	2,000
Wimmera Machinery Field Days – Presidents lunch sponsorship	2,273
Wimmera and Southern Mallee Careers Expo – Key note speaker support	4,000
Wimmera Growers of Australian Plants Inc. – 12th FJC Rogers Seminar – three days	3,400
Wimmera Rockers Danceworld – Band hire support	2,200
Total Events	90,606
TOTAL COMMUNITY GRANTS AND DONATIONS FUNDED	368,619

Council Plan

The *Local Government Act 1989* requires all Victorian Councils to produce a four year Council Plan which must be reviewed annually.

The 2019-2023 Council Plan sets the strategic direction of Council over the next four years, linking the community's vision to long-term community goals and four year outcomes and priorities for Horsham Rural City Council. The Council Plan provides direction to management and includes the indicators that Council will use to deliver key outcomes.

The following pages provide details of some of the highlights achieved this year. Further information in relation to outcomes and priorities contained in the Council Plan are provided in the Performance section (pages 49-63).

For a full copy of the Horsham Rural City Council Plan, please contact Council on telephone 03 5382 9777 or call into the Municipal Offices, Civic Centre, 18 Roberts Avenue, Horsham. It is also available on the Horsham Rural City Council website - www.hrcc.vic.gov.au



Goal 1 - Community and Cultural Development

Develop Horsham and the municipality as a diverse, inclusive and vibrant community



Goal 2 - Sustaining the Economy

Lead in sustainable growth and economic development



Goal 3 - Asset Management

Meet community and service needs through provision and maintenance of infrastructure



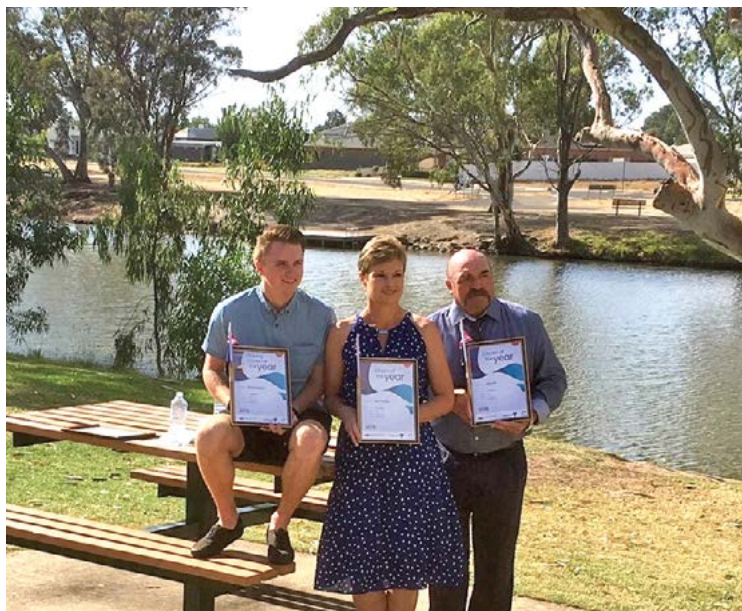
Goal 4 - Governance and Business Excellence

Excel in communication, consultation, governance, leadership and responsible use of resources



Goal 5 - Natural and Built Environments

Lead in environmental best practice, create a municipality for the future and plan for the impacts of climate change



Goal 1: Community and Cultural Development

We support our diverse community by developing an environment that aims to cater to the shifting needs of our residents. We support innovation and encourage artistic and cultural expression to develop our municipality as a great place to live – See Performance section for more details (pages 49–63).

Australia Day Celebrations

Australia Day is an opportunity to come together as a nation to celebrate what is great about Australia and being Australian.

Horsham Rural City Council hosted a very successful Australia Day event on the banks of the Wimmera River at Sawyer Park in Horsham this year. The celebration attracted approximately 350 people who, prior to the official ceremony, enjoyed a free barbecue breakfast provided by Council and supported by the Combined Service Clubs of Horsham.

Elder and Barengi Gadjin Land Council member Jennifer Beer presented the Welcome to Country. Entertainment was provided by the Horsham City Pipe and

Brass Bands, Sing Australia Choir and Brittany Bates from the Horsham Arts Council. Children's story "Koala Lou" was read by Cr Alethea Gulvin, and a flag raising ceremony was performed by the Horsham Girl Guides and Horsham Scouts.

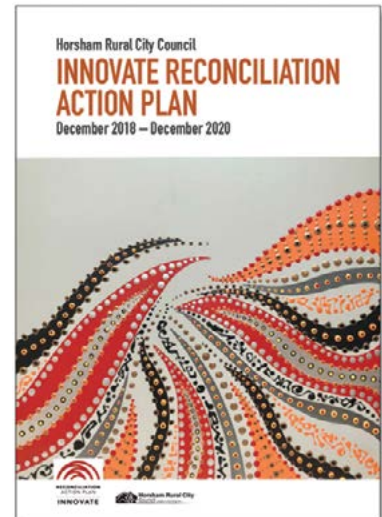
Australia Day Award presentations and an Australian Citizenship Ceremony were highlights of the day.

This year's Australia Day Award recipients were:

- Maree Thompson and Jeff Pekin, Joint Citizens of the Year
- Sebastian Dalgleish, Youth Citizen of the Year
- Horsham Motorcycle Club – Community Event of the Year

Mayor, Cr Mark Radford conducted the Australian Citizenship Ceremony where five community members from Bangladesh and China pledged their commitment to our great nation.

Australia Day celebrations were also held in Natimuk, Dadswells Bridge and Brimpaen.



Innovate Reconciliation Action Plan

We were proud to launch the Horsham Rural City Council Innovate Reconciliation Action Plan at a special morning tea at the Horsham Regional Art Gallery in May. The event was part of National Reconciliation Week celebrations.

Endorsed by Reconciliation Australia, the two-year plan was facilitated through Council's Aboriginal Advisory Committee by listening and engaging with local Aboriginal people, residents, service providers, schools, Council staff and other stakeholders.

Council has a long working history with the Traditional Owners, Aboriginal Community Controlled Organisations and Aboriginal and Torres Strait Islander communities. Our vision for reconciliation is to create an improved understanding of Aboriginal and Torres Strait Islander histories, cultures, hopes and future aspirations through fostering strong, respectful, inclusive and meaningful relationships within our communities. This plan affirms our commitment to be a community where Aboriginal people are valued and respected.

There are three key focus areas included in the Innovate Reconciliation Action Plan.

Relationships – We will develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples and communities, organisations and networks through existing partnerships and by proactively engaging in and promoting significant cultural events so we understand the needs of Aboriginal and Torres Strait Islander peoples and improve our engagement with the community.

Respect – We will show respect to Aboriginal and Torres Strait Islander peoples, cultures, histories and stories and will be responsive to their needs, and will encourage the community to value the unique contribution that Aboriginal and Torres Strait Islander peoples make to society. This is important to our organisation, as the role of Council includes taking into account the diverse needs of the local community in decision making, fostering community cohesion and encouraging active participation in civic life.

Opportunities – We will contribute to “closing the gap” of disadvantage experienced by Aboriginal and Torres Strait Islander peoples by providing opportunities which support cultural, social and economic development, including employment and retention of Aboriginal and Torres Strait Islander staff and supporting education opportunities.

Council will achieve this through its service delivery function and facilitation/advocacy roles. This is important because Council has a responsibility to improve the overall quality of life of people in the local community and also to ensure that services and facilities provided by Council are accessible and equitable.

An internal working group has been established to actively monitor the Innovate Reconciliation Action Plan, including implementation of actions, tracking progress and reporting. Regular reports will be provided to the Executive Management Team, Council, Aboriginal Advisory Committee and Reconciliation Australia.

A number of actions in the plan have commenced including National Reconciliation Week events, employment of Aboriginal and Torres Strait Islander trainees, participation in and support of NAIDOC Week events, Cultural Awareness Training for staff, support of the Wimmera River Challenge, incorporation of Welcome to Country into the program for major community events and Acknowledgement of Country for significant staff meetings.

A full copy of the Innovate Reconciliation Action Plan is available on Council's website at www.hrcc.vic.gov.au.



Gender Equity in Community Engagement

It is recognised that men and women have different access to resources, power, responsibilities and life experiences, and that different strategies and engagement methods are necessary to achieve equitable outcomes for all our community.

Horsham Rural City Council is committed to improving and strengthening community engagement so that all members of our community can participate. This year we have partnered with West Wimmera, Hindmarsh and Yarriambiack Shire Councils to deliver the Gender Equity in Community Engagement project across the region.

Funded by the State Government's Department of Environment Land, Water and Planning, this 12-month project aims to increase the participation of women in community engagement by ensuring all policies, procedures and practices support gender equity. The project is supported by a Project Officer based at Horsham Rural City Council and governed by a Project Control Group comprising of representation from each of the partner shires.

The Gender Equity in Community Engagement project has conducted an analysis of community engagement at Horsham Rural City Council. The analysis has identified that:

- 61 percent of Advisory Committees do not achieve a gender balance
- Seven out of 10 Project Control Groups achieve a gender balance
- Engagement from community organisations resulted in low levels of female representation
- Engagement with low level commitment achieved higher levels of participation from females
- Males are under-represented when engagement occurs online or when the topic relates to the arts.

A model Terms of Reference, Expression of Interest and Support Pathways poster that support gender equity has been developed. Research has been conducted that identifies methods to increase the participation of women and girls of varying backgrounds and abilities in community engagement. Work is currently being conducted to develop a Gender Equity Community Engagement Audit Toolkit which will incorporate all relevant research.

The Gender Equity in Community Engagement project builds on Council's involvement in the CoRE (Communities of Respect and Equality) Alliance which has guided our Act@Work program, setting higher gender equality standards (page 25).



Horsham Youth Strategy

In August, Council adopted the Horsham Youth Strategy. The strategy is a high level 10-year document containing four objectives:

- Provide Council with a service delivery map of the current services that are available to young people in Horsham and surrounds
- Identify opportunities for young people to be empowered to make decisions on service delivery that suits their needs
- Increase meaningful engagement opportunities for young people with Council
- Provide Council with contemporary and future facing models for youth service delivery that reflects the needs of a diverse regional city population – these models must take into consideration equity and access.

The Horsham Youth Strategy is responsive to the emerging priorities of our young people. Community engagement highlighted two key priorities as important concerns for young people and the community, and a call to action for Council and services. They are: alcohol and other drug use and abuse, and bullying.

A Youth Services Engagement and Planning Officer was appointed in February and work has commenced on implementation of the strategy including:

- Several workshops with Youth Service providers in the region to identify existing youth services and discuss ways in which youth focused organisations can work together to address service gaps
- Establishment of Horsham's first Youth Council comprising 20 members from different age groups, cultural backgrounds and gender
- Redevelopment of the Pynsent Street building (formerly Nexus Youth Centre) including painting the outside and removing the black paint from the bricks.

Citizenship Ceremonies

The Mayor is responsible for conducting Australian Citizenship Ceremonies in the Horsham Rural City Council on behalf of the Department of Home Affairs. These special ceremonies provide an important opportunity for Council to officially welcome all our new Australian citizens to the local community.

Citizenship Ceremonies are held periodically throughout the year immediately prior to a Council meeting. The Australian National Anthem, led by the Horsham Sing Australia Group is a highlight of these events.

This year, Horsham Rural City Council conducted three citizenship ceremonies welcoming 21 candidates from Nepal, Colombia, Turkey, England, India, South Korea, Taiwan, Bangladesh and China.

Civic Receptions

Civic Receptions are the highest level of Council function. They are hosted by the Mayor and held at the discretion of the Mayor and Chief Executive Officer.

This year, Horsham Rural City Council hosted one Civic Reception:

- 10 October 2018 – Order of Australia Association Horsham Branch Inaugural Student Citizenship Awards.



New Pump Track for Horsham

In April, a new bike track was opened on the eastern section of Horsham's Adventure Island, located in the Weir Pond section of the Wimmera River. The bike track, known as a pump track because of the action required to navigate the circuit, is a component of Stage One of a proposed redevelopment of Adventure Island.

The pump track is a modular 83-metre plywood circuit with banked turns and humps. The new pump track is a popular addition to Adventure Island with an estimated 200 plus people each week using their bikes and scooters on the track. It's a great destination for families and riders of different ages and abilities to enjoy a fun, physical activity.

Walking paths, landscaping and amenities to create gathering and meeting places in a nature-based play environment complete the work of Stage One of the island's re-development.

The redevelopment was possible because of a partnership between Horsham Rural City Council, Horsham Apex Club, Wimmera Catchment Management Authority and the Wimmera River Improvement Committee.

Barengi Gadjin Land Council, Nexus Horsham and GWMWater also contributed to the project.

The pump track was purchased by Horsham Apex Club and represents several years of planning and fundraising by the Club. Horsham Rural City Council installed the track and undertook associated landscaping. The pump track is now a community asset to be enjoyed by all.

Art is... festival

The Art is... festival, is a 10 day co-created festival that occurs each June.

Priorities of the festival include providing employment to local artists, building artistic capacity and engaging all of the community in arts and culture. In 2019, the festival's theme was "Moulding our Future" and consisted of a permanent audio trail of talking trees aiming to improve early years literacy, and community art workshops with local artist Nichola Clarke to create colourful and whimsical sculptures as part of Spring into Winter. These sculptures were found within the roundabouts of the CBD for the month of June. Photos of this project are featured throughout this year's annual report.

The festival culminated in a community bonfire which engaged VCE Dance students from Horsham College, as well as providing a venue for local projection artists' work, creating a beautiful event at the Horsham Showgrounds in partnership with the Horsham Agricultural Society.

The Art is... festival returns in 2020 with the theme Art is... unexpected.





Horsham Regional Art Gallery

The significance and quality of the Horsham Regional Art Gallery Collection was recognised this year when it was used to develop an exhibition of feminist photography by Melbourne-based curator Olivia Poloni.

In Her Words focuses on women behind and in front of the camera by bringing together works from the Gallery Collection and contemporary Australian photographers. In the wake of recent movements such as #metoo, the exhibition shows women who are in control of their own story.

The exhibition was developed in partnership with National Exhibitions Touring Support (NETS) to tour to other galleries after its launch at Horsham. It is the first touring exhibition developed by Horsham Regional Art Gallery with such a large body of Collection works. The exhibition will travel to three other Victorian venues - Melbourne, Wangaratta and Swan Hill - and two venues in Queensland, Hervey Bay and Logan. The Gallery is proud to share Horsham's extraordinary Collection with audiences across Australia.

Horsham Town Hall

Looking from the outside in, it is easy to understand what makes our venue and community so special. It is the people, staff, volunteers, artists, patrons and amazing local talent that we see developing within the venue. It is such a privilege to be part of this amazing community. Within the venue we have a motto, "It's all about the experience", from the moment that you enter the door, to the moment you leave. Over 70,000 patrons this year have shared an experience that has evoked laughter, tears and everything in between.

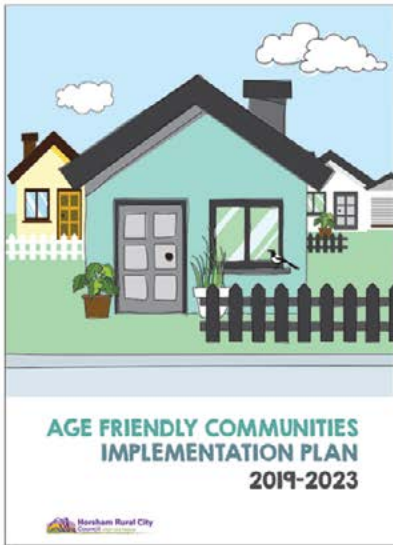
Many moments from the year have been highlights, however, the one that stands out is *Madam Butterfly*, Opera Australia. The opportunity for our youth to be part of the performance under the guidance of one of our own, Lisa Thomas, was a vision come true for the staff. To be able to present a performance of this magnitude was an enormous achievement for our community and demonstrates just how far we have come in the last three years.

The venue has hosted 268 events from comedy through to dining events, even being showcased in the Herald Sun for the FightMND tour which welcomed over 400 visitors to our town. A love of the arts is developing every year with our own community showcasing local talent in over 60 performances.

We are approaching exciting times with the development of a Creative Horsham Plan that will outline Council's direction with the arts, culture and events sector. As a team the shift in the awareness fills us with optimism and excitement about what the future will bring.

With the utmost gratitude, we thank all of our volunteers, partners and donors for their generosity of time and financial investment into the venue. To our colleagues at Creative Victoria and Regional Arts Victoria, we thank you for your continual support in helping deliver our vision as part of the Creative State strategy.

Thanks also to the amazing team at Horsham Town Hall who have thrown themselves whole heartedly into making the venue what it is today. Who would have anticipated three years ago the impact the venue would have on the region. Whilst there have been challenges during our busy year, their passion and commitment to arts is inspiring!



3 AGE FRIENDLY COMMUNITIES IMPLEMENTATION PLAN 2019 - 2023

TRANSPORT

Transportation, including accessible and affordable public transport is a key factor influencing older people's health and their ability to participate in social and cultural activities and access health services.

Issues identified to audit:

- There is limited public transport in Horsham - existing infrastructure such as bus stops, taxis, cycles, other vehicles and public transport is not always easy to get to or use.
- Public transport is limited to certain routes and times.
- There are no dedicated bus routes for older people.
- The existing bus routes / services with stop times are not age friendly.
- There are no dedicated bus routes for older people.
- There are no dedicated bus routes for older people.

Things that make a positive contribution to the municipality being an age friendly place:

- The local bus services to be reliable, clean, comfortable, affordable and the drivers are courteous.
- The timetable and number of services for the bus services for older people is improved.
- The bus to be accessible / wheelchair accessible, also allow assistance to access services on board.
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AGE FRIENDLY COMMUNITIES IMPLEMENTATION PLAN 2019 - 2023

TRANSPORT

Transportation, including accessible and affordable public transport is a key factor influencing older people's health and their ability to participate in social and cultural activities and access health services.

Action	Area of Interest	Responsibility/Initiator	Who can help?
1. Review of passenger rail	Advocate	CEO/Director Infrastructure	Western Rail Alliance
2. Bus stop facility review including seats, shelters, lighting and paths and parking	Suburb/Rural/Advocate	Manager Engineering Services	Transport for Victoria
3. Bus route review to pick up key sites such as GPs	Advocate	Director Community Wellbeing	Transport for Victoria
4. A city centre bus to key places including Usher House, Theatre, cinema, sports, parks, etc.	Advocate	Director Community Wellbeing	Transport for Victoria
5. Improve lighting in the Railway Reserve car park near the bus station - the area is dark at night	Deliver	Manager Engineering Services	V/Line Station Office
6. Improved signage of information on timetables and units of public transport (arrivals and departures)	Provide	Station and Communications Officer	Public Transport Victoria
7. Increase the multi-modal transport program cost	Deliver	Station and Communications Officer	Bus Services, Communications, Other People Reference Group
8. Review and if required increase provision of on-board seating options	Deliver	Station and Communications Officer	
9. Nothing - areas such as hospital, Town Hall, Usher House, Theatre, Active Choice, Post Office and other buildings are not being used to be on customer edge of the Central Business District (CBD) for use as parking or the GPO for shops.	Advocate & Deliver	Director Development Services	
10. Need for drop off areas at Usher House and West	Deliver	Manager Engineering Services	Local Council, V/Line
11. Need for drop off areas at Usher House and West	Deliver	Manager Engineering Services	Local Council, V/Line
12. Need for drop off areas at Usher House and West	Deliver	Manager Engineering Services	Local Council, V/Line
13. Need for drop off areas at Usher House and West	Deliver	Manager Engineering Services	Local Council, V/Line
14. Need for drop off areas at Usher House and West	Deliver	Manager Engineering Services	Local Council, V/Line
15. Improvements are needed to improve and modernise existing capacity Usher House and the new modern high-rise Usher site	Deliver	Manager Engineering Services	Local Council, V/Line
16. Advocate and support establishment of a general service in Horsham	Advocate	Director Development Services	MPCC, Horsham Community Council
17. Advocate and support establishment of a general service in Horsham	Advocate	Director Development Services	MPCC, Horsham Community Council
18. Advocate and support establishment of a general service in Horsham	Advocate	Director Development Services	MPCC, Horsham Community Council

Horsham - An Age Friendly Community

In 2017, Horsham Rural City Council received a grant to support their development as an age friendly place.

The purpose of the project was to:

- Improve the age friendliness and liveability of the Horsham community for older people
- Engage older people who live in the municipality to inform the process of improving Horsham Rural City Council as an age friendly city.

An Older Persons Reference Group comprising 12 local residents was established to guide the project. The group undertook audits using the World Health Organisation - Age Friendly Communities checklists and the findings were used to develop an Age Friendly Action Plan. Over 160 people were consulted.

Following this process, the 2019-2023 Horsham Rural City Council Age Friendly Communities Implementation Plan was developed. This important document is available on Council's website. It contains a number of actions which will be reviewed quarterly by the Older Persons Reference Group around each of the following key themes:

- **Transport** - Transportation, including accessible and affordable public transport, is a key factor influencing older people's health and their ability to participate in social and cultural activities and access health services.
- **Respect and Social Inclusion** - Wellbeing is enhanced when older people feel acknowledged and respected. Older people are consulted, their input is valued, and they are partners in decision making.
- **Housing** - Appropriate housing is essential to older people's safety, quality of life and maintaining independence. Considerations include accessible affordable structure, design, location (close to community) and choice.
- **Social Participation** - Participating in leisure, social, cultural and spiritual activities helps older people stay engaged, informed and motivated.
- **Outdoor Spaces and Buildings** - Safe and accessible outdoor environments and public spaces are important for the mobility, independence and quality of life of older people and affect their ability to age in the community.
- **Civic Participation** - An age friendly place has opportunities for older people to contribute to employment, voluntary work and political process, should a person so choose.

- **Community and Health Services** - Older people require ease of access to an adequate range of services for promoting, maintaining and restoring health.
- **Communications and Information** - Older people require accessible and practical information to manage life, meet personal needs and stay engaged with the world.

The Older Persons Reference Group will continue to meet quarterly in an ongoing capacity.





Goal 2: Sustaining the Economy

As our community grows, so our region grows. We welcome new development and we aim to support enterprise, small and large, whilst advocating for the community to shop locally. We will continue to promote and develop sustainable projects – See Performance section for more details (page 54).

Horsham Hosts World Junior Motocross Championship

Horsham was buzzing with activity in August when hundreds of international visitors arrived in the region for the FIM World Junior Motocross Championship. It was the first time the event had been held in Australia.

The three day Junior Motocross Championship was hosted by the Horsham Motorcycle Club at the Dooen Recreation Reserve.

The event was a huge success, attracting approximately 500 international visitors and over 1,000 domestic fans, injecting well over \$1 million into the local economy. It was live streamed around the world, providing an opportunity to showcase the region and build on Horsham and Victoria's reputation as a premier motocross and tourist destination.

Horsham Rural City Council recognised Horsham Motorcycle Club by awarding them with the Australia Day 2018 Community Event of the Year award for this significant world-class event (page 29). The club's dedicated volunteers have worked extremely hard over the past 20 years to bring their facilities up to a standard suitable to host State, National and International events. We are proud of their achievements and congratulate them on their efforts to raise the profile of motocross across Australia and around the world.

Milestone at Horsham Regional Livestock Exchange

A significant milestone was reached at the Horsham Regional Livestock Exchange in September when the 10 millionth sheep was sold.

Sheep and lambs have been sold at the Horsham Regional Livestock Exchange since the facility opened in December 1999.

Approximately 60 percent lambs and 40 percent sheep made up the 10 million sales.

Record lamb prices have meant that an impressive 470,000 sheep went through the pens this financial year.

The Horsham Regional Livestock Exchange is Victoria's fourth largest sheep and lamb market and the major livestock selling centre in the Wimmera, attracting vendors from as far afield as the South Australian border and southern New South Wales.



Country Music Festival

Thanks to a commitment from Council and a partnership agreement with the Horsham Sports and Community Club, the Horsham Country Music Festival's future is secure for at least the next three years.

The popular event has been running since 2005 and this year's festival was to be the last. Age and health issues had prompted the 13-member committee to make the difficult decision not to continue beyond 2019. However, a new Festival Committee with a blend of existing members and some new faces, has been established to run the event with Council and the Horsham Sports and Community Club funding a casual Festival Co-ordinator position.

Council's contribution of \$5,000 along with support through the Tourism and Promotions team, will significantly reduce the workload of the volunteers that run the festival.

The four-day Horsham Country Music Festival held every March, attracts country music fans from around Australia, many "on the road" with caravans or motorhomes. Between 600 and 1,000 people attend a variety of performances each day of the festival. Artists from across Australia and overseas have performed at the festival each year. The event also provides the opportunity for non-professional, budding country music artists to showcase their skills.

As the festival has evolved, it has supported charities including the Wimmera Cancer Centre and National Farmers Federation Drought Appeal.

The economic and social benefits that the Horsham Country Music Festival brings to Horsham are substantial and it is important that it keeps going, and growing, into the future.



Transforming HORSHAM

Transforming Horsham

Transforming Horsham was launched in late 2018 to encompass four strategic projects that each have the common goal of growing the city's economy and liveability. These four priority projects will reshape Horsham over the coming decades. Transforming Horsham is about imagining together, talking together, working together and moving forward together.

The projects are:

Horsham Urban Transport Plan

The aim of the Horsham Urban Transport Plan is to set directions and priorities for developing our transport system in urban Horsham in a way that supports the goals of our community, economy and environment both now and in the future. Key objectives include to: remove trucks from the CBD and river precinct and create a more active and vibrant precinct, provide more river crossings and link our highways to economic activities through the development of local and arterial roads.

An initial community survey was conducted in March 2019 and responses will be used to inform community workshops planned for August 2019.

City to River

This project will provide a suite of transformative projects that aim to improve, revitalise and link Horsham's Central Activity District and the Wimmera Riverfront Precinct over the next 20 years making Horsham a more attractive place to live, work, visit and invest.

The project commenced in December 2018 with a review of existing strategies, plans and economic and demographic data. This was followed by targeted consultation in January–February 2019 to understand key stakeholder aspirations for the precinct and from this, a Vision and high level concept plans were prepared for wider community feedback. The draft Master Plan is currently open for community feedback and comment. The final Master Plan will be completed by December 2019.




**Transforming
HORSHAM**
... for future generations
City to River
**Help shape the future
Have your say!**

To see the
Draft Masterplan
 and make comment go to
www.hrcc.vic.gov.au or
 visit Horsham Rural Council
 Reception Room,
 18 Roberts Ave
 Horsham VIC 3400


**Horsham Rural City
Council**
urban rural balance



Open Space Strategy

Open space plays an important role in our society by providing places for exercise, quiet reflection, children's play and organised sport. As our communities grow and change, greater attention needs to be placed on planning our open spaces to ensure that they meet our current and future needs.

Horsham Rural City Council has developed an integrated Open Space Strategy to provide Council with strategic directions to determine priorities for the planning, provision and development of open space across the municipality. The draft Open Space Strategy is open for public comment until the end of August 2019.

Horsham South Structure Plan

It is anticipated that the Horsham South area will undergo change over the coming decades.

The Structure Plan will identify a future vision for the area that captures the community's objectives and aspirations. It will also provide a broader assessment of opportunities and issues that will need to be considered for the period beyond the 20-year horizon.

The plan provides the foundation for the pursuit of more detailed statutory planning provisions, amendments to the Planning Scheme as well as design and development initiatives, for specific areas and activities in Horsham South.

It will also guide Council policies, programs and initiatives relating to community, economic, social, environmental, and physical initiatives.

Work on the Horsham South Structure Plan will commence in the second half of 2019.



Goal 3: Asset Management

We strive to ensure infrastructure is in place to support our growing community as well as upgrading and maintaining our infrastructure to attract more visitors to the municipality. – See Performance section for more details (pages 55–57).

Dudley Cornell Park Upgrade

Work has commenced on a significant upgrade to facilities located at Dudley Cornell Park.

The popular Dudley Cornell Park is one of the Wimmera’s busiest sporting precincts, hosting cricket, junior football, athletics, soccer and school sports.

Upgrades to facilities include the construction of new female-friendly change rooms and public toilets. When construction is complete, an existing toilet block located near the Gertrude Street entrance will be demolished. The new facilities and associated works will be completed in late October.

As part of the project, a barbecue and shelter has been constructed and is already in use.

Female participation in sport is an important element of Council’s Health and Wellbeing Plan. Ensuring facilities are provided for males and females is one component of a strategy encouraging

more people to become more active more often. It is expected that this investment will encourage new and emerging players to participate in sport in a welcoming and supportive environment and importantly, that our community will also be encouraged to make greater use of this very popular park.

Horsham Rural City Council acknowledges the support of Sport and Recreation Victoria who have endorsed the project with funding of \$100,000. The remaining \$200,000 required for the project, is being funded by Horsham Rural City Council.

New additions to Horsham botanical gardens playground

The NorthFest Family Fun Day held in Horsham every two years brings people together in a fun and relaxed environment. In 2015 and 2017, a legacy art project was created as part of the festival activity. The artwork is designed to leave a lasting legacy of the festival – something for the community to use and enjoy.

In 2015, a snakes and ladders mosaic was created. Artist Jodie Mathews worked with collaborating artists from Horsham Primary School – Rasmussen campus and Horsham College. The colorful snakes and ladders game will provide fun for people of different ages. A permanent dice is conveniently located alongside the mosaic.

In 2017, a skateboard bench was created by artists from the Holy Trinity Lutheran College and Horsham College – McKenzie Creek campus. The colorful skateboard seat is located near the snakes and ladders mosaic.

Both projects have been installed in the playground area of the Horsham botanical gardens.

Road works

Horsham Rural City Council services 2,974 kilometres of roads. Of these roads, 988 kilometres are sealed roads, 979 kilometres are unsealed roads and 1,007 kilometres are formed only (dirt) roads.

Below is a description of road works completed in 2018-2019.

Work Description	Length (kilometres)	Area (square metres)
Road construction New Urban	-	-
Road construction New Rural	3.63	17,305.00
Road reconstruction Urban	0.50	3,402
Road reconstruction Rural	4.81	28,050
New sealed road construction (subdivision)	0.76	6,217
Rural reseals	33,459.00	178,336
Urban reseals	2,379.00	25,290
Sealed shoulder re-sheeting	17,490.00	69,960
Gravel road re-sheeting	29,731.00	122,308
Footpaths new (subdivision)	1.53	2,148
Footpaths renew	0.51	714
Kerb and channels new (subdivision)	1.48	-
Kerbs and channels renew	0.94	-

Changing Places Facility in Horsham

A new state-of-the-art accessible toilet facility was constructed in Horsham's May Park this year.

The Changing Places facility is a larger-than-standard accessible toilet with extra features such as a height



adjustable adult-sized changing bench and a tracking hoist system. It will enable people with severe and profound disabilities, their families and carers to actively participate in all aspects of life. Many people with high support needs find it difficult to leave the house for more than a few hours so they avoid accessing the community for a range of everyday situations. This new facility will enable people to get out and about and do the things they enjoy.

May Park is a popular rest stop on the Western Highway between Melbourne and Adelaide. The facility was constructed as part of the May Park Revitalisation project funded by the Victorian Government's Regional Jobs and Infrastructure Funds and Council.

Other improvements include accessible parking bay works, new rubber soft fall paths and a significant upgrade to the playground so that it caters for children of all abilities.

Racecourse Reserve Upgrade

Improvements to the safety and usability of the Horsham Racecourse Reserve were completed this year.

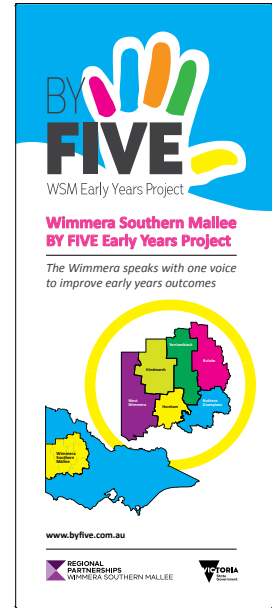
Works included:

- Installation of new lights on the Adrian Hatcher Fitness Track around the perimeter of the wider reserve
- Landscaping to improve natural surveillance
- Installation of seating
- Construction of an off-leash dog park.

In early 2018, the Horsham Racecourse Reserve Advisory Committee raised concerns about safety and a lack of lighting, and Council was successful in an application to the Victorian Government's Public Strategy Fund for \$192,035 to complete the project. The total project cost was \$229,527.

The new lighting will give people reassurance to use the fitness track early in the morning and at night. It is popular for people walking dogs and the installation of a fenced off leash park will provide a further sense of safety created by increased passive usage.

The Horsham Racecourse Reserve area is home to a number of community facilities including tennis, netball and rugby organisations, a skate park and firefighting training and competition facilities.



Goal 4: Governance and Business Excellence

Our goal is to excel in what we deliver and how we deliver it, both within Council and to our community. Our staff are our greatest asset so their wellbeing is important – See Performance section for more details (pages 58–60).

Advocacy

Advocating for and representing our residents, communities and businesses in State and Federal Government is a key function of Local Government and one Horsham Rural City Council takes seriously.

During the past year, lobbying and advocacy was undertaken through Local, State and Federal politicians. This process allowed us to share the key projects and priorities for the Wimmera, which in the future may lead to funding and further important opportunities to have our voices heard.

Advocacy priorities that have progressed during the past year include:

Improved education and health outcomes for the community

- The Wimmera Cancer Centre was completed and opened for public use during 2018-2019.
- Horsham Rural City Council is a partner in the 'BY FIVE' Wimmera Southern Mallee Early Years Project. In May 2018, the BY FIVE project team, Wimmera Southern Mallee LLEN, VET, VCAL and careers teacher networks and

Deakin University collaborated to raise awareness amongst secondary students of future health and allied health employment opportunities across the Wimmera. Student interest was also heightened by the announcement of free TAFE courses in 2019. The result has seen overall enrolment in health and community service courses at Federation University, Horsham Campus increase by 110 students in 2019.

Enhanced broadband pilot

- Council worked with the Department of Jobs, Precincts and Regions and their delivery partner to maximise the trial coverage and link with existing local businesses to provide installation and support services.

The purpose of the pilot is to demonstrate new models for delivering high-speed broadband into regional areas which generally have limited availability of business grade internet services. The project will give Horsham businesses access to the latest wireless broadband infrastructure that will deliver very high internet speeds similar to what is available in Melbourne and other major metropolitan centres throughout Australia.

Review of funding model for Local Government

- In September 2018, Horsham Rural City Council put forward a motion to the Municipal Association of Victoria State Council to advocate for a review of the funding model for Local Governments, as the source of funding is unsustainable, particularly for rural Councils. The Victorian Government has also commenced an inquiry into the Local Government rating system to identify changes that will improve its fairness and equity. The State Government review will be completed by March 2020.

Retention of recreational lakes or other recreational water facilities with the purpose of securing water based recreational opportunities in the municipality

- Council's negotiations with GWMWater enabled the supply of around 1,000ML into Green Lake to boost its level going into the 2018-2019 summer period.



Return of passenger rail – Western Rail Campaign

- Horsham Rural City Council continues to work with our partner Councils on the Western Rail Campaign. Strong advocacy prior to the September 2018 State Election saw the Victorian opposition make an election promise to invest \$4 million into a business case to return rail passenger services to Horsham and Hamilton. Whilst this promise was not matched by the re-elected Labour Government, the Western Rail group met post-election with the Hon Melissa Horne, Minister for Public Transport and departmental advisors in March 2019. This meeting discussed options for the return of rail including a possible trial of shuttle services between Horsham/Hamilton and Ararat. There are future discussions planned with senior officers of Transport for Victoria, Public Transport Victoria and V/Line during the second half of 2019 to further progress this matter.

Actively pursue the retention and further development of rail freight services for the region and lobby for containerised transport subsidy

- There are road safety and productivity benefits in increasing the use of rail for transport of freight. The State Government’s Mode Shift Incentive Scheme helps to offset some of the costs of access to rail and ports. Council’s direct advocacy, supported also through the Wimmera Southern Mallee Regional Transport Group, has contributed to the Government’s announcement for the 2019-2020 budget of the continuation of this scheme for a further 12 months. A longer-term approach to managing the equity of costs of road *versus* rail transport continues to be sought.

Family violence support and safety hub in Horsham

- Council has advocated through State Ministers and their opposition counterparts to the establishment of a Support and Safety Hub (known as Orange Door) in Horsham. The Royal Commission into family violence and the Roadmap to Reform recommended the establishment of Orange Door facilities across Victoria to provide enhanced support to women and children suffering family violence.

Work with our regional partners to increase collaboration between communities, industry, businesses and government to address the most important challenges and opportunities in our region

- An announcement of \$5 million of grant funding under the State Government’s Rural Council Transformation Program, with Horsham Rural City Council taking the lead role. This is a five-year project to deliver shared finance and payroll services, together with a common electronic records management system, across a regional grouping of six Wimmera, Mallee and Loddon Councils (page 47).

Alternative truck route to provide an effective bypass for the Western highway, Wimmera highway and Henty highway

- As part of Transforming Horsham (page 38), Council commenced work on the Horsham Urban Transport Plan in 2019. This plan will take a strategic approach to developing our transport system in urban Horsham in a way that supports the goals of our community, economy and environment, both now and in the future. Key objectives of this plan are to remove trucks from the CBD and link highways via the development of alternative local arterial roads. Any alternate truck route will require a second road crossing of the Wimmera River.



Duplication of the Western Highway to Stawell and improved safety through to the South Australia border

• Council has continued to be a member of the Western Highway Action Committee, advocating for improvements along the whole length of the Western Highway. Progress on the planned duplication of the section of highway between Buangor and the outskirts of Ararat stalled in 2018-2019 for a variety of reasons, including an application to the Federal Minister for recognition of a culturally significant area. Council's advocacy through this commitment has helped influence priorities for works, including rehabilitation of significant sections of the Western Highway through the municipality.

Regional liveability

• In March, Council endorsed the Notice of Motion to the National General Assembly 2019 seeking support for the Federal Government to develop a long-term plan for investment in Regional Cities as a key to maintaining the liveability of the regions they support, attract business investment and provide high quality health, education, recreation and cultural facilities.

Improvements to the Horsham CBD and Wimmera River Precinct

• The City to River project is a key part of Transforming Horsham (page 38). Prior to the Federal Election in May 2019, Council successfully lobbied for a funding commitment from the Federal Government to support future enhancements to the CBD and Wimmera River area. An allocation of \$1.65 million has been promised to commence priority works. Council has also committed \$850,000 in its 2019-2020 budget towards this project.

Funding for the roofing at the livestock exchange

• Federal funding of \$1.49 million was announced in the lead up to the Federal Election in 2019, following a successful application to the Building Better Regions Fund. At a total cost of \$3 million, works to construct the new roof over the saleyards will commence in late 2019

Expansion of the Wimmera Intermodal Freight Terminal

• During 2018-2019, Council prepared a master plan to consider the potential long term development of the Wimmera Intermodal Freight Terminal (WIFT). This work complemented planning by Wimmera Container Line, and its parent company SCT Logistics to expand the current intermodal terminal's facilities, in response to an extended period through 2017 and 2018 where container throughput exceeded projections from the initial business case for the site. An expanded WIFT terminal will be able to cater for the expected freight related developments that are being planned around the WIFT Precinct at Dooen.



Rating Review

A review of Council's rating strategy was undertaken in late 2018. The review engaged an independent Rates Advisory Committee that was established from members of the community and led by an independent chair and consultant. The purpose was to review the way rates are calculated to achieve a fair and equitable distribution of the rate contribution across all sectors of the community.

The committee made a number of recommendations and a draft Rating Strategy and Rating Policy was developed. The overall process ran for approximately six months and received 333 responses from a series of engagements, submissions and a survey. The community feedback and the committee's recommendations were considered and the final Rating Strategy 2019-2023 and Rating Policy were subsequently adopted by Council. Key changes to Council's Rating Strategy include:

- Reduction in the farm differential from 80 percent to 67 percent
- Introduction of a commercial differential of 95 percent of the general rate
- Introduction of an industrial differential of 95 percent of the general rate
- \$30 additional rebate per property paid to eligible pensions
- No differential for retirement villages
- No new rate category for rural lifestyle farms
- Decrease in the flat municipal charge from \$287 to \$280
- Introduction of a review measure of 3.5 percent movement in relative valuation which would trigger a review of rating differentials.

Governance

Council is committed to good governance and transparency. This includes policy development, legislative compliance, protection of personal information and facilitating public access to governance information.

Horsham Rural City Council's Governance Unit supports a workplace culture aligned to one of high performance and continuous improvement, focused on delivering exceptional governance, integrity and organisational outcomes.

Council meetings

A review of Local Law No 1 Governance – Meeting Procedure was conducted this year. As part of the review, Councillors participated in a workshop with Macquarie Lawyers and Strategists. Feedback from the community was also invited and a number of submissions received.

Following the review, some changes have been made to the way Council meetings are conducted.

Ordinary Council meetings are now held monthly. Meetings are held on the fourth Monday of each month, with Council Briefings held on the first and second Monday.

Council Briefings are not open to the public. This provides an opportunity for Officers to present reports to Councillors for discussion and feedback prior to finalising them for the formal Council meeting.

In the past, there were two Council meetings and two Council Briefings held each month, excluding January, and there was limited time between meetings to fully consider and finalise reports.

Councillors are now invited to provide an update on their duties as a Councillor and the meetings they have attended in writing for inclusion on the agenda. These reports are not read or addressed by Councillors at the meeting, however, they may make a verbal acknowledgement if requested. In the past, Councillors were invited to present a verbal report at the meeting. They did not have an opportunity to submit a written report.

Improvements have also been made to the structure of the Council agenda and minutes. Audio recordings of all Council meetings have been introduced to ensure that an audio archive is maintained for accessibility by the public and to ensure good governance.

Achievements 2018-2019:

- New Governance department established – October 2018
- New Gifts, Benefits and Hospitality Policy and processes – December 2018
- Improvements to Council Meeting Agenda and Minute templates – February 2019
- New Policy and Procedure templates developed – February 2019
- Mini Governance (Staff Training) Workshops introduced – April 2019
- Governance Framework established – April 2019
- Audio Recording of Council Meetings – May 2019
- Procurement Procedure developed – May 2019
- Development of Councillor Conflict of Interest Declaration Form – June 2019
- New Procurement Request for Quotation (RFQ) system established – June 2019
- Number of Public Tenders – 38
- Policies/Procedures Reviewed – 15
- Policies/Procedures Written – 15

The focus for 2019-2020:

- Continuous improvement for Governance processes across the organisation, to provide better probity, transparency and decision-making
- Develop a Governance Intranet Site with resources for employees
- Continue to provide support to the Mayor and Councillors
- Continue to build and refine Council's governance culture, including fraud awareness
- Proficient management of Council's legislative requirements.

Rural Councils Transformation Program

In August 2018, the Minister for Local Government launched the Victorian Government's \$20 million Rural Councils Transformation Program. The program encourages the sharing of knowledge, costs and resources at a regional scale so that Local Governments can deliver more efficient, effective and sustainable services for their communities.

Horsham Rural City Council is a participant and lead Council in a group of Councils that submitted a business case for funding for the Rural Councils Corporate Collaboration project in conjunction with the Hindmarsh, West Wimmera, Yarriambiack, Buloke and Loddon Shire Councils.

The Rural Councils Corporate Collaboration was successful in receiving funding of \$5 million under the Rural Councils Transformation Program to establish an information technology platform and common finance, payroll and records management functions in phase 1 of the project, to enable the sharing of corporate services across the Councils.

Our Organisational
VISION
A progressive and innovative organisation,
delivering high quality and sustainable services

Our Organisational
VALUES

 F	 A	 I	 R
<p>FLEXIBILITY We are adaptable to changing circumstances</p> <p>MY BEHAVIOUR</p> <ul style="list-style-type: none"> • I am willing to embrace new ideas and ways of doing things • I am committed to finding a way to make it happen • I seek opportunities for ongoing learning and continuous improvement. • I am willing to compromise for a better outcome 	<p>ACCOUNTABILITY We are responsible for our behaviour and actions</p> <p>MY BEHAVIOUR</p> <ul style="list-style-type: none"> • I lead by example • I take ownership of my actions and decisions • I perform my role with pride • I deliver what I promise 	<p>INTEGRITY We are ethical, transparent and honest in our conduct</p> <p>MY BEHAVIOUR</p> <ul style="list-style-type: none"> • I do the right thing • I always bring my best self to work • I communicate openly and directly • I act in the best interests of the community 	<p>RESPECT We value diversity and appreciate others</p> <p>MY BEHAVIOUR</p> <ul style="list-style-type: none"> • I treat others the way I expect to be treated • I care for the people I work with • I am inclusive and treat everyone equally • I consider other views to gain a shared understanding



Horsham Rural City Council where rural belongs

Organisational Vision, Values and Behaviours Statement

A new Organisational Vision, Values and Behaviours Statement for Horsham Rural City Council was adopted this year. This document outlines Council's vision for the future and the values that underpin our behavior as an organisation.

The Organisational Vision, Values and Behaviours Statement was developed following a series of workshops with staff to determine their vision for the organisation, along with key values and behaviours that they believe are important in the workplace. This information was then summarised into the final document by a small staff sub-committee and adopted by the Executive Management Team.



Goal 5: Natural and Built Environments

Encourage and increase awareness of environmental responsibilities within Council and the community, whilst planning for a growing municipality, and implement practices that minimise our environmental footprint and contribute to a sustainable future – See Performance section for more details (pages 61–63).

Boomerang Bags – doing our bit to reduce waste

In September 2017, Horsham’s Tidy Towns Committee and Urban Landcare Group joined forces to bring Boomerang Bags to the Wimmera.

The community-based initiative salvages fabric destined for landfill and turns it into reusable shopping bags for the public.

For the past two years, community members have donated many hours of their time and numerous metres of fabric to this important project, resulting in the creation of more than 2,000 reusable shopping bags for use in our local community. Pockets on the bags are printed by the Department of Justice Community Corrections program.

Regular working bees at the Civic Centre continue to be popular for local Boomerang Bag volunteers. People don’t have to be a sewing expert to get involved, there are no barriers. They come together from all walks of life to cut, sew, hem and iron fabric, while at same time enjoying a cuppa and cake and having fun along the way.

The Boomerang Bag concept started when two Queensland residents wanted to reduce the amount of plastic bags in their community. It has now grown across the country to involve more than 300 communities.

Boomerang Bags are provided free of charge and available at a number of outlets across the municipality including the Civic Centre, library and Craft for a Cause in Horsham. They are a great initiative in supporting residents to reduce waste.



Recycling Update

In early 2019, many Councils were compelled to send their recyclables to landfill due to the recycling crisis generated by the imminent failure of a key comingled recycling processor.

Recyclable materials collected within the Horsham municipality were and still are being collected, sorted and processed as usual, but at an extra cost. This additional cost was reflected in an increase of \$30 for garbage charges for urban customers in 2018-2019.

Council has also prepared for changes in legislation, notably a ban on electronic waste (e-waste) being disposed to landfill, with a range of upgrades to transfer stations planned for 2019-2020 to facilitate this.

In addition, planning is also underway for the introduction of a garden organics collection service due to commence from 1 July 2020.

These measures aim to continually reduce the risk to the environment of inappropriately disposed waste products, many of which can be productively reused.

Remlaw Fire Commemoration

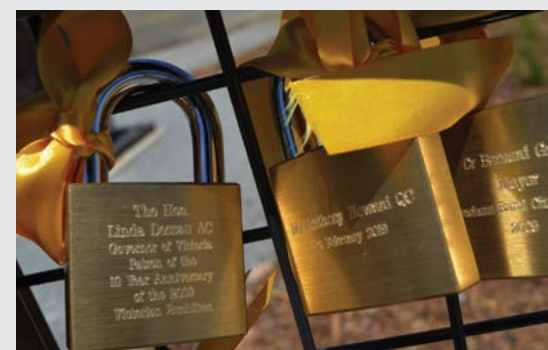
In February, the Haven and Horsham community welcomed a visit by Her Excellency the Honourable Linda Dessau AC, Governor of Victoria, to mark the 10-year anniversary of the Remlaw Fire.

The commemoration event included the unveiling of two remembrance rails, bus tours of fire affected areas, a photographic display and refreshments in the Haven Hall. The day concluded with a family-friendly evening of food and music on the lawns behind the hall. The event provided an opportunity for people to come together to reflect on the impact the fire had on the local community. It was also an opportunity to acknowledge recovery of people and places that has occurred since 2009.

In late March, a further re-generation event was held at Haven’s Anzac Park. The event included projections onto trees and walls of interviews with three community members, stunning local images and regeneration drawings from Haven Primary School students.

Students from Haven Primary School also produced a 50-page publication telling their stories of regeneration and change after the fire. Minor maintenance occurred on the Black Saturday time capsule and materials from the students and the broader community was added to the capsule. The time capsule will be opened again in 10 years.

The Remlaw Fire occurred on 7 February 2009 when a high voltage power line came down in high winds in the middle of a stubble paddock. The fire began in Remlaw Road, north of Horsham, but quickly spread to the south and eventually east of Horsham in an arc of destruction. It damaged and destroyed multiple homes, the Horsham Golf Club clubhouse and trees, killed numerous livestock and burnt trees and local infrastructure. Fortunately, no lives were lost.



Performance

Horsham Rural City Council's performance for the 2018-2019 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the 2019-2023 Council Plan.

Performance has been measured as follows:

- Results achieved in relation to the goals in the Council Plan
- Progress in relation to the major initiatives identified in the budget
- Services funded in the budget and the persons or sections of the community who are provided those services
- Results against the prescribed service performance indicators and measures

Goal 1: Community and Cultural Development

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the Measures included in the Council Plan.

Measure	Result	Comments
100% completion of construction of the Kalkee Road Children's and Community Hub and commencement of operations by April 2018	100%	Complete
Completion of a detailed feasibility study for a multipurpose/indoor sports and community facility by December 2017	100%	Complete
Work with the Horsham Historical Society to plan for an scope a new Heritage Centre	100%	Complete
Securing funding for CBD revitalisation Project Stage 1 – improved urban design	20%	\$1.65 million election commitment by the coalition for City to River Stage 1. Further funding opportunities to be pursued after the masterplan is endorsed and staging confirmed.
Develop plans for a Town Square by 31 December 2018	50%	Potential location and concept of a town square tested through the targeted City to River engagement. Wider community engagement on potential location underway as part of City to River.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2018-2019 budget for the year.

Major Initiatives	Progress
Social Infrastructure Framework	CDM Smith were awarded the contract for the development of a Social Infrastructure Plan in June 2019.

The following statement provides information in relation to the services funded in the 2018-2019 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost \$'000		
		Actual	Budget	Variance
	Provision of the following to support Council's direct service delivery areas:			
Home Support	This service provides care to frail aged and disabled persons with home care, personal care, respite care along with property maintenance services and disabled parking permits.	193	188	-5
Animal Management	This service provides animal management through implementation of appropriate rules and regulations in relation to keeping of cats, dogs and other animals and livestock within the municipality to minimise disturbance to residents and the community, and ensure public safety. It also includes the operation of Council's dog and cat rehousing program.	314	-33	-347
Community Development	This service provides maintenance, insurance and other ongoing costs for the municipality's recreation groups and clubs including community halls, the Cenotaph and War Memorials, Brass and Pipe Bands and Sawyer Park Soundshell.	673	705	32
Community Safety	This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.	145	98	-47
Youth and Early Years	This service provides support to families with parenting, health and development, immunisation, promotion of health, wellbeing and safety, social supports, referrals and linking with local communities.	348	556	208
Emergency Support	Provides community subsidy costs for the SES building.	18	16	-2
Emergency Management	This service supports public health wellbeing during times of an emergency and to support the community to recover from emergency events.	16	15	-1
Library	This service provides community development and education to enhance the capacity and strength of communities in the municipality by developing community plans that build on strengths and assets and acting as a resource to communities.	548	563	15
Management and Administration	This service provides local and regional facilitation and leadership for planning, developing and delivering community services to meet the needs of the community.	374	388	14
Performing Arts	This service surrounds the running of public halls, the Hamilton Lamb Hall, the Horsham Town Hall and Horsham Performing Arts Centre operations.	599	491	-108
Visual Arts	This service provides an important visual art resource for the local community and visitors to Horsham through the Horsham Regional Art Gallery.	377	441	64

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
Libraries	2.88	2.60	2.40	2.14	Slight decrease in library loans, whilst small increase in number of items in the library collection.
Utilisation					
<i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]					
Resource standard	54.66%	48.70%	46.14%	43.11%	
<i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100					
Service cost	\$4.91	\$5.11	\$5.75	\$5.70	
<i>Cost of library service</i> [Direct cost of the library service / Number of visits]					
Participation	12.85%	12.38%	11.83%	11.06%	
<i>Active library members</i> [Number of active library members / Municipal population] x100					
Maternal and Child Health (MCH)	93.88%	91.74%	100.00%	98.76%	
<i>Satisfaction</i> Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100					
Service standard	100.72%	100.43%	101.25%	100.41%	
<i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100					
Service cost	\$64.03	\$63.95	\$70.48	\$60.62	2017-2018 had a higher reliance on casual Maternal Child Health staff, compared to 2018-2019 where the team returned to normal permanent coverage of Maternal Child Health staff.
<i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]					
Participation	72.82%	83.67%	89.63%	90.16%	
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
<i>Participation in the MCH service by Aboriginal children</i> [Number of aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	55.17%	75.00%	86.54%	94.12%	2018-2019 once again saw an increase in participation by Aboriginal children in the Maternal Child Health program. This has been achieved by the work Council has done building the relationship with the local Goolum Goolum Aboriginal Co-operative and the ease of access to the service by having a Maternal Child Health nurse based at Goolum Goolum half a day every week.

Service/Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
Food Safety	5 days	3 days	4.67 days	3 days	There were 13 less food complaints during 2018-2019, therefore the timeframe to action food complaints was quicker.
Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]					
Service standard <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	93.33%	77.71%	112.50%	99.41%	2017-2018 saw a catch up of the 2016-2017 backlog. 2018-2019 saw a return to a normal assessment cycle where over 99 percent of Class 1 premises were assessed.
Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$621.23	\$573.99	\$666.84	\$650.59	
Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises] x100	100%	0.00%	0.00%	93.75%	There were zero non-compliance notifications during 2017-2018 and 16 non-compliance notifications during the 2018-2019 year. One non-compliance wasn't followed up during the year as the premises burnt down.
Home and Community Care Timeliness <i>Time taken to commence the HACC service.</i> [Number of days between the referral of a new client and the commencement of HACC service/Number of new clients who have received a HACC service]	16.81 days	-	-	-	HACC measures were removed from 1 July 2016.
Service standard Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	55.56%	-	-	-	HACC measures were removed from 1 July 2016.
Service cost <i>Cost of domestic care service</i> [Cost of the domestic care service / Hours of domestic care service delivered]	\$59.08	-	-	-	
<i>Cost of personal care service</i> [Cost of the personal care service / Hours of personal care service delivered]	\$65.92	-	-	-	HACC measures were removed from 1 July 2016.
<i>Cost of respite care service</i> [Cost of the respite care service / Hours of respite care service delivered]	\$69.83	-	-	-	

Service/Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
Home and community care					
Participation					
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	25.75%	-	-	-	HACC measures were removed from 1 July 2016.
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	7.73%	-	-	-	HACC measures were removed from 1 July 2016.
Aquatic Facilities					
Service standard					
<i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0	0	0	0	No health inspections were conducted as they are not required by the <i>Health Act 2008</i> .
<i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	0	1	0	0	There were no reportable Worksafe incidents for 2018-2019.
Service cost					
<i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$3.71	\$3.92	\$3.10	\$4.31	The aquatic centre contract was renegotiated at a higher cost because of increased competition in the local market resulting in less memberships and on the basis that a 24/7 Gym service was introduced. There was also an additional cost associated with extending outdoor pool hours as part of a trial and increases in utility costs, partially as a result of the introduction of the new 24/7 gym service.
Utilisation					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	6.70	6.39	8.20	8.77	Utilisation of aquatic facilities has increased due to the introduction of access to the Gym 24/7 which has led to an increase in memberships and therefore visits, extending outdoor pool hours, an extensive summer holidays program and a greater focus on aqua based classes.
Animal Management Timeliness					
<i>Time taken to action animal requests</i> [Number of days between receipt and first response action for all animal management requests/Number of animal management requests]	1 day	1 day	1.01 days	1 day	
Service standard					
<i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected]	38.00%	55.81%	45.31%	62.91%	2018-2019 saw a marked increase in animals being reclaimed by their owners.
Service cost					
<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$68.07	\$66.70	\$72.43	\$11743	Costs have increased significantly due to staff turnover resulting in an increased use of casual and contract labour.
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	2	1	0	1	Council had one successful animal prosecution for the period.

Goal 2: Sustaining the Economy

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Measures	Result	Comments
Complete Stage 1 infrastructure development at the Wimmera Intermodal Freight Terminal Precinct by May 2019	15%	Funding of \$1.25 million confirmed for the project by State Government. Infrastructure design is 80% complete in preparation for tender
Implement the outcomes from the Visitor Information Centre review by 30 June 2019	30%	A review by Grampians Tourism of Visitor Information Centres in the region is due to be presented to relevant Councils. Council has had an interim briefing on the project.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2018-2019 budget for the year.

Major Initiatives	Progress
Wimmera Intermodal Freight Terminal Precinct Industrial Estate – Development land purchase, water supply, retardation basin	State Government funding of \$1.25 million confirmed, power supply under contract, 80 percent of design completed for road, drainage and water supply.

The following statement provides information in relation to the services funded in the 2018-2019 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost \$'000		
		Actual	Budget	Variance
	Provision of the following to support Council's direct service delivery areas:			
Economic Development	This service provides support to the Wimmera Development Association, maintenance and administration for the Wimmera Business Centre and general economic development and promotion for the municipality. Land sales and acquisitions, tree plantation and land management costs for the Burnt Creek and Enterprise Industrial estates and Wimmera Intermodal Freight Terminal, are also provided under this service.	274	258	-16
Management and Administration	This service provides general administration for all areas of planning, building, tourism and economic services areas.	533	554	21
Parking and Traffic Management	This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs.	-282	-282	-
Business Development and Tourism	This service provides information and support to visitors accessing the Visitor Information Centre. This area also covers tourism marketing and development as well as promotion for major events and festivals.	561	621	60

Goal 3: Asset Management

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Measures	Result	Comments
Develop a consultative process for community input into road construction and maintenance priorities for input to the 2018-2019 budget, by April 2018	100%	Complete
Finalise preparation of asset management plans for all main asset groups by December 2018	70%	Significant work has occurred in most asset groups developing detailed inventory of all assets.
Implement improved asset management and maintenance management systems by December 2018	50%	Reporting systems and link to customer response system being developed to integrate maintenance system with other Council systems.
Complete, or commit via contracts, 90% of infrastructure works (by value) within the planned financial year	92%	\$6.6 million expended with \$3.2 million commitments for infrastructure works.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2018-2019 budget for the year.

Major Initiatives	Progress
Depot relocation design and estimates	Council's depot is currently located in an area with high numbers of heavy vehicle movements passing through Horsham's shopping precinct on a regular basis. Investigations into three alternative sites occurred during 2018. In early 2019, a detailed financial business case was prepared to evaluate the merit of these locations. Selection of a preferred location is likely to occur in the first half of the 2019-2020 financial year.
Horsham Regional Livestock Exchange (HRLE) Roof	In the first half of the financial year, a business case was developed demonstrating the significant financial, OHS and animal welfare benefits that would arise from roofing the saleyards at HRLE. This business case was used as the basis of a grant application to the Australian Government's Building Better Regions Fund program. In March 2019, Council was advised that it had been successful in obtaining a grant of \$1.49 million to contribute to the estimated cost of \$3 million to roof the facility. Tenders for these works were due to be called soon after the end of the financial year.
Road clearances, tree clearing/pruning	Larger farm machinery places increasing demands on maintaining an envelope clear of trees on Council's road network. In recent years, there has been a larger program committed to improving the clearance of vegetation. In addition to individual trees in many locations, a combination of in-house and contract resources pruned selected trees in longer sections of roads in around 30 locations, with some of the key areas being parts of the following roads: <ul style="list-style-type: none"> • Polkemmet Road • Rifle Butts Road • Jallumba-Harrow Road • Brennans Road • Mt Talbot Road • Fergusons Sandhill Road One of the aims of the Rural Transport Plan due to commence in late 2019 is to develop a prioritised approach to maintenance of a road network with sufficient clearances. There will be extensive community consultation on this plan.
Indoor Community Centre/Sports Stadium	A business case was completed for a new facility at the preferred location in McBryde Street. However, further detailed investigations have been put on hold pending completion of the City to River visioning project.
Outdoor pool pipework, gutter, wet deck concourse	A contract for major upgrade works at the outdoor pool was awarded late in the 2018-2019 financial year. These works are on track to be completed in time for the 2019-2020 summer season.

Major Initiatives	Progress
Central Business District (CBD) revitalisation inc. laneway activation, relocating power lines underground, operational items, shop front enhancement and shade incentive	A program of works to enhance some aspects of the CBD had been prepared and was the subject of an unsuccessful grant application in 2017-2018. With the initiation of the major City to River visioning project, encompassing a broader area than just the CBD, this project has been put on hold until the City to River project sets the integrated vision for this area.

The following statement provides information in relation to the services funded in the 2017-2018 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost \$'000		
		Actual	Budget	Variance
	Provision of the following to support Council's direct service delivery areas:			
Commercial Activities	This service includes the Livestock Exchange, which provides weekly sheep sales and fortnightly cattle sales at the Burnt Creek Drive facility servicing primary industry across the Wimmera. Horsham Regional Livestock Exchange is the fourth largest sheep selling centre in Victoria. It also includes the operations of the Horsham Aerodrome which provides a regional airport for commercial and private aircraft.	-399	-144	255
Engineering Services	Building Asset Management oversees the facilities management and maintenance of Council's buildings, including compliance and safety services (such as asbestos management and essential safety measures management).	1,027	1,012	-15
Management and Administration	This service provides administration and support services for the Infrastructure department.	1,001	700	-301
Operations Management	This service includes management and administration of the Operations department to facilitate the delivery of core functions and capital programs.	281	111	-170
Strategic Asset Management	This service includes Engineering design and project management.	488	684	196
Parks and Gardens	Provision of managed areas for sport, recreation and amenity - includes sportsgrounds, parks, gardens, botanic gardens and playgrounds throughout the municipality.	2,351	2,542	191
Infrastructure - Rural	This service is responsible for maintaining and constructing roads, streets, bridges and related assets in all non-urban areas of Horsham and Natimuk. This includes the VicRoads maintenance contract (which excludes major highways) and quarry operations.	1,911	1,846	-65
Infrastructure - Urban	This service provides maintenance and construction of roads, streets, bridges and related assets to the required standards. Maintenance for bicycle tracks, drainage, footpaths and off street car parks.	-563	-881	-318
Aquatic Recreation	Provision and maintenance of outdoor and indoor sport and recreation facilities throughout the municipality including the Horsham Aquatic Centre. Also works with community groups and usage groups to increase participation.	812	773	-39

Service	Description	Net Cost \$'000		
		Actual	Budget	Variance
	Provision of the following to support Council's direct service delivery areas:			
Sports and Recreation	Provision and maintenance of outdoor and indoor sport and recreation facilities throughout the municipality.	1,066	632	-434
Streetscapes and Public Conveniences	This service provides street tree maintenance, tree planting and removal, along with city centre maintenance on lighting, signage and street furniture, and street cleaning. Climate change initiatives such as environmental footprint reduction program also fall within this service. This service also provides operations and maintenance of the six public conveniences in Horsham, one in Natimuk and several rural facilities.	1,091	1,618	527

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
Roads	4.22	6.33	12.22	10.72	Reduction in local sealed road requests logged in 2018-2019 compared with 2017-2018.
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100					
Condition <i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.22%	99.29%	99.30%	99.23%	
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$53.23	\$52.67	\$50.11	\$30.86	Reduction in cost is due to the urban/ rural split during 2018-2019. Urban road construction has a higher cost per square metre when compared to rural road reconstruction. 2018-2019 saw an approximate reduction of 4,000m ² of urban roads completed as compared to 2017-2018. This was due to contractor availability during the year.
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5.12	\$4.66	\$4.67	\$5.71	Higher contract costs from suppliers for resealing in 2018-2019.
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	45	44	44	45	

Goal 4: Governance and Business Excellence

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Measures	Result	Comments
Complete an engagement process by 30 June 2018, with community, for the 2018-2019 Council Plan and Budget cycle that is more deliberative and explains the "why" of Council services	50%	With the creation of a Governance Team and an Advocacy and Community Relations Team in 2018, considerable improvements should be seen in the future.
Maintain staff turnover rates at under 10 percent	15.44%	Staff turnover for the 12 months to 30 June 2019 was 15.44%.
Increase overall score in the Community Satisfaction Survey	+2%	The Overall Performance score increased by one point from 54 to 55 which is below the Regional centres score of 58 and the State-wide score of 60. Action plans have been developed to further improve in this measure.
Implement a new Horsham Rural City Council External Website	100%	Complete

The following statement reviews the progress of Council in relation to major initiatives identified in the 2018-2019 budget for the year.

Major Initiatives	Progress
Civic Centre Reception alterations/entrance	Designs were completed and project was tendered. The preferred tenderers price was well in excess of the budget and alternate design options are being investigated to deliver the project within budget.
Audio, hearing loop, video conferencing for Civic Centre meeting rooms/Council Chamber	Hearing augmentation system and updated audio and visual display systems have been installed throughout the Council Chamber and meeting room spaces that provide universal access design for attendees at meetings.

The following statement provides information in relation to the services funded in the 2018-2019 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost \$'000		
		Actual	Budget	Variance
	Provision of the following to support Council's direct service delivery areas:			
Financial Services	Provides financial services internally to all staff, department managers, project leaders, Council, etc, plus delivers external services in the form of information to government and the community and specific services to Wimmera Development Association and the Wimmera Regional Library Board.	713	669	-44
General Revenue	Provides treasury management including additional borrowings and interest repayments.	-28,437	-27,765	672
Governance and Leadership	This service manages and facilitates Council's governance services, the implementation of Council decisions and policies, and compliance with legislative requirements. This service also includes the office of the Mayor and Councillors, the Chief Executive Officer and media.	1,776	1,894	118
Community Relations and Advocacy	This service includes co-ordination of Council grant seeking and advocacy to State and Federal Governments for funding of major projects.	430	424	-6
Information and Technology	Provides IT hardware and IT software systems, IT support services to staff, customer services at Horsham and Natimuk and the Council's Records Management service. The goal of this service is to provide efficient and effective access to the information needs of staff and the community, and the management of systems that support this whilst at all times keeping secure Council's information assets from accidental or malicious access, modification or destruction.	926	883	-43
Management and Administration	This service contains a variety of organisational services that are provided both internally within Council but also to ratepayers. It includes salaries for rates and property services, financial services. Customer service and the general support for the Corporate Services group.	-3,919	1,307	5,226
People and Culture	This service is responsible for human resources, payroll, OH&S and risk management functions. The Payroll Co-ordinator is also responsible for processing the payroll for three separate Council related entities, including the Wimmera Regional Library Corporation, Horsham Public Cemetery and Wimmera Development Association.	694	699	5
Rates and Property Services	Rate collection services encompasses collection of Council rateable income which ensures consistency in debt management, general rate, and municipal and garbage charges. Property services encompasses collection of property valuations, maintaining a strategically focused property management system and management of Council leases and licences.	407	315	-92

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
Governance	13.91%	8.21%	10.95%	13.39%	Whilst the number of Council decisions made that were closed to the public remained constant to previous years, less decisions were made at open Council meetings which is reflected by an increase in this ratio.
Transparency <i>Council resolutions at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100					
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	61	57	53	54	
Attendance <i>Council attendance at Council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100	95.05%	89.44%	87.58%	96.19%	Council changed from fortnightly to monthly meetings from August 2018.
Service cost <i>Cost of governance</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$39,421.08	\$37,546.00	\$36,317.94	\$36,965.42	
Satisfaction <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	60	58	49	49	

Goal 5: Natural and Built Environments

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Measures	Result	Comments
Update and promote our Sustainability Strategy by June 2018	5%	Scope of strategy developed with work to commence in August 2019.
Install solar panels on at least two Council buildings by June 2018	100%	Complete
90% of planning permits issued within the 60 day statutory period	50%	Staff departures at the start of the year resulted in the Statutory Planning team operating for eight months with only one planner.
Complete at least one major strategic planning review prior to 30 June 2018	100%	Complete

The following statement reviews the progress of Council in relation to major initiatives identified in the 2018-2019 budget for the year.

Major Initiatives	Progress
Sustainability projects	The State Government's Local Government Energy Saver Program provided funding to undertake audits of four of Council's major facilities. These audits have been used to identify a range of minor works to reduce energy use and wastage. The program has also provided some significant grant funding to enable some major works to proceed. Council is using this grant to fund the further installation of solar panels on a number of facilities. Tenders for these additional works were due to be issued soon after the end of the financial year.
Rehabilitate Dooen Landfill-Ladlows Hardwaste 2B West cover	Planning and design for this rehabilitation is well advanced with works scheduled for late in the 2019-2020 financial year.
Transfer station improvements - upgrade of facility	Late in the 2018-2019 financial year, a grant was received to upgrade the Horsham, Kenny Road transfer station to provide a containment area for e-waste, in response to the Government's ban on disposal of this material to landfill. Some Council funds are also contributing to this investment to expand the e-waste facility to improve Council's receipt and management of a broader range of recyclable materials.

The following statement provides information in relation to the services funded in the 2018-2019 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost \$'000		
		Actual	Budget	Variance
	Provision of the following to support Council's direct service delivery areas:			
Strategic Planning Services	This service provides statutory planning services such as planning permits, notice of applications, information certificates, scheme appeals and subdivision costs. The function of strategic planning, which aims to strategically plan the municipality's needs is also included.	348	164	-184
Natural Resource Management	This service provides a mix of environmental services covering fire hazards, fire disaster clean up, grass removal, fire plugs, their replacement and markers, footpath cleaning in the CBD and weir operations.	65	80	15
Statutory Planning and Regulations	This service provides statutory planning services such as planning permits, notice of applications, information certificates, scheme appeals and subdivision costs. The function of strategic planning, which aims to strategically plan the municipality's needs is also included. This service provides matters relating to the administration of building control including building approval, inspection fees, easement approval and State Government levies.	574	531	-43
Sustainability	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve is being established to facilitate future energy and water efficiency projects.	206	268	62
Waste Management Services	This service manages the Dooen Landfill sites, Kenny Road Transfer Station and rural transfer stations along with waste collection and recyclables collection across both the urban and rural areas of the municipality.	-1,284	-1,108	176

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
Statutory Planning	51.00	50.00	39.00	55.00	In 2019 there was an eight month period where the Statutory Planning team only had one planner, therefore permits were processed over a longer timeframe.
Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]					
Service standard <i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	69.06%	65.76%	86.96%	76.72%	Staff departures at the start of the year resulted in the Statutory Planning team operating for eight months with only one planner.

Service/Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100%	0.00%	0.00%	50%	Two planning decisions were taken to VCAT in 2018-2019 with one decision upheld.
Waste Collection Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	34.15	66.66	63.56	77.27	Council received 131 additional requests for new services.
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	0.95	1.07	1.03	1.39	Council received 35 missed bin requests during 2018-2019.
Service cost <i>Cost of kerbside garbage collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$109.44	\$115.94	\$117.81	\$115.54	
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$50.86	\$36.71	\$43.61	\$61.67	Costs have increased due to the impact of China's National Sword policy and the domestic recycling crisis that followed.
Waste Diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	24.32%	24.16%	22.75%	22.13%	

Governance and Compliance

Governance

Horsham Rural City Council is constituted under the *Local Government Act 1989* to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. Although Council's formal decision-making processes are conducted through Council meetings, Council delegates the majority of its decision-making to Council staff. The community has many opportunities to provide input into Council's decision-making processes including community consultation and making submissions to Special Committees of Council.

When engaging the community in a decision-making process, Council promises to:

- Provide a genuine opportunity for the community to have input and an influence on decisions that are the subject of the engagement
- Actively seek out and encourage contributions from people who may be affected by or interested in a decision
- Provide relevant, timely and balanced information so people can contribute in a meaningful way including clearly defining negotiable and non-negotiable elements of any subject of engagement

- Provide a variety of appropriate and accessible ways for people to have their say and to speak honestly
- Actively listen so that people's ideas and input assist in making the final decision
- Consider the needs and interests of all people in the decision-making process
- Tell the community about the final decision, and how their input was considered
- Effectively record engagement plans, methodologies, community responses, outcomes and evaluations.

Management

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks lead to better decision-making by Council. The Act requires Council to undertake an assessment against the prescribed Governance and Management Checklist and include this in its Report of Operations. Council's Governance and Management Checklist results are set out on pages 70-71. The following items have been highlighted as important components of the management framework.

Audit and Risk Committee

Role

The Audit and Risk Committee is an advisory committee of Council whose role is determined by the *Local Government Act 1989* under Section 139, and Council. It monitors Council's audit, risk and governance processes, including Council's internal control activities. The key objective of the Audit and Risk Committee is to provide independent assurance and assistance to the Chief Executive Officer and the Council on Horsham Rural City Council's risk, control and compliance framework, and its external accountability and legislative compliance responsibilities.

Responsibilities

The responsibilities and Terms of Reference of the Audit and Risk Committee are clearly defined in Council's Audit and Risk Committee Charter, which is renewed annually and formally approved by Council. Following the most recent annual review of the Audit Committee Charter, the committee recommended that the name be changed to Audit and Risk Committee and was duly approved by the Committee at the November 2018 meeting.

The key responsibilities of the Audit and Risk Committee include a range of functional areas:

- External reporting review
- Financial statement audit review
- Internal audit
- Legislative compliance
- Internal control and risk management
- Fraud prevention and awareness
- Good governance

Composition

The Audit and Risk Committee comprises two appointed Councillors and three independent members with technical expertise and industry experience.

The current Audit and Risk Committee members are:

- Chair/independent member – Geoff Price
- Independent member – Richard Trigg (commenced March 2019)
- Independent member – Vito Giudice
- Councillor representative – Cr Pam Clarke (final meeting September 2018)
- Councillor representative – Cr Mark Radford (commenced November 2018)
- Councillor representative – Cr David Grimble

Ex-officio members:

Horsham Rural City Council – Sunil Bhalla, Graeme Harrison, Heather Proctor and Diana McDonald
Internal Auditor – Crowe Horwath (Contractor)

The Auditor General's agent also attends meetings to report matters of significance in relation to the Financial Statements.

Internal Audit

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve the operations of Council.

During the past 12 months, there were five internal audits conducted by Crowe Horwath, Council's internal auditors:

- Environmental Health – Food Act Compliance
- Follow Up Review (2018)
- Human Resources Management Practices
- Corporate Governance
- Procurement (Under the Tender Threshold)

Following each of these scheduled audits, recommendations are provided with implementation actions assigned to key staff members. The Audit and Risk Committee also receives update reports in relation to any previous matters raised by the internal auditors to ensure that these are adequately addressed.

External Audit

Council's external auditor is the Victorian Auditor General Office (VAGO) who has appointed McLaren Hunt Financial Group for an initial three year period (until 30 June 2021) to conduct the annual statutory financial statement audit. The Audit and Risk Committee also reviews recommendations from matters raised by other compliance entities including VAGO, Independent Broad-Based Anti-Corruption Commission (IBAC) and Office of the Victorian Information Commissioner (OVIC).

Risk Management

Horsham Rural City Council recognises that Risk Management is an integral part of good management practice and through an Enterprise Risk Management (ERM) approach is committed to establishing an organisational culture that ensures effective Risk Management.

Managing risk is an increasingly important aspect of Local Government, and one that requires commitment across the whole organisation. Council manages its risks to maximise opportunities and minimise losses. Council's risk management supports informed decision-making and encourages the identification of opportunities for continuous improvement through good governance and best practice.

Horsham Rural City Council has in place a Risk Management Framework, which includes Council's Risk Management Strategy which aligns directly with the International Standards AS/NZS ISO 31000:2018.

Achievements 2018-2019:

- Meetings conducted – Three (28 August 2018, 12 February 2019 and 4 June 2019)
- Risk register modernised
- Risk Maturity Appraisal completed

Focus for 2019-2020:

- Review of, and training exercises for Business Continuity Plan
- Improve event risk management
- Review and update the strategic risks to separate operational risks
- Proficient management and purchase of Council's insurance portfolio

Procurement Activity

In 2018-2019, Council submitted 48 projects to a competitive tender process for a total of \$8,091,513.22.

71 annual supply tenders were maintained equating to an annual spend for these contracts of \$4,564,376.00.

An additional 16 quotations were sought and awarded for procurement of works, goods or services in compliance with Council's Procurement Policy and obligations under Section 186 of the *Local Government Act 1989*, totalling \$464,763.00.

Combined competitive procurement for 2018-2019 is \$13,120,652.22

Contracts

During the year, Council did not enter into any contracts valued at \$150,000 or more for services or \$200,000 or more for works or more of a kind specified in Section 186(5)(a) and (c) of the Act. It also did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

Special Committees

The *Local Government Act 1989* allows Councils to establish one or more special committees consisting of:

- Councillors
- Council staff
- Other persons
- Any combination of the above.

The following table contains a list of all special committees established by Council that are in operation and the purpose for which each committee was established.

Committee Name	Purpose of Committee	Number of Councillors	Number of Council Staff	Number of Community Members
Community Halls Committee of Management	To co-ordinate and manage the ten Council-owned community halls identified within the Instrument of Delegation	1	1	10
Kannamaroo	To arrange and stage the annual Kannamaroo Festival in Horsham	1	1	8

Organisational Plans, Policies, Procedures and Strategies

This year the following plans, policies, procedures and strategies have been developed and/or reviewed:

Aerodrome Drug and Alcohol Management Plan	Horsham Regional Art Gallery Collection Policy	Policy Development, Implementation, Review and Approval Procedure
Audio Recording of Council Meetings Policy	Horsham Regional Art Gallery Collection Procedure	Procedure Development, Implementation, Review and Approval Procedure
CCTV Policy	Infrastructure Private Works Policy	Policy Framework Policy
Councillor Allowances, Expense Reimbursement and Support Policy	Infrastructure Private Works Procedure	Procurement Procedure
Council Plan	Manual Handling Procedure	Rates Concessions for Cultural, Recreational and Charitable Organisations Policy
Council Procurement Card Use Policy	OHS Contractor Management Procedure	Rating Policy
Council Resolutions Procedure	OHS Chemical Management Procedure	Rating Strategy
Electrical Safety Procedure	OHS Lock Out Tag Out Procedure	Risk Management Strategy
Gifts, Benefits and Hospitality Policy	OHS Planning Procedure	Rates and Charges Financial Hardship Policy
Hazard Identification Risk Assessment and Control Procedure	OHS Plant Safety Procedure	Social Media Policy
Health and Safety Incident Reporting and Investigation Procedure	OHS Purchasing Goods Procedure	
	OHS Risk Change Management Procedure	
	OHS Training Procedure	

Community Satisfaction Survey

Horsham Rural City Council participated once again in the Local Government Community Satisfaction survey, even though the mandatory requirement to do so ended in 2012. The survey was co-ordinated by the Department of Environment, Land, Water and Planning (DELWP) on behalf of Victorian Councils and was undertaken by JWS Research. The survey provides Council with some of the key performance indicators required under the Planning and Reporting Regulations (2014) and included compulsory questions along with two additional free text questions and one tailored question with regard to sealed local roads.

Four hundred completed interviews were achieved from 1 February to 30 March 2019 with Horsham being classified for the purposes of this year's survey as a Regional Centre which includes Bendigo, Geelong, Latrobe, Mildura, Wangaratta, Warrnambool and Wodonga.

The main objective of the survey was to assess the performance of Council across a range of measures, and to seek insight into ways to provide improved or more effective service delivery.

Core Performance Measure	Score		
	Horsham	Regional	State
Overall Performance	55	58	60
Community Consultation	54	54	56
Advocacy	54	54	54
Making Community Decisions	49	52	55
Sealed Local Roads	45	57	56
Customer Service	61	72	71
Overall Council Direction	47	52	53

Overall Council Performance: The overall performance index score of 55 for Horsham increased one point from 2018. Whilst not a significant improvement, the 2019 results halted declining satisfaction trends from 2016 – 2018. This rating ranks Horsham the same or better than the average for Regional Centres and State-wide in the following demographics: women, residents of Horsham and residents aged 65+. Of particular note is the increase in approval by women with a three point increase from 2018 to 2019. This could be related to Council being pro-active by placing women's issues in the spotlight over the past 12 months i.e. Kalkee Road Children's and Community Hub, immunisations and violence against women. Conversely there has been a two point decrease in satisfaction from male respondents and a six point decrease from residents living in rural areas.

Community Consultation: Horsham scored 54 index points for community consultation and engagement, an increase of one point from 2018. This is the same as other Regional Centres and two below the State-wide average of 56.

Making Community Decisions: The survey indicates that whilst Horsham's rating has remained the same as last year at 49 points, it still sits six points below the State-wide score and three points below Regional Centres performance ranking in this area.

Overall Council Direction: This year Council achieved a five point increase to 47, bringing it closer to the Regional Centre figure of 52 and State-wide figure of 53. This increase is positive considering the previous three years had seen a collective 13 point drop.

Advocacy: Survey results show a performance rating increase of two points to 54 for advocacy and lobbying that is consistent with other Regional Centres and State-wide averages. Performance was rated significantly higher by women than rural residents and males.

Sealed Local Roads: Survey data once again shows that local roads are the area that resident's feel Council perform most

poorly. This has been a consistent trend with the overall point score for Horsham sitting at around 45 since 2016. The condition of rural roads is a significant problem that Council needs to continue to address. An additional question in the 2019 survey asked participants to nominate which roads were of particular concern to them and the survey showed 105 of the overall 227 roads mentioned were in fact VicRoads Roads which is 46 percent of the total.

Customer Service: Council has performed well in this area of the survey, at or around the Regional Centre and State-wide averages from 2012 to 2018. Results for 2019 show a significant decrease in points from 70 to 61. Analysis provided by JWR Research indicated that a drop of this size was unlikely to be related to service provision unless there were elements of customer service that had changed significantly since 2018. One notable change had been to the after-hours phone service provision with calls being answered and triaged by a private provider. The researchers indicated the problem could be an 'outcome issue' rather than a 'direct customer service issue' i.e. certain groups of residents not happy with outcomes or Council decisions. The community debate around farm rates over an extended six month period was at the forefront of community discussions during February 2019 (which coincided with the timing of the survey).

Freedom of Information

The *Freedom of Information Act 1982* (the Act) provides an opportunity for the public to access Council documents. The Act establishes a legally enforceable right for the community to access information in document form held by Council.

Requests for access to documents under the Act should be made in writing specifying the information required. Freedom of Information request forms can be obtained from the Municipal Offices, Civic Centre, 18 Roberts Avenue, Horsham or www.hrcc.vic.gov.au. The application fee during the 2018-2019 financial year was

\$28.90 along with any access charges that may be levied in accordance with the Freedom of Information Regulations.

In 2018-2019 the number of valid requests increased due to topical issues in the municipality. In two cases Council was able to supply documents outside of FOI.

How many FOI requests did Horsham Rural City Council receive?

Personal requests	0
Non-personal requests	5

What happened?

Full access given	1 <i>(Held over from the previous year)</i>
Part access given	3
Denied in full	0
Released outside the Act	2
No documents existed	0
Request on hold	0

No internal reviews were conducted.

No appeals to VCAT or to the FOI commissioner were received.

Applications

Section 51 (1) review of a decision	0
Section 50 (2) applications to the Victorian Civil and Administrative Tribunal	0
Section 12 (1) notices served upon the Principal officer	0

Council's Principal Officer is Sunil Bhalla, Chief Executive Officer, however, under current Council delegations the officers with authority to make a decision in relation to a request under the *Freedom of Information Act 1982* are: Director Corporate Services and Team Leader Information and Knowledge. Telephone (03) 5382 9777 or email council@hrcc.vic.gov.au.

Charter of Human Rights and Responsibilities

The Victorian Charter of Human Rights and Responsibilities outlines the basic human rights of all people in Victoria. The Charter was introduced to Victoria through an Act of Parliament and came into full effect on 1 January 2008.

The Charter requires public authorities such as Victorian State and Local Government department and agencies, and people delivering services on behalf of government, to act consistently with the human rights in the Charter when developing policies, making laws, delivering services and making decisions. It aims to build a fairer, more inclusive community by giving specific legal protection to the following 20 fundamental human rights:

- Your right to recognition and equality before the law
- Your right to life
- Your right to protection from torture and cruel, inhuman or degrading treatment
- Your right to freedom from forced work
- Your right to freedom of movement
- Your right to privacy and reputation
- Your right to freedom of thought, conscience, religion and belief
- Your right to freedom of expression
- Your right to peaceful assembly and freedom of association
- Your right to protection of families and children
- Your right to taking part in public life
- Cultural rights
- Property rights
- Your right to liberty and security of person
- Your right to humane treatment when deprived of liberty
- Rights of children in the criminal process
- Your right to a fair hearing
- Rights in criminal proceedings
- Right not to be tried or punished more than once
- Retrospective criminal laws

Council has numerous moral and legal obligations in respect to human rights issues. These include specific human rights requirements under the Victorian Charter of Human Rights and

Responsibilities, equal opportunity legislation, bullying and harassment requirements, the *Local Government Act 1989* and federal legislation.

Protecting and promoting human rights is identified as a Guiding Principle in the 2019-2023 Council Plan. Council's adoption of a Human Rights Policy in June 2015 embeds the organisation's corporate responsibility to respect human rights in all operations.

Adoption of the Innovate Reconciliation Action Plan (page 30) and Horsham Youth Strategy (page 32), introduction of the Gender Equity in Community Project (page 31) and construction of a Changing Places Facility (page 41) are some new initiatives that take into consideration the 20 fundamental human rights contained in the Charter. This report also includes a section on Preventing Violence Against Women (page 25).

The following are some further examples of where Council has played a role in building understanding and respect for human rights.

Local Laws

Local Laws are developed to deal with important community safety and peace, and order issues. They often apply to noise, fire hazards, abandoned vehicles, parking permits, street stalls, disabled parking, furniture on footpaths, graffiti, burning off, animals in public spaces and nuisance pests.

Horsham Rural City Council has the following Local Laws:

- Local Law Number 1 Governance (2016) and Council Meeting procedure
- Community Local law Number 3
- Community (Amendment) Local Law Number 4

A review of Local Law No 1 Governance – Meeting Procedure was undertaken this year, resulting in a number of changes to the way in which Council meetings are conducted (page 46).

Local Laws are available on the Horsham Rural City Council website – www.hrcc.vic.gov.au or by contacting the Municipal Offices on telephone (03) 5382 9777.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the annual report.

During 2018-2019 Council undertook the following actions:

- Sought and received an extension from the State Government on renewal of Council's Domestic Animal Management Plan
- Engaged a project manager to assess Council's data and assist the Community Safety Unit draft the plan
- Reviewed Council's data and upgraded its system to more accurately record domestic animal related data
- Commenced a draft version of the Domestic Animal Management Plan for public comment.

Disability Access and Action Plan

In accordance with section 38 of the *Disability Act 2006*, Council adopted the 2013-2016 Disability Access and Action Plan on 15 July 2013.

The plan identifies goals and actions to reduce barriers created by attitudes, practices and structures, to ensure that all people can participate equally in the life of our community.

The 2013-2016 plan was reviewed in 2018 however for the interim, Council is continuing to implement the current Disability Action Plan with a view to adopting the Community Inclusion Plan 2019-2022, later in 2019.

The following actions have been fully implemented during the last financial year:

- Hearing Augmentation system installed in the meeting rooms at the Civic Centre
- Portable Hearing Augmentation system provided to Wimmera Regional Library Corporation Horsham branch
- Accessible Events Guide released
- Auslan Emergency Management Training provided for Councils Emergency Management team and personnel
- Read Speaker added to the Horsham Rural City Council website.

Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year.

No such Ministerial Directions were received by Council during the financial year.

Road Management Act Ministerial Direction

In accordance with section 22 of the *Road Management Act 2004*, Council is required to publish a copy or summary of any Ministerial Directions received.

No such Ministerial Directions were received by Council during the financial year.

Infrastructure and Development Contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a Council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind.

For the 2018-2019 year Council had no infrastructure or development contributions.

Carer's Recognition Act 2012

Council is not funded to provide home-based care services for children and young people in foster, kinship and permanent care, therefore there are no actions to report on.

Victoria's Compulsory Child Safe Standards

Horsham Rural City Council is committed to providing and promoting child safe environments. Council has zero tolerance to child abuse and aims to create a child safe and child friendly environment where children feel safe and secure and have fun. This includes the physical, emotional, cultural and social wellbeing of all children, including promoting the cultural safety of Aboriginal children, children from a culturally and linguistically diverse background, and children with a disability.

The Child Safe Standards form part of the Victorian Government's response to the Betrayal of Trust inquiry. Victorian organisations that provide services to children are required under the *Child*

Safety and Wellbeing Act 2005 to ensure that they implement compulsory child safe standards to protect children from harm.

To further consolidate Council's commitment to the Child Safe Standards, Council has adopted a Child Safe Policy and Reporting a Child Safety Concern Procedure.

Legislative Objectives of Council

The purpose and objectives of the Horsham Rural City Council are defined in the *Local Government Act 1989*. The Local Government Charter section of the Act (Part 1A) states that the purpose of Local Government is to provide a system under which Councils perform the functions and exercise the powers conferred by or under this Act and any other Act for the peace, order and good government of their municipal districts (S.3A).

A Council consists of its Councillors who are democratically elected in accordance with this Act. The Act sets out the objectives of the Council of which the primary objective is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions. In seeking to achieve its primary objective, a Council must have regard to the following facilitating objectives (S.3C).

- (a) To promote the social, economic and environmental viability and sustainability of the municipal district
- (b) To ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community
- (c) To improve the overall quality of life of people in the local community
- (d) To promote appropriate business and employment opportunities
- (e) To ensure that services and facilities provided by the Council are accessible and equitable
- (f) To ensure the equitable imposition of rates and charges
- (g) To ensure transparency and accountability in Council decision making.

Protected Disclosures

The *Protected Disclosure Act 2012* (PD Act) aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. The PD Act provides protection from detrimental action to any person affected by a protected disclosure and establishes a system for the matters disclosed to be investigated and rectifying action to be taken. Under the PD Act, any person can be one who makes a disclosure, is a witness, or a person who is the subject of an investigation.

Horsham Rural City Council is committed to the aims and objectives of the PD Act. It does not tolerate improper conduct by its employees, officers or members, nor the taking of reprisals against those who come forward to disclose such conduct.

The role of the Protected Disclosures Officer is held by the Chief Executive Officer, the Protected Disclosures Co-ordinator by the Director Corporate Services, and Welfare Manager by the Human Resources Lead.

Horsham Rural City Council recognises the value of transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

For the purposes of Section 69 (1) (b) of the *Protected Disclosures Act 2012*, in the period to 30 June 2019, no disclosures were notified to Council Officers appointed to receive disclosures, or to IBAC.

Council reviewed and adopted its Management of Protected Disclosures Procedure on 6 February 2017 to include updates to the IBAC Act. A copy of the Management of Protected Disclosures Procedure can be found on Council's website – www.hrcc.vic.gov.au, or by contacting the Municipal Offices on (03) 5382 9777.

GOVERNANCE & MANAGEMENT CHECKLIST

Governance and Management Items	Assessment
1. Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 15 June 2015
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines 15 February 2016
3. Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 24 June 2019
4. Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 24 June 2019
5. Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Date of operation of current plans: Asset Management Plan – General: 21 December 2015 Asset Management Plan – Roads: 21 December 2015
6. Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 23 April 2019
7. Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 14 March 2017
8. Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 9 December 2013
9. Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 4 December 2017
10. Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 24 June 2019
11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 26 May 2018
12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 29 June 2015
13. Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 14 August 2017
14. Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 1 March 2004
15. Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 21 July 2014
16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 13 June 2018

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)	Report Date of reports: 24 September 2018, 23 April 2019
18. Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: 27 August 2018, 22 October 2018, 29 January 2019, 23 April 2019
19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 28 August 2018, 4 May 2019
20. Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports Date of reports: 24 September 2018, 25 March 2019
21. Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with section 134 of the Act Date statements presented: 22 October 2018
22. Councillor Code of Conduct (code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the Act Date reviewed: 6 February 2017
23. Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: 25 February 2018
24. Meeting procedures (a Local Law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 24 August 2018

I certify that this information presents fairly the status of Council's governance and management arrangements.



Sunil Bhalla
Chief Executive Officer

Dated: 23 September 2019



Cr Mark Radford
Mayor

Dated: 23 September 2019

Statutory information

The following information is provided in accordance with legislative and other requirements applying to Council.

Documents Available for Public Inspection

In accordance with Regulation 12 of the Local Government (General) Regulations 2015, the following is a list of the prescribed documents that are available for inspection or copies of the documents can be obtained for the purposes of section 222 of the *Local Government Act 1989* (the Act) at the Civic Centre, 18 Roberts Avenue, Horsham.

Regulation 12(a)

A document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months including –

- The name of the Councillor or member of Council staff; and
- The dates on which the travel began and ended; and
- The destination of the travel; and
- The purpose of the travel; and
- The total cost to the Council of the travel, including accommodation costs;

Regulation 12(b)

The agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;

Regulation 12(c)

The minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;

Regulation 12(d)

A register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under section 86(6) and 98(6), respectively, of the Act;

Regulation 12(e)

A document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease;

Regulation 12(f)

A register maintained under section 224(1A) of the Act of authorised officers appointed under that section;

Regulation 12(g)

A list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

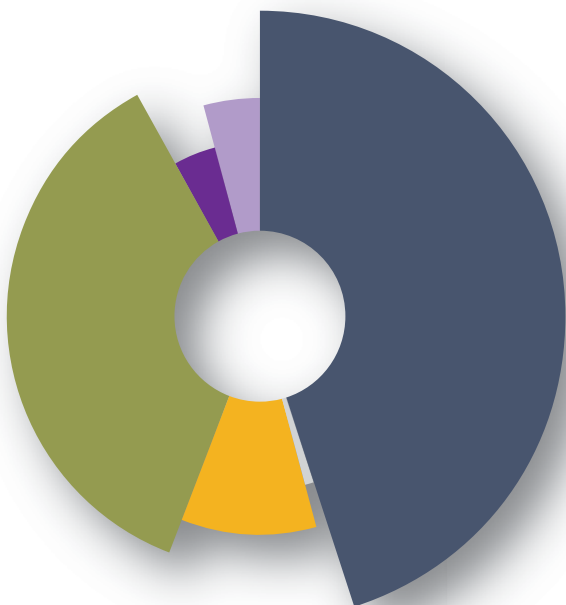
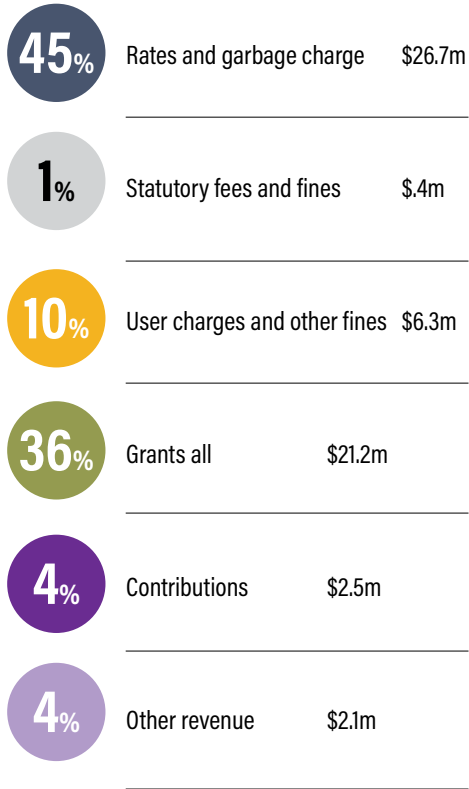
Victorian Local Government Indicators

These indicators provide information regarding expenditure, cost of services and infrastructure provision, customer satisfaction and governance.

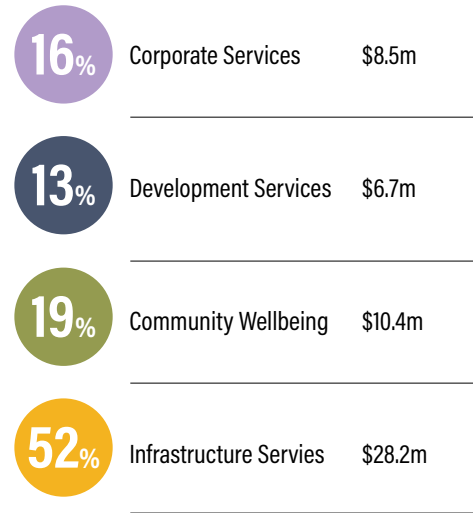
Indicator	Calculation	2018-2019	2017-2018	2016-2017	2015-2016
1. Average rates and charges per assessment	Total rates and charges receivable at beginning of year/Number of assessments in the adopted budget	\$2,147.94	\$2,080.48	\$2,033.53	\$1,959.65
2. Average residential rates and charges per assessment	Rates and charges declared for residential assessments receivable at beginning of year/Number of residential assessments in the adopted budget	\$1,867.56	\$1,855.91	\$1,812.14	\$1,761.57
3. Average liabilities per assessment	Total liabilities/Number of assessments in the adopted budget	\$1,469.24	\$1,524.76	\$1,631.24	\$1,515.88
4. Operating result per assessment	Net surplus/Number of assessments in the adopted budget	\$434.11	\$512.42	\$682.08	\$107.33
5. Average operating expenditure per assessment	Operating expenditure/Number of assessments in adopted budget	\$4,357.62	\$4,065.66	\$3,896.11	\$3,848.69
6. Community satisfaction rating for overall performance generally of Council	Result from the Annual Local Government Community Satisfaction Survey	55	54	60	63
7. Average capital expenditure per assessment	Capital expenditure/ Number of assessments in the adopted budget	\$872.59	\$1,387.02	\$1,137.70	\$1,503.82
8. Renewal gap	Capital renewal/Average annual asset consumption	50.1%	78.8%	73.4%	63.7%
9. Renewal and maintenance gap	Capital renewal and maintenance/ Average annual asset consumption plus planned maintenance	59.6%	81.9%	74.5%	69.0%
10. Community satisfaction rating for Council's advocacy and community representation on key local issues	Result from the Annual Local Government Community Satisfaction Survey	54	52	56	58
11. Community satisfaction rating for Council's engagement in decision making on key local issues	Result from the Annual Local Government Community Satisfaction Survey	49	49	58	60

Where Our Money Comes and Where Our Money Goes

Income



Expenditure





Council Offices



Horsham

Civic Centre, 18 Roberts Avenue,
Horsham 3400

P · (03) 5382 9777

E · council@hrcc.vic.gov.au

W · www.hrcc.vic.gov.au

Monday to Friday – 8.30am to 5.00pm

Depot

Selkirk Drive, Horsham 3400

P · (03) 5382 9600

Monday to Friday – 7.30am to 4.30pm

Natimuk

Natimuk Community Centre
62 Main Street, Natimuk 3402

P · (03) 5387 1304

Thursdays only – 9am to 12pm

Postal Address

PO Box 511, Horsham 3402