

# **AGENDA**

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

**To be held on  
22 October 2018  
At 5.30pm**

**In the  
Council Chambers, Civic Centre  
18 Roberts Avenue, HORSHAM**

**COUNCILLORS** are respectfully requested to attend the Ordinary Meeting of the Horsham Rural City Council to be held in the Municipal Chambers, Civic Centre, Horsham at 5.30pm on 22 October 2018.

### **Order of Business**

**1. PRESENT**

**2. OPENING**

**3. PRAYER**

Almighty God, we pledge ourselves to work in harmony for, the social, cultural and economic well-being of our Rural City. Help us to be wise in our deliberations and fair in our actions, so that prosperity and happiness shall be the lot of our people. AMEN

**4. ACKNOWLEDGEMENT OF COUNTRY STATEMENT**

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.

**5. WELCOME**

Welcome to distinguished guests or persons in the public gallery.  
The public are advised that the Council meeting will be recorded to maintain an audio archive.

**6. APOLOGIES**

**7. LEAVE OF ABSENCE REQUESTS**

**8. CONFIRMATION OF MINUTES**

### **Recommendation**

That the minutes emanating from the Ordinary Meeting of the Horsham Rural City Council held in the Municipal Chambers, Civic Centre, Horsham at 5.30pm on 16 July 2018 and 24 September 2018 be adopted.

## 9. CONFLICTS OF INTEREST

### Disclosure of Interest and Declarations of Conflict of Interest.

A Councillor who has a conflict of interest and is attending the Council meeting must make a full disclosure of that interest.

(a) by either –

- (i) advising the Council at the meeting of the details required under paragraphs (b) and (c) immediately before the matter is considered at the meeting; or
- (ii) advising the Chief Executive Officer in writing of the details required under paragraphs (b) and (c) before the meeting; and

(b) classifying the type of interest that has given rise to the conflict as either –

- (i) a direct interest under 77B; or
- (ii) an indirect interest and specifying the particular kind of indirect interest under:

Section 78 – close association

Section 78A – financial interest

Section 78B – conflicting duties

Section 78C – receipt of an applicable gift

Section 78D – consequence of becoming an interested party

Section 78E – impact on residential amenity; and

(c) describing the nature of the interest; and

(d) if the Councillor advised the Chief Executive Officer of the details under paragraph (a)(ii), the Councillor must make a disclosure of the class of interest only to the meeting immediately before the matter is considered at the meeting.

### Members of Staff

Under Section 80C of the Local Government Act 1989, officers or people engaged under contract to the Council providing a report or advice to Council must disclose any conflicts of interests in the matter, including the type of interest.

**10. PUBLIC QUESTION TIME**

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CLOSE



SUNIL BHALLA

Chief Executive Officer

## 11. OFFICERS REPORTS

### 11.1 SUPPORT AND SAFETY HUBS (ORANGE DOOR)

**Author's Name:** Kevin O'Brien

**Director:** Kevin O'Brien

**Author's Title:** Director Community Wellbeing

**File No:** F08/A09/000004

**Department:** Community Wellbeing

#### Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

**Status:** Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): Yes No **Reason:** Nil

#### Appendix

Nil

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#### Purpose

To inform Council of the roll out of the Support and Safety Hubs (Orange Door) throughout Victoria and to seek Council support to advocate for a Support and Safety Hub for Horsham.

#### Summary

- The establishment of the Support and Safety Hubs was a key recommendation of the Royal Commission into Family Violence and the Roadmap to Reform as part of a long-term plan to end family violence in Victoria and help better support and protect vulnerable children. It is expected that hubs will be established and operational across all 17 Department of Health and Human Services (DHHS) Local Areas by 2021.
- The family violence incident rate in Horsham Rural City Council (HRCC) per 100,000 of population (1 July 2016-June 30 2017, 2470.6 per 100,000) is the 7th highest in the State. HRCC has consistently had the highest rate of family violence incidents in the Grampians Region (2011 to 2017).
- It is understood that there may be only one Support and Safety Hub in the Western District which may be located in Warrnambool. This is a significant issue for the Wimmera. Considering the size of the DHHS Western District Area there should be two hubs.

**Recommendation**

That Council write to the following to advocate for a Support and Safety Hub for Horsham:

1. Hon Natalie Hutchins, Minister for the Prevention of Family Violence
2. Hon Gavin Jennings, Special Minister of State
3. Hon Jill Hennessey, Minister for Health
4. Emma Kealy, Member for Lowan and Shadow Minister for Country Health
5. Joshua Morris, MLC for Western Victoria
6. James Purcell, MLC for Western Victoria
7. Hon Jaala Pulford, MLC for Western Victoria
8. Gayle Tierney, MLC for Western Victoria
9. Georgie Crozier, Shadow Minister for Families and Children, and Prevention of Family Violence
10. Hon Mary Wooldridge, Shadow Minister for Health.

## Report

### **Background**

Support and Safety Hubs, known as The Orange Door, help women, children and young people experiencing family violence and families who need support with the wellbeing and development of their children.

They help connect people directly to services and provide a coordinated response to a range of different needs, and where required a whole-of-family response, including holding perpetrators to account.

As well as giving women, children and families the help they need to stay safe, hubs are equipped with the training and tools to know more about the perpetrator. They are able to better assess risk and have the expertise to engage perpetrators to challenge and change their behaviour.

The establishment of the Support and Safety Hubs was a key recommendation of the Royal Commission into Family Violence and the Roadmap to Reform as part of a long-term plan to end family violence in Victoria and help better support and protect vulnerable children.

Family Safety Victoria is establishing the hubs in partnership with government and community service organisations. The initial roll-out of hubs' physical locations is across four launch sites in Barwon, Bayside Peninsula, Mallee and North Eastern Melbourne areas.

The hubs represent a major change in the way specialist family violence, family and children services and general services such as doctors, schools and hospitals are coordinated and connected to better respond to family violence and vulnerable children.

Over time a complete access network will be established and people will be able to access hubs how they want, when they want, in a way that is safe.

The hubs' network is designed to be safe, inclusive and welcoming for all Victorians.

The hubs will fundamentally change the way we work with women, children and families, by providing:

- a more visible contact point so that people know where to go for support
- help for people to understand and identify family violence and child wellbeing issues
- a better understanding of risk, and plans to manage risk
- specialist expertise in working with women, children and men
- an approach across the spectrum of prevention, early intervention and response
- connection and coordination – the hubs do some of the hard work for people to ensure they can access the right services



## **Discussion**

Horsham Rural City Council's (HRCC) 2017-2021 Health and Wellbeing Plan aim is to protect, improve and promote public health and wellbeing within Horsham Rural City. The plan identifies key health and wellbeing issues that relate to the Horsham community based on a range of data sources. The Health and Wellbeing Plan identifies 7 key priorities to protect and improve the health and wellbeing of the Horsham Community. One the priorities identified is preventing family violence.

The family violence incident rate in HRCC per 100,000 of population (1 July 2016-30 June 2017, 2470.6 per 100,000) is the 7th highest in the State. HRCC has consistently had the highest rate of family violence incidents in the Grampians Region (2011 to 2017). Since 2012, HRCC has been among the top 10 worst performing Local Government Areas across the state. While most victims are aged 35 years and over, more than 27 per cent of HRCC victims were aged less than 25 years. Comparison of per population rates of victims aged less than 25 years indicate that HRCC population in this age group are much more likely to be victims compared to the regional Victoria average. The risk of violence is worse for Aboriginal and Torres Strait Islander women, rural/regional women, culturally and linguistically diverse women, women with disabilities and the elderly because they already face other systems of oppression and discrimination which compound their experience of violence.

Council applauds the State Government's \$448.1 million Safety and Support Hubs (Orange Door) initiative. Council's position is that after taking into account the data in relation to family violence for Horsham and the broader Wimmera area and considering that there may be one Western District hub, being based in Warrnambool, that one of the key objectives of the support and safety hubs (a more visible contact point so that people know where to go for support) cannot be achieved. Warrnambool is 150 minutes drive from Horsham. There will be no visibility by having the Western District safety and support hub in Warrnambool. HRCC has a population of over 19,000 and has a regional catchment of 50,000 people and is seen as the regional centre of the Wimmera. Family violence statistics are also high in neighbouring municipalities.

The concern is that considering how serious an issue it is for Horsham and the region, the benefits to be derived by the safety and support hubs will not be experienced to the degree in Horsham and the Wimmera region compared to other areas of the state. Council advocates for the establishment of two hubs in the Western District DHHS area and calls for a commitment from both political parties to establish a support and safety hub in Horsham.

## **Financial Implications**

There are no financial implications

## **Links To Council Plans, Strategies, Policies**

Council Plan 2018-2022

Advocacy on behalf of the Horsham and wider Wimmera community is an important role for Council. Council strives to work hard on a wide number of advocacy issues which includes: Advocating for a Family violence support and safety hub to be located in Horsham.

Municipal Health and Wellbeing Plan 2017-2021: Action 20 Advocate for a family violence support and safety hub in Horsham

## **Consultation/Communication**

Extensive consultation occurred with key stakeholders in the development of the 2017-2021 Health and Wellbeing Plan. Partners to advocate for a family violence support and safety hub in Horsham are Victoria Police, Uniting Wimmera, Women's Health Grampians, Grampians Community Health, Barwon CASA and Western District Health Care Group.

## **Risk Implications**

Nil

## **Environmental Implications**

Nil

## **Human Rights Implications**

This report complies with the rights listed in the Victorian Charter of Human Rights and Responsibilities Act 2006.

## **Conclusion**

The family violence incident rate in Horsham Rural City Council (HRCC) per 100,000 of population (1 July 2016-June 30 2017, 2470.6 per 100,000) is the 7th highest in the State. HRCC has consistently had the highest rate of family violence incidents in the Grampians Region (2011 to 2017). It is understood that there may be only one Support and Safety Hub in the DHHS Western District Local Area which may be located in Warrnambool. This is a significant issue for the Wimmera. Considering the size of the DHHS Western District Area and the statistics in relation to family violence in the Wimmera, there should be two hubs in the region, one based in Horsham.

## 11.2 HORSHAM TOWN HALL FUNDRAISING CAMPAIGN

**Author's Name:** Kevin O'Brien

**Director:** Kevin O'Brien

**Author's Title:** Director Community Wellbeing

**File No:** F04/A01/000001

**Department:** Community Wellbeing

### Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

**Status:** Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): Yes No **Reason:** Nil

### Appendix

Horsham Performing Arts Financial Report 30 June 2018 (**Appendix "11.2A"**)

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### Purpose

To provide a report on the Horsham Town Hall Redevelopment fundraising campaign which concluded on 30 June 2018.

### Summary

The Horsham Town Hall Fundraising target was \$1 million. The dedicated fundraising campaign concluded on 30 June 2018, the amount raised \$814,025.

### Recommendation

That Council note the Horsham Town Hall Fundraising Report.

## Report

### Background

Council established a target of \$1 million for fundraising in relation to the Horsham Town Hall Redevelopment Project. To assist in achieving this goal the Horsham Town Hall Redevelopment Fundraising Committee was established in August 2014 and was dissolved in June 2016. Approximately \$800,000 was raised at this point in time.

Since then the following approach has been taken to fundraising in order to maximise the fundraising effort.

- The dedicated fundraising campaign continued until 30 June 2018
- The remaining seats to be sold in the Theatre
- A focus on remaining Naming Rights in particular Theatre, Hall and bar
- Review and update sponsorship prospectus before approaching businesses

### Discussion

Robyn Lardner worked with Council to develop and implement a fundraising strategy to achieve the target of \$1 million of fundraising for the Horsham Town Hall Redevelopment.

The following activities occurred as per the approved Horsham Town Hall Fundraising Marketing and Communications Strategy:

#### *Strategy 1: To Fulfil Naming Right obligation*

- Reviewed and updated Prospectus including 'story/testimonials'.
- Over 350 corporate/individual/business groups were contacted.

#### *Strategy 2: Campaign 158*

- 65 seats were sold since the campaign has commenced.

#### *Strategy 3: Major Fundraising Event*

- Bogan Bingo was a major fundraising event and was a sell-out. The net surplus for this event was transferred to the Performing Arts Company.

#### *Strategy 4: Alternative Partnerships Benefits*

- A Bequest brochure was finalised with the launch with Solicitors/Accountants occurring on 20 September 2018.

### Financial Implications

The target for fundraising for the Horsham Town Hall Redevelopment Project was \$1 million. At the conclusion of the dedicated fundraising campaign (30 June 2018) the amount raised was \$814,225 (See **Appendix "11.2A"**).

### **Links To Council Plans, Strategies, Policies**

Council Plan 2018-2022: Key Direction 1.3: Contribute to cultural activities that enhance our community.

### **Consultation/Communication**

A working group was established through the dedicated sponsorship campaign period.

Over 350 corporate/individual/business groups were contacted through the dedicated sponsorship campaign period.

### **Risk Implications**

Not applicable.

### **Environmental Implications**

Not applicable.

### **Human Rights Implications**

This report complies with the rights listed in the Victorian Charter of Human Rights and Responsibilities Act 2006.

### **Conclusion**

The campaign has provided an opportunity for sponsorship of the Horsham Town Hall Redevelopment. Work carried out by the fundraising committee initially, and through the dedicated sponsorship campaign concluded at the end of June, the fundraising for the Horsham Town Hall Redevelopment has been maximised.

### 11.3 ILUKA PLANNING PERMIT UPDATE

**Author's Name:** Adam Moar                      **Director:** Angela Murphy  
**Author's Title:** Statutory Planner            **File No:** 15-105  
**Department:** Statutory Planning and Regulatory

#### Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

**Status:** Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): Yes No **Reason:** Nil

#### Appendix

Nil

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#### Purpose

To provide an update on the outstanding conditions of planning permit 15-105 issued to Iluka Resources for the use of Pit 23 for the disposal of waste by-products.

#### Summary

- Planning Permit for Iluka was issued 27 January 2017 after VCAT order.
- Hamilton Mineral Separation Plant (MSP) suspended operations in November 2017.
- Draft Section 173 agreement has been presented to Department of Economic Development, Jobs, Transport and Resources (DEDJTR) and Iluka, including a clause that DEDJTR holds the rehabilitation bond until Pit 23 fills.
- DEDJTR considers it not their responsibility to hold the bond for Pit 23.

#### Recommendation

That Council make representations to senior DEDJTR representatives and the Minister to advocate for DEDJTR holding the bond until Pit 23 fills.

## **Report**

### **Background**

On 27 January 2017 the Victorian Civil and Administrative Tribunal (VCAT) determined that Planning Permit 15-105 was to be approved, overturning the decision by Council to refuse the application.

The permit allowed for the use and development of the land for the disposal of waste by-products associated with or sourced through mineral sands processing undertaken at the Hamilton Mineral Separation Plant (MSP), including waste by-products and contaminated materials resulting from the processing and transport operations as follows:

- By-products from the processing of heavy mineral concentrate at the Hamilton MSP;
- Used dust filter bags from the Hamilton MSP; and
- Other chemically inert material contaminated with naturally occurring radioactive material.

Since the permit was issued, Iluka suspended operations at the Hamilton MSP in November 2017, which has raised questions from Council officers on how Pit 23 will now be filled.

### **Discussion**

Iluka has submitted the required documents as set out in the permit, which includes an Environmental Management Plan (EMP) and a Rehabilitation and Vegetation Management Plan (R&VMP). In addition to this, an annual report on the EMP and the R&VMP has been submitted and is currently being reviewed.

The currently approved EMP and R&VMP had been prepared on the basis that the Hamilton MSP would be operating. These documents will need to be amended to reflect the changed circumstances, and this is currently being investigated.

Condition 52 of the permit requires a Section 173 Agreement to restrict the ongoing land use for native vegetation (biodiversity) conservation; to provide for a rehabilitation bond; and to implement the Rehabilitation and Vegetation Management Plan and the Environmental Management Plan post closure.

Iluka had provided Council with a draft Section 173 document which has been forwarded to Maddocks for review and changes. The draft amended document was forwarded to Iluka on 24 July 2018 for further discussion.

The major delay on the Section 173 agreement has centred on the Rehabilitation Bond. Currently the Department of Economic Development, Jobs, Transport and Resources (DEDJTR) hold a bond for the rehabilitation for Pit 23 and the rest of the mine site. Once an alternative bond arrangement is in place for Pit 23 DEDJTR will release the relevant funds back to Iluka.

Council has requested that DEDJTR continue to hold the bond for Pit 23 until it has been filled, on the basis that the Hamilton MSP has suspended operations. DEDJTR have advised that it is not their responsibility to hold the bond, given that Pit 23 falls under the Planning Permit.

Condition 52 of the permit relating to the bond, identifies that the bond should be for rehabilitation of the site, in accordance with the Rehabilitation and Vegetation Management Plan. What the condition does not require the bond to cover is any extra filling of the Pit that might be required.

### **Financial Implications**

Advocating to DEDJTR will involve officer time only.

### **Links To Council Plans, Strategies, Policies**

Council Plan 2018-2022

*5.2 Plan for rural and urban land use to create a sustainable municipality for the future*

### **Consultation/Communication**

- Council has consulted with DEDJTR on holding the bond until Pit 23 is filled.
- Council representatives undertook a tour of the site with Iluka on 8 August 2018.
- Council met with Iluka and DEDJTR on 9 August 2018 to discuss the draft S173 agreement and DEDJTR holding the bond
- The Technical Reference Group met on 23 August, 2018 to discuss the Iluka's annual report, proposed community meeting in November (now proposed to be deferred until February 2019) and S173 agreement relating to the bond.

### **Risk Implications**

Council does not have the skills, expertise and resources to monitor and manage the Pit 23 rehabilitation bond over many years, in the event that the filling of Pit 23 is substantially delayed.

### **Environmental Implications**

Environmental implications have been considered addressed through the current approvals, if changes are made then this will be formally assessed through the applicable processes.

### **Human Rights Implications**

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.



**Conclusion**

Council has reservations about the process and timeline to fill Pit 23 since the closure of the Hamilton MSP. The interdependence between Pit 23 and the balance of the rehabilitation activities, and the efficiencies with Earth Resources (DEDJTR) holding the bond until Pit 23 is filled would be beneficial for all parties.

It is recommended that Council make representations to DEDJTR and the Minister to advocate for DEDJTR holding the bond until Pit 23 fills.

#### 11.4 NEW YEAR'S EVE COMMUNITY EVENT 2018

**Author's Name:** Chris McClure      **Director:** Angela Murphy  
**Author's Title:** Co-ordinator Business Development and Tourism  
**File No:**  
**Department:** Development Services

#### Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

**Status:** Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): Yes No    **Reason:** Nil

#### Appendix

Nil

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#### Purpose

To endorse allocation of community grant funding to the Horsham Agricultural Society to host a New Year's Eve Community Event for 2018.

#### Summary

Council staff have received a number of requests around the potential for Council to auspice a new event to be held on New Year's Eve.

#### Recommendation

That Council

1. Endorse community grant funding of up to \$15,000 to the Horsham Agricultural Society to host the New Year's Eve Event for 2018.
2. Support the event on a trial basis for 2018 before determining a longer-term financial and in-kind commitment.

## **Report**

A number of public requests have been received asking Council to host a New Year's Eve event.

## **Background**

Horsham's Kannamaroo Festival Committee first hosted a New Year's Eve celebration in 2005 and then again a few years following.

The event focussed on creating a family fun evening with entertainment by local bands, food vans including prize giveaways and numerous games for children.

Families were encouraged to bring a picnic basket and a limited amount of alcohol.

## **Discussion**

Research was undertaken to see how other Councils fund a community New Year's Eve event.

Southern Grampians Shire Council hosts a New Year's Eve carnival that is conducted and organised by the Rotary club of Hamilton as their fund raising event. Its purpose is to provide a structured activity for community members who do not go away over the Christmas / New Year break.

Southern Grampians Shire contribute the following funds:

- \$8,500 towards fireworks

- \$2,500 from community sponsorship

- Cost associated to council outdoor staff pre and post event activities including some road closure

Feedback from Southern Grampians Shire indicate that the event does not attract people from outside the region.

## **Financial Implications**

Council has unallocated funding from the 18/19 community grants program that could support this project. It is recommended that a grant of up to \$15,000 be made available for the 2018 New Year's Eve Event.

## **Links to Council Plans, Strategies, Policies**

Goal 1 – Community and Cultural Development

No. 1.2.09 Activate the Wimmera River Precinct for the community and visitors

### **Consultation/Communication**

Southern Grampians Shire has been consulted to source information about their event.

Given the short lead time to organise the event, the Horsham Agricultural Society has been contacted to seek their interest in hosting the event. The Society has provided in principle agreement and a draft budget to conduct the event.

### **Risk Implications**

Community based events have been held at Sawyer Park, May Park and the Showgrounds on many occasions.

Appropriate insurance cover is required to be held by the event organiser, including a risk and possibly traffic management plans.

Heat policy and total fire ban day may impact on the event.

### **Environmental Implications**

Consideration is to be given to noise level pending the location of the event.

### **Human Rights Implications**

This report complies with the rights listed in the Victorian Charter of Human Rights and Responsibilities Act 2006.

### **Conclusion**

The request for a family friendly New Year's Eve celebration has come from community members expressing the desire for Horsham to host a community event.

For the event to progress it would require financial and in-kind support from council and the event would need to be hosted by a local club/s or organisation/s.

If Council considers that this approach has merit, then the following actions are required:

1. The Horsham Agricultural Society is prepared to host the proposed event for 2018, and requires Council's endorsement of same.
2. Council approve a budget allocation of up to \$15,000 to support the event.
3. Council support the event on a trial basis for 2018 before determining a longer-term financial and in-kind commitment.

## 11.5 QUARTERLY FINANCIAL REPORT 30 SEPTEMBER 2018

**Author's Name:** Zac Gorman

**Director:** Graeme Harrison

**Author's Title:** Management Accountant

**File No:** F18/A10/000001

**Department:** Finance Department - Corporate Services

### Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

**Status:** Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c):  Yes  No **Reason:** Nil

### Appendix

Quarterly Financial Report September 2018 (**Appendix "11.5A"**)

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### Purpose

To provide Council with the quarterly financial report for the quarter ended 30 September 2018.

### Summary

- Quarterly financial report is provided in accordance with statutory requirements
- Finances are tracking as expected at this first quarter of the financial year
- Carried forward projects from 2017/18 are yet to be finalised for inclusion in the budget reporting

### Recommendation

That Council note the Quarterly Financial Report for the period ending 30 September 2018.

## **Report**

### **Background**

Under Section 138 (1) of the Local Government Act 1989, a financial statement is to be provided to open Council comparing actual to budget for revenue and expenditure at least once every three months.

### **Discussion**

The attached report has been prepared to provide Council with an overview of finances year-to-date and comparisons to budget in a simple easy to read format.

As at 30 September 2018 projects that were not completed in 2017/18 or Grants that were not fully expended, had not been finalised and approved by the Executive Management Team. These projects will be reviewed and assessed during October and the final list of carried forward projects will be included in the next quarter's financial report.

### **Financial Implications**

Staff time to compile and prepare this report is included in the 2018-19 budget.

### **Links To Council Plans, Strategies, Policies**

Goal 4 – Governance and Business excellence

Four Year priority - 4.4.5 Improve performance reporting and regular management reporting across all areas of Council

### **Consultation/Communication**

This report together with more extensive analysis and detail is provided to Council each month as part of the Finance and Performance Committee agenda and to the Audit Committee on a quarterly basis.

### **Risk Implications**

The provision of relevant information on a regular basis is an important part of Council's internal controls and is necessary for Council to meet its obligations under Section 3 of the Local Government Act 1989, which ultimately makes Council accountable for the good financial management of the municipality.

There is a risk that either too much or too little information is provided to Council for it to carry out this responsibility. Council must therefore ensure that it has sufficient information to be satisfied that finances are in order and that budgetary and financial planning goals are being met.

**Environmental Implications**

Not applicable

**Human Rights Implications**

This report complies with the rights listed in the Victorian Charter of Human Rights and Responsibilities Act 2006.

**Conclusion**

The financial report provides a summary of council's performance against budget for the period ended 30 September 2018.

## 11.6 2017-18 ANNUAL REPORT

**Author's Name:** Lindy Haigh                      **Director:** Graeme Harrison  
**Author's Title:** Organisational Performance   **File No:** F06/A09/000001  
**Department:** Corporate Services

### Officer Declaration of Interest

No officer involved in the preparation of this report has any conflicts of interest.

**Status:** Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c):  Yes  No   **Reason:** Nil

### Appendix

2017-18 Annual Report for Horsham Rural City Council (**Appendix "11.6A"**)

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### Purpose

To present the 2017-18 Annual Report to Council.

### Summary

Printed version of Annual Report for adoption by Council.

### Recommendation

That Council note the 2017-18 Annual Report for the Horsham Rural City Council as submitted to the Minister for Local Government.



## **Report**

### **Background**

The 2017-18 Annual Report for Horsham Rural City Council has been prepared, in accordance with the requirements of *The Local Government Act 1989*, and was forwarded to the Hon Marlene Kairouz, MP, Minister for Local Government, by the due date, 30 September 2018. Copies have been provided to Councillors.

Under S.134 of *The Local Government Act 1989*, Council must hold a meeting as soon as practicable after Council has sent the Annual Report to the Minister, and the meeting must be advertised at least 14 days prior in a public notice.

Notice of the preparation of the Annual Report was published in the Public Notices section of the Wimmera Mail Times on Wednesday 3 October 2018. The notice advised that the public is welcome to attend the Council meeting on 22 October 2018 and copies of the report (which includes the Auditor's Report and Performance Statements for the year ended 30 June 2018) can be inspected at Council's Horsham and Natimuk offices and on the Council's website.

### **Discussion**

The Annual Report details the achievements and performance of Council throughout 2017-18. It provides a transparent record of Council's activities in meeting the strategic goals and objectives set out in the Council Plan to ensure that we deliver key outcomes for our community.

Some key achievements highlighted in 2017-18 Annual Report include:

- Successful management of Council's \$53 million budget
- Over \$11 million spent on renewal works, \$1.7 million for asset upgrades and \$4.8 million for new assets
- Completion and opening of two major capital works projects – the Anzac Centenary Pedestrian Bridge and Kalkee Road Children's and Community Hub
- Launch of a new website and increased communication via social media
- Development of a staff restructure plan to manage Council's core activities, focusing on enhanced service and project delivery, robust long term planning and business efficiency
- Successful delivery of several new programs including Age-Friendly Communities, Alcohol Cultural Change (Youth C.A.N) and Deaf Access.
- Development of a Youth Strategy, Economic Development Strategy, Municipal Parking Strategy and Aboriginal Reconciliation Plan
- New leadership statement on the prevention of violence against women and children
- Development of a master plan for the Horsham Livestock Exchange
- Provision of a shared human resource service for the West Wimmera Shire Council
- Continued involvement with the Western Rail project, advocating for the reintroduction of passenger train services to Hamilton and Horsham

### **Financial Implications**

Costs associated with the production of the 2017-18 Annual Report are included in the 2017-18 Budget.

### **Links To Council Plans, Strategies, Policies**

4.4 Achieve high standards of organisational performance.

### **Consultation/Communication**

The Annual Report has been prepared with input from all groups within Council.

### **Risk Implications**

Not applicable

### **Environmental Implications**

Not applicable

### **Human Rights Implications**

This report complies with the rights listed in the Victorian Charter of Human Rights and Responsibilities Act 2006.

### **Conclusion**

The 2017-18 Annual Report has been completed and submitted to the Minister for Local Government in accordance with relevant legislation by the due date.

## 12. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

### Cr Clarke

- 25 September 2018 – Western Region Division 4 Police Awards and Medals and Remembrance Day March and Service.
- 25 September 2018 – Introductory meeting with Paul Northey, Chief Regional Roads Officer.
- 26 September 2018 – Launch of the Horsham Town Hall Hearing Loop and National Week of Deaf People.
- 26 September 2018 – Ambulance Victoria Staff Service Awards Dinner.
- 27 September 2018 – Discussions with Barengi Gadjin Land Council on a Memorandum of Understanding between them and the Horsham Rural City.
- 1 October 2018 – Aboriginal Advisory Committee meeting.
- 2 October 2018 – Meeting with Business Horsham.
- 2 October 2018 – Meet and Greet with Uniting Wimmera Board.
- 3 October 2018 – Wimmera Base Hospital Ladies Auxiliary Spring Fashion Parade.
- 4 October 2018 – Meeting on the Bushfire Commemorations 10 years.
- 4 October 2018 – Christian Emergency Food Centre Thanksgiving Service and Dinner, celebrating 20 years of service to the community.
- 6 October 2018 – Arapiles Cycling Event, raising money for the Drug Action Taskforce. I flagged off the riders in Horsham. A huge thanks to Cr Radford for the enormous amount of work he does for this community, much of it unrecognised. Another successful ride and getting bigger every year.
- 7 October 2018 – Horsham Telstra Store Western, open the first regional PGA tournament.
- 8 October 2018 – Opening of Seniors Week.
- 9 October 2018 – Tourism Advisory Committee meeting.
- 10 October 2018 – OAM Student Citizenship Award Ceremony.
- 11 October 2018 – Principal for a Day, Horsham Primary School, Rasmussen Road Campus.
- 11 October 2018 – Rate Review, inception meeting with consultants.
- 12, 13 and 14 October 2018 – Beechworth, Tidy Towns Awards.
- 17 October 2018 – Met with 2<sup>nd</sup> year Bachelor of Social Science students.
- 17 October 2018 – Australia Day Committee meeting.
- 18 October 2018 – MAV Conference, MAV Dinner and Awards (Cr Radford and Grimble 10 year awards).
- 20 October 2018 – Official opening of the 12<sup>th</sup> FJC Rogers Seminar.
- 21 October 2018 – Horsham Cup Luncheon.
- 22 October 2018 – Horsham Friends Abreast, ABC Day Mini Field of Women Event and Luncheon.

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**Cr Radford**

- What a privilege to welcome Daniher's Drive to Horsham last week. The Town Hall Team put on a dinner for 400 supporters of the Tour for a Cure. Wendy and the team at Horsham Town Hall did a great job to cater for this very worthy cause.
- The Wimmera River Improvement Committee (WRIC) has undertaken a tour of the Police Paddock Nature Reserve in North Horsham. The team listed a variety of projects to maintain and improve this wonderful asset. With the water level high, the swamp was alive with bird life. The WRIC, working with the Council, will prioritise the projects for funding and action.
- Well done to the Tidy Town winners, especially to Dimboola for winning Tidy Town of the Year. A great result. Horsham also featured on the winners list again. Our ongoing support for Tidy Towns is both admirable and vital.
- Congratulations to Lindy Haigh, Adele Rohrsheim and the Annual Report Team for producing a fine document. The report tells good stories of a growing municipality and a Council striving to meet the needs of its community.

**Cr Robinson**

- 13 September 2018 - GWMWater re committee of management Taylors Lake. Discussed the notion of a community committee to advise on issues with Taylors, Pine, Green and Dock lakes – with CEO Mark Williams – happy to explore the option. Canvassed local community – subject to what is or is not on the table the community response is positive. Note that GWMWater have installed toilets on the west side of Dock Lake and have gravelled a parking area. Rubbish bins badly needed and pot holes in track in trees need to be filled. A most welcome step forward by GWMWater.
- 14 September 2018 – Attended hall fundraising function at Taylors Lake Hall. Approximately 65 in attendance. New (council grant) air conditioners put to very good use. Good community fundraiser for a public asset.
- 25 September 2018 – Chaired debrief re above event. Provided a system to spread the workload for the hard working committee. Noted that new community members have put up their hand up to be on the committee. Great result.
- 10 October 2018 – Attended civic reception Order of Australia junior awards presentations.
- 13 October 2018 – Represented Council at Queens Scout Award re Matthew Ough. Noted senior State level Scout leaders in attendance. Congratulations to Matthew for a sustained effort over many years.
- 18 October 2018 – Attend(ed) presentation of long service awards re Councillors Grimble and Radford. Awards recognise a decade of dedicated service to Horsham Rural City Council in particular, many sectors of the community and the wider community of Victoria in general. Very well deserved.
- Issues for resolution are two road safety issues, reported up to three months ago and not yet addressed.
- Customer service issue – feedback not provided on above road safety issues.

- 
- Further customer service issue – undertaking to provide communities we visit with regular feedback on progress towards addressing issues raised – appears that we have not provided any such feedback. We need to do this.

**13. URGENT BUSINESS**

NIL

**14. PETITIONS AND JOINT LETTERS**

NIL

## **15. PROCEDURAL BUSINESS**

### **15.1 ASSEMBLY OF COUNCILLORS – RECORD OF MEETINGS**

Council Briefing meeting held on Monday 1 & 8 October 2018 at 5.00pm in the Reception Room at the Horsham Rural City Council.

Rates Review – Councillor Inception Meeting held on Thursday 11 October 2018 at 5.10pm in the Reception Room at the Horsham Rural City Council.

Refer to **Appendix “15.1A”**

### **15.2 SEALING OF DOCUMENTS**

NIL

### **15.3 INWARD CORRESPONDENCE**

NIL

### **15.4 COUNCIL COMMITTEE MINUTES**

NIL



## 16. NOTICES OF MOTION

### 16.1 NOTICE OF MOTION NO. 168

Given by Cr Mark Radford

TAKE NOTICE that it is my intention to move the following motion at the Ordinary Meeting of the Horsham Rural City Council, to be held at the Civic Centre, Roberts Avenue, Horsham on Monday 22 October 2018.

That the following motion passed by Council on Monday 24 September 2018 –

*Moved Cr Robinson, Seconded Cr Grimble that Council offer the Horsham Amateur Basketball Association a 7 year contract with a 3 year extension on the same conditions as the contract dated 18 October, 2017 and that we clarify the rights and responsibility for maintenance.*

**CARRIED**

**Be and is hereby RESCINDED**

#### **RATIONALE:**

My motion to rescind the Council decision has two reasons behind it.

1. A 10 year financial commitment was made by the Councillors without any Officer Report or Recommendation to give the decision any foundational strength. If good governance is about informed decision making, then a 10 year commitment to do anything requires some science behind it.
2. To commit to a 10 year licence, with the stated conditions, is not an agreement between the two parties. The Basketball Association and Council representatives are yet to reach agreement. With respects to the basketball stadium, discussions need to continue, to find a fair and reasonable balance between meeting the current and future needs of both the Basketball Association and the Council.

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**Cr Mark Radford**

CIVIC CENTRE  
HORSHAM 3400  
17 October 2018

## 16.2 NOTICE OF MOTION NO. 169

Given by Cr John Robinson

TAKE NOTICE that it is my intention to move the following motion at the Ordinary Meeting of the Horsham Rural City Council, to be held at the Civic Centre, Roberts Avenue, Horsham on Monday 22 October 2018.

***That Council take immediate steps to protect the ongoing operation and development of the Horsham Regional Airport by:***

- 1. Ensuring overlays are in place to protect runway length extension to 2,000 metres to the south (runway 08/26) and to the east (runway 17/35) and to protect vertical airspace that provides for precision instrument approach by aircraft on all runways.***
- 2. Any new use or development that could prejudice the safety or efficiency of the airfield is precluded.***
- 3. The detrimental effects of aircraft operations (such as noise) are taken into account in regulating and restricting the use and development of affected land.***
- 4. Any new use or development that could prejudice future extensions to an existing airfield or aeronautical operations in accordance with an approved strategy or master plan for that airfield is precluded.***

### **RATIONALE:**

In recent times there has been planning activity (C72) that impacted on the current and future operations of Horsham Regional Airport. This activity has resulted in widespread concern by our community. As a council we have in the past discussed this at length.

C72 has lapsed but it is possible that a future application may again impact the airport.

Horsham Rural City Council CEO Mr Sunil Bhalla has commenced a process to ensure that the transport needs of the region and the Horsham municipality are foremost in the considerations of any road bypass of Horsham.

National and State mandates exist to protect airports from inappropriate developments and the Horsham Planning Scheme also provides us with specific direction.

Refer to **Appendix "16.2A"**

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**Cr John Robinson**

CIVIC CENTRE  
HORSHAM 3400  
18 October 2018

**17. CONFIDENTIAL MATTERS**

NIL

# HORSHAM PERFORMING ARTS

APPENDIX 11.2A

ACN: 147 163 460

## Income Statement

For the Period Ended 30 June 2018

	2017-18	2016-17	2015-16	2014-15	2013-14	Cumulative Total
<b>INCOME</b>						
Interest Rec'd	37	25	153	74		289
Donation - Patron	0	0	4,100	1,000		5,100
Donation - Supporter	0	0	0	500		500
General Donations	500	1,500	1,900	2,665		6,565
Movie Night in the Park	0	0	0	1,538		1,538
Bogan Bingo	5,690					5,690
Nutbush	0	36	4,744			4,780
Let's Dance Fundraising	0	6,966				6,966
Seat Sponsorships	4,200	8,000	22,600	35,000		69,800
Up in Lights Donations	0	3,750	32,850	94,800		131,400
	<u>10,428</u>	<u>20,277</u>	<u>66,347</u>	<u>135,577</u>	<u>0</u>	<u>232,628</u>
<b>EXPENSES</b>						
Advertising	0	0	0	300		300
Audit fees	374	660	880			1,914
Consultants	0	1,000	0			1,000
Bogan Bingo Costs	3,004	0	0			3,004
Movie Night in the Park	0	0	0	1,636		1,636
Name Plaques	310	116	4,886			5,311
Nutbush	0	173	4,290			4,463
Registration Fees	0	316	0	45	44	405
Sundry Expenses	0	571	0			571
Contribution - HTH	0	0	170,000			
Construction Project						
	<u>3,688</u>	<u>2,836</u>	<u>180,055</u>	<u>1,981</u>	<u>44</u>	<u>18,604</u>
<b>Surplus / (Deficit)</b>	<u>6,739</u>	<u>17,442</u>	<u>-113,708</u>	<u>133,596</u>	<u>-44</u>	<u>214,025</u>
				Plus Hanbury to Art Gallery		600,000
				<b>Total Net Fundraising Income</b>		<u>814,025</u>

# HORSHAM PERFORMING ARTS

APPENDIX 11.2A

ACN: 147 163 460

## Balance Sheet

As at 30 June 2018

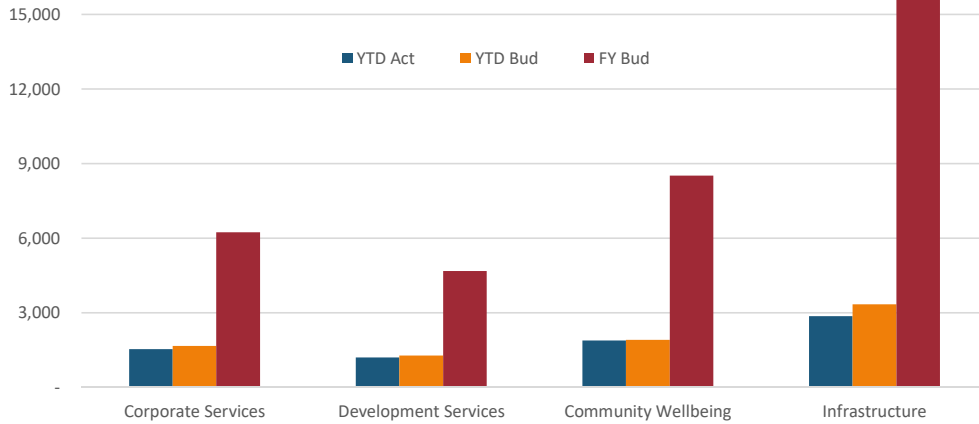
	2017-18	2016-17	2015-16	2014-15	2013-14
<b>ASSETS</b>					
Cash & cash equivalents	41,783	28,678	6,437	92,225	50
PAC - Debtors	0	3,100	13,500	22,500	
HRCC - Debtor	2,335	5,600	0	18,920	0
<b>Total Assets</b>	<u>44,118</u>	<u>37,378</u>	<u>19,937</u>	<u>133,645</u>	<u>50</u>
<b>LIABILITIES</b>					
Creditors					
<b>Total Liabilities</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Net Assets</b>	<u>44,118</u>	<u>37,378</u>	<u>19,937</u>	<u>133,645</u>	<u>50</u>
<b>EQUITY</b>					
Members Contributions	50	50	50	50	50
Accumulated Surplus	44,068	37,328	19,887	133,595	
<b>Total Equity</b>	<u>44,118</u>	<u>37,378</u>	<u>19,937</u>	<u>133,645</u>	<u>50</u>

## Aged Debtors Listing

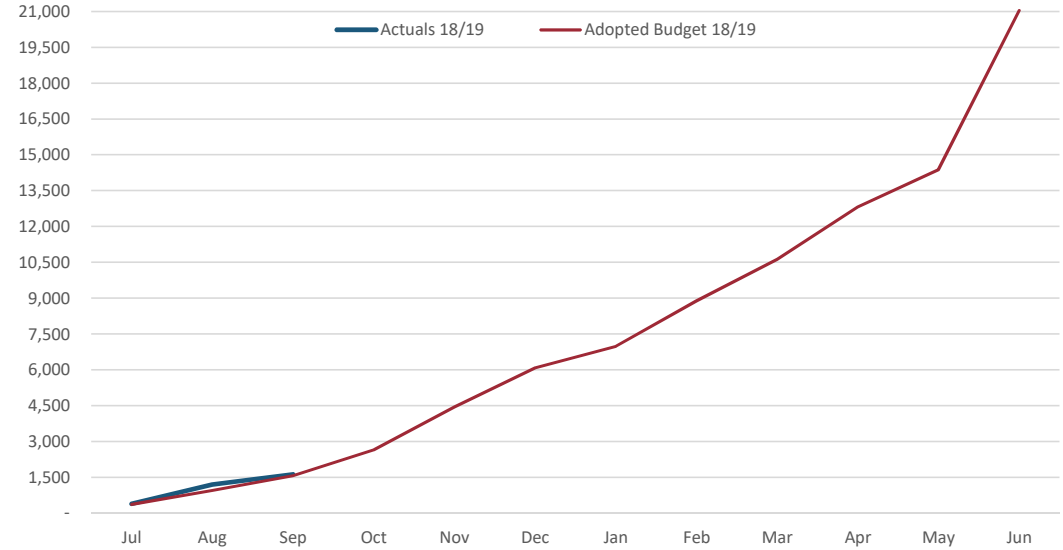
As at 30 June 2018

Name	Inv No.	Inv Date	Amount	Year Raised	Comments
			Nil		
			-----		
			0		
			=====		

Service Delivery \$'000



Capital Spend vs Budget \$'000



**FINANCE & PERFORMANCE OBSERVATIONS:**

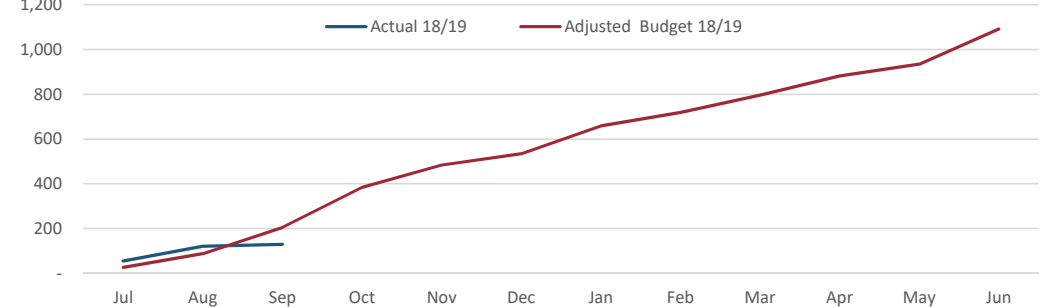
With only three months of the financial year concluded, a little hard to see any developing trends at this stage.

Service delivery & capital spend appear to be on track at this time. Spend on initiatives has slowed & will need to be an area of focus over October & November to catch up & meet the spend projections.

Income as approx. \$800k behind at end of September, mostly due to early receipt of first half year of Grants Commission instalment which was paid to Council at end of June 18.

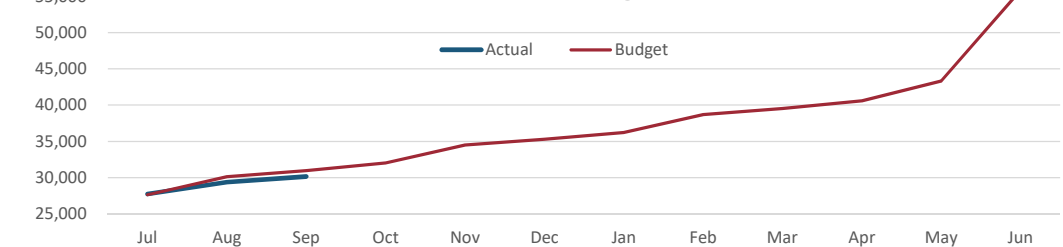
The list of incomplete Carried forward works from 17/18 is currently being refined, and will be provided to executive management team for review during the month. A report will be provided to Council in due course and carried forward items will then be loaded into the numbers to produce a revised budget column, which will make the actual expenditure reported more meaningful.

Initiatives Spend vs Budget \$'000



Have excluded grant dependant CBD project (\$1,413k). Current application was unsuccessful.

Total Income vs Budget \$'000



Overview

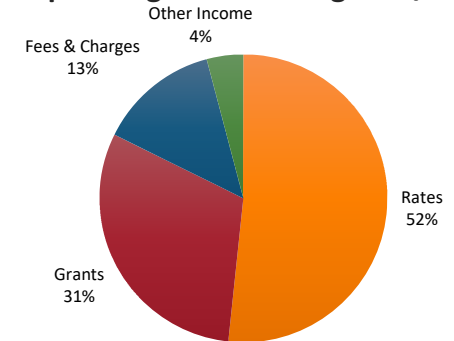
Overall Cash Budget Summary - \$'000

Business Activity	Actuals	Adopted	Budgets	Actuals	YTD	Variance		Note
	17/18	Budget 18/19	YTD 18/19	YTD 18/19	18/19	%		
<b>Income</b>								
Service Delivery	-15,491	-13,928	-5,666	-5,556	-110	-1.9%		
Projects	-340	-172	-2	-123	121	5639.3%		
<b>General Revenue</b>	<b>-29,650</b>	<b>-30,412</b>	<b>-25,232</b>	<b>-24,289</b>	<b>-943</b>	<b>-3.7%</b>	<b>1</b>	
Capital	-13,388	-9,340	-53	-223	169	317.3%		
Initiatives	-213	-2,004	-	-	-	0.0%		
Reserves	-134	-249	-	-	-	0.0%		
<b>Income Total</b>	<b>-59,216</b>	<b>-56,106</b>	<b>-30,953</b>	<b>-30,191</b>	<b>-763</b>	<b>-2.5%</b>		
<b>Expenditure</b>								
Service Delivery	32,719	34,742	8,153	7,156	997	12.2%	2	
Projects	2,537	1,214	256	504	-248	-96.7%	2	
Capital	24,273	17,230	809	1,641	-831	-102.7%	3	
Initiatives	712	2,503	205	129	75	36.8%		
Financing	439	423	-	0	-0	0.0%		
Reserves	272	68	-	-	-	0.0%		
<b>Expenditure Total</b>	<b>60,952</b>	<b>56,180</b>	<b>9,423</b>	<b>9,429</b>	<b>-7</b>	<b>-0.1%</b>		
<b>Grand Total</b>	<b>1,736</b>	<b>75</b>	<b>-21,531</b>	<b>-20,761</b>	<b>-770</b>	<b>-3.6%</b>		

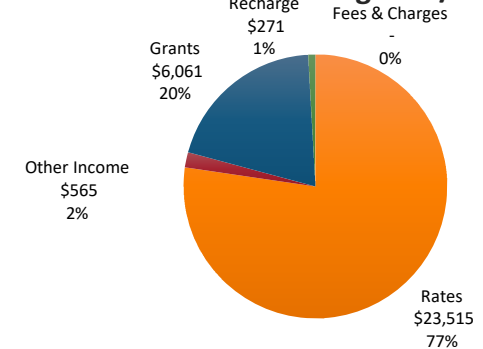
General Revenue - Details - \$'000

Sub Description	Actuals	Adopted	Budgets	Actuals	YTD	Variance		Note
	17/18	Budget 18/19	YTD 18/19	YTD 18/19	18/19	%		
<b>Rates</b>	-22,784	-23,515	-23,515	-23,438	-77	-0.3%		
<b>Grants</b>	-6,222	-6,061	-1,515	-815	-700	-46.2%	<b>1</b>	
<b>Other Income</b>	-594	-565	-134	-30	-104	-77.7%		
<b>Recharge</b>	-48	-271	-68	-6	-62	-91.2%		
<b>Grand Total</b>	<b>-29,650</b>	<b>-30,412</b>	<b>-25,232</b>	<b>-24,289</b>	<b>-943</b>	<b>-3.7%</b>		

Operating Income Budget 18/19



General Revenue Budget 18/19 \$'000



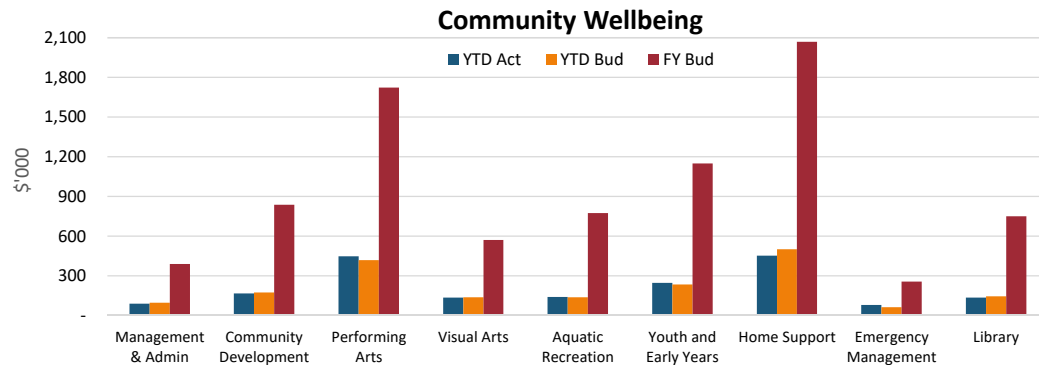
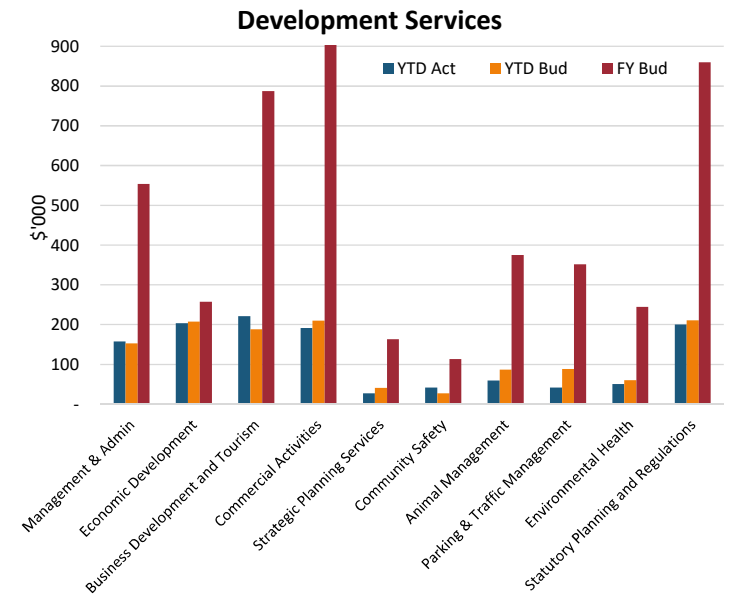
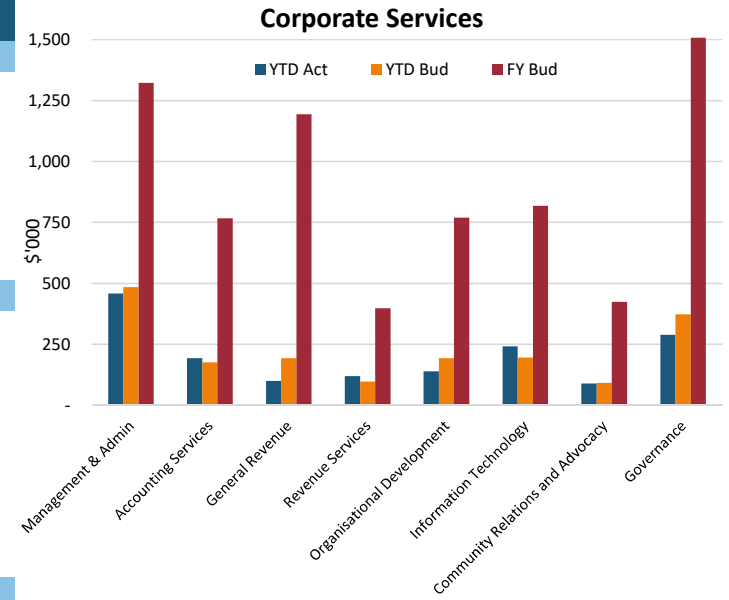
Comments:

1. General Revenue is behind budget mostly due to early receipt of first half year of Grants Commission instalment which was paid to Council at end of June 18.
2. Service Delivery is behind budget by \$749k, partly due to recruitment lag of recent restructure. For further details, see pages 3 & 4 for Service Delivery expenditure.
3. Capital Expenditure is ahead of budget due to carried forward projects that are yet to be recognised in the carried forward budget.

# Finance & Performance Report - 30 September 2018

## Service Delivery Expenditure

Key variances: \$'000	Budget	YTD Budget	YTD Actual	YTD Variance	Variance %	Comments
<b>Corporate Services</b>	<b>7,162</b>	<b>1,894</b>	<b>1,715</b>	<b>178</b>	<b>9.4%</b>	
Management & Admin	1,709	579	551	28	4.9%	<span style="color: green;">●</span>
Accounting Services	767	175	192	-17	-9.7%	<span style="color: green;">●</span>
Revenue Services	397	96	119	-22	-23.2%	<span style="color: orange;">●</span>
Organisational Development	769	192	139	53	27.8%	<span style="color: orange;">●</span>
Information Technology	818	195	240	-46	-23.5%	<span style="color: orange;">●</span>
Community Relations and Advocacy	424	91	88	3	3.0%	<span style="color: green;">●</span>
Governance	1,508	373	288	85	22.7%	<span style="color: orange;">●</span> Recruitment lag following the restructure
<b>Community Wellbeing</b>	<b>8,517</b>	<b>1,903</b>	<b>1,886</b>	<b>17</b>	<b>0.9%</b>	
Management & Admin	388	97	89	8	8.2%	<span style="color: green;">●</span>
Community Development	836	173	166	7	4.0%	<span style="color: green;">●</span>
Performing Arts	1,724	418	446	-28	-6.8%	<span style="color: green;">●</span>
Visual Arts	570	138	135	3	2.0%	<span style="color: green;">●</span>
Aquatic Recreation	773	138	139	-1	-0.7%	<span style="color: green;">●</span>
Youth and Early Years	1,150	235	247	-12	-5.0%	<span style="color: green;">●</span>
Home Support	2,071	500	451	49	9.8%	<span style="color: green;">●</span>
Emergency Management	255	61	79	-18	-29.3%	<span style="color: orange;">●</span>
Library	749	143	134	10	6.7%	<span style="color: green;">●</span>
<b>Development Services</b>	<b>4,671</b>	<b>1,272</b>	<b>1,196</b>	<b>76</b>	<b>6.0%</b>	
Management & Admin	554	153	158	-5	-3.5%	<span style="color: green;">●</span>
Economic Development	258	208	204	4	1.9%	<span style="color: green;">●</span>
Business Development and Tourism	787	188	222	-33	-17.7%	<span style="color: orange;">●</span>
Commercial Activities	964	210	192	18	8.7%	<span style="color: green;">●</span>
Strategic Planning Services	164	41	27	13	33.0%	<span style="color: orange;">●</span>
Community Safety	113	27	42	-14	-52.5%	<span style="color: red;">●</span>
Animal Management	375	87	59	28	32.0%	<span style="color: orange;">●</span>
Parking & Traffic Management	352	88	41	47	53.1%	<span style="color: red;">●</span>
Environmental Health	245	60	51	9	15.0%	<span style="color: green;">●</span>
Statutory Planning and Regulations	860	210	200	10	4.8%	<span style="color: green;">●</span>

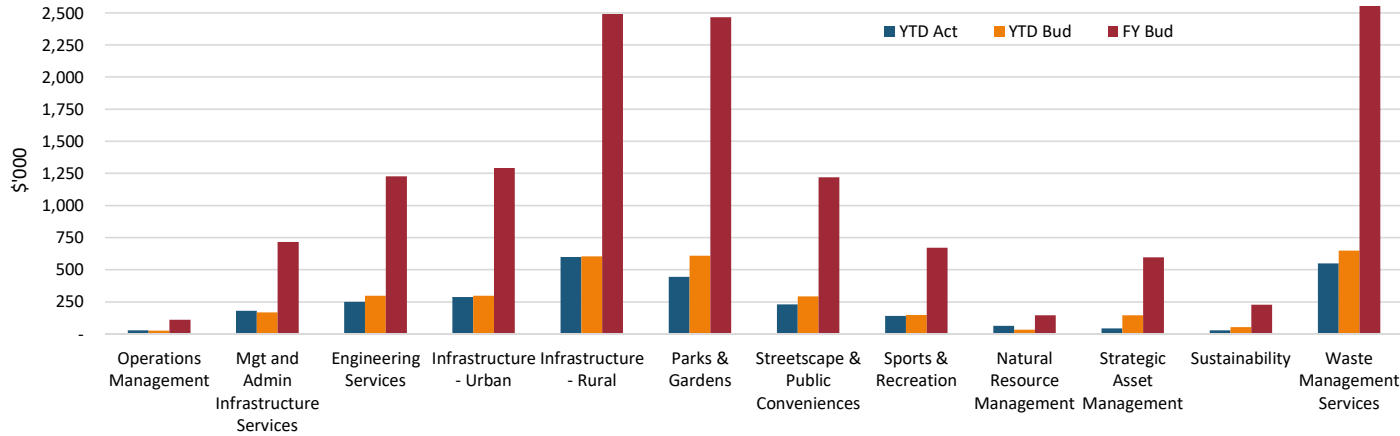




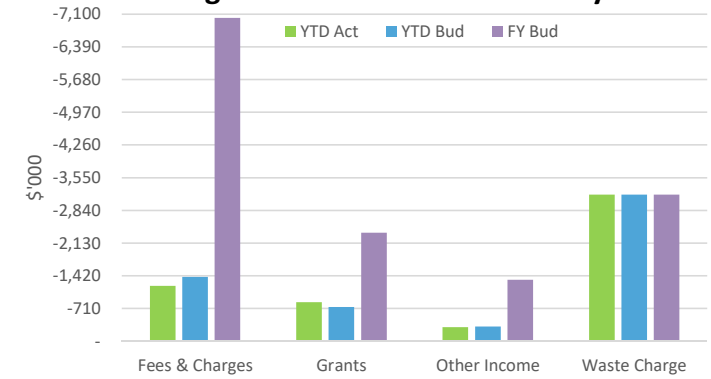
# Finance & Performance Report - 30 September 2018

## Service Delivery Expenditure

### Infrastructure Services

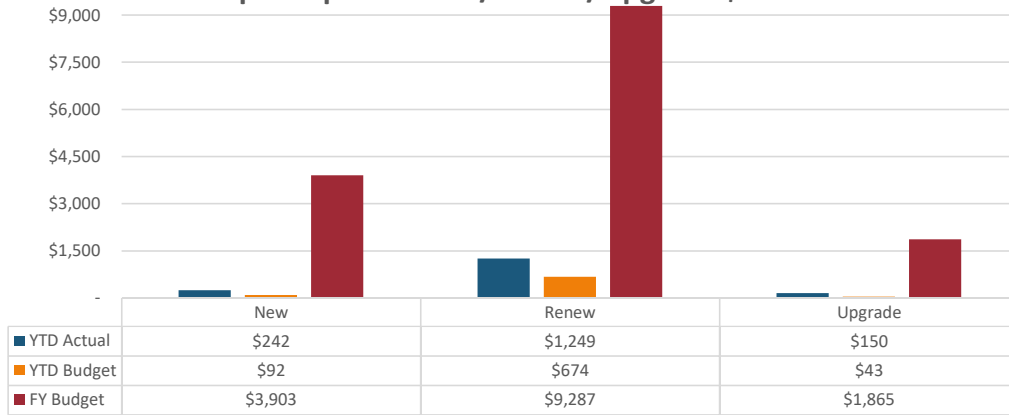


### Funding Sources for Service Delivery



Key variances: \$'000						
	Budget	YTD Budget	YTD Actual	YTD Variance	Variance %	Comments
<b>Infrastructure</b>	<b>15,607</b>	<b>3,340</b>	<b>2,862</b>	<b>477</b>	<b>14.3%</b>	
Operations Management	111	26	29	-3	-10.0%	●
Mgt and Admin Infrastructure Services	718	170	183	-13	-7.5%	●
Engineering Services	1,228	299	252	47	15.6%	●
Infrastructure - Urban	1,293	299	290	9	3.0%	●
Infrastructure - Rural	2,492	605	600	5	0.8%	●
Parks & Gardens	2,466	609	447	163	26.7%	● Behind on ytd budgeted spend at the botanic gardens, street beautification & minor reserves
Streetscape & Public Conveniences	1,220	295	231	63	21.6%	●
Sports & Recreation	673	150	142	8	5.3%	●
Natural Resource Management	148	36	64	-28	-78.9%	● partially due to new bore at Golton rest area
Strategic Asset Management	599	146	45	101	69.2%	● Recruitment lag following the restructure
Sustainability	228	53	30	23	43.3%	●
Waste Management Services	4,415	650	549	100	15.4%	● Combination of landfill operations & kerb side collection

Capital Spend - New/Renew/Upgrade \$'000

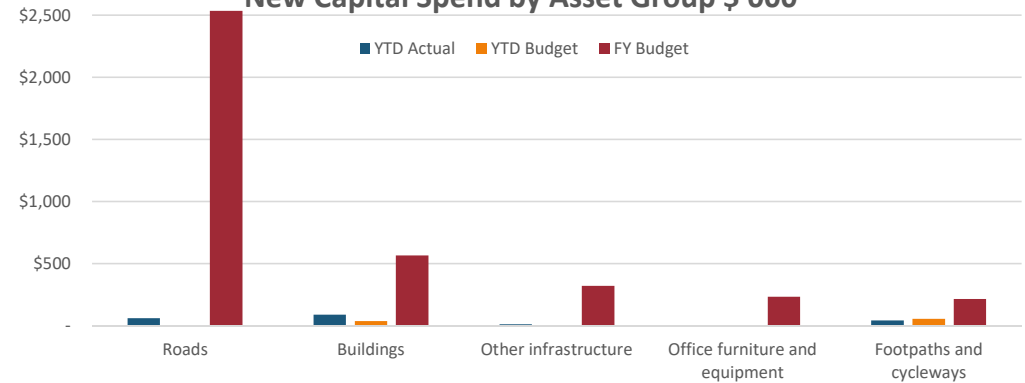


**Comments:**

The adopted full year capital budget is \$15.055 million.

Whilst the renewal graph shows staff are ahead of expenditure, the underlying reason for the increase in expenditure is the effect of continued expenditure on carried forward projects.

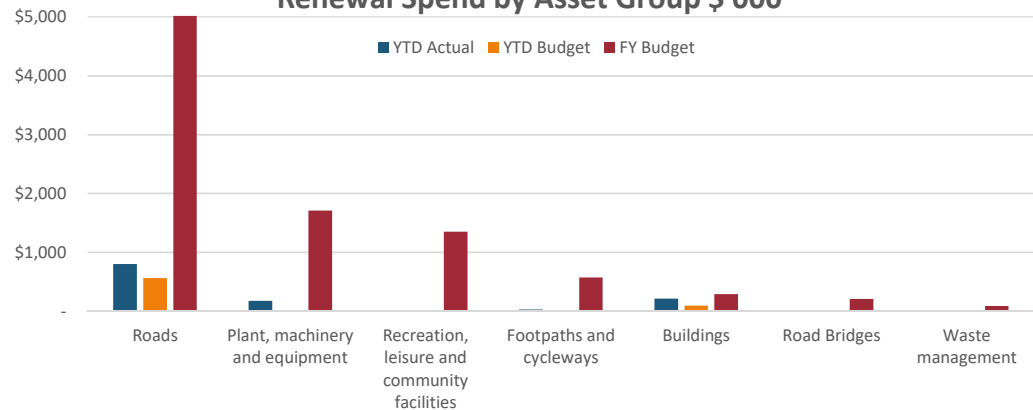
New Capital Spend by Asset Group \$'000



**New Works**



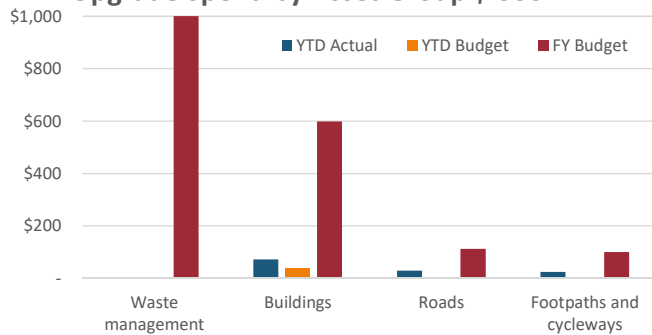
Renewal Spend by Asset Group \$'000



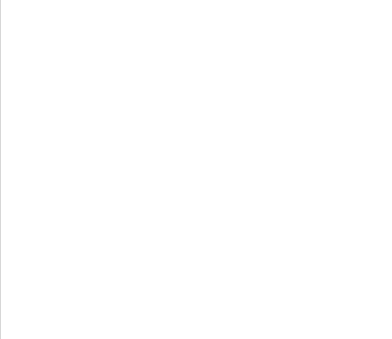
**Renewal works**



Upgrade Spend by Asset Group \$'000



**Upgrade works**



## Finance & Performance Report - 30 September 2018 Initiatives & Projects

APPENDIX 11.5A

### Initiatives with Revised FY Budget greater than \$40,000 - \$'000

		Adopted				
WO Description		Budget	Revised	Budgets	Actuals	YTD
		18/19	Budget	YTD	YTD	Variance
<b>Development Services</b>	Certif 4 Statutory Compliance Training and Backfill	40	40	-	-	-
<b>Community Wellbeing</b>	Social Infrastructure Framework	60	60	-	-	-
<b>Infrastructure</b>	CBD Revitalisation relocate powerlines underground	800	800	-	-	-
	CBD Revitalisation Operational Items	520	520	-	-	-
	Rehabilitate Dooen Landfill Ladlows Hardwaste 2B West cov	440	440	80	8	72
	Road Clearances Tree Clearing/Pruning	90	90	30	22	8
	Level 2 Bridge Inspection Surveys	85	85	40	-	40
	CBD Shop Front Enhancement and Shade Incentive	53	53	-	-	-
	E-Waste Management	50	50	-	-	-
	Sport and Recreation Strategy Review	40	40	20	-	20
	Sustainability Strategy Review	40	40	-	-	-
	CBD Revitalisation Project Officer	40	40	-	-	-
<b>Other Initiatives</b>	Initiatives less then \$40,000 budget	245	245	35	98	-64
<b>Grand Total</b>		<b>2,503</b>	<b>2,503</b>	<b>205</b>	<b>129</b>	<b>75</b>

**Comments:**

Initiatives less then \$40,000 are ahead of ytd budget, due to expenditure on carried forward items not yet recognised in the revised budget.

### Non-operational Initiatives - Special

		Revised	Budgets	Actuals	YTD
WO Description		Budget	YTD	YTD	Variance
		\$'000	\$'000	\$'000	\$'000
<b>Income</b>	Grampians Peak Trail Parks Victoria expenditure	-3,159	-	-	-
<b>Expenditure</b>	Grampians Peak Trail Parks Victoria expenditure	3,159	-	-	-
<b>Grand Total</b>		-	-	-	-

**Carried Forward:**

**Finance & Performance Report - 30 September 2018**  
**Contract Variations, New Contracts & Exemptions from Procurement**

APPENDIX 11.5A

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

Item No	Contract No	Date Approved	Delegated Officer	Contract Description	Contractor	Description of Variation	Addition	Deduction
1	16/025A	7/09/2018	A Murphy	Cleaning Services Various Council Buildings	Woodys	Additional Cleans	\$556	
2	16/025B	19/09/2018	K O'Brien	Cleaning Services - HTH and PAC	Woodys	Additional Cleans	\$1,488	
3	18/007	14/09/2018	J Martin	Flood Damage Road Works Package 1	Grampians Excavations	Various		\$37,870

**New Contracts Signed off by the Chief Executive or a Director or Council - (GST exclusive)**

Item No	Contract No	Date Approved	Required Signatories	Contract Description	Contractor	Expense	Revenue
No information provided							

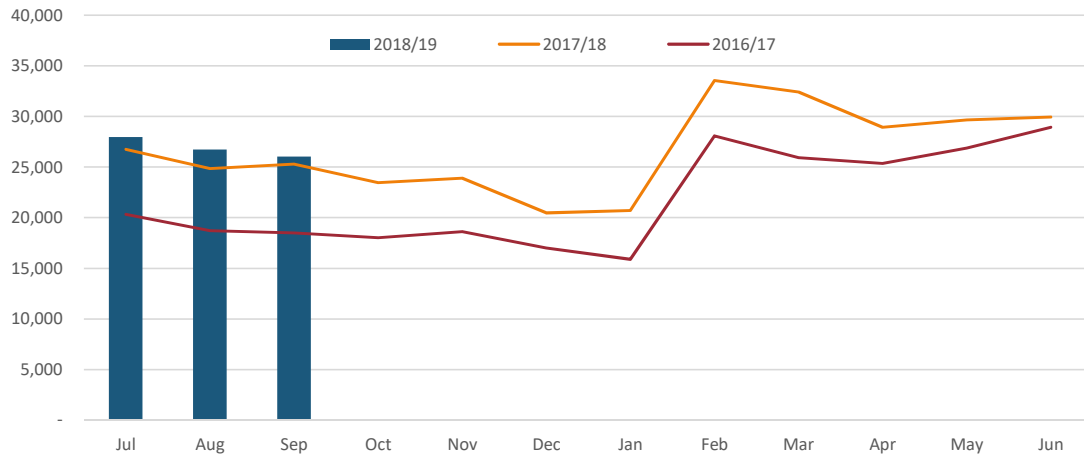
**Exemptions from Procurement - (GST exclusive)**

Item No	Purchase Order No	Date Approved	Delegated Officer	Reason	Exemption Description	Supplier	Expense
1	204877	21/09/2018	D E Fowler	Peer Review of Horsham Bypass	Sole source of supply	Movement and Place Consulting	\$12,199
2	204860	20/09/2018	O J Morris	Building works downstairs at the Civic Centre as p	Used quote for similar project	DLW McMaster Building Maintenance	\$15,980
3	204622	6/09/2018	C J McClure	Hosting fee for Horsham to host the Gold proAm eve	Sole source of supply	PGA of Australia Ltd.	\$16,500
4							

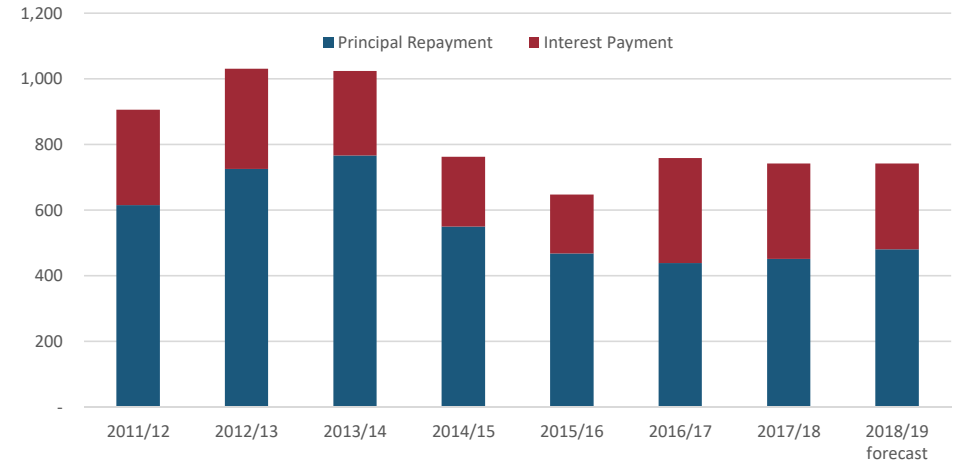
# Finance & Performance Report - 30 September 2018

## Investments & Loans

### Investment Levels \$'000



### Principal Repayments & Interest Payments by Year \$'000



#### Interest Rate

11 a.m. Investment	1.25%	
10 Term Deposits	1.60% - 2.72%	Ranging 28 Days to 216 Days
Last investment	2.62%	196 Days 10/09/2018 to 25/03/2019

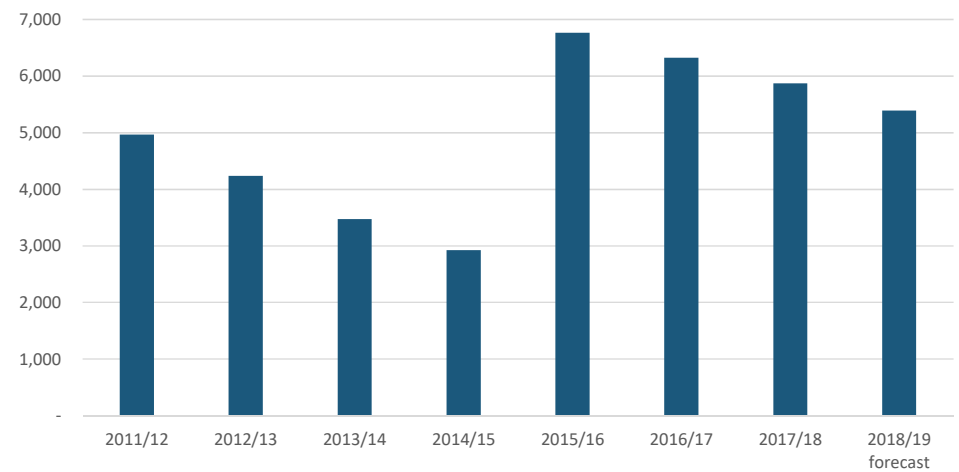
### Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 18	Start Date	Year End Date	No. of Years	
Horsham Regional Livestock Exchange Aquatic Centre	3.59%	400,000	29,507	01 Jun 99	01 Jun 19	20	P & I
Drainage Works	6.44%	2,195,000	621,151	16 Jun 06	01 Jun 22	15	P & I
City Oval Lighting	7.46%	140,000	-	25 Jun 07	01 Jun 17	10	P & I
Unfunded Defined Superannuation	7.88%	250,000	66,513	29 Jun 10	01 Jun 20	10	P & I
Drainage Works	7.57%	500,000	190,294	20 Jun 11	01 Jun 21	10	P & I
Aerodrome Runway	7.57%	200,000	76,117	20 Jun 11	01 Jun 21	10	P & I
Drainage Works	7.57%	300,000	114,176	20 Jun 11	01 Jun 21	10	P & I
Wimmera Intermodal Freight Hub	7.57%	500,000	234,562	20 Jun 12	01 Jun 22	10	P & I
Anzac Pedestrian Bridge	5.73%	500,000	234,562	20 Jun 12	01 Jun 22	10	P & I
Horsham North Children's Hub	3.97%	500,000	500,000	23 Jun 16	01 Jun 26	10	I
City Oval Clubroom Purchase	3.97%	100,000	100,000	23 Jun 16	01 Jun 26	10	I
Horsham Town Hall Refurbishment	3.97%	230,000	230,000	23 Jun 16	01 Jun 26	10	I
* North Childrens Precinct	3.97%	3,475,000	3,475,000	23 Jun 16	01 Jun 26	10	I
	3.97%	-	-	23 Jun 18	01 Jun 28	10	I

\* Not drawn down from external sources. Will be funded from internal cash reserves held with an internal 10 year repayment plan back to the reserve

No new loan borrowings have been included in the 18/19 budget.

### Value of Loans Outstanding at Year End \$'000



**Finance & Performance Report - 30 September 2018**  
**Application Status of Non-Recurrent Grant Applications**

APPENDIX 11.5A

Project	Project Year	Sponsor	Total Project	Grant Request	Council Contribution	Other Sources	Possible funding source	Status	Comments
<b>ACTIVE PROJECTS</b>									
Relocation of Depot - feasibility and design	2017/18	Martin, J	100,000	30,000	70,000		Not identified	Design & scoping required	● No grants currently available
Aquatic Centre - Solar panels	2017/18	Newall, S	155,000	154,614	386		Sustainability Victoria	Design & scoping required	● Potential project under Local Government Energy Saver Program - Stream 3
Livestock Exchange - Roofing selling area	2017/18	Moir, R	880,000	700,000	180,000		Not identified	Design and Scoping required	● Full design and costing required following completion of the Livestock exchange Master Plan
Horsham Town Hall - reconstruction of original auditorium floor	2018/2019	Donovan, A	247,250	200,000	47,250		Heritage Victoria	Application unsuccessful	● Application unsuccessful
CBD Revitalisation Stage 1	2018/19	Martin, J	3,370,000	1,685,000	1,685,000		Building Better Regions Fed	Application ready	● Building Better Regions Fund application was unsuccessful. To be lodged with other suitable funding programs.
Racecourse fitness station shade sails	2017/18	Newall, S	32,000	16,000	16,000		RDV	Application ready	● Requires project scoping and suitable funding program.
Aquatic Centre - Outdoor pool shade	2017/18	Newall, S	40,000	36,000	4,000		Not identified	Application ready	● Master Plan complete and project ready for future application when suitable funding program is available
Pimpinio Netball Court and Lighting Upgrade	2018/2019	Newall, S	230,560	100,000	35,320	50,000	SRV - CFN	Application lodged	● CFN application unsuccessful. Lodging new application through Federal Community Sports Infrastructure Fund
Horsham Aquatic Centre Stage 2 Redevelopment	2019/2020	K O'Brien	646,313	250,000	396,313		SRV	Application lodged	● Application lodged 25/6/2018. Awaiting funding announcement
Telangatuk and Sunnyside Tennis Court Upgrade	2019/2020	S Newall	138,460	92,000	46,460		SRV	Application lodged	● Application lodged 25/6/2018. Awaiting funding announcement
Quantong netball courts - upgrade courts and facilities	2018/2019	S Newall	248,000	165,000	83,000		Sport & Recreation	Application lodged	● Application lodged 21/7/2018
Commemorating Armistice Day-100 years on	2018/2019	S Surridge	8,710	7,710	1,000		DVA	Application lodged	● Application lodged 21/7/2018
Her Words Exhibition - NETS Victoria	2018/2019	M Mountain	20,000	10,000	8,272	1,728	NETS Victoria	Application lodged	● Funding Agreement signed off 3/9/2018
Horsham Transfer Station Upgrade - Stage 1	2018/2019	J Hammond	438,947	219,473	219,474		Sustainability Victoria	Application lodged	● Application lodged 31/7/2018
Pimpinio Netball Court and Lighting Upgrade	2018/2019	S Newall	216,985	136,665	35,320	45,000	Australian Sports Commission	Application lodged	● Application lodged 14/9/2018
Horsham Aquatic Centre Redevelopment Stage 2	2019/2020	K O'Brien	646,313	323,000	323,313		Australian Sports Commission	Application lodged	● Application lodged 14/9/2018
Quantong netball facility upgrade project	2018/2019	S Newall	269,000	186,000	83,000		Australian Sports Commission	Application lodged	● Application lodged 14/9/2018
Laharum Community Facility	2019/2020	S Newall	700,000	500,000		200,000	Australian Sports Commission	Application lodged	● Application lodged 14/9/2018
Grampians New Resident and Workforce Attraction Strategy and Action Plan	2019/2021	S Pykett	56,250	50,000	6,250		Regional Development	Application lodged	● Application lodged by RDV 14/9/2018. Part of a regional application to be auspiced by Grampians Toursim
Designing Safe Intersection Treatment - Firebrace and McLachlan Street intersections	2019/2022	R Upadhyaya	30,000	25,000	5,000		TAC	Application lodged	● Application lodged 7/9/2018
<b>INACTIVE PROJECTS</b>									
Wimmera Events Centre - Strategic Master Plan	2017/18	Field Days	45,000	30,000			15,000 Not identified	Design & scoping required	● Scope requires more detail - No state government funding currently available for Master Plans
Horsham North Outdoor Community Multi Sports Court	2017/18	McNeil, R	149,000	70,000	79,000		RDV	Design & scoping required	● Project on hold due to land use / ownership issues along the rail corridor

**Finance & Performance Report - 30 September 2018**  
**Application Status of Non-Recurrent Grant Applications**

Project	Project Year	Sponsor	Total Project	Grant Request	Council Contribution	Other Sources	Possible funding source	Status	Comments
<b>SUCCESSFUL APPLICATIONS</b>									
Culvert widening at Lower Norton Nurrabiell Road	2018/19	Duke, M	100,000	50,000	50,000		Bridges Renewal Rd 3	Application successful	● Application successful. Grant allocation of \$50,000
Dudley Cornell Park New Female Change Rooms	2018/19	McNeil, R	260,000	100,000	160,000		SRV CSIF - Female	Application successful	● Application successful. Grant allocation of \$100,000
Horsham Olympic Pool Renewal	2018/19	McNeil, R	1,316,160	200,000	1,116,160		SRV CSIF Small Aquatics	Application successful	● Application successful. Grant allocation of \$200,000
Natimuk United Football Netball Club Oval Lighting upgrade	2018/19	McNeil, R	98,644	93,644	5,000	35,823	SRV CFN	Application successful	● Application successful. Grant allocation of \$98,644
Curtis Road Wonwondah Road Henty Highway intersection upgrade	2018/19	Duke, M	100,000	50,000	50,000		VicRoads	Application successful	● Application successful. Grant allocation of \$50,000
Improving cyclist safety through the Hamilton/Firebrace Street roundabout	2018/19	Duke, M	80,586	40,293	40,293		TAC	Application successful	● Application successful. Grant allocation of \$40,293
Horsham Racecourse Reserve Public Safety Improvements	2018/19	McNeil, R	221,650	192,035	29,615		Public Safety Infrastructure	Application successful	● Application successful. Grant allocation of \$192,035
Improving Safety and Security - Football/Netball Administration Hub	Not Budgeted	Ellis, B	6,706	6,706			Community Safety Fund	Application successful	● Application successful. Grant allocation of \$6706. Project completed.
Central Park Tennis Court - 4th Bay	2018/19	McNeil, R	180,000	15,000	25,000	140,000	Tennis Australia	Application successful	● Application successful. Grant allocation of \$15,000. CFN Grant of \$100,000
Horsham City Bowling Club Synthetic Green	2018/19	McNeil, R	177,120	100,000	5,000	72,120	SRV	Application successful	● Application successful. Approved 15/2/2018
Horsham South Structure Plan	Not Budgeted	Irvine, E	120,000	120,000			VPA	Application successful	● Application successful. Approved 17/8/2017
Combined Planning Scheme Amendment C79	Not Budgeted	Irvine, E	60,000	60,000			DELWP	Application successful	● Application successful. Approved 4/7/2017
Improving Safety and Security - Football/Netball Administration Hub	Not Budgeted	Ellis, B	6,706	6,706			Department of Justice	Application successful	● Application successful. Approved 9/10/2017
Doon Hall - restoration of 2 Honour Boards	Not Budgeted	SurrIDGE, S	2,910	2,910			DVA	Application successful	● Application successful. Approved 30/11/2017
Brimpaen War Memorial Gates Restoration	Not Budgeted	SurrIDGE, S	4,955	4,955			DVA	Application successful	● Application successful. Approved 30/11/2017
Enriched Learning for Remote Schools	Not Budgeted	Harding, A	98,000	98,000			Dep of Education	Application successful	● Application successful. Approved 15/12/2017
Engage 2018-2020 - Young Generation	Not Budgeted	Donovan, A	100,000	100,000			Youth Affairs	Application successful	● Application successful. Approved 5/1/2018
Wonwondah Dadswells Bridge Road Final Stage	2018/19	Duke, M	257,000	128,500	128,500		DEDJTR Local Roads to Mark	Application successful	● Application successful. Approved 16/5/2018
Community Stories - Local Emergencies	2018/20	P Kuhne	7,800	7,800			Public Records Office	Application successful	● Application successful. Approved 23/5/2018
Jubilee Hall Creating a home for Oasis	2018/19	O'Brien K	99,905	66,600	33,305		Multicultural Commission	Application successful	● Advice of SUCCESS 30/3/2018. Grant allocation \$33,300
Walk to School Partnership 2018 & 2019	2018/2019	Duke, M	10,000	10,000			VicHealth	Application successful	● Application lodged 12/4/2018. Approved 28/5/2018
Electronic NLIS Transition Package - Saleyards Phase 2	Not Budgeted	Martin, J	379,883	379,883			DEDJTR	Application successful	● Application successful. Approved 12/12/2017
Local Government Energy Saver Stream 2 Application	2018/2019	S Newall	13,468	13,468			Sustainability Victoria	Application successful	● Application successful
Gender Equity in Community Engagement	2019/2020	K O'Brien	115,000	111,937	3,063		MAV/DELWP	Application successful	● Application successful. Approved 20/9/2018
Commemorating Armistice Day - 100 years on	2019/20	Martin, J	13,785	12,785	1,000		Armistice Centenary	Application successful	● Application successful. Approved 27/9/2018
Sunnyside Bowling Club - 2 synthetic greens	2019/2020	S Newall	422,864	250,000	10,000	162,864	SRV	Application successful	● Application successful. Approved 20/9/2018
Horsham Transfer Station E-Waste Facility	2018/2019	Ja Hamond	100,000	100,000			Sustainability Victoria	Application successful	● Application successful. Approved 24/9/2018
Her Words Exhibition	2018/2019	M Mountain	35,840	18,240		17,600	Creative Victoria	Application successful	● Application successful



# 2017-2018 ANNUAL REPORT



## ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2018



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*“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.”*

## ABOUT THIS REPORT

The Victorian Local Government Act 1989 requires all Councils to present an Annual Report to the Minister for Local Government by 30 September each year.

This Annual Report details the achievements and performance of Horsham Rural City Council over the past year. It is an important document that provides a transparent record of Council's activities in meeting its strategic goals and objectives as set out in the Council Plan to ensure that we deliver key outcomes for our community. Copies of this report are available from the Municipal Offices, Civic Centre, 18 Roberts Ave, Horsham. It can also be downloaded from the Horsham Rural City Council website [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au)

If you would like to receive this publication in another format, please contact reception on 03 5382 9777 or email [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)

If you require an interpreter service, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to contact Horsham Rural City Council on 03 5382 9777.

TTY service: Dial 133677 ask for 03 5382 9777.

Our business hours are 8.30am to 5.00pm Monday to Friday.

Horsham Rural City Council was established by the order of the Governor in Council on 19 January 1995 and is a body corporate.

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**Printed By:** HCPPro

**Images Courtesy Of:** Lynton Brown, Mark Radford, Adelle Rohrsheim, Ben Plunkett, Michelle McFarlane, The Weekly Advertiser, The Wimmera Mail-Times, Jane Murray, Council staff

# INTRODUCTION

## Welcome to the Annual Report 2017-2018

Council is committed to transparent reporting and accountability to the community and the Report of Operations 2017-2018 is the primary means of advising the Horsham Rural City Council community about Council's operations and performance during the financial year.

### OUR VISION

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

### OUR 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, our liveability, and natural environment

### AT A GLANCE

Population	19,833
Road Length	2,976 kilometres
Number of Council Employees	206.2
Number of Councillors	7
Rateable Properties	12,276
Rates and Charges Revenue	\$22,781,000
Total Revenue (including grants)	\$57,555,000
Municipal Charge	\$287
Garbage Charge	\$221/\$360
Major Employment Sector in Municipality	Agriculture, Retail, Health Care and Social Assistance



# SNAPSHOT OF OUR COUNCIL

Horsham Rural City is a vibrant, diverse community situated approximately 300 kilometres north-west of Melbourne and north of the Grampians National Park, in the heart of the Wimmera region of Victoria. Horsham Rural City Council has a population of 19,833 and covers an area of 4,267 square kilometres. Almost three quarters of residents live in 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. The Grains Innovation Park, a nationally acclaimed agricultural research centre, is based in Horsham.

There are a range of quality educational and health care facilities including secondary colleges, a university and an agricultural college. We also have 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 includes the major centres of Horsham and Natimuk, and the localities of: Arapiles, Blackheath, Brimpaen, Bungalally, Clear Lake, Dadswells Bridge, Dooen, Douglas, Drung, Duchembegarra, Grass Flat, Green Lake, Greenland Dam, Haven, Jilpanger, Jung, Kalkee, Kanagulk, Kewell, Laharum, Longerenong, Lower Norton, McKenzie Creek, Mitre, Mockinya, Mount Talbot, Murra Warra, Noradjuha, Nurrabel, Pimpinio, Quantong, Riverside, St Helen's Plains, Telangatuk East, Tooan, Toolondo, Vectis, Wail, Wartook and Wonwondah.

Council provides more than 70 services to the community ranging from emergency management, arts and culture, and 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.

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 2017-2021 Council Plan, associated Strategic Resource Plan and the 2017-2018 Budget set the strategic direction for Council over the next four years. These documents provide direction to management and include the key indicators that Council will use to deliver key outcomes.

ACCOUNTABLE  
and  
OPEN  
FLEXIBLE  
FAIR  
PROGRESSIVE



# THE YEAR IN REVIEW

## MAYOR'S MESSAGE

On behalf of my fellow Councillors, I am delighted to present the 2017-2018 Horsham Rural City Council Annual Report.

As well as being an important document required by the State Government, this report provides an overview of the work undertaken by Council on behalf of the community and demonstrates some of the key highlights and achievements throughout the year. Top of the list of 2017-2018 achievements is the opening of the Kalkee Road Children's and Community Hub (see pages 22-23).

This is a project that has been close to my heart for the past 10 years. It is a wonderful example of what can be achieved when a community and all levels of government work together, with a shared passion and vision.

The Anzac Centenary Pedestrian Bridge was officially opened in November (see pages 30-31). The many photographs you now see of this wonderful structure is a testament to Council's engineering team.

In April, the bridge was a special part of our Anzac Day commemorations and a month later it was announced as Victoria's best project at the Institute of Public Works Engineering Australia Awards.

The waterway the bridge traverses is clearly Horsham's greatest natural asset and the community will soon have the chance to shape a vision for activating the Wimmera River to its full potential when an overriding blueprint is developed for Horsham's Central Activity District (CAD) and River Precinct across the next six months.

Another accomplishment was the development of our first ever Youth Strategy (see page 27). This important document will guide how Council works with young people, services, schools and the community over the next 10 years.

There will be changes in the way we deliver youth services, with a transition away from the centre-based youth services model that is currently delivered under the Nexus brand. Instead, a new internal youth officer will be well placed to deliver on emerging priorities and coordinate engagement with young people.

The adoption of Council's budget and rates strategies for the year ahead was a period that extracted plenty of passion from our farmers. Having our chamber full of people wanting to share their opinion was a great result for democracy.

The strong debate also served to educate our community on the decision-making process of local government, and how we must adhere to the overriding state government framework.

A full review of our rate strategy, which is an exhaustive process, was last completed in 2014. The increasing rates burden to the farming sector has prompted Council to bring our next review forward to be completed before next financial year.

We are also asking the State Government to review the funding model for Councils, especially when it comes to the rating structure that has caused angst across many parts of regional Victoria.

We have continued the struggle for equitable public transport services for the Wimmera through the Western Rail lobby group (see pages 33-34). For too long, the transport needs of communities in this region have been constrained by the rail gauge change at Ararat.

The solution we are seeking is to standardise the 88 kilometres of line between Ballarat and Ararat, which would open the door for up to four return services to Horsham each day.

This year has seen a change in leadership for the Horsham Rural City Council. Peter Brown resigned as Chief Executive Officer in December, after seven years in the role. There have been many significant achievements for Council under Peter's leadership including the establishment of a performing arts centre, the Wimmera Intermodal Freight Terminal, Anzac Centenary Bridge (see pages 30-31) and Kalkee Road Children's and Community Hub (see pages 22-23). Peter has worked tirelessly to bring services and infrastructure to Horsham and the wider Wimmera and Southern Mallee region and we sincerely thank him for the enormous contribution he has made to this community.

I would like to thank our Chief Executive Officer Sunil Bhalla who has achieved a great deal since starting his tenure in April. Sunil has worked in Local Government for 24 years, including the past 12 in senior management roles.

Thanks also to the Victorian and Federal Governments which have contributed to our continued development, and also my fellow Councillors and our staff for their hard work and dedication in making Horsham a great place to live, work and play.



CR PAM CLARKE  
MAYOR

## CHIEF EXECUTIVE OFFICER'S MESSAGE

This 2017–2018 Annual Report outlines our continuing work to deliver on the strategic direction and targets set out in our 2017–2021 Council Plan.

This year we've focused significant energy on maintaining and improving the assets that Council is responsible for on behalf of our community.

While remaining within the State Government's 2.25 percent rate cap, we have maintained the standard of delivery on all of our extensive services. These are as diverse as roads, footpaths, stormwater drains and pipes, libraries, parks and sporting fields, and community centres.

This has been achieved through tight budgetary control, achieving some innovative efficiencies, and the use of rates growth funds from 2016–2017.

In the past year we have spent more than \$11 million on renewal works, \$1.7 million for asset upgrades and \$4.8 million for new assets including the \$2.9 million Kalkee Road Children's and Community Hub (see pages 22–23).

Whilst there has been a focus on growing and maintaining our assets, we have also focused on the long term, with forward planning for the proposed sports stadium and bypass.

During the middle of 2018, a staff restructure plan was developed and overseen by the Executive Management Team.

The new structure seeks to ensure sufficient in-house resources to manage Council's core activities, a strong focus on enhanced service and project delivery, robust long term planning and business efficiency. There will be less reliance on external resources, giving us better adaptability to focus on peaks in workload and where specialist skills are required.

Overall, the restructure created five extra positions with no redundancies or job losses. The principles underpinning the changes were fairness and equity, better succession planning and the fostering of personal and career development opportunities for staff.

This year we launched our new website and our online traffic has grown significantly as people find our digital services to be an easy way of staying up to date and accessing services.

Communication via social media has increased too. During the 2018–2019 budget consultation process, Facebook Live was trialled as a discussion tool, and with more than 6,000 video views, it's clear that our community wants to see more.

Challenges ahead for the city include increasing our steady population growth and attracting new investments and job growth to the region.

Council, through its support of our regional stakeholder groups, is working to enhance the Wimmera's profile as a go-to area for new and expanding industry.

The Horsham Economic Development Strategy (see page 29) was released in February and aims to strengthen and diversify the existing economic, tourism and industrial base in Horsham. I am looking forward to the Strategy's objectives being delivered in the future years.

I would like to take this opportunity to thank our Mayor and Councillors for their hard work and dedication over the last four years.

I also would like to thank all Horsham Rural City Council staff and volunteers – they put a huge amount of work into achieving all that we did in the last year and I'm confident that we will continue to get even better in the years to come.



**SUNIL BHALLA**  
**CHIEF EXECUTIVE OFFICER**

# OUR COUNCIL

## OUR PROFILE

Horsham Rural City Council provides more than 70 services to the community ranging from waste management, emergency and fleet management, to community and human service 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 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 2017-2021 Council Plan and the associated Strategic Resource Plan and 2017-2018 Budget set the strategic direction for Council over the next four years. These documents provide direction to management and include the indicators that Council will use to deliver key outcomes (see Our Performance, pages 36-51).

## ECONOMIC FACTORS

- ▶ Wool and lamb prices hit record levels during the year
- ▶ Another productive year in the rural sector with a good season and strong farm returns
- ▶ Rate capping continued for the third year
- ▶ Indexation was returned to Financial Assistance Grants but no adjustment/compensation made for the three years of the freeze on indexation
- ▶ Significant levels of construction projects took place across Victoria leading to increased costs for contracted works particularly in the area of road construction – related impacts have been difficulties sourcing adequate numbers of contractors and meeting expected project delivery timeframes
- ▶ Digital economy continued to expand, placing pressure on retailing operations within the municipality
- ▶ GWMWater announced increasing water pressure in Horsham to facilitate more cost effective developments
- ▶ China imposed significant restrictions on the importation of a range of recyclable materials, leading to a crisis in the global recycling industry and significantly increased costs for providing recycling services

## MAJOR CHANGES

- ▶ After seven years in the role, Mr Peter Brown resigned as Chief Executive Officer, effective December 2017
- ▶ Mr Graeme Harrison was appointed Acting Chief Executive Officer from January to April 2018
- ▶ Following an extensive recruitment process, Mr Sunil Bhalla was appointed as Chief Executive Officer, effective April 2018

## MAJOR ACHIEVEMENTS

- ▶ \$4.3 million Kalkee Road Children's and Community Hub completed and commenced operations in February 2018
- ▶ An Aboriginal Reconciliation Action Plan was developed and submitted to Reconciliation Australia for endorsement
- ▶ Business Case and Concept Design report for a new Wimmera Sports Stadium were completed
- ▶ Works on the outdoor pool to improve filtration commenced
- ▶ Funding received for the outdoor pool for wet deck, new pool shell, concourse and new pipework
- ▶ A new Community Directory for Horsham, available online and in hard copy, was created
- ▶ A Youth Strategy for the municipality was completed
- ▶ Worked with Horsham Community House to relocate to Horsham North (Robin Street Kindergarten site)
- ▶ Supported the transition of eligible NDIS clients from our Home and Community Care program
- ▶ Updated leadership statement on the prevention of violence against women and children
- ▶ Delivery of Alcohol Cultural Change project (YouthCan)
- ▶ Delivery of Age Friendly Communities project
- ▶ Implementation of Act@Work program
- ▶ Supported the implementation of Communities of Respect and Equality (CoRE) Regional Plan
- ▶ Horsham Town Hall Operations review and associated actions completed
- ▶ Delivery of Art Matters program
- ▶ Supported development of the Mitre Community Plan
- ▶ Received funding to deliver the Deaf Access program in the Wimmera
- ▶ Completion and opening of the Anzac Centenary Pedestrian Bridge (see page 30) across the Wimmera River in Horsham
- ▶ New Horsham Rural City Council website launched
- ▶ On-line purchase order system across Council implemented
- ▶ On-line training modules for staff training priorities implemented
- ▶ Moved to new MAV Workcare provider for insurance
- ▶ Master plan prepared for the Horsham Regional Livestock Exchange and a new RFID system implemented for the electronic scanning of sheep
- ▶ Johnson Asahi established at the Wimmera Intermodal Freight Terminal precinct in February 2018 as the first development to take advantage of the freight terminal
- ▶ Planning approval given to two major alternative energy projects, the Murra Warra and the Riverside solar farms
- ▶ New change rooms completed at the Cameron Oval reserve at Laharum
- ▶ Revised Parking Strategy adopted in December 2017
- ▶ Economic Development Strategy endorsed in February 2018
- ▶ New after hours phone service system introduced
- ▶ Planning Scheme Amendment for the WIFT precinct gazetted

## COUNCILLORS

Horsham Rural City Council has seven Councillors elected every four years by the residents of the municipality. Voting is conducted via postal vote with the most recent election held on 22 October 2016.

The Mayor is elected for a one year period each November and is voted in by the Councillors.

The seven Councillors are the elected representatives of all residents and ratepayers across the municipality. They have responsibility for setting the strategic direction for the Horsham Rural City Council, policy development, identifying service standards and monitoring performance across the organisation. Each Councillor has a portfolio of local committees that they attend, providing a valuable link between the community and Council.

Council meetings are held on the first and third Monday of every month (excluding January) at the Civic Centre Municipal Offices in Horsham commencing at 5.30pm. Meetings are open to the general public and new employees are encouraged to attend to familiarise themselves with Council operations.

Directors and Managers consult with Councillors and develop reports that are presented at Council meetings for deliberation and determination by Councillors.

Details about meeting dates are advertised in the press, on Facebook, and can be found on the Horsham Rural City Council website. Copies of the agenda for each Council meeting can be obtained by contacting the Executive Assistant to the Chief Executive Officer. Agendas and minutes are published on the Horsham Rural City Council website.







**CR PAM CLARKE**  
Mayor

**First elected:**  
March 2003  
November 2008

**Date re-elected:**  
27 October 2012  
22 October 2016

pam.clarke@hrcc.vic.gov.au  
03 5382 9725  
0428 303 681

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Cr Pam Clarke was first elected to Council in November 2003 to October 2008 and again from October 2012 to 2016. She is currently serving her third term as Mayor.

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. She was also Chairperson and committee member of many community and welfare organisations for over 35 years and a local business owner for more than 40 years.

**Committees:**  
Aboriginal Advisory, Audit, Australia Day, Chief Executive Officer Evaluation, Children's Hub Project Control Group, Community Halls, Domestic Animal Management Advisory Group, Early Years Planning, Finance Performance and Reporting, Horsham Performing Arts Company, Horsham Town Hall Fundraising, Municipal Association of Victoria, Tourism Advisory, North Western Municipalities Association, Public Art, Regional Cities Victoria, Seasonal Conditions, Victorian Local Governance Association and Wimmera Mallee Sustainability Alliance.

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**CR DAVID GRIMBLE**

**First elected:**  
29 November 2008

**Date re-elected:**  
27 October 2012  
22 October 2016

david.grumble@hrcc.vic.gov.au  
03 5383 6286  
0417 528 636

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Cr David Grumble has served as a Councillor since November 2008, including two terms as Mayor in 2012-2013 and 2013-2014.

Cr Grumble runs the family farm at Brimpaen. He understands the responsibility of civic leadership and is committed to representing the whole of the municipality.

**Committees:**  
Audit, Chief Executive Officer Evaluation, Finance Performance and Reporting, Grampians Central West Waste and Resource Recovery Group Forum, Greater Grampians Roundtable, Henty Highway Action, Horsham Racecourse Reserve Advisory, Horsham Regional Livestock Exchange Advisory Board, Rail Freight Alliance, Waste Strategy, Western Highway Action, Wimmera Intermodal Freight Terminal and Wimmera Southern Mallee Regional Transport Group.

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**CR ALETHEA GULVIN**

**First elected:**  
22 October 2016

alethea.gulvin@hrcc.vic.gov.au  
0490 203 625

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Cr Gulvin was elected to Council in October 2016 and is Horsham Rural City Council's youngest Councillor. Cr Gulvin is a qualified teacher and currently teaches at the Holy Trinity Lutheran School in Horsham. She has lived and studied locally throughout her entire education. Cr Gulvin has represented Australia in sport on numerous occasions and joined Local Government because she wants to give back to her community.

**Committees:**  
Australia Day, Bicycle Advisory, Chief Executive Officer Evaluation, Finance Performance and Reporting, Horsham Basketball Stadium (sub), Horsham College/Community Oval, Horsham Recreation Reserve, Horsham Recreation Reserve (City Oval), Horsham Regional Art Gallery, Sport and Recreation Advisory, Sunnyside Recreation Reserve Advisory, Wimmera Mallee Sustainability Alliance (sub) and Wimmera Southern Mallee LLEN.

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### CR JOSH KOENIG

**First elected:**  
22 October 2016

josh.koenig@hrcc.vic.gov.au  
0413 449 644

Cr Koenig is a Horsham local, having lived in the city for the entirety of his life. He is a family man, a proud husband and father. He has worked in social welfare and disability services for the last 10 years, and is currently the Client Engagement and ChildFIRST Manager at Uniting Wimmera. Cr Koenig is passionate about our community and wants to see it grow and develop, providing opportunities for all community members, living up to its title as The Capital of the Wimmera.

**Committees:**

Chief Executive Officer Evaluation, Finance Performance and Reporting, Horsham Performing Arts Company, Kannamaroo Festival, Municipal Association of Victoria (sub), Victorian Local Governance Association (sub), Wimmera Business Centre Advisory Board, Wimmera Development Association, Wimmera Disability Access Forum and Wimmera Regional Library Corporation.



### CR LES POWER

**First elected:**  
22 October 2016

les.power@hrcc.vic.gov.au  
03 5382 4709  
0419 922 687

Cr Les Power joined Horsham Rural City Council in October 2016 and is currently serving his first term. He has been a Horsham resident for over 40 years and a police officer for 15 years. Cr Power is involved in many community groups including the Blue Ribbon Foundation, Horsham and District Football League, YMCA and Nexus. He is very supportive of the local Koori community.

**Committees:**

Aboriginal Advisory (sub), CBD Action Group, Chief Executive Officer Evaluation, Children's Hub Project Control Group, Domestic Animal Management Advisory Board, Finance Performance and Reporting, Local Advisory Fire Prevention, Horsham Aquatic Centre Advisory, Horsham Performing Arts Company, Municipal Fire Management, Parking Consultative and Advisory, Regional Recreation Water Users Group and Tidy Towns.



### CR MARK RADFORD Dip Local Government

**First elected:**  
29 November 2008

**Date re-elected:**  
27 October 2012  
22 October 2016

mark.radford@hrcc.vic.gov.au  
03 5384 0324  
0427 840 324

Cr Radford was first elected to Council in November 2008 and served one term as Mayor in 2014-2015.

Mark is a self-employed electrical contractor. He is a member of the Salvation Army, YMCA and Secretary for the Vectis Rural Fire Brigade.

He is committed to working for the community, with a passion for improving services for our young people.

**Committees:**

Chief Executive Officer Evaluation, Drug and Alcohol Taskforce, Finance Performance and Reporting, Haven Recreation Reserve, Horsham Basketball Stadium, Horsham Town Hall Fundraising, Multi-Purpose Stadium Project Control Group, North Western Municipalities Association (sub), Police Community Consultative, Sport and Recreation Advisory, Tourism Advisory (sub) and Wimmera River Improvement.



### 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 and 39 years community leadership and service with Victoria Police, retiring as a Chief Inspector. He has been a commercial pilot and has also worked in the energy sector and earthmoving industry. He is a life member of Brophy Family and Youth Services and founder and Chairman of the Australian Bravery Foundation. Cr Robinson and his wife were founders of the Helicopter Rescue Service based in Warrnambool that supports this region and they also initiated the Koori Court of Victoria. He is currently the District Support Co-ordinator for the Country Fire Authority (CFA) in the Wimmera and has been a CFA volunteer for 40 years. He established and leads the CFA District 17 Aviation Support Unit.

Cr Robinson was awarded an OAM in the 2017 Australia Day honours list for services to the Victorian community and was awarded the Bravery Medal in 1999.

**Committees:**

Chief Executive Officer Evaluation and Finance Performance and Reporting.

# OUR PEOPLE

## ORGANISATIONAL STRUCTURE

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 which leads the organisation. Details of the Executive Management Team are set out below.

## CHIEF EXECUTIVE OFFICER



### SUNIL BHALLA

Chief Executive Officer  
From 3 April 2018  
(formerly Peter Brown)

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

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#### Areas of Responsibility:

Management and Performance of all Council operations including \$53 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

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## SENIOR OFFICERS REPORTING DIRECTLY TO THE CHIEF EXECUTIVE OFFICER



**KEVIN O'BRIEN**  
 Director Community Services  
 B Theol, Assoc. Dip Arts,  
 Dip Man, Grad Cert Man

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**Areas of Responsibility:**  
 Aged and Disability Services  
 Community Development  
 Cultural Development  
 Emergency Recovery  
 Environmental Health Officer  
 Horsham Aquatic Centre  
 Horsham Regional Art Gallery  
 Immunisations  
 Maternal and Child Health  
 Multiple Birth Support Program  
 Playgroups  
 Rural Access  
 Senior Citizens  
 Theatre and Venue Management  
 Wimmera Regional Library Service  
 Youth Services

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**GRAEME HARRISON**  
 Director Corporate Services  
 B Econ, Dip GAICD, CPA

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**Areas of Responsibility:**  
 Customer Service  
 Financial Services  
 Human Resources  
 Information and Communications  
 Technology  
 Governance  
 Organisational Performance  
 Payroll  
 Property Management  
 Rate Collection  
 Records Management  
 Risk Management  
 Treasury

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**ANGELA MURPHY**  
 Director Planning and Economic Services  
 B Bus (Acc), B Bus (Local Gov), ASA

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**Areas of Responsibility:**  
 Animal Management  
 Building and Maintenance  
 Caravan Park  
 Economic Development  
 Industrial Estate  
 Local Laws  
 Major Events and Marketing  
 Planning Services  
 Tourism  
 Traffic Management  
 Visitor Information Centre  
 Wimmera Business Centre

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**JOHN MARTIN**  
 Director Technical Services  
 BE (Agric)

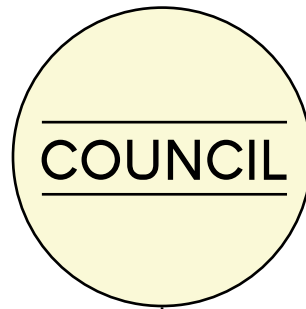
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**Areas of Responsibility:**  
 Drainage Maintenance  
 Emergency Management  
 Engineering and Design  
 Environmental Management  
 Fleet  
 Horsham Aerodrome  
 Horsham Regional Livestock Exchange  
 Roads, Streets and Bridges Construction and Maintenance  
 Sports and Recreation  
 Waste Management

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# OUR PEOPLE *continued...*

## ORGANISATIONAL STRUCTURE



CHIEF EXECUTIVE OFFICER SUNIL BHALLA

Organisational Level Designation	Community Services Kevin O'Brien	Corporate Services Graeme Harrison	Planning & Economic Angela Murphy	Technical Services John Martin
<b>GROUP</b>	<u>Aged &amp; Disability Services</u> <u>Community Development</u> <u>Cultural Development</u> <u>Emergency Recovery</u> <u>Environmental Health Officer</u> <u>Horsham Aquatic Centre</u> <u>Horsham Regional Art Gallery</u> <u>Immunisation</u> <u>Maternal &amp; Child Health</u> <u>Multiple Birth Support Program</u> <u>Playgroups</u> <u>Rural Access</u> <u>Senior Citizens</u> <u>Theatre &amp; Venue Management</u> <u>Wimmera Regional Library Corporation</u> <u>Youth Services</u>	<u>Customer Services</u> <u>Financial Services</u> <u>Govenance</u> <u>Human Resources</u> <u>Information &amp; Communications Technology</u> <u>Organisational Performance</u> <u>Payroll</u> <u>Property Management</u> <u>Rate Collection Services</u> <u>Records Management</u> <u>Risk Management</u> <u>Treasury</u>	<u>Animal Management</u> <u>Building &amp; Maintenance Services</u> <u>Caravan Park</u> <u>Economic Development</u> <u>Industrial Estate</u> <u>Local Laws</u> <u>Planning Services</u> <u>Tourism, Major Events &amp; Marketing Services</u> <u>Traffic Management</u> <u>Visitor Information Centre</u> <u>Wimmera Business Centre</u>	<u>Drainage Maintenance</u> <u>Emergency Management</u> <u>Engineering &amp; Design Services</u> <u>Environmental Management</u> <u>Fleet</u> <u>Horsham Aerodrome</u> <u>Horsham Regional Livestock Exchange</u> <u>Roads, Streets &amp; Bridges</u> <u>Construction &amp; Maintenance</u> <u>Parks, Sports &amp; Recreation</u> <u>Waste Management</u>
<b>Department Manager</b>	<u>Community Development</u> Anne Donovan <u>Human Services</u> Mandi Stewart	<u>Finance</u> Heather Proctor <u>Rates &amp; Information Services</u> Kerrie Bell <u>Organisational Development</u> Tony Schneider	<u>Business &amp; Economic Development</u> Stephen Pykett <u>Regulatory Services</u> Lauren Coman	<u>Infrastructure Development</u> Martin Duke <u>Recreation &amp; Sustainability</u> Vacant <u>Operations</u> Rob Moir

# EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

A Council with 40 or more members of staff must have developed and implemented an equal opportunity program. The objective of Council's equal employment opportunity program is to ensure 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.

Horsham Rural City Council commits itself in a variety of ways to the elimination of discrimination against, and the promotion of equal opportunity for, women and all other people in relation to employment matters. This commitment is supported by the activities of 15 designated contact officers, which represents one contact officer for every 17 employees. Every two years an external provider is engaged to deliver equal opportunity refresher training and we have found that this reaches 80 percent of staff. On commencement, all staff are made aware of Council's commitment to equal opportunity and they are reminded of the expectations and obligations employees owe to themselves, their colleagues, Council and the community.

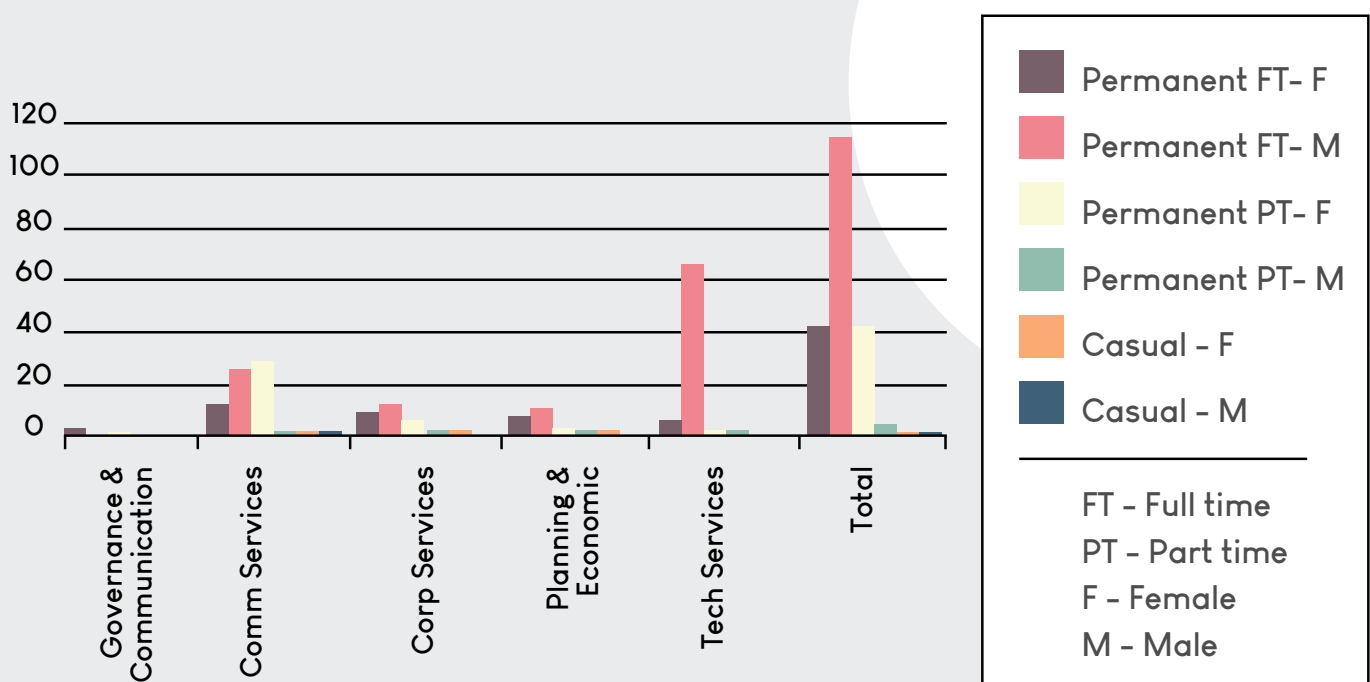


# OUR STAFF

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

## NUMBER OF STAFF (FTE)

EMPLOYEE TYPE/GENDER	GOVERNANCE AND COMMUNICATIONS	COMMUNITY SERVICES	CORPORATE SERVICES	PLANNING AND ECONOMIC	TECHNICAL SERVICES	TOTAL FTE
Permanent FT - F	4.00	13.00	10.00	8.00	7.00	42.00
Permanent FT - M		26.00	12.00	11.00	66.00	115.00
Permanent PT - F	1.52	28.57	6.41	4.18	1.52	42.20
Permanent PT - M		1.70	0.80	0.56	1.35	4.41
Casual - F		1.60	0.50	0.06		2.16
Casual - M		0.45				0.45
<b>TOTAL</b>	<b>5.52</b>	<b>71.32</b>	<b>29.71</b>	<b>23.80</b>	<b>75.87</b>	<b>206.22</b>



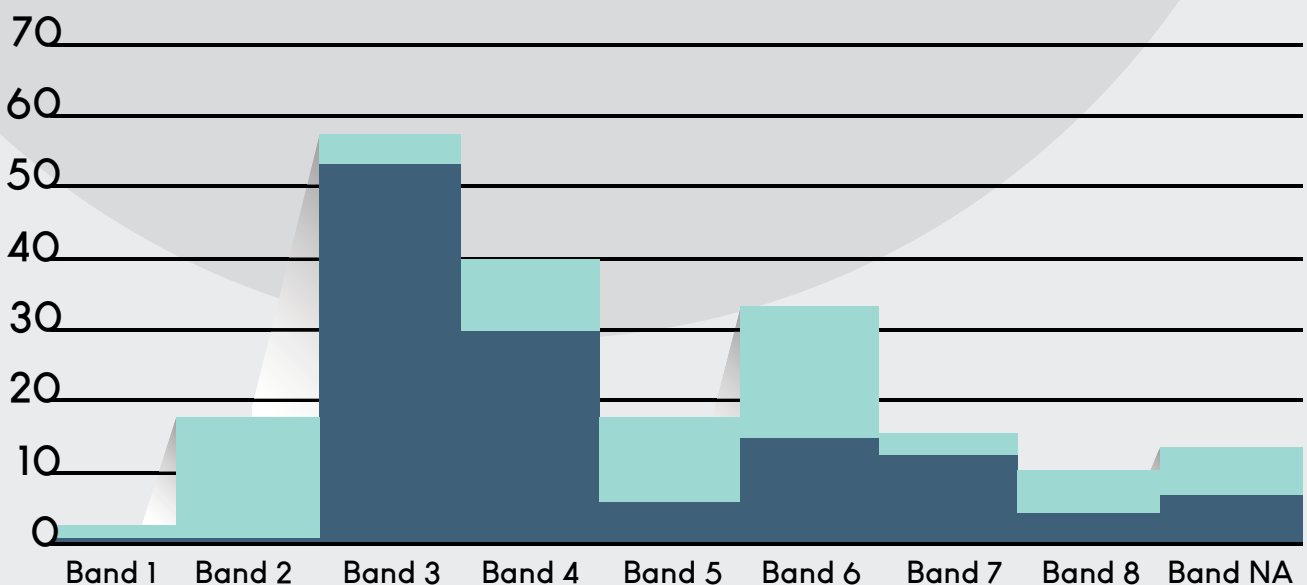
## NUMBER OF STAFF (FTE)

EMPLOYMENT CLASSIFICATION	FEMALE FTE	MALE FTE	TOTAL FTE
Band 1	1.48	0.55	2.03
Band 2	16.59	0.58	17.17
Band 3	3.78	53.85	57.63
Band 4	11.04	29.50	40.54
Band 5	11.88	5.50	17.38
Band 6	18.18	14.82	33.00
Band 7	3.17	12.00	15.17
Band 8	6.00	4.00	10.00
Band not applicable	6.85	6.45	13.30
<b>TOTAL</b>	<b>78.97</b>	<b>127.25</b>	<b>206.22</b>

## Number of Staff (FTE)

Female

Male





# OTHER STAFF MATTERS

## 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 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.

## PROFESSIONAL DEVELOPMENT

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

During 2017–2018, 10 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 Risk Management and Business Continuity
- ▶ Cert IV in Leadership and Management
- ▶ Certified Practising Accountant

Three staff also completed the Leadership Wimmera Program with a further three commencing the program in 2017–2018.

Horsham Rural City Council 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. To reinforce Council's approach to learning and development, an Organisational Development Training and Support Officer role was created. Since commencing in September 2017, there has been a high focus on Aboriginal Cultural Awareness training and the implementation and roll out of online compliance training. The Training and Support Officer has also conducted a review on training expenditure within Council and is now streamlining the expenditure and training to assist Council and employees with their professional development.

## PREVENTING VIOLENCE AGAINST WOMEN



*Pam Clarke, Mayor and Sunil Bhalla, Chief Executive Officer with Council's renewed leadership statement on violence*

Horsham Rural City Council has renewed its leadership statement on violence against women and children.

Violence against women is a major issue for Horsham Rural City Council with the family violence incident rate in Horsham Rural City per 100,000 of population (October 2015 – September 2016) being more than double the Victorian average. Horsham has consistently had the highest rate of family violence incidents 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.

In 2014, Council adopted its original leadership commitment and statement to the prevention of violence against women, and in 2017 the Act@Work program was introduced as part of a region-wide strategy. Act@Work aims to address inequality as it is one of the main drivers of violence against women.

An action plan was developed as part of the Act@Work Program, which included a commitment to review the 2014 leadership statement.

## THE NEW LEADERSHIP STATEMENT IS AS FOLLOWS:

*“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.”*

## ACT@WORK

Horsham Rural City Council is committed to supporting initiatives relating to family violence prevention along with incorporating behaviours that reinforce respect and equality for all members of the community. The 2017-2021 Council Plan lists three priorities and one advocacy action, whilst the 2013-2017 Municipal Public Health and Wellbeing Plan has one action surrounding these initiatives.

Council supports a range of projects to prevent violence including White Ribbon Day and International Women’s Day. Another initiative introduced to Council in late 2016 was the Act@Work program designed and piloted by Women’s Health Grampians. The program aims to enable Council staff to be able to provide appropriate support to women experiencing violence, whilst also addressing the underlying causes of violence to prevent it occurring both in the workplace and in our broader community. Further, it aims to promote equal and respectful relationships between women and men.

Preventing violence against women requires changing cultural beliefs and attitudes that support it such as gender inequality, rigid gender roles and stereotypes, sexism and discrimination.

The Municipal Association of Victoria has provided funding for Women’s Health Grampians to deliver Act@Work across the four Wimmera Councils – Horsham Rural City, Yarriambiack, Hindmarsh and West Wimmera Shire Councils.

### Act@Work has two core components:

An organisation-wide strategy to support sustainable changes in the workplace. It involves:

- ▶ Engaging management in the program
- ▶ Appointing an internal action group to lead change
- ▶ Conducting an organisation assessment
- ▶ Developing an action plan
- ▶ Overseeing implementation of the action plan

Training for staff on bystander action and community responsibility – this training involves male and female facilitators with extensive experience in violence against women and who model healthy, respectful and equal relationships between men and women. It aims to:

- ▶ Increase knowledge of the prevalence and costs of violence against women in the community
- ▶ Challenge the attitudes that contribute to a culture where violence against women occurs
- ▶ Increase skills in contributing to a community and workplace culture where healthy and respectful relationships are encouraged

# OTHER STAFF MATTERS *continued...*

## 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 2017-2018:

- ▶ 54 Skin Assessment Checks conducted for staff working in the outdoor environment
- ▶ Five new designated work group representatives completed the five day Health Safety Representative (HSR) training
- ▶ Three year plan to meet the National Assessment Tool (NAT) criteria as part of the implementation of the MAV WorkCare Self-Insurer Scheme
- ▶ 133 Incidents and Near Misses reported from all sectors of Council

The Horsham Rural City Council 2017-2018 Safety Strategy demonstrates Council's commitment to provide a safe work environment.

This safety strategy outlines Council's key focus areas for the 2017-2018 period to support the achievement of our OHS Policy and OHS Strategic Objectives; and the continued development of our safety management system in all operational areas of Council.

Strategy 1: Health and Safety Leadership

Strategy 2: Risk Management

Strategy 3: OHS Management and Performance

Strategy 4: Health and Wellbeing



## MAV WORKCARE SCHEME:

Council transitioned to the new Municipal Association of Victoria (MAV) WorkCare workers' compensation self-insurance scheme on 1 November 2017. This means that MAV WorkCare now manages Council's workers' compensation claims, rather than WorkSafe (via Allianz).

The aim of the WorkCare scheme is to help make local government workplaces safer through a more tailored approach, and to ensure that injured workers receive the compensation and rehabilitation services that they are entitled to. Council has become a member of WorkCare to achieve better outcomes for our employees and their families.

There will be a requirement for all Member Councils to be fully compliant with the National Audit Tool (NAT) and once achieved, that this is maintained. The registration of self-insurance schemes is regularly tested by the VWA against financial viability and safety system measures, with NAT compliance across scheme members being their main measure of OH&S management and performance.

Implementation of the self-insurance scheme offers a range of 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)

# OUR COUNCIL PLAN

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

The 2017-2021 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 Our Performance (pages 36-51)

For a full copy of the Horsham Rural City Council Plan, please contact Council on 03 5382 9777 or call into the Municipal Officers, Civic Centre, 18 Roberts Avenue, Horsham. It is also available on the Horsham Rural City Council website – [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au).

## 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 section on Our Performance for more details (pages 36-51).

### AUSTRALIA DAY CELEBRATIONS



Australia Day Award recipients Dustin Cross (left) and Ian Walter (right)

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 around 400 people who, prior to the official ceremony, enjoyed a free barbecue breakfast provided 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 Tamikah Petering from the Horsham Arts Council. A children's story "Possum Magic" was read by Mary Dagleish and a flag raising ceremony was performed by the Horsham Girl Guides and Scouts.

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

This year's Australia Day Award recipients were:

- ▶ Ian Walter, Citizen of the Year
- ▶ Dustin Cross, Youth Citizen of the Year
- ▶ 2017 Tri State Games Committee – Community Event of the Year

Mayor, Cr Pam Clarke conducted the Australian Citizenship Ceremony where three community members from India and the Republic of Ireland pledged their commitment to our great nation.

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

# GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT

## KALKEE ROAD CHILDREN'S AND COMMUNITY HUB



The Barengi Gadjin Land Council conducted a smoking ceremony at the official opening of the Kalkee Road Children's and Community Hub in June

In February 2018, after almost a decade of planning and lobbying, Horsham Rural City Council opened a brand new integrated Children's and Community Hub, custom designed to suit the needs of local families.

Born from community consultation back in 2007, and later raised as a priority during the development of the 2013 *Horsham North Urban Design Framework*, the vision was to create a space that would:

- ▶ Maximise the health, social and emotional wellbeing for children
- ▶ Provide families with increased access to education, health, support and community services
- ▶ Create a focal point in Horsham North that would help to connect it with the rest of Horsham

The overall cost of the project was \$4.395 million, with \$3.5 million of funding being secured through grants from State and Federal government (Victorian Department of Education \$1.6 million, Regional Development Victoria \$1 million and Federal Government National Stronger Regions Fund \$900,000). The project was delivered within budget.

The new 1,135 square metre facility has been constructed on a greenfield site providing a central community hub that combines a range of education, health, care, support and community services. The facility combines a range of multi-use areas including:

- ▶ A large multipurpose space – scheduled for playgroups and a community shared space available for booking for community meetings and events, business conferences, training sessions and young parents groups

- ▶ Consulting/interview rooms, meeting room and shared working space – three interview and consulting rooms and a large shared work space are used by Maternal and Child Health Services and range of services new to Horsham including: private professional services, early childhood intervention/allied health services, parenting groups, counselling services, and adult education programs
- ▶ Reception/administration/foyer
- ▶ Public amenities including accessible and baby change facilities
- ▶ Children's Services component delivered in four rooms of varying sizes – Kindergarten programs are delivered by Horsham District Kindergarten Association. The new facility is supported by an off street car park, drop-off zone, access paths, landscaping and play areas

Council's Maternal and Child Health Service and Supported Playgroup program commenced operating from the new facility mid-February 2018 and the Kindergarten programs commenced at the start of the 2018 second school term.

In addition to this, the delivery of immunisation sessions and a number of local agencies are either using or committed to using the new facility.

- ▶ Horsham District Kindergarten Association (three and four year old kinder program and after kinder care)
- ▶ Goolum Goolum (Kookas Playgroup)
- ▶ Uniting Wimmera (Parenting Program)
- ▶ Barwon CASA (Counselling Room)
- ▶ Horsham Toy Library

The Kalkee Road Children's and Community Hub is clearly identifiable from Kalkee Road as you drive north from Central Horsham. It is specifically located in Horsham North as this is an area in the municipality of particular need that was identified through the Horsham Early Years Social Infrastructure Plan. The forecourt and entrance to the building on Kalkee Road forms a focal point within an existing streetscape through a combination of planting and landscape elements. The hub building forms the Kalkee Road gateway to the Dudley Cornell Park.

The architecture of the Kalkee Road Children's and Community Hub has been developed to ensure the building presents as a valued and significant piece of civic infrastructure, servicing the local community. The single-storey building was constructed to achieve maximum passive solar efficiency with substantial glazing to the north and south and minimal glazing to the east and west.

## GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT

The construction comprises of a series of stepped skillion roofs, enabling northern light to penetrate into the depth of the building via clerestory windows. A number of connecting volumes and facades which have been broken down, ensure the appearance of the building is made up of elements relating to residential scale buildings around it.

There was significant engagement with Barengi Gadjin Land Council and Goolum Goolum Aboriginal Cooperative to recognise Aboriginal and Torres Strait Islander culture at the new facility.

Animal motifs (lizard, wombat, emu and wallaby) are in the floor tiles in the main foyer leading to the various rooms.

The floor motif design was presented to the community including Aboriginal families at Goolum Goolum Aboriginal Cooperative.

The Public Art Sculpture, known as Fish Trap, adjacent to the entrance of the car park was a form inspired by the artistry of woven Aboriginal fish traps – it aims to welcome children to the centre with fun, while referencing Horsham's rich Indigenous history.

Rooms at the hub are also named in the local Wergaia language.

### CITIZENSHIP CEREMONIES

The Mayor is responsible for conducting Australian Citizenship Ceremonies in the Horsham Rural City Council on behalf of the Department of Immigration and Border Protection. 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 eight citizenship ceremonies welcoming 19 candidates from the Philippines, India, Ireland, South Africa, England, Taiwan, Zimbabwe, Vietnam and Ethiopia.

### 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, the following Civic Receptions were hosted by Horsham Rural City Council:

- ▶ 9 October 2017 – Order of Australia Association Horsham Branch Inaugural Student Citizenship Awards
- ▶ 30 November 2017 – Special afternoon tea to celebrate the success of the 2017 Tri State Games

### DOG OBEDIENCE DAY



*Council's Community Safety Officers attended a dog obedience day in Horsham this year.*

On Sunday 27 August 2017, Community Safety Officers Scott Brown and Melissa McCombe attended Horsham Dog Obedience Club to answer questions from the community about responsible animal management. This is one of a number of initiatives the Community Safety Unit is involved in which aims to educate and engage the community to work towards continuously improving animal management services in the Horsham municipality. Officers were also present at Northfest and attended a dog training seminar at the invitation of Council's partner Horsham PAWS (People for Animal and Welfare Support).

## GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT



*The Inaugural Dance Affair in the Heritage Hall as part of the Art Is... Festival was a huge success*

### HORSHAM TOWN HALL AND REGIONAL ART GALLERY

Horsham Town Hall is more than just what you see on the stage or within an exhibition, it is the connection between audience, artist and art. For some, art is life changing. It can be an uplifting, affirming or even a confronting experience, which opens up a new world of ideas. For others, art is entertainment, a fun, relaxing diversion from our busy modern lives. Regardless of the motivation of our audience, one of the Horsham Town Hall's roles is to provide rich experiences for all visitors and encourage involvement in the arts in all its mediums.

Horsham Town Hall is focused on creativity, vibrancy and financial sustainability. With this focus, we have seen the number and diversity of performances and exhibitions continue to grow. The programs are strongly supported by the community engagement activities, which add to our visitor's experience.

During the last financial year, we have welcomed over 65,000 visitors through our doors. The venue presented 239 events, including 21 art exhibitions, and worked with 135 artists. The venue's turnover included ticket revenue of \$926,424 with 51.5 percent of the transactions occurring at the box office. Visitation reach was beyond our general population, with 37 percent of sales coming from outside the municipality, including patrons visiting from the United Kingdom, Norfolk Island and New Zealand.



*Art Play Sunday saw the Horsham Town Hall transformed into a huge secure kid's zone during the Art Is... Festival*

The venue presented over 290 community engagement programs, involving participation from over 5,000 community members participated.

The youth of our community remains a large focus of the Horsham Town Hall with support from the Department of Education and Training Victoria. 147 youth-based workshops were delivered to our regions. The strong ties with Marion College Ararat, Minyip Primary School, Horsham College, St Brigid's College, Kaniva College, Dimboola Memorial Secondary College, Warracknabeal Primary and Secondary College, Horsham Holy Trinity College, St Michael's and John's Primary, Horsham West Primary, Horsham Primary,

## GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT

Skene Street Stawell, Yaapeet Primary, St Mary's Catholic Primary School and the Horsham Special School see the development of youth programming growing from strength to strength.

The year has brought many highlights in our program; *Enmeshed* was one of our opening exhibitions for the year. This exhibition emerged from a partnership with Ararat Regional Art Gallery whilst they were undertaking renovations. *Enmeshed* saw the walls and rooms of the gallery transformed with texture, whilst displaying some of the most innovating weaving techniques. *Constructed Narratives* – Tracey Moffatt, Christian Thompson and Bindi Cole Chocka explored culturally diverse stories of self-determination and identity, enabling the audience to question their ideals.

The Melbourne Symphony Orchestra were welcomed back onto our stage, performing to two full houses with one performance proudly sponsored by RES Australia to a full house of schools from within our region. It was an amazing opportunity for the youth of our region to learn and explore the world of classical music.

The year would not have been complete without our community presentation. A collaboration with the Art is... Festival presented the *Inaugural Dance Affair* in the Heritage Hall. This event highlighted the diversity of cultures and social groups within our region, showcasing various forms of dance with audience participation. Horsham Arts Council continued to build on their impressive performances presenting both *Rent* and *Joseph and The Amazing Technicolour Dream Coat*. *Rent* highlighted some of the region's best emerging talent, with 12-nominations from the Musical Theatre Guild of Victoria. The cast and crew were invited to perform at the Music Theatre Guild of Victoria awards in Bendigo, with wins for *Cameo Performance* by Josh Young and *Set Design* by Erin Boutcher.

Our staff and volunteers exemplify the commitment and passion that our goals mandate in managing the venue's demands, whilst providing first class service to patrons, performers, artists, educators and venue hirers alike. Their combined abilities and expertise enables the Horsham Town Hall to continue to rise to challenges and find creative and collaborative approaches to all activities undertaken.



The *Enmeshed* woven artworks exhibition was a joint partnership with the Ararat Regional Art Gallery

This year we have seen several staffing changes. Alison Eggleton, Horsham Regional Art Gallery Curator, has taken an 18-month sabbatical to explore and develop her skills. With her departure, we welcomed Michelle Mountain from Centre for Contemporary Photography. Michelle brings a wealth of experience to the venue, and is an integral part of the team. Debra Moar resigned as Education Officer to take up a teaching position at Horsham St Brigid's Secondary College. We wish Debra all the best in her new role. Faith Hardman-Holmes commenced as the new Education Officer. Her drive and enthusiasm, combined with a strong knowledge of public programming, is seeing her build on Debra's work to further enhance our education program. The performing arts team welcomed Timothy Hobbs, a skilled technician, into our permanent staff.

Finally, an enormous thank you to all our volunteers who support the staff to keep the many moving parts of the Horsham Town Hall in motion with enormous commitment, dedication and good humour!



The *Soft Core* exhibition in March explored the many aspects of softness



# GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT

## ABORIGINAL ADVISORY COMMITTEE



A number of activities were held during National Reconciliation Week in Horsham this year

Horsham Rural City Council has established an Aboriginal Advisory Committee. Membership of this committee comprises of representatives from Barengi Gadjin Land Council, Goolum Goolum Aboriginal Co-operative, the community and Council.

The purpose of the Aboriginal Advisory Committee is to provide strategic advice and guidance on the development of policies, plans and projects that integrate reconciliation processes into our business, services and programs. This committee provides a platform for ongoing engagement between Council and Aboriginal communities across a broad range of issues.

Objectives of the Aboriginal Advisory Committee are to:

- ▶ Establish ways of working together that support respectful and robust dialogue between Council, local Aboriginal and non-Aboriginal communities
- ▶ Provide input into the development, implementation and review of the first Reconciliation Action Plan
- ▶ Advise Council on programs, services, events, projects, activities and facilities that support reconciliation
- ▶ Support planning and development of events that have significance for the journey towards reconciliation including Australia Day, Reconciliation Week and NAIDOC Week
- ▶ Strengthen community awareness of reconciliation issues in Horsham Rural City Council

The Aboriginal Advisory Committee has been working very effectively and a number of achievements have been made as outlined below.

ACTION	PROGRESS
Planning	Engagement with Barengi Gadjin Land Council regarding the development of the Wimmera River Corridor Plan
Employment	\$50,000 in 2017-2018 budget for traineeships. Four trainees have commenced, one completed traineeship
Cultural Awareness Training	Majority of staff have undertaken Cultural Awareness Training. Part of induction process for new staff
Kalkee Road Children's and Community Hub	Black Cockatoos Playgroup operating from the Children's Hub. Animal footprints included in flooring design, room naming has occurred in local Wergaia language, fish trap (inspired by the Toolondo fish trap) was installed
Reconciliation Action Plan (RAP)	Reconciliation Action Plan was endorsed by Council and submitted to Reconciliation Australia
Reconciliation Week	Council either was involved or lead activities during the week
NAIDOC Week	Council supported and promoted activities

# GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT

## YOUTH C.A.N (CHANGING ALCOHOL NORMS)



Youth C.A.N

The goal of the Youth C.A.N project is to target young people aged 12-18 and their parents, to change the culture of risky teen drinking and parental supply of alcohol in Horsham. This is being done by utilising the arts and social media to challenge dominant alcohol norms, reduce social pressures around teenage drinking and challenging parental supply.

During 2017-2018 Council have achieved the following actions:

### Community Awareness:

- ▶ The Project Launch Event (in conjunction with Kannamaroo). Pre-Commencement survey data collected
- ▶ Establishment of a Youth C.A.N Facebook page and Parents C.A.N Facebook group
- ▶ Footage and images obtained during activities and events have been used to create marketing videos to raise awareness about the project
- ▶ Videos have been screened at the Horsham Cinema, on the Telstra Electronic Billboard and on YouTube and Facebook

### Education:

- ▶ Horsham College has implemented a new alcohol education curriculum at the commencement of the 2018 school year
- ▶ St Brigid's College will implement the same curriculum at the commencement of the 2019 school year
- ▶ It's OK to say NO Information night for parents and teens featuring guest speaker Fiona O'Loughlin and representatives from partner organisations (Grampians Community Health, Horsham Police, Wimmera Drug Action Taskforce)
- ▶ St Brigid's College year 10 students participated in a full day play making workshop as part of the It's OK to say NO night, where they performed short skits to their parents and community members about the issues they see within the current alcohol culture of young people

- ▶ Social media channels have been utilised as a means of educating parents about the risks associated with parental supply of alcohol and encouraging discussion amongst parents in an online forum

### Social Marketing:

- ▶ Colour War and Human Lettering activity
- ▶ #funnighin activity (involved participants organising a Fun Night In in their own homes and uploading photos from their night on the Youth C.A.N Facebook page)
- ▶ These activities were also used as a means of education about the alcohol culture and to obtain images and footage to be utilised in our social marketing campaign

## YOUTH STRATEGY



Horsham residents have had their say as Horsham Rural City Council's Youth Strategy moves a step closer to finalisation.

The community was asked what they loved about the region, what they would change about Horsham and what the top five priorities for Horsham were.

Young people have said they are proud to live in Horsham, they like the close knit community and they feel safe. They nominated the area's public facilities such as the river, parks and town hall as good places to go to.

The consultation involved online surveys (325 completed), workshops with services, youth co-designed workshop and focus groups, as well as interviews with Councillors.

Some of the aspects to come from the survey as issues facing Horsham were:

- ▶ Young people wish for better engagement with Council
- ▶ Identifying drug and alcohol use and abuse
- ▶ Bullying
- ▶ Mental and physical health
- ▶ Lack of places to go

The consultation was a key first step in the development of the Youth Strategy which will set the direction and guide future service delivery for the municipality.

# GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT

## WIMMERA DEAF ACCESS



The Deaf Access Program is a 12 month project grant position funded through the Department of Health and Human Services. Horsham Rural City Council has entered into an agreement with the City of Ballarat to deliver the program in the following five local government areas:

- ▶ Horsham
- ▶ Northern Grampians to Stawell
- ▶ Yarriambiack
- ▶ Hindmarsh
- ▶ West Wimmera

The Deaf Access program is tasked with increasing the range of opportunities available to those that are deaf or hard of hearing in our community to:

- ▶ Enable participation in and benefit from the same community activities and mainstream services as everyone else
- ▶ Work to ensure that they are connected and have the information they need to make decisions and choices
- ▶ Enhance and build the skills so that they have the confidence and capacity to participate and contribute to the community and to protect their own rights
- ▶ Enable them to actively contribute to leading, shaping and influencing the community

The Deaf Access Worker is tasked with increasing the range of opportunities available to those that are deaf or hard of hearing in our community. It is not about supporting or trying to make people identify as being different, rather it is to make Council's services accessible for all the community without excluding anyone.

The Deaf Access Worker has facilitated in placing Hearing Shuttles at Customer Service offices in Hindmarsh Shire Council Nhill, Dimboola Library, West Wimmera Shire Council Edenhope and Kaniva, Yarriambiack Shire Council Warracknabeal, Horsham Rural City Council Civic Centre and Horsham Visitor Information Centre.

Regional Council's will change their practices to increase accessibility to all, ensuring that more deaf and hard of hearing members of the community will have more contact with Councils and access their services. Council Officers will have more job satisfaction and it will be easier for everyone to provide good, clear, communication, therefore increasing the clarity of information.

The Deaf Access Project will have a significant impact on the participants, improve communication skills, empowering them and building self-confidence. It will build increased knowledge and awareness amongst Councils and community members. There is always a need to provide accessible ways for people to be able to meaningfully contribute to their community.

The learnings from Deaf Awareness Training sessions should be long term and assist the participants to have a greater impact in the community.

With the knowledge gained from this training, people and organisations will be better equipped to provide opportunities for people that are deaf and hard of hearing, have an improved capacity to work effectively in the current and future climate and increase the capacity of all the community to be able to meaningful participate and engage with civic life.

Approximately 100 participants across the five regional Councils have attended Deaf Awareness Training with more training to be held in the future.

## 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 section on Our Performance for more details (pages 36–51).

### ECONOMIC DEVELOPMENT STRATEGY

In February 2018, Horsham Rural City Council adopted the 2017–2021 Economic Development Strategy. The strategy is the first of its kind for the municipality and aims to strengthen, enhance and further diversify the existing economic, tourism and industrial base in the Horsham region.

The Horsham Economic Development Strategy was the result of many months of consultation and included consideration of 10 submissions following exhibition of the final draft late last year.

The strategy contains six key themes: best practice in economic development, primary industries, a vibrant central activity district, public sector industry, Destination Horsham and economic infrastructure, and provides a robust economic profile and strategic framework that will drive economic development in the municipality until 2021.

An important part of the strategy is the development of an annual action plan which will include provision for regular monitoring and reporting.

### MUNICIPAL PARKING STRATEGY

The Municipal Parking Strategy was endorsed by Council in December 2017. The objective of the strategy was to review car parking occupancy surveys, identify opportunities to create amenable and welcoming places, seek community feedback, conduct a background review of strategic documentation and identify strategies to assist Council to manage car parking within and in proximity to the Central Activity District.

Car parking surveys have been conducted in Horsham on an annual basis since 2012, on the second Friday in December when car parking demands are likely to be at peak levels. An analysis of the survey results indicated that there were no significant changes in car parking occupancy levels over the period of five years, with the 2016 result showing 62 percent occupancy level. The best practice benchmark level in regional settings is 75 percent occupancy.

The project also presented an opportunity for Council to plan and develop the Central Activity District for and around people and pedestrians and not cars. Provided that the Central Activity District is attractive, accessible, active and interesting, it will create an environment for people to walk and to meet, and at the same time present opportunities for traders to engage with and provide enticing shopfronts for pedestrians resulting in incidental sales and economic activity.

There is a direct relationship between the review of the Municipal Parking Strategy and the Horsham CBD Revitalisation Strategy.

A key policy position of Council has been that funds generated through parking meters and fines are set aside specifically to upgrade and improve the Central Activity District. Collection of fees through parking meters and fines are important to leveraging funding support from other levels of government and implementing the CBD revitalisation strategy project actions recently endorsed by Council.

Key recommendations in the strategy:

- ▶ Generally, retain current paid parking rates and locations
- ▶ Commit to strategies and initiatives to reduce car dependence in Horsham while supporting the aspiration of making Horsham a leader in regional walkable communities
- ▶ Analyse and review of car parking occupancy should continue to be conducted on an annual basis – Monitoring of parking conditions, particularly the effectiveness of time-restricted parking can take place at different intervals throughout the year
- ▶ Regular parking enforcement should remain across the study area, and strengthen if possible
- ▶ The Horsham Parking Advisory and Consultative Committee is to remain operational
- ▶ Enable the development of residential dwellings and or re-use of CBD buildings for residential purposes to improve activity and residential density in the CBD, while recognising the constraints which exist in providing car parking on these sites
- ▶ Improve signage and wayfinding for off-street car parks throughout the town to enable strong utilisation of peripheral and longer-term parking
- ▶ Consider covered walkways and incentives to encourage staff to park on the outer of the CAD and walk to work
- ▶ Consider covered walkways and incentives to encourage aged community to park and shop
- ▶ Improve amenity by increasing shade through street planting, verandas and shade in Council owned car parks
- ▶ Undertake an audit of accessible (disability) parks to ensure location meets the needs of users, and that the parking spaces meet the requirements of accessibility
- ▶ Improve and streamline signage and wayfinding
- ▶ Identify charge point locations for mobility scooters and e-cars

## 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 section on Our Performance for more details (pages 36–51).



# WIMMERA RIVER PEDESTRIAN BRIDGE

Completion of Horsham’s Anzac Centenary Pedestrian Bridge is a classic example of the mythological “phoenix rising from the ashes”.

After a series of delays, initially associated with review of the design to ensure it met safety standards, then wet weather issues, construction came to a halt when the main contractor went into administration in May 2017 and subsequently ceased trading.

Thanks to the skill and tenacity of Council’s project team, in collaboration with a number of local contractors, the project was bought back from a potential failure to an award-winning result for the community.

The Wimmera River Improvement Committee had been lobbying for a bridge over the river for a number of years and since opening in September 2017, the 80 metre-long suspension bridge that spans the Wimmera River has become a popular way for people to access the riverfront. Previously Horsham only had one combined vehicle and pedestrian bridge on the main highway. The addition of a footbridge over the river, in a recreational area awash with walking tracks, playgrounds, picnic areas and barbecues, allows the community to better utilise Horsham’s main natural asset, the Wimmera River.

Despite a rigorous tender process, the project was plagued by problems from the start. The contract was awarded for construction in early 2015 to a company from Wangaratta after an inspection of similar span bridges at Mudgee and Wodonga by the two leading tenderers.

Fabrication of components and on-site works progressed at a slow pace due to the finalisation of the structural elements of the design, particularly to reduce movement in the bridge to a level less than that of the Mudgee bridge, which was the model for the Horsham bridge. At this stage, the project had been delayed by 14 months owing to the complex analysis involved. The engagement of a new engineering firm finally led to completion of the design. With the design documents finalised, construction commenced on site 12 months later than originally planned, however it commenced at a slow pace and with many issues.

The contractor had lost some key staff, and the remaining site staff were less experienced and provided with little support from their supervisors. This led to a range of problems on site and some construction processes needing to be repeated. Wet weather, muddy site conditions and flowing groundwater hampered the progress of piling and pile cap construction. As the works progressed, it emerged that the contractor was having cash-flow issues, ultimately going into administration. Fortunately, some of the more complex parts of the construction process were completed by the contractor prior to its closure, including erection of the towers, installation of the main suspension cables across the river, and most of the deck frames from the hanger cables.

Council took possession of the bridge and the enthusiastic Council staff who had previously been overseeing the bridge became construction managers organising everything from staff training, Occupational Health and Safety procedures, procurement, drafting steelwork shop drawings in-house and determining construction methodologies.



The overseeing was led by a Council engineer with significant structural engineering skills, making the bringing of construction management in-house feasible.

A major concern to the team was a 'slack' cable, created by differential tensions in the main suspension cables which caused the deck structure to twist. This was a critical issue to resolve before further works could progress. Without any length adjustment mechanisms built into the cables, the team had to develop an innovative solution to adjust the cable, while still supporting 10 tonnes of steelwork three metres above the river level.

Collaboration with another bridge builder led to development of a customised clamp method to pull the load from the taut cable into the slack cable, then release the taut cable to equalise the tensions. This enabled some twists in the cable that were causing all the issues to be released. Once the cable had been untwisted, all the flow on issues were automatically resolved.

With this cable issue fixed, Council set about fixing the plethora of other issues they were confronted with including:

- ▶ About 30 percent of the bolts were in the bridge meaning staff had to attend working in heights training to be able to insert the rest of the bolts
- ▶ The contractor had not supplied a construction methodology so staff had to determine the sequence of works. This is quite complex on suspension bridges. The load needed to be on the main cables before the final calibrations could be completed, but the team couldn't calibrate the bridge with all the steelwork installed due to access issues

- ▶ Some of the steelwork that had been fabricated didn't actually fit, so staff had to come up with different types of movement joints for a number of components
- ▶ The bridge deck beams were sitting 250mm higher than their connection points at the towers, so a method was needed to adjust the heights while the beams were still suspended
- ▶ There was no way of screwing the decking material to the bridge. Even the suppliers didn't have a recommendation

Despite all the issues, Council's team completed the bridge within four months of taking over.

Eventually all the hard work was to pay off. Not only has the community gained a bridge, but Council staff were recognised when the Anzac Centenary Pedestrian Bridge was awarded at the IPWEA (Institute of Public Works Engineering Australasia) Victoria Engineering Excellence Award 2018, for Excellence in Public Works Projects under \$2 million, cementing its status as a true feat of innovation and endurance.

For a project beset with problems, the recognition that Council staff received from this award meant that all the hard work rising to the various challenges was worth it and Horsham now has an asset they can be proud of and the public can enjoy.

## GOAL 3 · ASSET MANAGEMENT

### ROAD WORKS

Horsham Rural City Council services 2,976 kilometres of roads. Of these roads, 948 kilometres are sealed roads and 947 kilometres are unsealed roads.

Below is a description of road works completed in 2017-2018:

WORK DESCRIPTION	LENGTH (KILOMETRES)	AREA (SQUARE METRES)
Road construction New Urban	-	-
Road construction New Rural	2.46	9,600
Road reconstruction Urban	0.81	6,569
Road reconstruction Rural	8.55	43,992
New sealed road construction (subdivision)	2.30	16,584
Rural reseals	32.86	166,833
Urban reseals	5.44	44,433
Sealed road shoulder re-sheeting	25.09	100,360
Gravel road re-sheeting	39.45	177,507
Footpaths new (subdivision)	2.79	3,901
Footpaths renew	1.01	1,420
Kerb and channels new (subdivision)	1.88	-
Kerbs and channels renew	1.59	-

### MAJOR CAPITAL WORKS

This year, Horsham Rural City Council spent \$15,313,606 on capital works throughout the municipality. The table below provides details of some of the capital works projects that Council funded during 2017-2018.

ROAD INFRASTRUCTURE CONSTRUCTION	AMOUNT (\$)
Horsham	871,124
Rural	2,697,476
Rural Bridges	212,966
Road to Recovery Program	1,450,974
OTHER	
Playground Equipment	85,154
Town Hall Performing Arts Project	87,125
Aquatic Centre Refurbishment	55,756
Community Building Refurbishment	96,358
May Park Refurbishment	55,000
Civic Centre Chamber Refurbishment	214,229
Sporting Facilities Refurbishment	90,863
Horsham North Community and Children's Hub	2,677,554
Horsham College Community Centre Refurbishment	181,719
Putrescible Cell Dooen Landfill	1,410,128
Anzac Footbridge Finalisation	252,279
Works in Progress	2,347,781
Other Works (including Plant Purchases)	2,527,120
<b>TOTAL</b>	<b>15,313,606</b>

## 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 section on Our Performance for more details (pages 36–51).

### SHARED SERVICES

Shared services are a means by which Councils can assist each other to provide services they might not otherwise be able to provide. They can also reduce the overall cost of the service for the Councils involved.

As Victorian Councils move forward in a period of revenue constraint within a rate capping environment, shared services are being promoted as one solution to the financial constraints being confronted. This year Horsham Rural City Council has participated in a Wimmera regional project funded through the State Governments, Finance and Accounting Support Team (FAST) Program to explore opportunities for undertaking shared services across the Wimmera Councils of Northern Grampians, Yarriambiack, West Wimmera, Buloke and Hindmarsh. The outcomes from this initial investigatory report will be explored in more detail during 2018–2019. Council is overall supportive of this concept and currently participates in shared services in the following areas: Wimmera Development Association, library services, human resource services, Environmental Health Officer backup and relief, GIS/Community Map development and collaborative bituminous contract. Work is also underway to look at a collaborative approach to our Building Regulatory services.

### HUMAN RESOURCE SHARED SERVICE PROVISION



*West Wimmera Shire Council Chief Executive Officer, David Leahy and Horsham Rural City Council's Co-ordinator Risk and Human Resources, Diana McDonald*

In early 2017, West Wimmera Shire Council approached Horsham Rural City Council to discuss the prospect of a shared human resource service, and the possibility of implementing an arrangement was investigated in detail.

As a result of this co-operation, a shared human resource service with the West Wimmera Shire Council commenced on 1 July 2017, in accordance with a detailed Memorandum of Understanding. Horsham Rural City Council staff provide human resource support for managers and executives at the West Wimmera Shire Council on a range of matters including recruitment, appointments, induction, probation

and staff reviews, training schedules and general human resource enquiries and policy review.

This arrangement was initially for a twelve-month trial period but after a successful first year the provision of professional HR support and advice has been extended for a further 12 months until 30 June 2019. The Human Resource Shared Service provision is provided for the equivalent of two days per week and is delivered both on-site and remotely with the service led by Horsham Rural City Council's Co-ordinator Risk and Human Resources, Diana McDonald.

### WESTERN RAIL CAMPAIGN - CONNECTING WESTERN VICTORIA



In 2017, Western Rail achieved a key milestone with the release of the government supported Grampians and Barwon South West Passenger Services Study.

It recommended that “despite challenges, reintroduction of passenger train services to Hamilton and Horsham is feasible and is recommended”.

The focus of advocacy over the past year has been to attract State and Federal Government funding of a full business case to support the end goal of returning passenger trains to Hamilton and Horsham.

Significantly, the Victorian opposition came to the party with an election promise to invest \$4 million into a business case to develop rail passenger services to Horsham and Hamilton if it wins the 2018 Election.

At the time of writing, the Victorian Government was yet to match the commitment and the advocacy work continues. Our local community can “Get on Board” and support the return of passenger rail through the advocacy website [www.westernrail.com.au](http://www.westernrail.com.au) and by placing a bumper sticker on cars (available from Horsham Rural City Council).

The Western Rail Project also continues to advocate for additional rail services to Ararat with connecting bus links to the western region and it was pleasing to see new rail services to Ararat announced in August 2017. Connecting bus services are still a work in progress, with gradual funding of increased bus services to link to Ararat trains.



## GOAL 4 · GOVERNANCE AND BUSINESS EXCELLENCE

### 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** – Construction of new \$3.5million Wimmera Cancer Centre commenced during 2017-2018
- ▶ **Total mobile phone coverage across the municipality** – Phone towers installed at Wartook and Brimpaen
- ▶ **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** – Active participation in Regional Partnership Forums establishing strategic priorities for our region. Submissions to Federal Government inquiries on regional development and decentralisation, and the impact of regional inequality. Continued partnership with Wimmera Development Association
- ▶ **Duplication of the Western Highway to Stawell and improved safety through to the South Australia border** – As a member of the Western Highway Action Committee, our advocacy has helped in the Governments' commitments for further construction works for the 12.5km duplication of the highway from Buangor to Ararat. This will take around two years to complete. The Committee also continues to lobby for funding for duplication from Ararat through to Stawell, and bypasses of Beaufort and Ararat
- ▶ **Return of passenger rail** – Refer to Western Rail Project, pages 33-34
- ▶ **Horsham Road Bypass (alignment) and construction** – Council continued to review its position relating to the Horsham Bypass alignment, following requests from the Planning and Roads Ministers in the latter half of the 2016-2017 financial year, for Council to advise them of its preferred bypass alignment. Council's position, as developed during 2017-2018 is that no single route is endorsed or discounted. Later in 2017-2018, a renewed approach to identifying Council's objectives was commenced by the Chief Executive Officer. This approach is focused primarily on Horsham's objectives, which may not be the same as those of VicRoads. Progress on this work will continue into the early part of the 2018-2019 financial year
- ▶ **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 has had a scheme, known as the Mode Shift Incentive Scheme, which has partially offset some of the costs of access to rail, and ports, which put rail freight at a disadvantage compared to road transport. Council has continued to lobby for the extension of this scheme to support the operation of the Wimmera Intermodal Freight Terminal at Doon and other similar operations across Victoria. This scheme has been extended to the end of the 2017-2018 financial year, but at declining rates. Further lobbying will be required to ensure that rail freight is able to compete effectively with road transport
- ▶ **Family violence support and safety hub in Horsham** – Female Mayors across the State made a combined media and stance against family violence in November 2017. Council updated its leadership statement regarding Violence Against Women and Children.
- ▶ **Electric vehicle charging points** – one charging point is now available at the Horsham Gateway Plaza

## GOAL 4 · GOVERNANCE AND BUSINESS EXCELLENCE

### DYNAMIC NEW WEBSITE

Horsham Rural City Council launched a dynamic new website designed to connect customers with information and services quickly and easily.

Development started in November and the site was officially launched in April.

The website [hrcc.vic.gov.au](http://hrcc.vic.gov.au) is a fresh new look for HRCC's online presence, reflecting Council's focus on improving communication for the community.

The site has been designed to meet a high standard of accessibility for people with visual impairments, language restrictions and responds to the technology being used to view it.

It features ReadSpeaker technology, allowing people the option of listening to, rather than reading, the content.

Council averages more than 1000 unique website visitors each week. When that is compared with the 500 phone calls and 400 enquiries at the customer services desks, it shows that the website is a valuable tool for connecting with our community.

New features of the updated website include tablet, iPhone and smartphone compatibility, access to online forms that can be submitted to Council digitally and a function for residents to lodge service requests online.

During the stubble burning season, the farming community responded positively to a new function which allowed fire permits to be obtained online, with more than 150 completed.

Another new feature is the Community Map which provides information to residents about services near to them.

The website's Have Your Say section is the new digital home for community consultation and the public is able to access all active surveys, discussion forums, polls, questions and more.

The site is also a great asset for our tourism and economic strategies, with beautiful photos showing off some of the Wimmera's most spectacular scenery and events.

Council's former website was more than five years old and was not mobile friendly.

## 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 section on Our Performance for more details (pages 36–51).

### WASTE MANAGEMENT

Horsham Rural City Council provides kerbside collection services for waste and recycling in all urban areas and some rural areas of the municipality. Council also operates six transfer stations and the Dooen Landfill.

A community-based steering committee has been formed to assist in and oversee the development of a new waste strategy for Council. This committee has held several meetings, and an extensive community engagement process, to develop a new strategy to improve Council's waste services.



# OUR PERFORMANCE

## COUNCIL PLAN

The 2017-2021 Council Plan sets the strategic direction of Council over the next four years, linking the community's vision to long-term community goals, four-year outcomes and four-year 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.

<b>1 · COMMUNITY AND CULTURAL DEVELOPMENT</b>	Develop Horsham and the municipality as a diverse, inclusive and vibrant community
<b>2 · SUSTAINING THE ECONOMY</b>	Lead in sustainable development and enhance the environment
<b>3 · ASSET MANAGEMENT</b>	Meet community and service needs through provision and maintenance of infrastructure
<b>4 · GOVERNANCE AND BUSINESS EXCELLENCE</b>	Excel in communication, consultation, governance, leadership and responsible use of resources
<b>5 · NATURAL AND BUILT ENVIRONMENTS</b>	Lead in environmental best practice, create a municipality for the future and plan for the impacts of climate change

## PERFORMANCE

Council's performance for the 2017-2018 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the 2017-2021 Council Plan. Performance has been measured as follows:

- ▶ Results achieved in relation to the priorities 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 & 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%	Construction completed. Commenced operations February 2018.
Completion of a detailed feasibility study for a multipurpose/indoor sports and community facility by December 2017	100%	Preferred site identified and concept plans developed.
Work with the Horsham Historical Society to plan for and scope a new Heritage Centre by December 2017	100%	Feasibility Study complete and awaiting endorsement of the Committee before presentation to Council.
Securing funding for CBD revitalisation Project Stage 1 – improved urban design by December 2017	20%	The Building Better Regions Fund application has been unsuccessful. Listed as a priority for the upcoming State election. Better Regions Fund Round 2 for \$1.685 million grant.
Develop plans for a Town Square by 31 December 2017	50%	Concept plans developed. Village well consultation conducted in 2017 which led to the formation of the CBD Action Group.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-2018 budget for the year.

MAJOR INITIATIVES	PROGRESS
Grampians Peaks Trail	<p>The Grampians Peaks Trail is a \$30.2 million major tourism project for Victoria, scheduled for completion in 2020.</p> <p>Horsham Rural City Council auspiced a \$10 million funding grant from the Federal Government, with the State Government funding the balance of the project. Parks Victoria are responsible for delivering the project.</p> <p>The project is approximately 30 percent complete, with all upgrade works to existing trails now complete or underway. Work on new sections of the trail was delayed due to the extensive cultural heritage management process and other permits required to construct new walking trails in the Grampians National Park. The planning and permit process is now almost complete and works are expected to commence on new sections of the trail in October 2018.</p>
Kalkee Road Children's and Community Hub development	Construction completed. Commenced operations February 2018.

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
	<b>Provision of the following to support Council's direct service delivery areas:</b>			
Aged and Disability	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.	58	169	111
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.	641	709	68
Community Safety	This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.	69	98	29
Early Years	This service provides support to families with parenting, health and development, promotion of health, wellbeing and safety, social supports, referrals and linking with local communities.	182	362	180
Emergency Management	This service supports public health wellbeing during times of an emergency and to support the community to recover from emergency events.	108	38	-70
Health and Wellbeing	This service provides health administration, immunisation, health vending machines and other preventative measures under the health plan including needle exchange, Tobacco Act 1987 reforms and mosquito monitoring. A variety of legislative based services and functions around environmental health issues are also provided.	248	250	2
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.	542	558	16

SERVICE	DESCRIPTION	NET COST \$'000		
		Actual	Budget	Variance
	Provision of the following to support Council's direct service delivery areas:			
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.	430	405	-25
Performing Arts	This service surrounds the running of public halls, the Hamilton Lamb Hall and Horsham Town Hall and new Performing Arts Centre operations.	691	538	-153
Visual Arts	This service provides an important visual art resource for the local community and visitors to Horsham through the Horsham Regional Art Gallery.	408	406	-2
Animal Management	This service provides animal management through implementation of appropriate rules and regulations in relation to keeping of cats, dogs and other animals and livestock within the municipality to minimise disturbance to residents and the community, and ensure public safety. It also includes the operation of Council's dog and cat rehoming program.	61	-38	-99

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
	2015	2016	2017	2018	
<b>Libraries Utilisation</b> <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	2.57	2.88	2.60	2.40	
<b>Resource standard</b> <i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	50.67%	54.66%	48.70%	46.14%	
<b>Service cost</b> <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$5.23	\$4.91	\$5.11	\$5.75	
<b>Participation</b> <i>Active library members</i> [Number of active library members / Municipal population] x100	16.42%	12.85%	12.38%	11.83%	
<b>Maternal and Child Health (MCH) Satisfaction</b> <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	97.93%	93.88%	91.74%	100.00%	

Service/Indicator/measure	RESULTS				MATERIAL VARIATIONS
	2015	2016	2017	2018	
<b>Service standard</b> <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	97.93%	100.72%	100.43%	101.25%	
<b>Service cost</b> <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	-	\$64.03	\$63.95	\$70.48	
<b>Participation</b> <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	81.43%	72.82%	83.67%	89.63%	
<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	79.46%	55.17%	75.00%	86.54%	Even though this is a voluntary service, participation has increased significantly. An increase of 36 percent was seen in 2016-2017 and a further 15 percent in 2017-2018.
<b>Food Safety</b> <b>Timeliness</b> <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]	5 days	5 days	3 days	4.67 days	This year there were more food complaints along with an increase in food safety assessments completed therefore the time frame to action food complaints was higher.
<b>Service standard</b> <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 Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	80.49%	93.33%	77.71%	112.50%	In 2018 environmental health staff had greater capacity to ensure more assessment inspections were completed than in the previous year.
<b>Service cost</b> <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 Food Act 1984]	\$631.18	\$621.23	\$573.99	\$666.84	

Service/Indicator/measure	RESULTS				MATERIAL VARIATIONS
	2015	2016	2017	2018	
<b>Health and safety</b> Critical and major non-compliance outcome notifications [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%	100%	0.00%	0.00%	There were no non-compliance notifications in 2017-2018.
<b>Home and Community Care Timeliness</b> Time taken to commence the HACC service. [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.
<b>Service standard</b> 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%	55.56%	-	-	HACC measures were removed from 1 July 2016.
<b>Service cost</b> Cost of domestic care service [Cost of the domestic care service / Hours of domestic care service delivered]		\$59.08	-	-	HACC measures were removed from 1 July 2016.
Cost of personal care service [Cost of the personal care service / Hours of personal care service delivered]		\$65.92	-	-	
Cost of respite care service [Cost of the respite care service / Hours of respite care service delivered]		\$69.83	-	-	
<b>Participation</b> Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100	27.77%	25.74%	-	-	HACC measures were removed from 1 July 2016.
Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	9.09%	7.73%	-	-	

Service/Indicator/measure	RESULTS				MATERIAL VARIATIONS
	2015	2016	2017	2018	
<b>Aquatic Facilities</b> <b>Service standard</b> Health inspections of aquatic facilities [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 Health Act 2008.
Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	1	0	1	0	There were no reportable WorkSafe incidents for 2018.
<b>Service cost</b> Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$2.88	\$3.71	\$3.92	\$3.10	The aquatic centre had 37,000 more visits than the previous year therefore this is reflected in a decrease in costs for the facility.
<b>Utilisation</b> Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	9.17	6.7	6.39	8.20	Utilisation of aquatic facilities has increased due to promotion of swimming lessons, an extensive summer holidays program and focusing on aqua based classes.
<b>Animal Management Timeliness</b> Time taken to action animal requests [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	
<b>Service standard</b> Animals reclaimed [Number of animals reclaimed / Number of animals collected]	39.07%	38.00%	55.81%	45.31%	The number of animals reclaimed is down 18.82 percent due to a change in data collection. This change means data is potentially more accurate than in previous years.
<b>Service cost</b> Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$53.19	\$68.07	\$66.70	\$72.43	
<b>Health and safety</b> Animal management prosecutions [Number of successful animal management prosecutions]	0	2	1	0	Council had no animal prosecutions 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 December 2018	15%	Consultant's reports for integrated water management and transport management plan complete for WIFT. Development plan in draft, finalising developer contribution levy.
Implement the outcomes from the Visitor Information Centre review by 30 June 2019	15%	Working group established to review the needs of visitors, level of service and hours of operation. Detailed analysis of locations to be undertaken together with capital and operational costs.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-2018 budget for the year.

MAJOR INITIATIVES	PROGRESS
Wimmera Intermodal Freight Terminal Precinct Roadworks and Drainage	<p>Council was successful in gaining \$1.25 million of State funding early in 2017-2018, after preparing a proposal to implement the findings of the Precinct Plan developed in 2012.</p> <p>The 470 ha site at Dooen has active construction and operations taking place and throughput of the terminal has exceeded predictions.</p> <p>With State Government funding assistance, Council will now implement infrastructure upgrades, including additional roads, drainage, power, telecommunications and water to service this exciting new industrial estate.</p> <p>The planning scheme amendment to rezone the land was approved by Council and gazetted in December 2017.</p>

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
	<b>Provision of the following to support Council's direct service delivery areas:</b>			
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.	215	322	107
Management and Administration	This service provides general administration for all areas of planning, building, tourism and economic services areas.	490	557	67
Parking and Traffic Management	This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs.	-259	-337	-78
Promotions 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.	511	542	31
Building Asset Management	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).	448	331	-117

## 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 December 2017	30%	Implemented in 2018-2019 budget consultation process. Improved approach to community input to be developed latter part of 2018.
Finalise preparation of asset management plans for all main asset groups by June 2018	30%	Buildings Asset Management Plans nearing completion.
Implement improved asset management and maintenance management systems by December 2017	35%	Automatic Merit - Reflect link being user tested Aug 2018.
Complete, or commit via contracts, 90% of infrastructure works (by value) within the planned financial year	98%	88 percent target achieved for the year. \$9.03m of works committed.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-2018 budget for the year.

MAJOR INITIATIVES	PROGRESS
Livestock Exchange – Electronic ID (EID or RFID)	State Government funding was received and the EID system successfully implemented for sales from April 2018.
Livestock Exchange – Roofing	Master plan completed and presented to Council. Awaiting funding options.
Plant Purchase General Admin	As part of Council's renewal program for its plant and equipment fleet, major purchases during 2017-2018 were: <ul style="list-style-type: none"> <li>· A new heavy truck and two quad trailers</li> <li>· A medium tipper</li> <li>· A 110 kW tractor</li> <li>· A GPS system for the landfill compactor.</li> </ul> A range of smaller plant items and vehicles were also renewed.
Outdoor Pool Refurbishment	Stage 3 of the outdoor pool upgrade works have been 70 percent completed within the 2017-2018 financial year. This included the conversion of the pool water chlorination system from liquid chlorine to granular chlorine; a safer and more hygienic solution. We have also constructed a new filtration system which will cater for increased water volumes predicted by the future 'wet deck' upgrade project. The existing ageing plant room equipment has been decommissioned, and remaining pipe work to connect the new filtration system will be completed in September 2018.
Laharum Camerons Oval Change Rooms	Thanks to State Government and significant local community funding, new change rooms were constructed at Cameron Oval, Laharum, and officially opened on 30 June 2018.
CBD Revitalisation Relocate Powerlines Underground	Council was advised in June 2018 that its application to the Australian Government's Building Better Regions Fund was unsuccessful. Council will continue to pursue funding for a range of works in the CBD to capitalise on the successful consultation facilitated by the Village Well company in 2017. Some funding will be allocated for some of the minor works.

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:			
Business 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 Aerodrome which provides a regional airport for commercial and private aircraft.	-10	100	110
Management and Administration	This service provides administration and support services for the Technical Services department.	1,916	2,064	148
Operations Management	This service includes management and administration of the Operations department to facilitate the delivery of core functions and capital programs.	115	108	-7
Parks and Gardens	Provision of managed areas for sport, recreation and amenity – includes sportsgrounds, parks, gardens, Botanic gardens and playgrounds throughout the municipality.	2,452	2,537	85
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 Vic Roads maintenance contract (which excludes major highways) and Quarry operations.	1,826	1,834	8
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.	-579	-582	-3
Sports and 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.	1,200	1,192	-8
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.	1,088	1,680	592

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
	2015	2016	2017	2018	
<b>ROADS</b>	3.22	4.22	6.33	12.22	In 2018, Council significantly upgraded their website which included an online service request system for the community to lodge complaints. The ease of use via website and mobile devices has increased requests.
<b>Satisfaction of use</b> Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100					
<b>Condition</b> Sealed local roads below the intervention level [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.04%	99.22%	99.29%	99.30%	
<b>Service cost</b> Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$46.67	\$53.23	\$52.67	\$50.11	
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$4.92	\$5.12	\$4.66	\$4.67	
<b>Satisfaction</b> Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	48	45	44	44	Satisfaction with sealed local roads remained consistent with the 2017 figure. We believe that a contributing factor to this low score is a lack of understanding of which roads are Council roads and which are controlled by VicRoads.

## 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%	Service Overview document has been completed for internal use and for Councillors. A draft document has been created to explain the “why” of all of Council’s services. The 2018-2019 Budget and Council Plan engagement with the community has occurred but did not adequately cover off on a deliberative approach. The creation of a Governance Team and an Advocacy and Community Relations Team plus some additional resourcing, should see considerable improvements in this regard for 2019-2020.
Maintain staff turnover rates at under 10 percent	11.53%	Staff turnover figures for the 12 months to 30 June 2018 were 11.53 percent.
Increase overall score in the Community Satisfaction Survey	-10%	The Overall Performance score decreased a further 6 points in 2017-2018 from 60 to 54 reflecting a decrease of nine points since the commencement of this Council term. A report has been provided to Council with some specific actions identified to help improve the score in future years. The score is now also below that of the Regional Centres on 58 and the State-wide average of 59.
Implement a new HRCC external website	100%	New website was launched in April 2018 and is fully operational.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-2018 budget for the year.

MAJOR INITIATIVES	PROGRESS
No major initiatives	

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
	<b>Provision of the following to support Council's direct service delivery areas:</b>			
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.	808	804	-4
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.	1,052	1,049	-3
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.	1,200	1,182	-18
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.	1,200	1,311	111
Organisational Development	This service is responsible for human resources, payroll, OH&S, risk management and organisational performance 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.	671	727	56
Rates and Property Services	Rate collection services encompasses collection of Council rateable income which ensures consistency in debt management, general rate, municipal and garbage charges. Property services encompasses, collection of property valuations, maintaining a strategically focused property management system and management of Council leases and licences.	361	372	11

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
	2015	2016	2017	2018	
<b>Governance</b> <b>Transparency</b> Council resolutions at meetings 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, 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	15.91%	13.91%	8.21%	10.95%	There was a minor increase in decisions made at meetings closed to the public with 80 percent of these related to contractual matters.
<b>Consultation and engagement</b> Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	61	61	57	53	
<b>Attendance</b> Council attendance at Council meetings [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	95.65%	95.05%	89.44%	87.58%	
<b>Service cost</b> Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$38,775.43	\$39,421.08	\$37,546.00	\$36,317.94	
<b>Satisfaction</b> Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	58	60	58	49	With a significant decrease in satisfaction with Council decisions, Council has implemented an action plan to address possible causes.

## 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	0%	To commence after the waste strategy, later in 2018.
Install solar panels on at least two Council buildings by June 2018	100%	Two buildings completed. Further buildings being investigated, with potential for grant to maximise value of Council contribution.
90 percent of planning permits issued within the 60 day statutory period	87%	87 percent of planning permits were issued in 60 days for the 2017-2018 financial year (compared with regional cities 73 percent and rural Council's 74 percent).
Complete at least one major strategic planning review prior to 30 June 2018	100%	WIFT Planning Scheme Amendment gazetted in December 2017.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-2018 budget for the year.

MAJOR INITIATIVES	PROGRESS
New Putrescible Cell No. 2 (Johns)	Works on Cell 2 were completed by March 2018, and following approval by the EPA in April, use of the new cell commenced on 2 May 2018.
Transfer Station – Upgrade of Facility	Council was not successful in receiving a grant for this upgrade, and is reviewing its plans for the facility.

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
	<b>Provision of the following to support Council's direct service delivery areas:</b>			
Building Service Regulatory	This service provides matters relating to the administration of building control including building approval, inspection fees, easement approval and State Government levies.	385	392	7
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.	165	99	-66
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.	16	295	279
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.	-1	48	49
Waste Management Services	This service manages the Doon 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.	-1,601	-368	1,233



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
	2015	2016	2017	2018	
<b>Statutory Planning</b> <b>Timeliness</b> Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	47.00	51.00	50.00	39.00	In 2018 Council received 52 less planning permits than the previous year therefore permits were processed within a shorter time frame.
<b>Service standard</b> Planning applications decided within 60 days [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	79.92%	69.06%	65.76%	86.96%	With Council receiving less planning permits than the previous year more permits were able to be processed within a 60 day period.
<b>Service cost</b> Cost of statutory planning service [Direct cost of statutory planning service / Number of planning applications received]	\$1,459.27	\$2,194.58	\$2,456.04	\$3,221.30	Whilst costs have remained static the number of planning permits lodged has decreased by 26 percent.
<b>Decision making</b> Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100%	100%	0.00%	0.00%	Council had one VCAT decision in relation to a planning application. Council officers assessed the application and considered refusal was appropriate however VCAT thought the application was worthy of approval.
<b>Waste Collection</b> <b>Satisfaction</b> Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	78.74	34.15	36.51	29.13	Council received 63 fewer requests for new services as opposed to the 2017 period.
<b>Service standard</b> Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	0.00	0.95	0.60	0.10	Council's missed bin figures have always been low and this figure reflects only six bins were missed during 2018.

Service/Indicator/measure	RESULTS				MATERIAL VARIATIONS
	2015	2016	2017	2018	
<b>Service cost</b>					
<i>Cost of kerbside garbage collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$111.19	\$109.44	\$115.94	\$117.81	
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$57.73	\$50.86	\$36.71	\$43.61	Increased costs incurred due to China no longer accepting Victoria's recycling.
<b>Waste Diversion</b>					
<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	20.66%	24.32%	24.16%	22.75%	



# GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

## 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

## MEETINGS OF COUNCIL

Council conducts open public meetings on the first and third Monday of each month. Members of the community are welcome to attend these meetings and observe from the gallery. For the 2017–2018 year Council held:

- ▶ 21 ordinary Council meetings
- ▶ 2 special Council meetings

The following table provides a summary of Councillor attendance at Council meetings and Special Council meetings for the 2017–2018 financial year.

COUNCILLORS 2017-2018	COUNCIL MEETING	SPECIAL COUNCIL MEETING	TOTAL
Cr Pam Clarke	21	2	23
Cr David Grimble	21	2	23
Cr Alethea Gulvin	18	1	19
Cr Josh Koenig	18	2	20
Cr Les Power	21	2	23
Cr Mark Radford	21	2	23
Cr John Robinson	17	1	18

## 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.

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:

- ▶ Transparency through proper processes that are open to public scrutiny
- ▶ Accountability through being accessible and responsive to local community
- ▶ Acting with integrity
- ▶ Acting impartially in the interests of the local community
- ▶ Not improperly giving anyone an advantage or disadvantage
- ▶ Avoiding conflicts between public duties and personal interests
- ▶ Acting honestly and avoiding statements or actions that may mislead or deceive someone

- ▶ Not improperly giving anyone an advantage or disadvantage
- ▶ Avoiding conflicts between public duties and personal interests and not misusing their position for gain or to cause detriment
- ▶ Acting honestly and avoiding statements or actions that may mislead or deceive someone
- ▶ Considering the diversity of interests and needs of other Councillors, Council staff and the local community and treating everyone's opinions, beliefs, rights and responsibilities with respect
- ▶ Taking reasonable care and diligence, and understanding legal obligations of office as a Councillor
- ▶ Participating in the responsible allocation of the resources of Council through the annual budget, making sure decisions are in the public interest whilst ensuring the Council remains in a sustainable financial position
- ▶ Acting lawfully and not breaching the public's trust
- ▶ Protecting confidential and privileged information

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 our website – [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au)

## COUNCILLOR ALLOWANCES

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

The *Local Government Act 1989* currently provides for Councillors to be paid an expense allowance but does not define the term "allowance". However, it is generally accepted that remuneration for Councillors is based on the recognition of services which Councillors render whilst participating in the responsibilities involved with the management and future development of a municipality.

The Act provides for Councillors allowances to be fixed by Order in Council, within upper and lower limits specified in the Order, for the specific Category of Council. The Council by resolution then sets an allowance appropriate to the municipality. Horsham Rural City Council is a category 2 Council for the purposes of Councillor and Mayoral Allowances.

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

COUNCILLORS 2017-2018	ALLOWANCE \$
Cr Pam Clarke	64,886.76
Cr David Grimble	21,717.96
Cr Alethea Gulvin	21,717.96
Cr Josh Koenig	21,717.96
Cr Les Power	21,717.96
Cr Mark Radford	21,717.96
Cr John Robinson	21,717.96

## 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. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by the Council. The details of the expenses for the 2017-2018 year are set out in the following table.

COUNCILLORS 2017-2018	TRAVEL \$	TOTAL \$
Cr Pam Clarke	87.67	87.67
Cr David Grimble	7,044.70	7,044.70
Cr Alethea Gulvin	-	-
Cr Josh Koenig	-	-
Cr Les Power	-	-
Cr Mark Radford	2,124.42	2,124.42
Cr John Robinson	355.66	355.66

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

## 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.

During 2017-2018, 19 conflicts of interest were declared at Council and Special Committee meetings.

## 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 60-61. The following items have been highlighted as important components of the management framework.

## AUDIT COMMITTEE (2017-2018)

### ROLE OF THE AUDIT COMMITTEE

The Audit 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 processes, including Council's internal control activities. The key objective of the Audit Committee is to provide independent assurance and assistance to the Chief Executive Officer and the Council on Council's risk, control and compliance framework, and its external accountability and legislative compliance responsibilities.

### RESPONSIBILITIES OF THE AUDIT COMMITTEE

The responsibilities and terms of reference of the Audit Committee are clearly defined in the Audit Committee Charter, which is renewed annually and has been formally approved by Council.

The key responsibilities of the Audit 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

### AUDIT COMMITTEE COMPOSITION

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

The current Audit Committee members are:

- ▶ Chair/independent member – Geoff Price
- ▶ Independent member – Roy Henwood
- ▶ Independent member – Vito Giudice (commenced November 2017)
- ▶ Councillor representative – Cr Pam Clarke
- ▶ Councillor representative – Cr David Grimble

Ex-officio members:

- ▶ Horsham Rural City Council – Peter Brown (until November 2017), Sunil Bhalla (commenced June 2018), 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, the following internal audits were conducted by Crowe Horwath, Council's internal auditors:

- ▶ Purchasing Card Review
- ▶ Depot Operations
- ▶ Employment Practices

Following each of these scheduled audits, recommendations are provided with implementation actions assigned to key staff members. The Audit 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 Richmond Sinnott and Delahunty (RSD) Chartered Accountants to conduct the annual statutory financial statement audit. The Audit Committee also reviews recommendations from matters raised by other VAGO audit reports such as the performance audits.

## 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 a Risk Management Framework in place. The framework includes Council's Risk Management Strategy, which aligns directly with the International Standards AS/NZS ISO 31000:2018.

### Achievements 2017-2018:

- ▶ Risk Management Committee meetings conducted – Four (14 August 2017, 20 November 2017, 26 March 2018 and 22 May 2018)
- ▶ Risk Management Committee meeting themes – Strategic Risk Management, Business Continuity, Continuous Improvement
- ▶ Significant reduction in motor vehicle insurance claims for 2017-2018
- ▶ Business Continuity Plan reviewed – March 2018
- ▶ Strategic Risk Workshop conducted – December 2017
- ▶ Business Continuity Desktop Scenario conducted – August 2017

- ▶ Risk Management Strategy reviewed – August 2017
- ▶ Definition of Risk Appetite Statement Reviewed – June 2017

#### Focus for 2018-2019:

- ▶ Improved documentation and record keeping across the organisation, to provide a better defence when defending claims
- ▶ Reporting on insurance claims to look at lessons learned to help reduce potential claims, and/or cost of claims
- ▶ Cyber Security Awareness Week – in conjunction with Information Technology Department – Scheduled for October 2018
- ▶ Continue to build on the effectiveness of controls for organisational strategic risks
- ▶ Continue to build and refine Council's operational risk registers in conjunction with Departmental Managers
- ▶ Proficient management and purchase of Council's Insurance portfolio

## 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	NO. OF COUNCILLORS	NO. OF COUNCIL STAFF	NO. OF COMMUNITY MEMBERS
Horsham College Community Oval	To promote the community use of the Horsham College Community Oval and facilities.	1	1	7
Community Halls Committee of Management	To coordinate and manage the ten Council-owned community halls identified within the Instrument of Delegation.	1	0	10
Kannamaroo	To arrange and stage the annual Kannamaroo Festival in Horsham	1	2	6

## ORGANISATIONAL PLANS, POLICIES, PROCEDURES AND STRATEGIES

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

Asset Recognition, Valuation and Revaluation Policy

Business Continuity Plan

Child Safe Policy

Civic Events Policy

Civic Events Procedure

Corporate Uniform Procedure

Council Plan

Debtors and Debt Collection Policy

Electronic Signatures Procedure

Grants Seeking Procedure

Health and Wellbeing Plan

Horsham Regional Art Gallery Collection Policy

Horsham Town Hall Health & Safety Emergency Evacuation & Response Policy

Indoor Staff Dress Code Policy

Loan Borrowing Policy

Municipal Parking Strategy

Overtime Policy

Placing Documents on iPads Procedure

Public Art Implementation Plan

Reporting a Child Safety Concern Procedure

Sun Protection Policy

Training and Learning Strategy

Workplace Domestic and Family Violence Policy

Workplace Domestic and Family Violence Procedure

## COMMUNITY SATISFACTION SURVEY

Horsham Rural City Council has continued participating optionally in the base level Community Satisfaction Survey, even though the mandatory requirement to do so ended in 2012. The survey provides Council with some of the key performance indicators required under the Planning and Reporting Regulations (2014). The survey contains 13 compulsory questions and Council also selected two additional free text questions.

The main objectives of the Community Satisfaction Survey are to assess Council's performance across a wide range of measures and to seek insight into ways to provide improved or more effective service delivery. Three of the results from the survey now also appear in the mandatory Local Government Performance Reporting Framework (LGPRF).

400 completed interviews were achieved 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 Councils.

Results declined across demographic and geographic sub-groups on most measures, with no notable distinctions by area of residence. The largest differences tended to exist at the generational level, and residents aged 50 to 64 years were less favourable than residents overall in their impressions of Council's performance on most measures.

CORE PERFORMANCE MEASURE	SCORE		
	HORSHAM	REGIONAL	STATE
Overall Performance	54	58	59
Community Consultation	53	55	55
Advocacy	52	54	54
Making Community Decisions	49	52	54
Sealed Local Roads	44	54	53
Customer Service	70	72	70
Overall Council Direction	42	53	52

**1. Overall Council Performance:** Council's overall performance has declined significantly and is at its lowest level since 2012, and at 54 is statistically significantly lower than the average rating for Councils State-wide (59) and Councils in regional centres (58).

**2. Community Consultation:** Council's performance on community consultation, is in line with (if not slightly lower than) the State-wide and Regional Centres group averages. Like other measures, performance ratings declined significantly, by four index points, in this area since 2017. Performance in this area is at its lowest level since 2012 after declining for two consecutive years.

**3. Making Community Decisions:** The most significant decline in 2018 was a nine point drop on the measure of community decisions (index score of 49). Council's performance is significantly lower than the average ratings for Councils State-wide and in the Regional Centres group on this measure (index scores of 54 and 52 respectively). Performance in this area was consistent between 2014 and 2017, decreasing for the first time in the past year. Performance is now eleven points down on Council's peak rating of 60 index points in 2016.

**4. Overall Council Direction:** Dropped by eight points which was on the back of a five point drop in 2017, so an overall a 13 point drop since 2016.

**5. Advocacy:** Advocacy is a difficult measure to assess and will be influenced by specific broader matters under discussion within the community from time to time. It has experienced a four point drop.

**6. Sealed Local Roads:** Sealed local roads is an area that stands out as in need of Council attention. With a performance index score of 44, Council rated lowest in this service area. While performance ratings in this area did not change in the past year, Council performs significantly lower than the State-wide and Regional Centres group averages (index scores of 53 and 54, respectively).

**7. Customer Service:** Customer service, with an index score of 70, is a positive result for Council and is Council's best performing area. Performance in this area is similar to the State-wide and Regional Centres group averages for Councils (index scores of 70 and 72 respectively). Performance on this measure mirrors the 2017 result. Performance peaked in 2016 (index score of 75) before declining the following year.

## 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. The application fee during the 2017-2018 financial year was \$28.40 along with any access charges that may be levied in accordance with the Freedom of Information Regulations.

In 2017-2018, the number of valid requests was significantly lower due to Council being able to supply documents outside of Freedom of Information.

### HOW MANY REQUESTS DID HORSHAM RURAL CITY COUNCIL RECEIVE?

Personal Requests	1
Non-Personal Requests	0

### WHAT HAPPENED?

Full access given	Still being processed
Part access given	0
Denied in full	0
Released outside the Act	0
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

The officer with authority to make a decision in relation to a request under the *Freedom of Information Act 1982* is Sunil Bhalla, Chief Executive Officer, telephone (03) 5382 9725 or email [sunil.bhalla@hrcc.vic.gov.au](mailto:sunil.bhalla@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 2017-2021 Council Plan. Council's adoption of a Human Rights Policy in June 2015 embeds the Council's corporate responsibility to respect human rights in all operations. The following are some examples of where Council has played a role in building understanding and respect for human rights.



## 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.

The Domestic Animal Management Plan has been reviewed by the Domestic Animal Management Advisory Group Committee (DAMAG) and the draft will be presented to Council in October 2018.

Although adoption of a new plan is overdue, this has been unavoidable due to 100 percent turnover of staff in the Community Safety Unit and the Manager Regulatory Services role during the 2017-2018 period.

In 2017-2018, Council undertook the following actions:

- ▶ Funding secured for training of authorised officers in Certificate IV in Animal Control and Regulation and Government
- ▶ Training in Euthanasia of Farm Livestock undertaken by authorised officers
- ▶ Training in handling and storing firearms undertaken by the Coordinator Community Safety Unit
- ▶ Authorised officers attended animal management seminars conducted by DEWLP and an Emergency Management training day by private providers
- ▶ Advice provided to the community in relation to animal matters both on an ad hoc basis and in organised forums, for example, DAMAG Committee and briefings with organisations such as Riding for the Disabled
- ▶ Media campaign run in relation to responsible animal management, and a travelling with dogs in the Horsham municipality brochure developed
- ▶ Proposed off-lead park considered by DAMAG and a new off-lead park proposed
- ▶ Improved signage erected in May Park providing details of the location of off-lead parks
- ▶ Training Aids offered to customers, for example barking control units
- ▶ Close partnerships fostered with the RSPCA and DEWLP, which have included joint investigations
- ▶ After-hours call centre service implemented to triage calls and improve record keeping and customer service

## 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.

Although the 2013-2016 plan was due for review in 2017, Council is continuing to implement the current Disability Action Plan with a view to revising and increasing this Strategy's scope in the next financial year. This will provide Council with a contemporary future focused Action Plan and incorporate accessibility into everyone's work and role.

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

### Goal 1 - Social Connection:

- ▶ Councils community grant guidelines were modified to include a section on disability access

### Goal 2 - Information on Services:

- ▶ Information included in alternative formats in Council Publications and on the website
- ▶ Hearing technology installed with appropriate signage at Council customer service areas and Visitor Information Centre
- ▶ The Horsham Rural City Council website updated to make it more accessible for people with a disability in accordance with W3C guidelines

### Goal 5 - Built Environment:

- ▶ Changing Places in May Park - Upgrading the municipality's natural environment including parks and walkways was a continued focus. In particular, to promote May Park as the region's preferred stop-over point for adults and children of all abilities. In the previous period the 'Changing Places' toilet was installed and in 2017-2018 the upgrade of all abilities play equipment was completed. This action was also an achievement from Council's Health and Wellbeing Plan.

## 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 2017-2018 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 adopted a Child Safe Policy and Reporting a Child Safety Concern Procedure in November 2017.

## 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

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

## 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 Organisational Development Manager.

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 June 30 2018, 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 Procedures can be found on Council's website – [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au), obtained from the Municipal Offices, Civic Centre, 18 Roberts Avenue, Horsham, or by contacting us on telephone 03 5382 9777.

# GOVERNANCE AND MANAGEMENT CHECKLIST

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
1. <b>Community engagement policy</b> (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. <b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Guidelines 15 February 2016
3. <b>Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 25 June 2018
4. <b>Annual budget</b> (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: 25 June 2018
5. <b>Asset management plans</b> (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. <b>Rating strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 25 June 2018
7. <b>Risk policy</b> (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. <b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 9 December 2013
9. <b>Municipal emergency management plan</b> (plan under section 20 of the Emergency Management Act 1986 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: 16 December 2017
10. <b>Procurement policy</b> (policy under section 186A of the Local Government Act 1989 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: 12 June 2018
11. <b>Business continuity plan</b> (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. <b>Disaster recovery plan</b> (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. <b>Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 14 August 2017
14. <b>Audit Committee</b> (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

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
<b>15. Internal audit</b> (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
<b>16. Performance reporting framework</b> (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
<b>17. Council Plan reporting</b> (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: 21 August 2017, 19 February 2018
<b>18. Financial reporting</b> (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: 4 December 2017, 19 February 2018, 7 May 2018
<b>19. Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 13 December 2017, 22 May 2018
<b>20. Performance reporting</b> (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: 2 October 2017, 5 March 2018
<b>21. Annual report</b> (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: 16 October 2017
<b>22. Councillor Code of Conduct</b> (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
<b>23. Delegations</b> (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: 19 March 2018
<b>24. Meeting procedures</b> (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: 6 November 2017

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



**Sunil Bhalla**  
Chief Executive Officer  
Dated: 24 September 2018



**Cr Pam Clarke**  
Mayor  
Dated: 24 September 2018

# COMMUNITY GRANTS AND DONATIONS

<b>SPORT AND RECREATION</b>	<b>\$</b>
Dock Lake Recreation Reserve	3,000
Horsham and District Equestrian Sports Club – roofing over decking	5,000
Horsham City Bowling Club – replace shade coverings	2,140
Horsham Croquet Club – laser levelling	4,000
Horsham Flying Club – equipment	2,460
Horsham Golf Bowling Club – improve water supply	800
Horsham Lawn Tennis Club – lawn mower	3,200
Horsham Squash Club – protective gear for juniors	1,000
Horsham City Bowls Club – synthetic green contribution	5,000
Horsham Motorcycle Infrastructure Grant	10,000
Kalimna Park Croquet Club – laptop computer	500
Natimuk Golf Club – spouting, water pump	2,300
Noradjuha Quantong Football Netball Club – laptop computer	500
Toolondo Golf Club – replacement tractor	5,000
Wimmera Kart Racing Club – replace water tank and pump	2,000
<b>RURAL RECREATION RESERVES TURF MAINTENANCE ALLOCATION:</b>	
Dock Lake	11,600
Kalkee	5,800
Laharum	11,600
Natimuk Show Grounds	5,800
Noradjuha	500
Pimpinio	5,800
Quantong	11,600
Riverside	500
Toolondo	500
Coughlin Park – day labour in lieu of cash	11,600
Specific Donation – Horsham Basketball Stadium	15,500
<b>TOTAL</b>	<b>127,700</b>
<b>HALLS</b>	<b>\$</b>
Insurance and fire services levy for all Council public halls	17,001
Clear Lake Recreation Reserve – toilets	515
Dooen Public Hall – kitchen storage cupboard	2,800
Hamilton Lamb Hall – equipment – sound system	1,798

<b>HALLS <i>continued...</i></b>	<b>\$</b>
Telangutuk East Hall – fencing and signage	4,746
<b>TOTAL</b>	<b>26,860</b>
<b>KINDERGARTENS</b>	<b>\$</b>
Maintenance grants – \$810 each for Council's six kindergartens	4,860
Green Park Kindergarten – outdoor drink trough and bubblers	2,130
Natimuk Road Kindergarten – shade sail pole protectors	792
Roberts Avenue Kindergarten – replace activity tables and chairs	3,813
<b>TOTAL</b>	<b>11,595</b>
<b>GENERAL WELFARE/COMMUNITY SERVICES</b>	<b>\$</b>
Christian Emergency Food Centre – hampers	2,180
Christian Emergency Food Centre – defibrillator	3,325
Horsham College Chaplaincy Committee	5,350
Wimmera River Improvement Committee	7,800
Wimmera River Improvement Committee Police Paddock	2,300
Wimmera Toy Library – toys for new Hub	1,500
<b>TOTAL</b>	<b>22,455</b>
<b>ORGANISATIONS</b>	<b>\$</b>
3rd Horsham Brownie Guides – oven	850
Australian Breastfeeding Association – four training days in Horsham tied to trainer	1,400
Arapiles Historical society – air lock for archive room	3,773
Brimpaen Rural Fire Brigade – production of history book	2,000
Centre for Participation – three women's migrant workshops	2,000
Charitable Organisations – rate refunds (Axis Worx, Jacobs Well, Red Cross, St Vincent de Paul, Salvation Army)	9,714
City of Horsham Lions Club – upgrade kitchen in clubrooms	3,000
Dadswell Bridge – support of newsletter	200
Federation University Horsham Campus – Nursing Achievement Award	300
Grampians Core Alliance – leaders breakfast Cultural Change against Women, tied to speaker	3,000
Horsham Agricultural Society – repairs Wilson Bolton Pavilion	5,000

<b>ORGANISATIONS <i>continued...</i></b>	<b>\$</b>
Horsham City Pipe Band – support of Council events	1,660
Horsham & District Community FM Radio – portable transportation for outdoor equipment	1,752
Horsham College – breakfast program	700
Horsham Community House – shade sails	5,564
Horsham Dog Obedience Club – training equipment	1,400
Horsham Fire Brigade – landscaping	1,000
Horsham Historical Society – feasibility study, Horsham Museum	10,000
Horsham Lions Club – split system air conditioning	3,000
Horsham Regional Arts Association – training Arts Atlas	1,000
Horsham Rural City Brass Band – support of Council events	1,660
Horsham Secondary College – Senior Achievement Award	200
Horsham Spinners and Weavers – display case for wool tapestry	1,000
Horsham Urban Landcare – laptop computer, portable shade	1,000
Horsham Salvation Army – enhance community garden	9,665
Longerenong College – Citizenship Prize	300
Makers Gallery & Studio Inc. – chairs and display equipment	910
Natimuk Brass band – support of Council events	1,660
Natimuk Community Centre NC2 – blinds on back porch	2,500
Natimuk and District Progress Association – program support	1,140
Natimuk Farmers Market Plus – gas compliance for bbq trailer	3,000
North West Grampians Newsletter	1,440
OASIS Wimmera – program support	1,600
Pimpinio Cemetery Trust – heritage and history information board	1,000
St Brigid’s College – Senior Achievement Award	200
U3A Horsham and District – program support	550
Wimmera Mobility Group – excursion support	500
Wimmera Pride Project – seed funding mentoring	5,000
Wimmera Association for Genealogy Inc. – program support	300

<b>ORGANISATIONS <i>continued...</i></b>	<b>\$</b>
Wimmera Association for Genealogy Inc. – split system air conditioning	3,691
Wimmera Southern Mallee LLEN – Lets Read resources	4,500
Wonwondah North Hall – newsletter	200
Wurega Aboriginal Corporation – indigenous female workshops	1,000
Voices of the Wimmera – program support	1,500
<b>TOTAL</b>	<b>101,829</b>
<b>EVENTS</b>	<b>\$</b>
Art Is ... Festival	6,700
Arapiles Community theatre Nati Frinj Biennial	6,700
Business Horsham – speakers	1,777
Horsham Arts Council – marketing/ promotion for RENT production	3,000
Horsham and District Orchid Society	600
Horsham Calisthenics College – trophies	1,000
Horsham Christian Ministers Association Inc. – Carols by Candlelight	3,500
Horsham Fishing Competition – general support	5,000
Horsham Mother’s Day Classic	1,000
Horsham Rockers Inc.	2,200
Horsham Spring Garden Festival – speaker	3,500
Kannamaroo Committee of Management	4,000
Natimuk Community Energy – Inaugural Wimmera Sustainability Feasibility	5,000
Northfest family fun festival	3,400
North West Grampians Lions Club of Horsham – speaker	1,000
Tri Horsham – triathlon equipment	5,000
Tri State Games Committee	500
Wimmera and Southern Mallee Careers Expo	1,800
Wimmera Rockers Danceworld	2,200
<b>TOTAL</b>	<b>57,877</b>
<b>PIMPINIO SPECIAL GRANTS</b>	<b>\$</b>
Pimpinio Cemetery Trust – trees	585
Pimpinio Golf Club – ride on mower	4,000
Pimpinio Sports and Community Centre – new court and lighting program	25,320
Pimpinio Uniting Church – flood lights war memorial	4,415
<b>TOTAL</b>	<b>34,320</b>
<b>TOTAL COMMUNITY GRANTS AND DONATIONS FUNDED</b>	<b>382,636</b>

# 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.

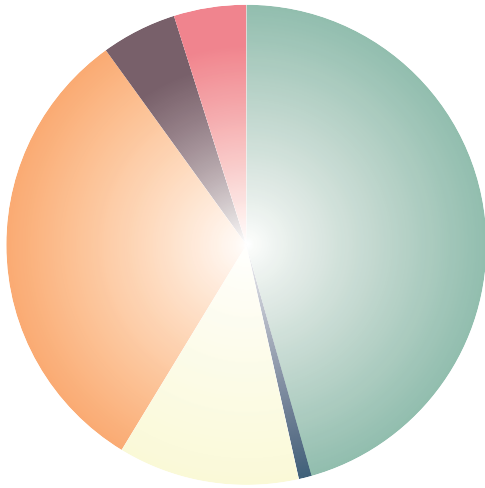
# VICTORIAN LOCAL GOVERNMENT INDICATORS

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

INDICATOR	CALCULATION	2017-2018	2016-2017	2015-16	2014-15
1. Average rates and charges per assessment	Total rates and charges receivable at beginning of year/Number of assessments in the adopted budget	\$2,080.48	\$2,033.53	\$1,959.65	\$1,855.86
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	\$1,855.91	\$1,812.14	\$1,761.57	\$1,626.13
3. Average liabilities per assessment	Total liabilities/Number of assessments in the adopted budget	\$1,524.76	\$1,631.24	\$1,515.88	\$1,309.63
4. Operating result per assessment	Net surplus/Number of assessments in the adopted budget	\$512.42	\$682.08	\$107.33	\$714.24
5. Average operating expenditure per assessment	Operating expenditure/ Number of assessments in adopted budget	\$4,065.66	\$3,896.11	\$3,848.69	\$3,461.73
6. Community satisfaction rating for overall performance generally of Council	Result from the Annual Local Government Community Satisfaction Survey	54	60	63	62
7. Average capital expenditure per assessment	Capital expenditure/ Number of assessments in the adopted budget	\$1,387.02	\$1,137.70	\$1,503.82	\$1,780.57
8. Renewal gap	Capital renewal/Average annual asset consumption	78.8%	73.4%	63.7%	82.8%
9. Renewal and maintenance gap	Capital renewal and maintenance/Average annual asset consumption plus planned maintenance	81.9%	74.5%	69.0%	79.7%
10. Community satisfaction rating for Council's advocacy and community representation on key local issues	Result from the Annual Local Government Community Satisfaction Survey	52	56	58	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	58	60	58



# WHERE OUR MONEY COMES FROM AND WHERE OUR MONEY GOES



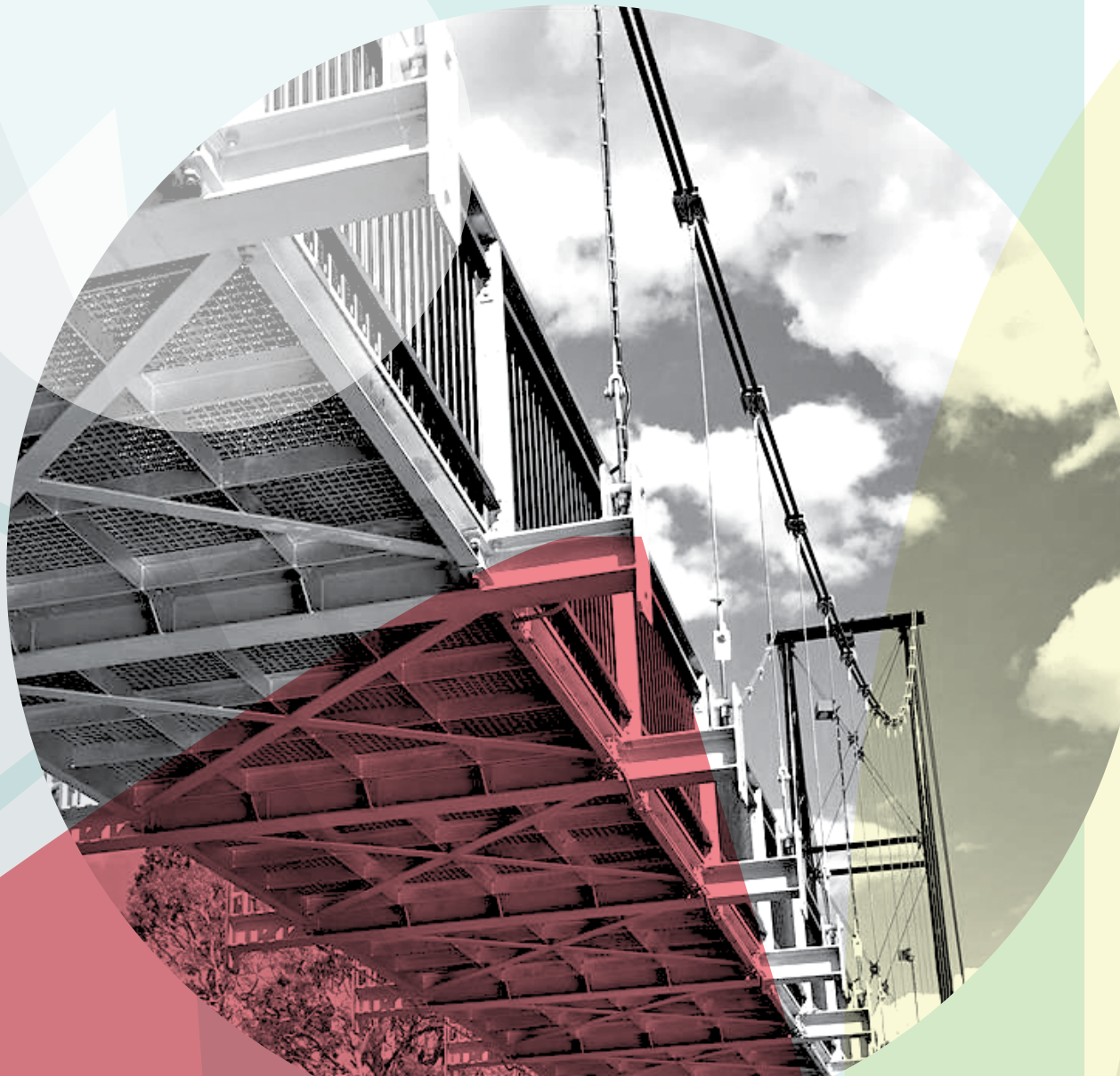
## INCOME

INCOME 2017 / 2018	\$	%
Rates and garbage charge	25.7m	46
Statutory fees and fines	.5m	1
User charges and other fines	6.9m	12
Grants all	17.7m	31
Contributions	2.8m	5
Other revenue	2.6m	5
Reimbursements	0	0



## EXPENDITURE

EXPENDITURE 2017 / 2018	\$	%
Management & Administration	7.0m	14
Regulatory Services	2.4m	5
Community Services	6.1m	12
Recreation, Culture & Leisure	9.5m	19
Economic Development	1.7m	4
Physical Services	17.5m	35
Environment	5.6m	11



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HORSHAM RURAL CITY COUNCIL  
**PERFORMANCE STATEMENT &  
ANNUAL FINANCIAL REPORT**  
FOR THE YEAR ENDED 30 JUNE 2018

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# PERFORMANCE STATEMENT

## FOR THE YEAR ENDED 30 JUNE 2018

### DESCRIPTION OF MUNICIPALITY

Horsham Rural City Council is a vibrant, diverse community situated approximately 300 kilometres north-west of Melbourne and north of the Grampians National Park, in the heart of the Wimmera region of Victoria. Horsham Rural City Council has a population of 19,833 and covers an area of 4,267 square kilometres. Almost three quarters of residents live in 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. The Grains Innovation Park, a nationally acclaimed agricultural research centre, is based in Horsham. There are a range of quality educational and health care facilities including secondary colleges, a university and an agricultural college. We also have 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 includes the major centres of Horsham and Natimuk, and the localities of: Arapiles, Blackheath, Brimpaen, Bungalally, Clear Lake, Dadswells Bridge, Dooen, Douglas, Drung, Duchembegarra, Grass Flat, Green Lake, Greenland Dam, Haven, Jilpanger, Jung, Kalkee, Kanagulk, Kewell, Laharum, Longerenong, Lower Norton, McKenzie Creek, Mitre, Mockinya, Mount Talbot, Murra Warra, Noradjuha, Nurrabel, Pimpinio, Quantong, Riverside, St Helen's Plains, Telangatuk East, Tooan, Toolondo, Vectis, Wail, Wartook and Wonwondah.

# SUSTAINABLE CAPACITY INDICATORS

FOR THE YEAR ENDED 30 JUNE 2018

Indicator / measure	RESULTS				COMMENTS
	2015	2016	2017	2018	
<b>Population</b>					
Expenses per head of municipal population [Total expenses / Municipal population]	\$2,094	\$2,338	\$2,311	\$2,524	No Material Variations.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$20,614	\$20,496	\$20,903	\$21,267	No Material Variations.
Population density per length of road [Municipal population / Kilometres of local roads]	6.62	6.64	6.65	6.66	No Material Variations.
<b>Own-source revenue</b>					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,551	\$1,614	\$1,624	\$1,808	Increased income from waste, performing arts and reimbursement works has seen above average income earned in 2017-2018.
<b>Recurrent grants</b>					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$599	\$407	\$679	\$540	The timing of the grants commission payment saw a decrease of \$2.6m as well as a \$307,000 reduction in R2R in 2017-2018 actuals.
<b>Disadvantage</b>					
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	5	5	5	4	The SEIFA figure in the 2011 Census was five but this was amended in the 2016 Census to four.

## DEFINITIONS

"adjusted underlying revenue" means total income other than—

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

# SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2018

Service/indicator/measure	RESULTS				COMMENTS
	2015	2016	2017	2018	
<b>Governance</b> <b>Satisfaction</b> Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	58	60	58	49	With a significant decrease in satisfaction with Council decisions, Council has implemented an action plan to address possible causes.
<b>Statutory Planning</b> <b>Decision making</b> Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100%	100%	0%	0%	Council had one VCAT decision in relation to a planning application. Council officers assessed the application and considered refusal was appropriate however VCAT thought the application was worthy of approval.
<b>Roads</b> <b>Satisfaction</b> Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	48	45	44	44	Satisfaction with sealed roads remained consistent with the 2017 figure. We believe that a contributing factor to this low score is a lack of understanding of which roads are Council roads and which are controlled by VicRoads.
<b>Libraries</b> <b>Participation</b> Active library members [Number of active library members / Municipal population] x100	16%	12.85%	12.38%	11.83%	Active library users remained fairly consistent.
<b>Waste Collection</b> <b>Waste diversion</b> Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	20.66%	24.32%	24.16%	22.75%	Waste diverted from landfill was marginally less than in 2017. Council is still well down on State averages and is currently implementing a new Waste Management Strategy which should see improvement in these numbers.
<b>Aquatic facilities</b> <b>Utilisation</b> Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	9.17	6.7	6.39	8.20	Utilisation of aquatic facilities has increased due to promotion of swimming lessons, an extensive summer holidays program and focusing on aqua based classes.
<b>Animal management</b> <b>Health and safety</b> Animal management prosecutions [Number of successful animal management prosecutions]	0	2	1	0	Council had no animal prosecutions for the period.

Service/indicator/measure	RESULTS				COMMENTS
	2015	2016	2017	2018	
<b>Food safety</b> <b>Health and safety</b> <i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100%	100%	0%	0%	There were no major non-compliance notifications in 2017-2018.
<b>Home and community care</b> <b>Participation</b> <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	27.72%	25.74%	-	-	HACC measures were removed from 1 July 2016.
<b>Participation</b> <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	9.09%	7.39%	-	-	HACC measures were removed from 1 July 2016.
<b>Maternal and child health</b> <b>Participation</b> <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	81.43%	72.82%	83.67%	89.63%	Even though this is a voluntary service, participation continues to increase. An increase of 15 percent was seen in 2016-2017 with a further 7 percent in 2017-2018.
<b>Participation</b> <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	79.46%	55.17%	75.00%	86.54%	Even though this is a voluntary service, participation has increased significantly. An increase of 36 percent was seen in 2016-2017 and a further 15 percent in 2017-2018.

## DEFINITIONS

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the *Home and Community Care Act 1985* of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Dimension/indicator/measure	RESULTS							FORECASTS				MATERIAL VARIATIONS	
	2015	2016	2017	2018	2019	2020	2021	2022					
<b>Operating position</b>													
<b>Adjusted underlying result</b>													
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	6.10%	-11%	6%	-3%	-4%	-3%	-6%	-3%					Reduced income from non-recurrent operating grants and slightly higher operating expenditure in 2018 saw a major change in this ratio. In future years, the adjusted deficit will remain between -3 percent to -6 percent reflecting the variances in non-recurrent operating grants and minimal increases in operating expenditure.
<b>Liquidity</b>													
<b>Working capital</b>													
Current assets compared to current liabilities [Current assets / Current liabilities] x100	229%	245%	298%	338%	270%	257%	255%	250%					Large cash and accrued income balances were held at 30 June due to grants recognised and works not completed during the year.
<b>Unrestricted cash</b>													
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	46%	77%	36%	11%	49%	41%	35%	37%					Taking advantage of longer term deposits directly affects unrestricted cash held. This is reflected in the year-end figures where high levels of long term deposits are held. Forecast figures are based on less long term deposits and a return to a more consistent unrestricted cash balance.
<b>Obligations</b>													
<b>Loans and borrowings</b>													
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	17%	28%	25%	23%	24%	36%	50%	54%					No Material Variations.
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.4%	2.9%	3.0%	2.9%	3.1%	2.9%	4.1%	4.5%					No Material Variations.
<b>Indebtedness</b>													
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	15%	27%	28%	26%	23%	32%	44%	44%					No Material Variations.
<b>Asset renewal</b>													
Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	92%	73%	78%	83%	76%	109%	115%	91%					No Material Variations.

**RESULTS**      **FORECASTS**

**2015**   **2016**   **2017**   **2018**   **2019**   **2020**   **2021**   **2022**   **MATERIAL VARIATIONS**

**Dimension/indicator/measure**

	2015	2016	2017	2018	2019	2020	2021	2022	MATERIAL VARIATIONS
<b>Stability</b>									
<b>Rates concentration</b>									
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	51%	58%	51%	53%	55%	55%	60%	59%	No Material Variations.
<b>Rates effort</b>									
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality ] x100	0.6%	0.6%	0.6%	0.6%	0.6%	0.7%	0.7%	0.7%	No Material Variations.
<b>Efficiency</b>									
<b>Expenditure level</b>									
Expenses per property assessment [Total expenses / Number of property assessments]	\$3,437	\$3,759	\$3,813	\$4,177	\$4,254	\$4,267	\$3,859	\$3,878	No Material Variations.
<b>Revenue level</b>									
Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,594	\$1,711	\$1,787	\$1,845	\$1,914	\$1,970	\$1,824	\$1,879	No Material Variations.
<b>Workforce turnover</b>									
Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11.21%	8.92%	10.76%	11.53%	9.04%	8.99%	8.99%	8.99%	No Material Variations.

**DEFINITIONS**

"adjusted underlying revenue" means total income other than—  
 (a) non-recurrent grants used to fund capital expenditure; and  
 (b) non-monetary asset contributions; and  
 (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)  
 "adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure  
 "asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service  
 capability of the asset to its original capability  
 "current assets" has the same meaning as in the AAS  
 "current liabilities" has the same meaning as in the AAS  
 "non-current assets" means all assets other than current assets  
 "non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not  
 expected to be received again during the period covered by a Council's Strategic Resource Plan  
 "own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council  
 (including government grants  
 "population" means the resident population estimated by council  
 "rate revenue" means revenue from general rates, municipal charges, service rates and service charges  
 "recurrent grant" means a grant other than a non-recurrent grant  
 "residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on  
 residential properties  
 "restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than  
 for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous  
 financial year  
 "unrestricted cash" means all cash and cash equivalents other than restricted cash.



# OTHER INFORMATION

## FOR THE YEAR ENDED 30 JUNE 2018

### 1. BASIS OF PREPARATION

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations where applicable. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's Strategic Resource Plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the performance statement. Comments have been made against the Sustainable Capacity Indicators and

Service Performance Indicators measures along with Material Variation explanations for the Financial Performance Indicators.

The forecast figures included in the performance statement are those adopted by Council in its Strategic Resource Plan on 25 June 2018 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council or via Council's website [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au) incorporated within the Council Plan.

# CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



**Graeme Harrison B. Econ, CPA, GAICD**

Principal Accounting Officer

**Dated:** 24 September 2018

In our opinion, the accompanying performance statement of the Horsham Rural City Council for the year ended 30 June 2018 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



**Pam Clarke**

Councillor

**Dated:** 24 September 2018



**David Grimble**

Councillor

**Dated:** 24 September 2018



**Sunil Bhalla B Eng (Civil), M Tech (Const), MBA, GAICD**

Chief Executive Officer

**Dated:** 24 September 2018

# Independent Auditor's Report

## To the Councillors of Horsham Rural City Council

<p><b>Opinion</b></p>	<p>I have audited the accompanying performance statement of Horsham Rural City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• description of municipality for the year ended 30 June 2018</li> <li>• sustainable capacity indicators for the year ended 30 June 2018</li> <li>• service performance indicators for the year ended 30 June 2018</li> <li>• financial performance indicators for the year ended 30 June 2018</li> <li>• other information and</li> <li>• the certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement of Horsham Rural City Council in respect of the year ended 30 June 2018 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<p><b>Basis for Opinion</b></p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p><b>Councillors' responsibilities for the performance statement</b></p>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<p><b>Auditor's responsibilities for the audit of the performance statement</b></p>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

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Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

---

MELBOURNE  
25 September 2018

  
Tim Loughnan  
as delegate for the Auditor-General of Victoria

# Independent Auditor's Report

## To the Councillors of Horsham Rural City Council

<b>Opinion</b>	<p>I have audited the financial report of Horsham Rural City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2018</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2018 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

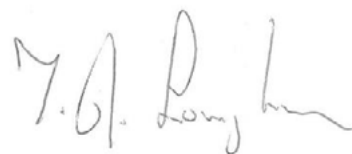
**Auditor's responsibilities for the audit of the financial report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Tim Loughnan

*as delegate for the Auditor-General of Victoria*

MELBOURNE  
25 September 2018


**HORSHAM RURAL CITY COUNCIL  
ANNUAL FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

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**CERTIFICATION OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30th JUNE, 2018**

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989, the Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Mr G.A. Harrison, B Econ, CPA, GAICD  
Principal Accounting Officer  
24th September 2018

Horsham

In our opinion, the accompanying financial statements present fairly the financial transactions of the Horsham Rural City Council for the year ended 30th June 2018, and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Cr P.N. Clarke

24th September 2018

Horsham



Cr A.D. Grimble

24th September 2018

Horsham



Mr. S. Bhalla, B Eng(Civil), M Tech (Const), MBA, GAICD  
Chief Executive Officer

24th September 2018

Horsham



## HORSHAM RURAL CITY COUNCIL

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## HORSHAM RURAL CITY COUNCIL

**COMPREHENSIVE INCOME STATEMENT  
FOR THE YEAR ENDED 30th JUNE, 2018**

	Note	2018 \$'000	2017 \$'000
<b>INCOME</b>			
Rates and charges	2.1	25,695	24,913
Statutory fees and fines	2.2	447	474
User fees	2.3	6,887	6,151
Grants - operating	2.4	10,566	13,987
Grants - capital	2.4	7,102	6,042
Contributions - monetary	2.5 (a)	1,117	832
Contributions - non-monetary assets	2.5 (b)	1,715	1,032
Other income	2.7	2,586	2,025
Share of net profits of associates	5.3	160	91
		-----	-----
Total Income		56,275	55,547
		=====	=====
<b>EXPENSES</b>			
Employee costs	3.1	(17,598)	(17,020)
Materials and services	3.2	(19,584)	(17,232)
Depreciation and amortisation	3.3	(11,105)	(10,809)
Bad and doubtful debts	3.4	(77)	(107)
Borrowing costs	3.5	(291)	(321)
Other expenses	3.6	(261)	(268)
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2.6	74	(110)
Written down value of assets disposed	2.6	(1,142)	(1,388)
		-----	-----
Total Expenses		(49,984)	(47,255)
		=====	=====
		-----	-----
<b>Surplus for the year</b>		6,291	8,292
		=====	=====
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment	5.2	2,681	5,571
(Impairment)/reversal of revalued assets	5.2	1,422	(2,634)
		-----	-----
<b>Total comprehensive result</b>		10,394	11,229
		=====	=====

The above comprehensive income statement should be read in conjunction with the accompanying notes

## HORSHAM RURAL CITY COUNCIL

**BALANCE SHEET  
AS AT 30th JUNE, 2018**

	Notes	2018 \$'000	2017 \$'000
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	4.1	7,614	13,013
Trade and other receivables	4.1	1,557	2,700
Other financial assets	4.1	22,500	16,000
Inventories	4.2	362	346
Non current assets classified as held for sale	5.1	-	165
Other assets	4.2	2,093	1,971
<b>Total current assets</b>		<b>34,126</b>	<b>34,195</b>
<b>NON-CURRENT ASSETS</b>			
Trade and other receivables	4.1	106	265
Investments in associates	5.3	1,440	1,280
Property, infrastructure, plant & equipment	5.2	459,630	451,057
Investment property	5.4	2,400	2,400
Intangibles	4.2	811	-
<b>Total non-current assets</b>		<b>464,387</b>	<b>455,002</b>
<b>Total Assets</b>		<b>498,513</b>	<b>489,197</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	4.3	3,275	5,532
Trust funds and deposits	4.3	563	528
Provisions	4.5	5,791	4,948
Interest-bearing liabilities	4.4	481	451
<b>Total current liabilities</b>		<b>10,110</b>	<b>11,459</b>
<b>NON-CURRENT LIABILITIES</b>			
Provisions	4.5	3,780	3,028
Interest-bearing liabilities	4.4	5,391	5,872
<b>Total non-current liabilities</b>		<b>9,171</b>	<b>8,900</b>
<b>Total Liabilities</b>		<b>19,281</b>	<b>20,359</b>
<b>NET ASSETS</b>		<b>479,232</b>	<b>468,838</b>
<b>EQUITY</b>			
Accumulated surplus		235,295	231,843
Reserves - asset replacement	8.1	21,278	18,439
Reserves - asset revaluation	8.1	222,659	218,556
<b>TOTAL EQUITY</b>		<b>479,232</b>	<b>468,838</b>

The above balance sheet should be read in conjunction with the accompanying notes

## HORSHAM RURAL CITY COUNCIL

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30th JUNE, 2018**

2018	Notes	TOTAL \$'000	Accumulated Surplus \$'000	Asset Replacement Reserve \$'000	Asset Revaluation Reserve \$'000
Balance at the beginning of the financial year		468,838	231,843	18,439	218,556
Surplus for the year		6,291	6,291	-	-
Net asset revaluation increment		4,103	-	-	4,103
Transfers to other reserves	8.1	-	(6,447)	6,447	-
Transfers from other reserves	8.1	-	3,608	(3,608)	-
Balance at the end of the financial year		<u>479,232</u>	<u>235,295</u>	<u>21,278</u>	<u>222,659</u>
2017	Notes	TOTAL \$'000	Accumulated Surplus \$'000	Asset Replacement Reserve \$'000	Asset Revaluation Reserve \$'000
Balance at the beginning of the financial year		457,609	227,033	14,957	215,619
Surplus for the year		8,292	8,292	-	-
Net asset revaluation increment		2,937	-	-	2,937
Transfers to other reserves	8.1	-	(5,476)	5,476	-
Transfers from other reserves	8.1	-	1,994	(1,994)	-
Balance at the end of the financial year		<u>468,838</u>	<u>231,843</u>	<u>18,439</u>	<u>218,556</u>

The above statement of changes in equity should be read in conjunction with the accompanying notes

## HORSHAM RURAL CITY COUNCIL

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30th JUNE, 2018**

	Notes	2018 Inflows (Outflows) \$'000	2017 Inflows (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		25,828	24,878
Statutory fees and fines		459	484
User fees		8,032	4,416
Grants - operating		10,566	14,260
Grants - capital		5,917	5,735
Contributions - monetary		1,117	832
Interest received		644	419
Rent		278	274
Other receipts		2,757	575
Net GST refund		1,855	1,705
Employees costs		(17,382)	(16,864)
Material and services		(21,628)	(15,606)
Other payments		(1,836)	(1,632)
		-----	-----
Net cash provided by operating activities	8.2	16,607	19,476
		-----	-----
<b>Cash flows from investing activities</b>			
Payments for investments		(6,500)	(7,400)
Payments for property, infrastructure, plant and equipment		(15,314)	(12,799)
Proceeds from sale of property, infrastructure, plant and equipment		550	157
		-----	-----
Net cash used in investing activities		(21,264)	(20,042)
		-----	-----
<b>Cash flows from financing activities</b>			
Finance costs		(291)	(321)
Repayment of borrowings		(451)	(437)
		-----	-----
Net cash used in financing activities		(742)	(758)
		-----	-----
<b>Net decrease in cash and cash equivalents</b>		<b>(5,399)</b>	<b>(1,324)</b>
<b>Cash and cash equivalents at the beginning of the financial year</b>		<b>13,013</b>	<b>14,337</b>
		-----	-----
<b>Cash and cash equivalents at the end of the financial year</b>	4.1	<b>7,614</b>	<b>13,013</b>
		=====	=====
Financing Arrangements	4.6		
Restrictions on cash assets	4.1		

The above statement of cashflows should be read with the accompanying notes

## HORSHAM RURAL CITY COUNCIL

**STATEMENT OF CAPITAL WORKS  
FOR THE YEAR ENDED 30th JUNE, 2018**

	2018 \$'000	2017 \$'000
<b>Property</b>		
Works in progress	63	22
<b>Total land</b>	63	22
Buildings	3,524	1,227
Works in progress	604	1,961
<b>Total buildings</b>	4,128	3,188
<b>Total property</b>	4,191	3,210
<b>Plant and equipment</b>		
Plant, machinery and equipment	1,555	812
Office furniture and equipment	261	127
Art purchases	40	29
Works in progress	26	-
<b>Total plant and equipment</b>	1,882	968
<b>Infrastructure</b>		
Roads	4,573	4,774
Bridges	544	245
Footpaths and cycleways	290	535
Drainage	77	11
Recreation, leisure and community facilities	44	188
Waste management	1,853	472
Parks, open space and streetscapes	103	144
Other infrastructure	102	183
Works in progress	1,655	2,069
<b>Total Infrastructure</b>	9,241	8,621
<b>Total capital works expenditure</b>	15,314	12,799
<b>Represented by:</b>		
Asset renewal expenditure	9,194	8,398
Asset upgrade expenditure	2,254	930
New asset expenditure	3,866	3,471
<b>Total capital works expenditure</b>	15,314	12,799

The above statement of capital works should be read in conjunction with the accompanying notes

## NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30th JUNE, 2018

### OVERVIEW

#### Introduction

The Horsham Rural City Council was established by an Order of the Governor in Council on 20th January 1995 and is a body corporate.

The Council's main office is located at 18 Roberts Avenue Horsham.

#### Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income, Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital, Works and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

### SIGNIFICANT ACCOUNTING POLICIES

#### (a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 5.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 5.2)
- the determination of employee provisions (refer to note 4.5)
- the determination of landfill provisions (refer to note 4.5)

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**NOTE 1 PERFORMANCE AGAINST BUDGET**

The performance against budget comparison notes compare Council's financial plan, expressed through its actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$400,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 20th June 2017. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

**1.1 INCOME AND EXPENDITURE**

	Ref	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	2018 %
<b>INCOME</b>					
Rates and charges		25,610	25,695	85	0.3
Statutory fees and fines		482	447	(35)	(7.3)
User fees	1	5,182	6,887	1,705	32.9
Grants - operating	2	12,394	10,566	(1,828)	(14.7)
Grants - capital		6,720	7,102	382	5.7
Contributions - monetary	3	542	1,117	575	106.1
Contributions - non-monetary	4	800	1,715	915	114.4
Fair value adjustments for investment property		24	-	(24)	(100.0)
Other income	5	1,385	2,586	1,201	86.7
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		149	74	(76)	(50.7)
Share of net profits of associates		30	160	130	433.3
<b>Total Income</b>		<b>53,318</b>	<b>56,349</b>	<b>3,031</b>	<b>5.7</b>
<b>EXPENSES</b>					
Employee costs	6	(17,191)	(17,598)	(407)	2.4
Materials and services	7	(18,496)	(19,584)	(1,088)	5.9
Depreciation and amortisation	8	(11,675)	(11,105)	570	(4.9)
Bad and doubtful debts		(68)	(77)	(9)	13.2
Borrowing costs		(299)	(291)	8	(2.7)
Other expenses		(326)	(261)	65	(19.9)
Written down value of assets disposed		(900)	(1,142)	(242)	26.9
<b>Total Expenses</b>		<b>(48,955)</b>	<b>(50,058)</b>	<b>(1,103)</b>	<b>2.3</b>
<b>Surplus for the year</b>		<b>4,363</b>	<b>6,291</b>	<b>1,928</b>	<b>44.2</b>



**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018****1.1 INCOME AND EXPENDITURE (Cont.)****(i) Explanation of material variations****1. User fees**

High levels of patronage of the new Town Hall Performing Arts Centre saw increased revenue of \$390k. High usage of Transfer Station saw increase in user fees of \$550k. Other user income areas had higher income including reimbursements from another council \$60k, sport facilities user charges \$70k, and freight hub \$70k. Many other user fees charges generated increases between \$20k - \$30k.

**2. Grants - operating**

The budget included grant payments for 2 stages of the Grampians Peak Trail project, due to delays in meeting project timelines only one funding payment was received resulting in a short fall in this project of \$1.8m.

**3. Contributions - monetary assets**

One large development contribution towards the WIFT Industrial Estate of \$300k was received during the year.

**4. Contributions - non-monetary assets**

Increased urban development saw road and land infrastructure assets valued at \$1.7m provided to Council, exceeding the \$800,000 budget.

**5. Other income**

Council completed more provisional works for Vicroads gaining an additional \$530k income. The budget for other income classification also should have also reflected \$509k for Vicroads contract works. Additional \$60k earned from interest on investments and \$100k from other councils to continue the GIS shared support services project.

**6. Employee costs**

Workcover costs increased by \$100k, 4 additional staff were funded from grants gained and employees completed less capital works by \$258k but more maintenance works which impacts on the operational employee costs.

**7. Materials and services**

The renewing of Council's flood damaged assets contributed an additional \$1.422m to the materials budget.

**8. Depreciation**

The full capital works program was not completed during 17/18 which resulted in less depreciation being charged on completed projects.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

1.2 CAPITAL WORKS	Ref	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	2018 %
<b>Property</b>					
Works in Progress		-	63	63	100.0
<b>Total land</b>		-	63	63	100.0
<b>Buildings</b>					
Works in Progress		-	604	604	100.0
<b>Total buildings</b>		3,734	4,128	394	10.6
<b>Total property</b>		3,734	4,191	457	110.6
<b>Plant and equipment</b>					
Plant, machinery and equipment		1,634	1,555	(79)	(4.8)
Office furniture and equipment		240	261	21	8.8
Art purchases		25	40	15	60.0
Public art purchases		25	-	(25)	(100.0)
Works in Progress		-	26	26	100.0
<b>Total plant and equipment</b>		1,924	1,882	(42)	(2.2)
<b>Infrastructure</b>					
Roads	1	7,174	4,573	(2,601)	(36.3)
Bridges	2	226	544	318	140.7
Footpaths and cycleways	3	842	290	(552)	(65.6)
Drainage		25	77	52	208.0
Recreation, leisure and community facilities	4	362	44	(318)	(87.8)
Waste Management		1,815	1,853	38	2.1
Parks, open space and streetscapes		132	103	(29)	(22.0)
Off street car parks		235	-	(235)	(100.0)
Other infrastructure	5	1,811	102	(1,709)	(94.4)
Works in Progress		-	1,655	1,655	100.0
<b>Total Infrastructure</b>		12,622	9,241	(3,381)	(26.8)
<b>Total capital works expenditure</b>		18,280	15,314	(2,966)	(16.2)
<b>Represented by:</b>					
Asset renewal expenditure		8,493	9,194	701	8.3
Asset upgrade expenditure		2,534	2,254	(280)	(11.0)
New asset expenditure		7,253	3,866	(3,387)	(46.7)
<b>Total capital works expenditure</b>		18,280	15,314	(2,966)	(16.2)

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018****1.2 CAPITAL WORKS (cont.)****(i) Explanation of material variations****1. Roads**

The budget included \$1.6m of expenditure for roads associated with a new industrial estate. The project was in the planning phase at 30th June 2018. Also \$680k of urban road reconstruction, \$308k rural road reconstruction and \$383k of R2R roadworks were not expended by end of year.

**2. Bridges**

Additional unbudgetted expenditure of \$257k was incurred to complete the Anzac pedestrian footbridge during the first quarter of 2017/18 financial year.

**3. Footpaths and cycleways**

The footpath budget included works in the CBD of \$500k, as the matching grant was not received the project was withdrawn from Council's program of works.

**4. Recreation, leisure and community facilities**

The budget included \$300k for stage 1 of the outdoor pool refurbishment, the project was not complete at 30th June, which is reflected in the reduction of expenditure in this area.

**5. Other infrastructure**

The budget included \$530k of expenditure for other infrastructure associated with a new industrial estate. The project was in the planning phase at 30th June 2018. Also budgeted was \$1.28m for livestock infrastructure projects which did not proceed as grant funding opportunities to assist funding the projects did not occur.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**NOTE 2 FUNDING FOR THE DELIVERY OF OUR SERVICES**

**2.1 RATES AND CHARGES**

2018	2017
\$'000	\$'000

-----

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is its total market value including all improvements. It includes the site value, which is the value of the land without improvements.

The valuation base used to calculate general, cultural and farm rates for 2017/18 was \$4,088,497,000 (2016/17 \$ 4,035,657,100).

The 2017/18 General rate in the CIV dollar was .5146 cents. (2016/17 .5044 cents).

Residential	11,775	11,376
Commercial	1,533	1,479
Industrial	834	792
Farm/rural	5,506	5,380
Cultural	16	16
Municipal charge	3,117	3,037
Garbage charges	2,914	2,833
	-----	-----
Total rates and charges	25,695	24,913
	=====	=====

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016 and the valuation first applied in the rating year commencing 1 July 2016.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

**2.2 STATUTORY FEES AND FINES**

Infringements and costs	59	128
Perin court recoveries	22	21
Issue of certificates	20	15
Local laws - permits & licences	29	79
Town planning	210	135
Health registrations	107	96
	-----	-----
Total statutory fees and fines	447	474
	=====	=====

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**2.3 USER FEES**

	2018 \$'000	2017 \$'000
	-----	-----
Administration charges	181	126
Animal control	383	383
Building fees & other charges	148	173
Fees - parking meters	405	411
Immunisations	10	4
Home based welfare services	811	867
Lord Mayors Camp	9	12
Other swimming income	1	1
Performance ticket sales	1,268	1,094
Sporting and recreation facilities	133	83
Sports marketing	3	-
Freight Hub user charge	151	86
Supervision of private subdivisions	6	28
Plan checking fees	1	16
Aerodrome	37	38
Saleyards	479	436
Wimmera business centre income	167	160
Rural revegetation scheme	2	8
Garbage charges	11	9
Garbage disposal	770	772
Transfer station	314	300
Waste management fees	1,580	1,144
Other user fees	17	-
	-----	-----
Total user fees	6,887	6,151
	=====	=====

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

<b>2.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT</b>	2018 \$'000	2017 \$'000
Grants were received in respect of the following:		
<b>Summary of grants</b>		
Commonwealth funded grants	12,635	14,751
State funded grants	5,033	5,278
<b>Total grants received</b>	<b>17,668</b>	<b>20,029</b>
<b>(a) Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Commonwealth Government family and children	37	38
Financial Assistance Grant - general purpose	4,063	5,697
Financial Assistance Grant - local roads	2,160	3,112
General Home Care	785	777
<b>Recurrent State Government</b>		
School crossing supervisors	38	25
Community services	240	240
Maternal and child health	454	384
Senior citizens centres	16	15
Food services	64	48
Home and community care	216	213
Disability services	143	137
Youth services	17	-
Library	171	170
Arts and art gallery	203	230
Environmental and landcare grants	113	68
<b>Total recurrent operating grants</b>	<b>8,720</b>	<b>11,154</b>
<b>Non-recurrent - Commonwealth Government</b>		
Outdoor recreation	1,243	1,688
<b>Non-recurrent - State Government</b>		
Corporate services	7	75
Regulatory services	150	-
Community services	199	352
Public and community health	5	73
Disability services	60	-
Outdoor recreation	22	509
Arts and art gallery	50	35
Halls, historic buildings & monuments	8	-
Economic development	-	20
Environmental and landcare grants	71	59
Recycling and waste grants	31	-
Flood recovery grants	-	22
<b>Total non-recurrent operating grants</b>	<b>1,846</b>	<b>2,833</b>
<b>Total operating grants</b>	<b>10,566</b>	<b>13,987</b>

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**2.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont.)**

	2018 \$'000	2017 \$'000
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery funding	1,991	2,298
<b>Total recurrent capital grants</b>	1,991	2,298
<b>Capital non-recurrent</b>		
<b>Non-recurrent - Commonwealth Government</b>		
Buildings	1,850	-
Local roads and bridges	506	1,141
<b>Non-Recurrent State Government</b>		
Family and children	-	1,650
Home and community care	-	15
Community facilities	143	110
Outdoor recreation	759	327
Halls, historic buildings & monuments	27	20
Local roads & ancillary assets	373	221
Livestock exchange	31	-
Flood recovery grants	1,422	260
<b>Total non-recurrent capital grants</b>	5,111	3,744
<b>Total capital grants</b>	7,102	6,042
<b>Total grants</b>	17,668	20,029
<b>Conditions on grants</b>		
Grants recognised as revenue during the year that were obtained on the condition that they be expended in a specified manner that had not occurred at balance date were:		
Financial assistance	3,149	3,004
Corporate services	7	75
Town planning studies	42	-
Community services	90	278
Kindergarten specific grants	-	95
Disability grants	134	137
Outdoor recreation	536	181
Halls, historic buildings & monuments	45	13
Arts and arts gallery	73	59
Environmental	35	13
Road & streets infrastructure	85	310
Roads to recovery	244	529
	4,440	4,694

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**2.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont.)**

	2018 \$'000	2017 \$'000
<b>Conditions on grants</b>		
Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:		
Financial assistance	(3,004)	-
Corporate services	(75)	-
Community services	(209)	(152)
Kindergarten specific grants	(95)	(23)
Home and community care	-	(33)
Rural disability access grant	(137)	(122)
Outdoor recreation	(181)	(219)
Halls, historic buildings & monuments	(13)	(3)
Arts and arts gallery	(59)	(54)
Economic growth	-	(46)
Environmental	(13)	(21)
Road & streets infrastructure	(310)	(59)
Roads to recovery	(529)	(274)
	(4,625)	(1,006)

**Summary:**

Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	4,918	1,230
Received during the financial year and remained unspent at balance date	4,440	4,694
Received in prior years and spent during the financial year	(4,625)	(1,006)
Balance at year end	4,733	4,918

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured.



**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**2.5 CONTRIBUTIONS**

**(a) Monetary**

	2018 \$'000	2017 \$'000
Development contributions - cash	300	-
Road assets	392	371
Recreational, leisure and community facilities	326	443
Recreational, leisure and community services	99	18
	-----	-----
	1,117	832
	=====	=====

**(b) Non-Monetary**

**Contributions of non-monetary assets were received in  
relation to the following asset classes**

Assets contributed by developers

Land public open space	-	18
Land under roads	39	100
Road and bridge assets	1,676	914
	-----	-----
	1,715	1,032
	=====	=====

Total contributions

	-----	-----
	2,832	1,864
	=====	=====

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

<b>2.6 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT</b>	2018 \$'000	2017 \$'000
Sale of developed land		
Proceeds from sales of developed land	215	-
Less: Cost of developed land sold	(165)	-
	-----	-----
Profit on sale of developed land	50	-
	=====	=====
Plant and Equipment		
Proceeds from sale of assets	294	157
Written down value of assets sold	(295)	(212)
	-----	-----
(Loss) on sale of plant and equipment	(1)	(55)
	-----	-----
Furniture and Equipment		
Proceeds from sale of assets	1	-
	-----	-----
Profit on sale of furniture and equipment	1	-
	=====	=====
Sale of land and buildings		
Proceeds from sale of assets	40	-
Written down value of assets sold	(16)	(55)
	-----	-----
Profit/(loss) on sale of land and buildings	24	(55)
	=====	=====
Summary		
Total proceeds from sale of assets	550	157
Written down value of assets sold	(476)	(267)
	-----	-----
Total net (loss) on disposal of property, plant and equipment	74	(110)
	=====	=====
Disposal of council buildings		
Written down value of assets written off	-	(247)
Disposal of road infrastructure assets		
Written down value of assets written off	(1,141)	(1,141)
Disposal of other structures		
Written down value of assets disposed	(1)	-
	-----	-----
Total written down value of assets disposed	(1,142)	(1,388)
	=====	=====

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**2.7 OTHER INCOME**

	2018 \$'000	2017 \$'000
	-----	-----
Interest	555	466
Interest on rates	39	37
External works	374	353
Road maintenance/works	4	4
Main roads maintenance Vicroads	928	307
Pre-school income	18	9
Other health receipts	1	2
Other welfare receipts	10	24
Youth resource centre income	-	60
Community workshop income	3	3
Art gallery	67	53
Information office	41	38
Quarry restoration Income	18	37
Theatre rent	7	6
Mibus centre rent	10	10
Industrial estate rent	44	49
Commercial properties rent	192	184
Caravan park rent	61	60
Contract retentions forfeited	-	106
Other	214	217
	-----	-----
Total other income	2,586	2,025
	=====	=====

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the rights to receive the income.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**NOTE 3 THE COST OF DELIVERING SERVICES**

**3.1 EMPLOYEE COSTS**

	2018 \$'000	2017 \$'000
Wages and salaries	16,525	15,980
Workcover	316	222
Superannuation	1,476	1,445
Less: Amounts capitalised in non-current assets constructed by the Council	(719)	(627)
<b>Total employee costs</b>	<b>17,598</b>	<b>17,020</b>

**(b) Superannuation**

Council made contributions to the following funds

**Defined benefit fund**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	134	160
---	-----	-----

**Accumulation funds**

Employer contributions to Local Authorities Superannuation Fund (Vision Super) and other funds	1,341	1,285
	-----	-----
	1,475	1,445
	=====	=====
Employer contributions payable to reporting date	124	131

Refer to note 8.3 for further information relating to Council's superannuation obligations.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**3.2 MATERIALS & SERVICES**

	2018 \$'000	2017 \$'000
	-----	-----
Contract payments		
Valuation services	50	49
Provision of meals for meals on wheels	152	167
Management youth centre	142	134
Management aquatic centre	101	102
Waste management contracts	562	677
Contract cleaning	287	318
Building service contractors	294	299
Strategies	103	286
Council election contract	134	128
Sporting group projects	77	36
Community facilities projects	1,322	1,688
Contracts less than \$100,000	498	641
Materials and services		
Sporting group projects	66	-
Library	492	477
Road maintenance contracts	555	374
Performing events expenses	914	748
General materials	650	487
Road maintenance materials	1,147	392
Waste management expenses	1,919	2,076
Other materials & services less than \$100,000	3,143	3,299
Other		
Insurances	448	431
Plant operating costs	1,084	1,017
Computer expenditure	610	450
Power, light & heating	694	661
Advertising	257	218
Telephone	151	153
External salaries	537	488
External plant hire	69	68
Fringe benefit tax	131	148
Legal costs	53	54
Printing and stationery	95	115
Donations	392	366
Wimmera Development Association membership	200	197
Water rates	245	232
Community engagement projects	117	103
Sustainability projects	61	113
Flood and fire emergency response works and projects	1,422	40
CCTV safety project	277	-
Emergency Management	133	-
	-----	-----
Total materials and services	19,584	17,232
	=====	=====

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**3.3 DEPRECIATION AND AMORTISATION**

	2018 \$'000	2017 \$'000
Furniture and fittings	120	102
Plant and equipment	1,010	885
Roads	5,255	5,642
Kerb and channel	479	475
Footpaths and cycleways	547	532
Bridges	217	201
Drainage	450	32
Other land improvements	42	42
Buildings	1,560	1,460
Other structures	1,425	1,438
	-----	-----
Total depreciation and amortisation	11,105	10,809
	=====	=====

Refer to note 4.2 (c) and 5.2 for a more detailed breakdown of depreciation and amortisation charges

**3.4 BAD AND DOUBTFUL DEBTS**

Other debtors	8	20
Parking fine debtors	25	41
Animal fine debtors	44	46
	-----	-----
Total bad and doubtful debts	77	107
	=====	=====
Movement in provision for doubtful debts		
Balance at the beginning of the year	73	64
New provisions recognised during the year	29	30
Amounts already provided for and written off as uncollectable	(3)	(14)
Amounts provided for but recovered during the year	(2)	(7)
	-----	-----
Balance at end of year	97	73
	=====	=====

Provision for doubtful debt is recognised when there is objective evidence that an impairment loss has occurred. Bad debts are written off when identified.

**3.5 BORROWING COSTS**

Interest - borrowings	291	321
-----------------------	-----	-----

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

**3.6 OTHER EXPENSES**

Auditors' remuneration - VAGO audit of financial statements, performance statement and grant acquittals	50	49
Fees for other services provided by other auditors	16	19
Councillor & mayoral allowances	195	188
Operating lease rentals	-	12
	-----	-----
Total other expenses	261	268
	=====	=====

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**NOTE 4 OUR FINANCIAL POSITION**

**4.1 FINANCIAL ASSETS**

2018  
\$'000

2017  
\$'000

**(a) CASH AND CASH EQUIVALENTS**

Cash on hand	5	5
Cash at bank	150	76
Overnight cash at 11am call	3,368	1,736
Short term deposits	4,091	11,196
	-----	-----
Total cash and cash equivalents	7,614	13,013
	=====	=====

**(b) OTHER FINANCIAL ASSETS**

Term deposits - Current	22,500	16,000
	=====	=====

Council's cash and cash equivalents are subject to a number of external restrictions that limit amounts available for discretionary or future use. These include:

- Trust funds and deposits (Note 4.3b)	563	528
- Unexpended grants (Note 2.4)	1,291	1,690
- Reserve funds allocated to specific future purposes	300	297
	-----	-----

Restricted funds	2,154	2,515
	-----	-----

Total unrestricted cash and cash equivalents	5,460	10,498
	=====	=====

**Intended allocations**

Although not externally restricted the following amounts have been allocated for specific future purposes by Council

- Cash held to fund carried forward capital works	1,194	3,468
- Cash from Financial Assistance held to fund 17/18 programs	-	3,004
- Cash from Financial Assistance held to fund 18/19 programs	3,149	-
	-----	-----

Total funds subject to intended allocations	4,343	6,472
	=====	=====

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less.

Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**4.1 FINANCIAL ASSETS (Cont.)**

<b>(c) TRADE AND OTHER RECEIVABLES</b>	2018 \$'000	2017 \$'000
<b>Current</b>		
Statutory receivables		
Rates debtors	192	325
Sundry debtors	917	1,888
Less doubtful debt provision - Sundry debtors	(9)	(3)
Parking infringement debtors	103	100
Other infringement debtors	164	161
Less doubtful debt provision - All infringements	(88)	(70)
Non statutory receivables		
Loans & advances to community organisations	27	60
Net GST receivable	251	239
Total current trade & other receivables	1,557	2,700
<b>Non-current</b>		
Statutory		
Sundry debtors	-	116
Non statutory		
Loans & advances to community organisations	57	99
Deferred property debts receivable	49	50
Total non current trade & other receivables	106	265
<b>Total trade &amp; other receivables</b>	1,663	2,965

Short term receivables are carried at invoice amount when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

**(a) Ageing of receivables**

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

	2018 \$'000	2017 \$'000
Current (not yet overdue)	582	1,674
Past due by up to 30 days	216	124
Past due between 31 and 180 days	26	108
Past due between 181 and 365 days	120	42
Total trade and other receivables	944	1,948
Non Current (not yet overdue)	57	215



**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**4.1 TRADE AND OTHER RECEIVABLES (Cont.)**

**b) Ageing of individually impaired trade and other receivables**

At balance date, other debtors representing financial assets with a nominal value of \$97k, (2016 \$73k) were impaired. The amount of the provision raised against these debtors was \$97k, (2016 \$73k). They individually have been impaired as a result of their doubtful collection. The individually impaired debtors relate to general and sundry debtors, parking and animal infringement debtors and have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors, or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

	2018 \$'000	2017 \$'000
Past due between 31 and 180 days	1	-
Past due between 181 and 365 days	4	-
Past due by more than 1 year	92	73
Total trade and other receivables	97	73

**4.2 NON FINANCIAL ASSETS**

**(a) INVENTORIES**

Inventories held for distribution	342	326
Inventories held for sale	20	20
Total inventories	362	346

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

**(b) OTHER ASSETS**

Prepayments	222	501
Accrued income	1,871	1,470
Total other assets	2,093	1,971

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**(c) INTANGIBLE ASSETS**

	2018 \$'000	2017 \$'000
Landfill air space	811	-
Total intangible assets	811	-
	Landfill \$'000	
<b>Gross carrying amount</b>		
Balance at 1 July 2017	-	-
Additions from internal developments	811	-
Balance at 1 July 2018	811	-
Net book value at 30 June 2017	-	-
Net book value at 30 June 2018	811	-

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

**4.3 PAYABLES**

**(a) TRADE AND OTHER PAYABLES**

Trade payables	3,254	5,525
Fire services levy	15	-
Accrued expenditure	6	7
Total trade and other payables	3,275	5,532

Fire Services Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**(b) TRUST FUNDS AND DEPOSITS**

	2018 \$'000	2017 \$'000
Refundable building deposits	59	54
Refundable contract deposits	73	74
Refundable security deposits	293	210
Refundable retention amounts	4	70
Other refundable deposits	134	120
	-----	-----
Total trust funds and deposits	563	528
	=====	=====

Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned, transferred in accordance with the purpose of the receipt or forfeited Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

**Purpose and Nature of Items**

Refundable Deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of the civic facilities.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of the time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Horsham Rural City Council has received monies as agent for the following: Art Gallery Trust Fund, Mack Jost Trust Fund, Con Kroker Trust Fund, Wimmera Regional Library Corporation, Wimmera Development Association, Horsham Cemetery Trust. As Horsham Rural City Council performs only a custodial role in respect of these monies, and the monies cannot be used for council purposes, they are not brought to account in the financial statements.

**4.4 INTEREST BEARING LOANS AND BORROWINGS**

Current		
Borrowings - secured	481	451
	-----	-----
	481	451
	=====	=====
Non-current		
Borrowings - secured	5,391	5,872
	-----	-----
	5,391	5,872
	=====	=====
Total	5,872	6,323
	=====	=====

Borrowings are secured by way of mortgage over the general rates of Council.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

<b>4.4 INTEREST BEARING LOANS AND BORROWINGS (Cont.)</b>	2018 \$'000	2017 \$'000
The maturity profile for Council's borrowings is:		
Not later than one year	481	451
Later than one year and not later than five years	1,086	1,567
Later than five years	4,305	4,305
	5,872	6,323
	5,872	6,323

Borrowings are initially measured at fair value being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

<b>4.5 PROVISIONS</b>	Employee \$'000	Quarry Restoration \$'000	Landfill Restoration \$'000	Total \$'000
<b>2018</b>				
Balance at the beginning of the financial year	5,397	166	2,413	7,976
Additional provisions	2,076	7	1,342	3,425
Amounts used	(1,823)	-	-	(1,823)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(1)	-	(6)	(7)
	5,649	173	3,749	9,571
	5,649	173	3,749	9,571
<b>2017</b>				
Balance at the beginning of the financial year	5,219	191	1,765	7,175
Additional provisions	1,978	20	757	2,755
Amounts used	(1,703)	(45)	(112)	(1,860)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(97)	-	3	(94)
	5,397	166	2,413	7,976
	5,397	166	2,413	7,976

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

<b>4.5 PROVISIONS (cont.)</b>	2018 \$'000	2017 \$'000
<b>(a) Employee provisions</b>		
Current provisions expected to be settled wholly within 12 months		
Annual leave	1,377	1,295
Long service leave	283	218
Sick leave gratuity	21	42
	-----	-----
	1,681	1,555
	=====	=====
Current provisions expected to be wholly settled after 12 months		
Annual leave	239	214
Long service leave	2,682	2,565
Sick leave gratuity	285	238
	-----	-----
	3,206	3,017
	=====	=====
Total current employee provisions	-----	-----
	4,887	4,572
	=====	=====
Non-current		
Long service leave	570	636
Sick leave gratuity	192	189
	-----	-----
Total Non Current Employee Provisions	762	825
	=====	=====
<b>Aggregate carrying amount of employee provisions</b>		
Current	4,887	4,572
Non-current	762	825
	-----	-----
Total aggregate carrying amount of employee provisions	5,649	5,397
	=====	=====

The calculation of employee benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries, and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and sick leave gratuities expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of the employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

The current provision expected to be settled wholly within 12 months is calculated on the following basis:

Annual leave and sick leave gratuity: based on the trend of actually usage in preceding 12 months.  
Long service leave: based on useage average over the last 5 years.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for the employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**4.5 PROVISIONS (cont.)**

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Current Liability - unconditional LSL representing 7 years is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at:

- present value - component that is not expected to be wholly settled within 12 months.
- nominal value - component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability - conditional LSL representing less than 7 years that has been accrued, where an employee is yet to reach a qualifying term of employment is disclosed as a non-current liability.

This non-current LSL liability is measured at present value.

Key Assumptions	2018	2017
- inflation rate	3.875%	3.813%

Discount rates depend on years of service and are based on the rates released by the Department of Treasury and Finance. Probabilities of staff meeting their entitlement periods are based on history over the last four years.

**(b) Restoration Provisions**

	2018 \$'000	2017 \$'000
<b>Quarry restoration provision</b>		
Current	34	-
Non-current	139	166
	173	166

Key Assumptions

- discount rate	2.647%	2.612%
- inflation rate	3.520%	3.520%

Discount rates are based on the rates released by the Department of Treasury and Finance.

The provision for quarry restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the sites to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**4.5 PROVISIONS (cont.)**

	2018 \$'000	2017 \$'000
<b>(c) Landfill restoration provision</b>		
Current	870	376
Non-current	2,879	2,037
	-----	-----
	3,749	2,413
	=====	=====

**Landfill rehabilitation provision**

Council is obligated to restore the Dooen site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key Assumptions	2018	2017
- discount rate	2.647%	2.612%
- inflation rate	3.520%	3.520%
- estimated cost to rehabilitate	3,066	1,923

**4.6 FINANCING ARRANGEMENTS**

The Council has the following funding arrangements in place.

	2018 \$'000	2017 \$'000
Bank overdraft	1,000	1,000
Credit card facilities	350	249
	-----	-----
Total facilities	1,350	1,249
	=====	=====
Used facilities	45	-
Unused facilities	1,305	1,249

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**4.7 COMMITMENTS**

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2018	Not Later Than 1 Year \$'000	Later Than 1 Year and Not Later Than 2 years \$'000	Later Than 2 Years and Not Later Than 5 years \$'000	TOTAL \$'000
Operating				
Building Surveyor Services	89	-	-	89
Strategic Planning Services	87	-	-	87
Waste management services	95	-	-	95
Flood recovery asset renewal	526	-	-	526
Capital				
Roadworks	632	-	-	632
Bridge works	94	-	-	94
Electronic ID system	39	-	-	39
Recreation facility renewal	245	-	-	245
Building projects	1	-	-	1
Plant	183	-	-	183
<b>Total</b>	<b>1,991</b>	<b>-</b>	<b>-</b>	<b>1,991</b>

2017	Not Later Than 1 Year \$'000	Later Than 1 Year and Not Later Than 2 years \$'000	Later Than 2 Years and Not Later Than 5 years \$'000	TOTAL \$'000
Operating				
Various Studies	82	-	-	82
Building Surveyor Services	357	-	-	357
Strategic Planning Services	80	-	-	80
Community facilities	68	-	-	68
Capital				
Roadworks	430	-	-	430
Horsham North Childrens Hub	2,512	-	-	2,512
CCTV Cameras	361	-	-	361
Bridge works	41	-	-	41
Landfill Construction	1,149	-	-	1,149
Other Buildings Refurbishment	295	-	-	295
Plant	517	-	-	517
<b>Total</b>	<b>5,892</b>	<b>-</b>	<b>-</b>	<b>5,892</b>



**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**NOTE 5 ASSETS WE MANAGE**

<b>5.1 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE</b>	2018 \$'000	2017 \$'000
Industrial land held for sale - at fair value	-	165
	=====	=====

A non-current asset classified as held for sale (including disposal groups), is measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

## HORSHAM RURAL CITY COUNCIL

NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018

## 5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

## Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2017	Additions	Contributions	Revaluations	Transfers	Impairment Reversal	Depreciation	Disposal	At Fair Value 30 June 2018
Land	37,158	-	39	1,959	-	-	(42)	(16)	39,098
Buildings	57,487	3,524	-	722	2,083	-	(1,560)	-	62,256
Plant and Equipment	12,833	1,856	-	-	-	-	(1,130)	(295)	13,264
Infrastructure	338,601	7,586	1,676	-	2,836	1,422	(8,373)	(1,143)	342,605
Work in progress	4,978	2,348	-	-	(4,919)	-	-	-	2,407
	451,057	15,314	1,715	2,681	-	1,422	(11,105)	(1,454)	459,630

## Summary of Works in Progress

	Opening WIP	Additions	Transfers	Closing WIP
Land and Buildings	2,132	667	(2,083)	716
Plant and Equipment	-	26	-	26
Infrastructure	2,846	1,655	(2,836)	1,665
	4,978	2,348	(4,919)	2,407

## HORSHAM RURAL CITY COUNCIL

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)**

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated:

Property	Depreciation Period	Threshold Limit \$'000
Land		1,000
Land improvements	10 - 100 years	5,000
Buildings	15 - 100 years	5,000
Plant, machinery and equipment		
Plant, machinery and equipment	1 - 30 years	5,000
Office furniture and equipment	3 - 20 years	1,000
Art purchases		50
Infrastructure		
Road pavements and seals	13 - 60 years	5,000
Road formation and earthworks	100 years	5,000
Road kerb, channel and minor culverts	50 - 55 years	5,000
Bridges substructure	110 years	5,000
Footpaths and cycleways	40 - 50 years	5,000
Drainage	100 years	5,000
Recreation, leisure and community facilities	10 -100 years	5,000
Waste management	3 - 50 years	5,000
Parks, open space and streetscapes	10 - 75 years	5,000
Aerodromes	10 -100 years	5,000
Off street car parks	45 - 90 years	5,000
Intangible assets		
Landfill air space	4 years	5,000

## HORSHAM RURAL CITY COUNCIL

NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018

## 5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)

2018 Property	Land - specialised \$'000	Land - non specialised \$'000	Land improvements \$'000	Total Land \$'000	Buildings -non specialised \$'000	Total Buildings \$'000	Works in Progress \$'000	Total Property \$'000
At fair value 1 July 2017	667	35,900	992	37,559	85,983	89,248	2,132	128,939
Accumulated depreciation at 1 July 2017	-	-	(401)	(401)	(28,496)	(31,761)	-	(32,162)
	667	35,900	591	37,158	57,487	57,487	2,132	96,777
Movements in fair value								
Acquisition	-	-	-	-	3,524	3,524	667	4,191
Contributions by developers and others	39	-	-	39	-	-	-	39
Revaluation increments/decrements	-	1,959	-	1,959	1,650	1,650	-	3,609
Fair value of assets disposed	-	(16)	-	(16)	-	-	-	(16)
Transfers	-	-	-	-	2,083	2,083	(2,083)	-
	39	1,943	-	1,982	7,257	7,257	(1,416)	7,823
Movements in accumulated depreciation								
Depreciation and amortisation	-	-	(42)	(42)	(1,560)	(1,560)	-	(1,602)
Revaluation increments/decrements	-	-	-	-	(928)	(928)	-	(928)
	-	-	(42)	(42)	(2,488)	(2,488)	-	(2,530)
At fair value 30 June 2018	706	37,843	992	39,541	93,240	96,505	716	136,762
Accumulated depreciation at 30 June 2018	-	-	(443)	(443)	(30,984)	(34,249)	-	(34,692)
	706	37,843	549	39,098	62,256	62,256	716	102,070

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)**

2018	Plant machinery & Equipment \$'000	Office furniture & Equipment \$'000	Art Collection \$'000	Public Art \$'000	Total Plant & Equipment \$'000	Works in Progress \$'000	Total Plant & Equipment \$'000
Plant and equipment							
At fair value 1 July 2017	14,332	1,760	3,669	233	19,994	-	19,994
Accumulated depreciation at 1 July 2017	(5,856)	(1,305)	-	-	(7,161)	-	(7,161)
	8,476	455	3,669	233	12,833	-	12,833
Movements in fair value							
Acquisition of assets at fair value	1,555	261	40	-	1,856	26	1,882
Fair value of assets disposed	(878)	(10)	-	-	(888)	-	(888)
	677	251	40	-	968	26	994
Movements in accumulated depreciation							
Depreciation and amortisation	(1,010)	(120)	-	-	(1,130)	-	(1,130)
Accumulated depreciation of disposals	583	10	-	-	593	-	593
	(427)	(110)	-	-	(537)	-	(537)
At fair value 30 June 2018	15,009	2,011	3,709	233	20,962	26	20,988
Accumulated depreciation at 30 June 2018	(6,283)	(1,415)	-	-	(7,698)	-	(7,698)
	8,726	596	3,709	233	13,264	26	13,290

## HORSHAM RURAL CITY COUNCIL

NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018

## 5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)

2018 Infrastructure	Roads \$'000	Bridges \$'000	Footpaths & cycleways \$'000	Drainage \$'000	Recreational, leisure and community \$'000	Waste management \$'000	Parks open spaces and streetscapes \$'000	Aerodromes \$'000	Off street cat parks \$'000	Other Infrastructure \$'000	Works in Progress \$'000	Total Infrastructure \$'000
At fair value 1 July 2017	415,634	19,318	24,775	1,990	10,742	5,449	3,525	3,289	4,134	24,399	2,846	516,101
Accumulated depreciation at 1 July 2017	(136,777)	(8,221)	(12,321)	(495)	(3,454)	(2,428)	(1,538)	(1,268)	(2,045)	(6,107)	-	(174,654)
	278,857	11,097	12,454	1,495	7,288	3,021	1,987	2,021	2,089	18,292	2,846	341,447
Movements in fair value												
Acquisition	4,573	544	290	77	44	1,853	103	-	-	102	1,655	9,241
Contributions by developers and others	855	279	172	370	-	-	-	-	-	-	-	1,676
Fair value of assets disposed	(2,876)	-	(11)	-	-	-	(10)	-	-	-	-	(2,897)
Transfers	733	1,934	-	11	4	154	-	-	-	-	(2,836)	-
Transfers to/from other asset classes	(41,541)	-	-	41,541	-	-	-	-	-	-	-	-
	(38,256)	2,757	451	41,999	48	2,007	93	-	-	102	(1,181)	8,020
Movements in accumulated depreciation												
Depreciation and amortisation	(5,734)	(217)	(547)	(450)	(268)	(365)	(150)	(99)	(61)	(482)	-	(8,373)
Accumulated depreciation of disposals	1,735	-	10	-	-	-	9	-	-	-	-	1,754
Reversal of Impairment losses	1,422	-	-	-	-	-	-	-	-	-	-	1,422
Transfers to/from other asset classes	8,640	-	-	(8,640)	-	-	-	-	-	-	-	-
	6,063	(217)	(537)	(9,090)	(268)	(365)	(141)	(99)	(61)	(482)	-	(5,197)
At fair value 30 June 2018	377,378	22,075	25,226	43,989	10,790	7,456	3,618	3,289	4,134	24,501	1,665	524,121
Accumulated depreciation at 30 June 2018	(130,714)	(8,438)	(12,858)	(9,585)	(3,722)	(2,793)	(1,679)	(1,367)	(2,106)	(6,589)	-	(179,851)
	246,664	13,637	12,368	34,404	7,068	4,663	1,939	1,922	2,028	17,912	1,665	344,270

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)**

**Acquisition**

The purchase method of accounting is used for all acquisitions of assets, being the fair value of the assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

**Land under roads**

Land under roads acquired after 30 June 2008 is brought to account using the fair value basis. Council does not recognise land under roads that it controlled prior to that period in its financial report.

**Depreciation of property, infrastructure, plant and equipment**

Buildings, land improvements, infrastructure, plant and equipment and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where infrastructure assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life. Artworks are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

**Repairs and maintenance**

Routine maintenance, repair costs and minor renewal costs are expensed as incurred. When the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

**Valuation of land and buildings**

Valuation of land and buildings were undertaken by a qualified independent valuer, Ben Sawyer, Certified Practising Valuer of Preston Rowe Paterson Reg No. 63163. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. This adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)**

The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	DOV Mth Yr
Non specialised land	-	37,843	-	June 2018
Specialised land	-	-	706	n/a
Land improvements	-	-	549	June 2014
Non specialised buildings	-	-	62,256	June 2018
Total	-	37,843	63,511	

**Valuation of infrastructure**

Valuation of infrastructure assets has been determined in accordance with an independent valuation undertaken by Mr Peter Moloney, Dip CE. CE. EWS. MIEAust, Moloney Asset Management Services.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	DOV Mth Yr
Roads	-	-	246,664	July 2014
Bridges	-	-	13,637	June 2013
Footpaths and cycleways	-	-	12,368	July 2014
Drainage	-	-	34,404	June 2017
Recreation & leisure facilities	-	-	7,068	June 2013
Waste management	-	-	4,663	June 2013
Parks, open space/streetscapes	-	-	1,939	June 2013
Aerodromes	-	-	1,922	June 2013
Off street car parks	-	-	2,028	June 2013
Other infrastructure	-	-	17,912	June 2013
Total	-	-	342,605	



**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)**

**Description of significant unobservable inputs into level 3 valuations**

**Specialised land and land under roads** is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$815 per square metre.

**Specialised buildings** are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$200 to \$300 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 15 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

**Infrastructure assets** are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure are determined on the basis of the current condition of the asset and vary from 3 years to 110 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2018 \$'000	2017 \$'000
Reconciliation of specialised land		
Land under roads	706	667
Total specialised land	706	667

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**5.3 INVESTMENTS IN ASSOCIATES**

	2018 \$'000	2017 \$'000
Council's investment in the Wimmera Regional Library Corporation is based on the equity method of accounting.		
Council's interest in equity	33.67%	33.55%
<b>Equity in Wimmera Regional Library Corporation - at valuation</b>	967	984
	967	984
<b>Council's share of accumulated surplus</b>		
Council's share of accumulated surplus at start of year	407	437
Change in equity share apportionment	1	37
Reported surplus/(loss) for year	22	(65)
Transfers to/(from) reserves	(13)	(2)
Council's share of accumulated surplus at end of year	417	407
<b>Council's share of reserves</b>		
Council's share of reserves at start of year	577	531
Change in equity share apportionment	(40)	44
Transfers to/(from) reserves	13	2
Council's share of reserves at end of year	550	577
<b>Movement in carrying value of specific investment</b>		
Carrying value of investment at start of year	984	968
Change in equity share apportionment	(39)	81
Share of surplus/(loss) for year	22	(65)
Carrying value of investment at end of year	967	984
Council's share of expenditure commitments	Nil	Nil
Council's share of contingent liabilities and contingent assets	Nil	Nil

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

5.3 INVESTMENTS IN ASSOCIATES (cont.)	2018 \$'000	2017 \$'000
Council's investment in the Wimmera Development Association is based on the equity method of accounting.		
Council's interest in equity	48.14%	48.14%
<b>Equity in Wimmera Development Association - at valuation</b>	473	296
	473	296
<b>Council's share of accumulated surplus</b>		
Council's share of accumulated surplus at start of year	191	150
Reported surplus for year	177	76
Transfers to/(from) reserves	(35)	(35)
Council's share of accumulated surplus at end of year	333	191
<b>Council's share of reserves</b>		
Council's share of reserves at start of year	105	70
Transfers to/(from) reserves	35	35
Council's share of reserves at end of year	140	105
<b>Movement in carrying value of specific investment</b>		
Carrying value of investment at start of year	296	220
Share of surplus for year	177	76
Carrying value of investment at end of year	473	296
Council's share of expenditure commitments	Nil	
Council's share of contingent liabilities and contingent assets	Nil	

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

**Principles of consolidation**

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2018, and their income and expenses for that part of the reporting period in which control existed, if material.

Subsidiaries are all entities over which Council has control. Council controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Council. They are deconsolidated from the date that control ceases.

Where dissimilar accounting policies are adopted by entities and their is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**5.3 INVESTMENTS IN ASSOCIATES (cont.)**

The entity that is controlled by Council and could be consolidated into Council financial statements is Horsham Performing Arts. This company is a cultural charitable organisation set up for the promotion of the performing arts and for other cultural purposes of the benefit of the community.

Horsham Performing Arts Company is controlled by 6 directors, of which 3 are Horsham Rural City Councillors and one officer, therefore Council has control of this entity, however due to the small turnover value, the Horsham Performing Arts accounts have not been consolidated, but are included below for information.

**Summarised financial information**

**Summarised statement of comprehensive income**

	2018 \$'000	2017 \$'000
Total income	8	21
Total expenses	(4)	(3)
	-----	-----
Surplus for year	4	18
	=====	=====
<b>Total comprehensive result</b>	<b>4</b>	<b>18</b>
	=====	=====

**Summarised balance sheet**

Total Current Assets	42	38
	-----	-----
<b>Total assets</b>	<b>42</b>	<b>38</b>
	=====	=====

**Summarised statement of cash flows**

Net cash provided by operating activities	13	22
	-----	-----
<b>Net increase/decrease in cash and cash equivalents</b>	<b>13</b>	<b>22</b>
	=====	=====

**Committees of Management**

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**5.4 INVESTMENT PROPERTY**

	2018	2017
	\$'000	\$'000

Balance at end of financial year	2,400	2,400
	=====	=====

Investment property, comprising freehold rental properties, is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefits in excess of originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the comprehensive income statement on a straight line basis over the lease term.

**Valuation of investment property**

Valuation of investment property has been determined in accordance with an independent valuation by Ben Sawyer, Certified Practising Valuer of Preston Rowe Paterson who has recent experience in the location and category of property being valued. The valuation is at fair value, based on the current market value for the property.

**NOTE 6 PEOPLE AND RELATIONSHIPS**

**6.1 COUNCIL AND KEY MANAGEMENT REMUNERATION**

**(a) Related parties**

Parent Entity  
Horsham Rural City Council is the parent entity.

Subsidiaries and associates

Interests in subsidiaries and associates are detailed in note 5.3.

**(b) Key management personnel**

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Cr P.N. Clarke	Returned to office on 1/11/12.
Cr A.D. Grimble	Returned to office on 1/11/12.
Cr M.A. Radford	Returned to office on 1/11/12.
Cr J.T. Koenig	Duly elected to office 10/11/16.
Cr L.V. Power	Duly elected to office 10/11/16.
Cr J.T. Robinson	Duly elected to office 10/11/16.
Cr A.N. Gulvin	Duly elected to office 10/11/16.

	2018	2017
	No.	No.
Total number of councillors	7	11
Chief executive officer and other key management personnel	7	5
<b>Total key management personnel</b>	<b>14</b>	<b>16</b>
	=====	=====

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**6.1 COUNCIL AND KEY MANAGEMENT REMUNERATION (Cont.)**

<b>(c) Remuneration of key management personnel</b>	2018 \$'000	2017 \$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,239	1,129
Long-term benefits	36	46
Post-employment benefits	83	106
	-----	-----
Total	1,358	1,281
	=====	=====

The number of key management personnel, whose total remuneration from council and any related entities, falls within the following bands:

	No.	No.
\$ 1,000 - \$ 9,999	-	3
\$ 10,000 - \$ 19,999	-	4
\$ 20,000 - \$ 29,999	6	3
\$ 40,000 - \$ 49,999	1	1
\$ 50,000 - \$ 59,999	1	-
\$ 60,000 - \$ 69,999	1	-
\$170,000 - \$179,999	2	-
\$180,000 - \$189,999	-	2
\$190,000 - \$199,999	2	1
\$209,000 - \$219,999	1	1
\$260,000 - \$269,999	-	1
	-----	-----
	14	16
	=====	=====

**(d) Senior officer remuneration**

A senior officer is an officer of Council, other than key management personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive Officer; or
- b) whose total annual remuneration exceeds \$145,000.

Based on the above criteria, there are no other senior officers whose remuneration is required to be disclosed. (2016/17 nil).

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018****6.2 RELATED PARTY DISCLOSURES****(a) Transactions with related parties**

During the period Council entered the following transactions with responsible persons or related parties of responsible persons'.

Fees and charges charged to associates is nil, (2016/17 nil).

Fees and charges charged to entities controlled by key management personnel is nil. (2016/17 nil).

Infrastructure contributions from entities controlled by key management personnel is nil. (2016/17 nil).

Employee expenses for close family members of key management personnel includes a close family member. The staff member was paid in accordance with the Award for the job they perform. The council employs 280 staff of which only 1 is a close family member of key management personnel.

Purchase of materials and services from entities controlled by key management personnel is nil. In 2016/17, the council purchased the meals on wheels from an entity that was controlled by a member of the key management personnel. The purchase was at arm's length and was in the normal course of council operations.

Purchase of materials and services from associates by key management personnel is as follows: Council is a one of 5 member councils that contribute to Wimmera Regional Library Corporation. Council contributed \$492,000 in 2017/18 and \$477,000 in 2016/17.

Council is a one of 5 member councils that contribute to Wimmera Regional Development Association. Council contributed \$200,000 in 2017/18 and \$197,000 in 2016/17.

**(b) Outstanding balances with related parties**

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties is nil (2016/17 nil).

**(c) Loans to/from related parties**

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party is nil, (2016/17 nil).

**(d) Commitments to/from related parties**

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party is nil, (2016/17 nil).

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**NOTE 7 MANAGING UNCERTAINTIES**

**7.1 CONTINGENT ASSETS AND LIABILITIES**

**(a) CONTINGENT ASSETS**

**Operating lease receivables**

At the reporting date, Horsham Rural City Council had entered into commercial property leases on its investment property, consisting of surplus freehold shop complexes. These properties held under operating leases have remaining cancellable lease terms of between 1 and 5 years. All leases include a CPI based revision of the rental charge annually.

Council has also entered into a long term lease of the Horsham Caravan Park. The 21 year lease includes an annual CPI increase on the rental charge.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

	2018 \$'000	2017 \$'000
Not later than one year	212	256
Later than one year and not later than 5 years	449	760
Later than 5 years	1,169	1,268
	1,830	2,284
	1,830	2,284

**(b) CONTINGENT LIABILITIES**

**Superannuation**

Defined benefit superannuation scheme obligations

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme. As a result of the volatility in financial markets the likelihood of making such contributions in the future period exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

**Future superannuation contributions**

In addition to the disclosed contributions, Horsham Rural City Council has not paid any unfunded liability payments to Vision Super during 17/18 or 16/17. There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2018. The expected contributions paid to the Defined Benefit category of Vision Super for the year ending 30 June 2019 will be approx. \$156k.

**Landfills**

Finance Assurance for Dooen Landfill

Council has a responsibility under the *Environment and Protection Act 1970*, for remedial action and site aftercare at the Dooen Landfill. Council progressively rehabilitates the John's site each year.

**Bank Guarantees**

At balance date, the Council's exposure as a result of bank guarantees is:

	\$'000
Department of Natural Resources - Arnotts Quarry	32
Minister for Agriculture and Resources	12
Minister for Energy and Resources	5
Environment Protection Authority	625

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.



**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**7.2 CHANGE IN ACCOUNTING STANDARDS**

The following new AAS'S have been issued that are not mandatory for the 30 June 2018 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

*Financial Instruments - Disclosure (AASB 7) (Applies 2018/19)*

The standard requires entities to provide disclosures in their financial statement that enable users to evaluate: (a) the significance of financial instruments for the entity's financial position and performance; and (b) the nature and extent of risks arising from financial instruments to which the entity is exposed.

*Financial Instruments - Disclosure (AASB 9) (Applies 2018/19)*

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.

*Revenue from contracts with customers (AASB15) (applies 2019/20)*

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of the standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential on impact on the recognition of certain grant income.

*Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-For-Profit Entities (AASB 2016-7) (applies 2019/20)*

This standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

*Leases (AASB 16) (applies 2019/20)*

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset while future lease payment will be recognised as a financial liability. The nature of the expense recognised in the profit and loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

*Income of Not-For-Profit Entities (AASB 1058) (applies 2019/20)*

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**7.3 FINANCIAL INSTRUMENTS**

**(a) Objectives and policies**

The Council's principal financial instruments comprise cash assets, term deposits, receivables, (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement of the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

**(b) Market risk**

Market risk is the risk that the fair value or future cash flows of Council's financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

**Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manage interest rate risk by ensuring:

- conformity with State and Federal regulations and standards,
- appropriate liquidity,
- diversification of financial institution and investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

**(c) Credit risk**

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- Council only invest surplus funds with financial institutions that conform with State and Federal regulations and standards.

Receivables consist of a large number of customers, spread across the ratepayer, consumer, business and government sectors. Credit risk associated with the Council's financial assets is minimal, because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 7.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**7.3 FINANCIAL INSTRUMENTS (cont.)**

**(d) Liquidity risk**

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell financial assets at below value or may be unable to settle or recover a financial assets.

To help reduce these risks Council:

- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, to its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade.

Details of the maturity profile for borrowings are disclosed at note 4.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

**(e) Sensitivity disclosure analysis**

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements in ass

- A parallel shift of +1% and -1% in market interest rates (AUD) from year end rates of 1.67%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

**7.4 FAIR VALUE MEASUREMENT**

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**7.4 FAIR VALUE MEASUREMENT (Cont.)**

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets and liabilities.

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

**Revaluation**

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, and furniture and fittings, are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 5.2, Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

**Impairment of assets**

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**7.5 EVENTS OCCURRING AFTER BALANCE DATE**

No matters have occurred after balance date that require disclosure in the financial report.

**NOTE 8 OTHER MATTERS**

**8.1 RESERVES**

**(A) ASSET REPLACEMENT RESERVES**

2018	Balance at beginning of reporting period \$'000	Transfer to accumulated surplus \$'000	Transfer from accumulated surplus \$'000	Balance at end of reporting period \$'000
Car park development	2,127	343	14	2,456
Office equipment replacement	476	359	285	550
Plant replacement	4,290	1,660	1,172	4,778
Recreation contribution	297	38	-	335
Waste management replacement	2,421	1,606	1,543	2,484
Contingency & redundancy	69	124	-	193
Firebrace St properties	620	54	80	594
Major capital projects	50	593	169	474
Aquatic centre replacement	767	111	20	858
Aerodrome reseal	313	59	-	372
Industrial estate	3,559	537	150	3,946
Library asset replacement	48	8	6	50
Livestock exchange	218	62	38	242
Loan funds	746	439	-	1,185
Quarry & road rehabilitation	99	9	-	108
Road construction	32	-	-	32
Headworks drainage	445	93	-	538
Unfunded superannuation	500	100	-	600
Wimmera Business Centre	160	8	25	143
Wimmera Freight Terminal	335	151	-	486
Infrastructure gap	812	-	53	759
Sustainability projects	55	93	53	95
	18,439	6,447	3,608	21,278

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**8.1 RESERVES (Cont.)**

**(A) ASSET REPLACEMENT RESERVES**

2017	Balance at beginning of reporting period \$'000	Transfer to accumulated surplus \$'000	Transfer from accumulated surplus \$'000	Balance at end of reporting period \$'000
Car park development	1,767	421	61	2,127
Office equipment replacement	363	301	188	476
Plant replacement	3,296	1,674	680	4,290
Recreation contribution	262	41	6	297
Waste management replacement	1,602	1,283	464	2,421
Contingency & redundancy	143	54	128	69
Firebrace St properties	526	103	9	620
Major capital projects	117	-	67	50
Aquatic centre replacement	562	285	80	767
Aerodrome reseal	172	141	-	313
Industrial estate	3,601	32	74	3,559
Library asset replacement	51	8	11	48
Livestock exchange	282	-	64	218
Loan funds	342	439	35	746
Quarry & road rehabilitation	80	19	-	99
Road construction	32	-	-	32
Town Hall redevelopment	14	-	14	0
Headworks drainage	408	124	87	445
Unfunded superannuation	400	100	-	500
Wimmera Business Centre	139	21	-	160
Wimmera Freight Terminal	259	82	6	335
Infrastructure gap	539	293	20	812
Sustainability projects	-	55	-	55
	<u>14,957</u>	<u>5,476</u>	<u>1,994</u>	<u>18,439</u>

The above transfers represent an appropriation of funds for the future replacement and expansion of assets.

The loan fund reserve is held to meet the future increased loan repayments required for planned capital renewal and expansion projects.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**8.1 ASSET REVALUATION RESERVES**

<b>2018</b>	Balance at beginning of reporting period \$'000	Impairments and reversals \$'000	Revaluation increment \$'000	Balance at end of reporting period \$'000
Property				
Land	22,960	-	1,959	24,919
Other land improvements	2,975	-	-	2,975
Buildings	19,703	-	722	20,425
<b>Total property</b>	<b>45,638</b>	<b>-</b>	<b>2,681</b>	<b>48,319</b>
Plant and equipment				
Works of art	1,330	-	-	1,330
<b>Total plant and equipment</b>	<b>1,330</b>	<b>-</b>	<b>-</b>	<b>1,330</b>
Infrastructure				
Roads	126,498	1,422	-	127,920
Kerb and channel	9,383	-	-	9,383
Drainage	15,884	-	-	15,884
Footpaths and cycleways	8,330	-	-	8,330
Bridges	2,823	-	-	2,823
Other infrastructures	7,595	-	-	7,595
<b>Total Infrastructure</b>	<b>170,513</b>	<b>1,422</b>	<b>-</b>	<b>171,935</b>
Other				
Land held for sale	1,075	-	-	1,075
	<b>218,556</b>	<b>1,422</b>	<b>2,681</b>	<b>222,659</b>
<b>2017</b>				
Property				
Land	22,960	-	-	22,960
Other land improvements	2,975	-	-	2,975
Buildings	19,703	-	-	19,703
<b>Total property</b>	<b>45,638</b>	<b>-</b>	<b>-</b>	<b>45,638</b>
Plant and equipment				
Works of art	1,330	-	-	1,330
<b>Total plant and equipment</b>	<b>1,330</b>	<b>-</b>	<b>-</b>	<b>1,330</b>
Infrastructure				
Roads	123,561	(2,634)	5,571	126,498
Kerb and channel	9,383	-	-	9,383
Drainage	15,884	-	-	15,884
Footpaths and cycleways	8,330	-	-	8,330
Bridges	2,823	-	-	2,823
Other infrastructures	7,595	-	-	7,595
<b>Total Infrastructure</b>	<b>167,576</b>	<b>(2,634)</b>	<b>5,571</b>	<b>170,513</b>
Other				
Land held for sale	1,075	-	-	1,075
	<b>215,619</b>	<b>(2,634)</b>	<b>5,571</b>	<b>218,556</b>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**8.2 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)**

	2018 \$'000	2017 \$'000
	-----	-----
Surplus for the year	6,291	8,292
Depreciation and amortisation	11,105	10,809
Loss on disposal of property, infrastructure, plant and equipment	1,069	1,498
Contributions - Non-monetary assets	(1,715)	(1,032)
Share of profits of associates	(160)	(91)
Financing Costs	291	321
Change in assets and liabilities:		
Increase in provisions	1,595	801
Increase in intangible assets	(810)	-
(Increase) in prepayments	279	(125)
Increase/(Decrease) in trade and other payables and other liabilities	(2,222)	1,153
(Increase)/Decrease in inventories	(16)	185
(Increase)/Decrease in trade and other receivable	1,302	(993)
(Increase)/Decrease in accrued income	(401)	(1,342)
	-----	-----
Net cash provided by operating activities	16,607	19,476
	=====	=====

**8.3 SUPERANNUATION**

Horsham Rural City Council makes all of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

**Accumulation**

The Fund's accumulation category, Vision My Super/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings, for the year ended 30 June 2018, this was 9.5% required under Superannuation Guarantee Legislation.

**Defined Benefit**

Horsham Rural City Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result the level of participation of the Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.



**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018**

**8.3 SUPERANNUATION (Cont.)**

**Funding Arrangements**

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's actuary.

As at 30 June 2017, a full triennial actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 103.1%.

To determine the VBI, the fund Actuary used the following long-term assumptions:

Net Investment Return	6.50% p.a.
Salary Inflation	3.50% p.a.
Price Inflation (BPI)	2.50% p.a.

Vision Super has advised that the estimated VBI at quarter ended 30 June 2018 was 106%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2017 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

**Employer contributions**

**Regular contributions**

On the basis of the results of the 2017 triennial actuarial investigation conducted by the Fund's actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2018, this rate was 9.5% of members' salaries (9.5% in 2016/2017). This rate will increase in line with any increase to the contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

**Funding Calls**

If the defined benefit category is in an unsatisfactory financial position at actuarial investigation or the defined benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the defined benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Horsham Rural City Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's defined benefit category, together with the employer's payroll at 30 June 1993 and at the date of the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30th JUNE, 2018****8.3 SUPERANNUATION (Cont.)****2017 Triennial actuarial investigation surplus amounts**

The Fund's triennial actuarial investigation as at 30 June 2017 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$69.8 million; and
- A total service liability surplus of \$193.5 million.
- A discounted accrued benefits surplus of \$228.8 million

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits.

**2018 Interim actuarial investigation**

An interim actuarial investigation will be conducted for the Fund's position as at 30 June 2018. It is anticipated that this actuarial investigation will be completed in December 2018.

## COUNCIL OFFICES

### HORSHAM

Civic Centre, 18 Roberts Avenue, Horsham 3400

P · 03 5382 9777

F · 03 5382 1111

E · [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)

W · [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au)

Monday to Friday – 8.30am to 5.00pm

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### DEPOT

Selkirk Drive, Horsham 3400

P · 03 5382 9600

F · 03 5382 5358

Monday to Friday – 7.30am to 4.30pm

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### NATIMUK

Natimuk Community Centre

62 Main Street, Natimuk 3402

P · 03 5387 1304

Thursdays only – 9am to 12pm

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### POSTAL ADDRESS

PO Box 511, Horsham 3402

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**ASSEMBLY OF COUNCILLORS REGISTER**

**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM AT THE  
HORSHAM RURAL CITY COUNCIL ON MONDAY 1 OCTOBER 2018 AT 4.30PM**

**Present:** Cr P Clarke, Mayor, Cr MA Radford, Cr J Koenig, Cr A Gulvin, Cr L Power; Cr J Robinson (from 5.16pm – 6.50pm); Sunil Bhalla, Chief Executive Officer

Present items 4 onwards, from 5.15pm: Angela Murphy, Director Development Services; Heather Proctor, Acting Director Corporate Services Kevin O'Brien, Director Community Wellbeing; John Martin, Director Infrastructure; Mandi Stewart, Manager Community Services and Emergency (item 4.1 only); Janet Hall, Age Friendly Communities Project Officer (item 4.1 only)

**Apologies:** Cr DA Grimble; Graeme Harrison, Director Corporate Services

**1. WELCOME AND INTRODUCTION**

Cr Clarke welcomed everyone.

**2. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989 (AS AMENDED).**

Nil.

**3. COUNCILLOR/CEO MEETING**

- Mayoral Election Process
- Meeting Procedures

Discussed.

**4. PRESENTATIONS**

**4.1 Older Persons Reference Group**

In Attendance: Janet Hall and Mandi Stewart with attendees from the Older Persons Reference Group: Shayne Keenan, Kola Kennedy, Cherie Ladlow, Kieran Loughran, Faye Smith and Brenda Sudholz.

Janet Hall and representatives from the Older Persons Reference Group spoke on the Age Friendly Communities project and the development of the action plan including recommendations for future projects.

**4.2 GWMWater Update**

In Attendance: Mark Williams and Peter Vogel discussed GWMWater 2018-2023 strategic directions.

Cr Robinson left the meeting at 6.50pm and did not return.

**5. COUNCIL MEETING REPORTS FOR DISCUSSION**

**5.1 Natimuk Road Pedestrian Crossing**

Discussed.

**6. GENERAL DISCUSSION**

**6.1 Mayoral Photos Display Location**

Discussed location – breakout room, reception room east wall or corridor wall to reception room kitchen.

**7. CLOSE**

7.10pm (dinner followed)

**ASSEMBLY OF COUNCILLORS REGISTER**

**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM AT THE  
HORSHAM RURAL CITY COUNCIL ON MONDAY 8 OCTOBER 2018 AT 5.00PM**

**Present:** Cr P Clarke, Mayor, Cr MA Radford, Cr L Power, Cr J Robinson, Cr D Grimble (from 5.10pm), Cr A Gulvin (from 5.25pm); Sunil Bhalla, Chief Executive Officer; Angela Murphy, Director Development Services; Heather Proctor, Acting Director Corporate Services; Kevin O'Brien, Director Community Wellbeing; John Martin, Director Infrastructure; Kerrie Bell, Manager Governance and Information (item 4 only); Anne Donovan, Manager Arts Culture and Recreation (item 7.1 only)

**Apologies:** Cr J Koenig, Graeme Harrison, Director Corporate Services

**1. WELCOME AND INTRODUCTION**

Cr Clarke welcomed everyone.

**2. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989 (AS AMENDED).**

Nil.

**3. FINANCE & PERFORMANCE MEETING**

Heather Proctor discussed the monthly financial report.

**4. UPDATE OF COUNCIL FOYER**

Kerrie Bell provided verbal report and powerpoint presentation.

**5. VERBAL REPORTS**

**5.1 Drought Support**

Discussed.

**5.2 Building Better Regions Fund**

Discussed.

**6. MOTOCROSS EVENT BRIEFING**

In attendance: Laurie Pearson and Jacqui Hill, who thanked Council for support.

**7. COUNCIL MEETING REPORTS FOR DISCUSSION**

**7.1 Open Spaces Strategy**

Anne Donovan discussed.

**7.2 2017-18 Annual Report**

Discussed.

**7.3 New Year's Eve Event**

Discussed.

**7.4 Illuka Planning Permit Update**

Discussed.

**7. CLOSE**

7.55pm (dinner followed)

**ASSEMBLY OF COUNCILLORS REGISTER**

**RATES REVIEW – COUNCILLOR INCEPTION MEETING  
HELD IN COUNCIL RECEPTION  
5.10pm – Thursday 11 October 2018**

**Present:** Mayor, Cr P Clarke, Cr MA Radford, Cr J Koenig, Cr L Power, Cr D Grimble, Cr A Gulvin (from 5.30pm); Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; John Martin, Director Infrastructure; Kevin O'Brien, Director Community Wellbeing

**In Attendance:** Mark Davies, Mach2 Consulting; John Watson, Chairperson, Horsham Rural City Council Rating Strategy Advisory Group

**Apologies:** Cr J Robinson; Angela Murphy, Director Development Services

**1. WELCOME AND INTRODUCTION**

**2. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989  
(AS AMENDED)**

Nil

**3. RATES REVIEW**

Mark Davies discussed the Rates Review planned program.

**4. CLOSE**

7.07pm



**Agenda Item 16.2****Relevant national, state and municipal provisions:****National Standing Council on Transport and Infrastructure**

“Ministers agreed on a National Airports Safeguarding Framework, a national land use planning regime to protect airports and communities from inappropriate off-airport development....”

**National Airports Safeguarding Framework (note – this document is specifically referenced in Horsham Planning Scheme).**

The aim of the framework is to:

- (1) improve safety outcomes by ensuring aviation safety requirements are recognised in land use planning decisions;
- (2) improve community amenity by minimising noise sensitive developments near airports, including through the use of additional noise metrics; and
- (3) improve aircraft noise-disclosure mechanisms.

**Horsham Planning Scheme specific reference - Clause 18.04-1S****Objective:**

To strengthen the role of Victoria’s airports and airfields within the state’s economic and transport infrastructure, facilitate their siting and expansion and protect their ongoing operation.

**Strategies:**

- (1) Protect airports from incompatible land uses.
- (2) Ensure that in the planning of airports, land use decisions are integrated, appropriate land use buffers are in place and provision is made for associated businesses that service airports.
- (3) Ensure that the planning of airports identifies and encourages activities that complement the role of the airport and enables the operator to effectively develop the airport to be and functional and contribute to the aviation needs of the state.

Plan for areas around all airfields such that:

- (1) Any new use or development that could prejudice the safety or efficiency of an airfield is precluded.
- (2) The detrimental effects of aircraft operations (such as noise) are taken into account in regulating and restricting the use and development of affected land.
- (3) Any new use or development that could prejudice future extensions to an existing airfield or aeronautical operations in accordance with an approved strategy or master plan for that airfield is precluded.

**Horsham Planning Scheme additional references:**

13.07 Land use compatibility.

17 Economic development

18.05 Freight links

- Protecting designated airports from incompatible land uses.

19 Infrastructure

- Planning should minimise the impact of use and development on the operation of major infrastructure of national, state and regional significance.

21.04 Direct residential growth away from productive, quality agricultural land.

- Maintain the safe and efficient operation of the Horsham Airfield by restricting the height of structures within the defined buffer distances around the facility, facilitating development on adjoining industrial zoned land for industry and business that is ancillary to the airfields operation, and protect future expansion opportunities by preventing residential development in the surrounding area.

Schedule 3 to the Design and Development Overlay

- Applying the DDO around the Horsham Airfield to restrict development within the defined airspace to:
  - Maintain the efficiency and safety of the Horsham airfield.
  - Ensure the height of development in the wider area surrounding the airport does not prejudice the existing or future use of the airport.
  - Decision guidelines. The responsible authority will consider:
    - The need to prevent buildings or works from being constructed which could interfere with or cause a safety hazard to aircraft operations in the vicinity of the airport and
    - The existing and likely future use of the airport.

John Robinson BM OAM MAIES  
Councillor  
Horsham Rural City Council

Enc. Selected references included.

Further references available via Horsham Planning Scheme (see HRCC website)



Home > Aviation > Environment and Safeguarding > Safeguarding Airports & Communities > National Airports Safeguarding Framework > Factsheet: National Airports Safeguarding Framework

# Factsheet: National Airports Safeguarding Framework

## What

The National Airports Safeguarding Framework provides guidance on planning requirements for development that affects aviation operations. This includes building activity around airports that might penetrate operational airspace and/or affect navigational procedures for aircraft.

The Framework was developed by the National Airports Safeguarding Advisory Group, which includes representatives from Commonwealth Infrastructure and Defence departments and aviation agencies; state and territory planning and transport departments, and the Australian Local Government Association.

The Framework consists of:

- Principles for National Airports Safeguarding Framework
- Guideline A: *Managing Aircraft Noise*
- Guideline B: *Managing Building-Generated Windshear*
- Guideline C: *Managing Wildlife Strike Risk*
- Guideline D: *Managing Wind Turbine Risk to Aircraft*
- Guideline E: *Managing Pilot Lighting Distraction*
- Guideline F: *Managing Protected Airspace Intrusion*
- Guideline G: *Communications, Navigation and Surveillance*

## Why

The Australian Government recognise that responsibility for land use planning rests

primarily with state, territory and local governments, but that a national approach can assist in improving planning outcomes on and near airports and under flight paths.

The aim of the Framework is to:

- improve safety outcomes by ensuring aviation safety requirements are recognised in land use planning decisions;
- improve community amenity by minimising noise sensitive developments near airports, including through the use of additional noise metrics; and
- improve aircraft noise-disclosure mechanisms.

## Who

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The Framework applies at all airports in Australia and affects planning and development around airports, including development activity that might penetrate operational airspace and/or affect navigational procedures for aircraft.

The Framework is intended to provide guidance to state, local and territory governments which can in turn be used to guide assessment and approvals for land use and development on and around identified airports.

The Framework can be downloaded from the Department of Infrastructure and Regional Development website at:

[www.infrastructure.gov.au/aviation/environmental/airport\\_safeguarding/nasf/](http://www.infrastructure.gov.au/aviation/environmental/airport_safeguarding/nasf/)

The *Principles for a National Airports Safeguarding Framework* acknowledge the importance of airports to national, state, territory and local economies, transport networks and social capital.

## Guideline A

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Over the long term, inappropriate development around airports can result in unnecessary constraints on airport operations and negative impacts on community amenity due to the effects of aircraft noise. These impacts need to be managed in a balanced and transparent way.

Guideline A provides advice on the use of a complementary suite of noise metrics, including the Australian Noise Exposure Forecast system and frequency-based noise

metrics, to inform strategic planning and provide communities with comprehensive and understandable information about aircraft noise.

## Guideline B

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Building-induced windshear can be a problem for aviation operations in cases where structures are situated close to airport runways. When a significant obstacle is located in the path of a crosswind to an operational runway, the wind flow will be diverted around and over the building and can cause the crosswind speed to vary along the runway.

Guideline B presents a layered risk approach to the siting and design of buildings near airport runways to assist land use planners and airport operators to reduce the risk of building-generated windshear and turbulence. It also provides options to modify existing buildings.

## Guideline C

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Wildlife strikes and/or avoidance can cause major damage to aircraft and/or compromise aircraft safety. Whilst the Civil Aviation Safety Authority has well-established safety requirements for wildlife management plans on-airport, wildlife hazards also occur outside the airport fence.

Guideline C provides advice to help protect against wildlife hazards originating off-airport. Many existing airports are surrounded by areas that are attractive to wildlife, especially birds, but appropriate land use planning decisions and the way in which existing land use is managed in the vicinity of airports can significantly reduce the risk of wildlife hazards.

## Guideline D

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Wind turbines can constitute a risk to low-flying aviation operations such as agricultural pilots. Additionally, temporary and permanent wind monitoring towers can be erected in anticipation of, or in association with, wind farms and can also be hazardous to aviation, particularly given their low visibility. These structures can also affect the performance of Communications, Navigation and Surveillance equipment operated by Airservices Australia and the Department of Defence.

Wind turbine farms can be expected to continue to develop as a renewable energy option. Guideline D provides advice on the location and safety management of these and other similar structures.

## Guideline E

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Pilots are reliant on the specific patterns of aeronautical ground lights during inclement weather and outside daylight hours. These aeronautical ground lights, such as runway lights and approach lights, play a vital role in enabling pilots to align their aircraft with the runway in use. They also enable the pilot to land the aircraft at the appropriate part of the runway.

It is therefore important that lighting in the vicinity of airports is not configured or is of such a pattern that pilots could either be distracted or mistake such lighting as being ground lighting from the airport. Guideline E provides advice on the risks of lighting distractions and how these can be minimised or avoided.

## Guideline F

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The operational airspace of airports is the volume of airspace above a set of imaginary surfaces, the design of which is determined by criteria established by the International Civil Aviation Organisation. These surfaces are established with the aim of protecting aircraft from obstacles or activities that could be a threat to safety—in particular, high-rise buildings.

Guideline F provides advice for planners and decision makers about working within and around protected airspace, including OLS and PANS-OPS intrusions, and how these can be better integrated into local planning processes.

## Guideline G

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Communications, Navigation and Surveillance (CNS) facilities are crucial to the safe and efficient operation of aircraft. While such facilities are generally associated with airports, some are offsite and at significant distances from airports. Inappropriate development in the vicinity of these facilities can compromise their effectiveness.

Guideline G is intended to assist land-use planners at all levels in their consideration of these facilities when assessing development proposals and rezoning requests and when developing strategic land use plans. It will also guide their interactions with Airservices Australia and the Department of Defence on when to consult on development proposals and in gaining up to date geographical locations for these facilities.

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Last Updated: 10 April, 2017

**13.07**

31/07/2018  
VC148

**13.07-1S**

31/07/2018  
VC148

**AMENITY**

**Land use compatibility**

**Objective**

To safeguard community amenity while facilitating appropriate commercial, industrial or other uses with potential off-site effects.

**Strategies**

Ensure the compatibility of a use or development as appropriate to the land use functions and character of the area by:

- Directing land uses to appropriate locations.
- Using a range of building design, urban design, operational and land use separation measures.

17

31/07/2018  
VC148

## ECONOMIC DEVELOPMENT

Planning is to provide for a strong and innovative economy, where all sectors are critical to economic prosperity.

Planning is to contribute to the economic wellbeing of the state and foster economic growth by providing land, facilitating decisions and resolving land use conflicts, so that each region may build on its strengths and achieve its economic potential.



**18.04**31/07/2018  
VC148**18.04-1S**31/07/2018  
VC148**AIRPORTS****Planning for airports and airfields****Objective**

To strengthen the role of Victoria's airports and airfields within the state's economic and transport infrastructure, facilitate their siting and expansion and protect their ongoing operation.

**Strategies**

Protect airports from incompatible land uses.

Ensure that in the planning of airports, land use decisions are integrated, appropriate land use buffers are in place and provision is made for associated businesses that service airports.

Ensure the planning of airports identifies and encourages activities that complement the role of the airport and enables the operator to effectively develop the airport to be efficient and functional and contribute to the aviation needs of the state.

Ensure the effective and competitive operation of Melbourne Airport at both national and international levels.

Protect the environs of Avalon Airport so it can operate as a full-size jet airport focussing on freight, training and services.

Recognise Essendon Airport's current role in providing specialised functions related to aviation, freight and logistics and its potential future role as a significant employment and residential precinct that builds on the current functions.

Recognise Moorabbin Airport as an important regional and state aviation asset by supporting its continued use as a general aviation airport, ensuring future development at the site encourages uses that support and enhance the state's aviation industry and supporting opportunities to extend activities at the airport that improve access to regional Victoria.

Maintain Point Cook Airfield as an operating airport complementary to Moorabbin Airport.

Preserve long-term options for a new general aviation airport south-east of Metropolitan Melbourne by ensuring urban development does not infringe on possible sites, buffer zones or flight paths.

Avoid the location of new airfields in areas that have greater long-term value to the community for other purposes.

Plan the location of airfields, nearby existing and potential development, and the land-based transport system required to serve them as an integrated operation.

Plan the visual amenity and impact of any use or development of land on the approaches to an airfield to be consistent with the status of the airfield.

Plan for areas around all airfields such that:

- Any new use or development that could prejudice the safety or efficiency of an airfield is precluded.
- The detrimental effects of aircraft operations (such as noise) are taken into account in regulating and restricting the use and development of affected land.
- Any new use or development that could prejudice future extensions to an existing airfield or aeronautical operations in accordance with an approved strategy or master plan for that airfield is precluded.

**Policy documents**

Consider as relevant:

- *National Airports Safeguarding Framework* (as agreed by Commonwealth, State and Territory Ministers at the meeting of the Standing Council on Transport and Infrastructure on 18 May 2012)
- *Avalon Airport Master Plan* (Avalon Airport Australia Pty Ltd, 2015)
- *Avalon Airport Strategy* (Department of Business and Employment/AeroSpace Technologies of Australia, 1993) and its associated Aircraft Noise Exposure Concepts

**18.05**31/07/2018  
VC148**18.05-1S**31/07/2018  
VC148**FREIGHT****Freight links****Objective**

To develop the key Transport Gateways and freight links and maintain Victoria's position as the nation's premier logistics centre.

**Strategies**

Support major Transport Gateways as important locations for employment and economic activity by:

- Protecting designated ports, airports, freight terminals and their environs from incompatible land uses.
- Encouraging adjacent complementary uses and employment generating activities.

Improve the freight and logistics network to optimise freight handling and maintain the efficiency and effectiveness of the network.

Support the development of freight and logistics precincts in strategic locations along key regional freight corridors.

Plan for improved freight connections that are adaptable to commodity, market and operating changes.

Link areas of production and manufacturing to export markets.

Improve freight efficiency and increase capacity of Transport Gateways while protecting urban amenity.

Facilitate increased capacity of Interstate Freight Terminals, both in regional areas and Metropolitan Melbourne.

Ensure an adequate supply of land is zoned to allow high-volume freight customers to locate adjacent to Interstate Freight Terminals.

Minimise negative impacts of freight movements on urban amenity.

Limit incompatible uses in areas expected to have intense freight activity by identifying and protecting key freight routes on the Principal Freight Network.

**Policy documents**

Consider as relevant:

- *Freight Futures: Victorian Freight Network Strategy for a more prosperous and liveable Victoria* (Victorian Government, 2008)

**INFRASTRUCTURE**

Planning for development of social and physical infrastructure should enable it to be provided in a way that is efficient, equitable, accessible and timely.

Planning is to recognise social needs by providing land for a range of accessible community resources, such as education, cultural, health and community support (mental health, aged care, disability, youth and family services) facilities.

Planning should ensure that the growth and redevelopment of settlements is planned in a manner that allows for the logical and efficient provision and maintenance of infrastructure, including the setting aside of land for the construction of future transport routes.

Planning should facilitate efficient use of existing infrastructure and human services. Providers of infrastructure, whether public or private bodies, are to be guided by planning policies and should assist strategic land use planning.

Planning should minimise the impact of use and development on the operation of major infrastructure of national, state and regional significance, including communication networks and energy generation and distribution systems.

Planning authorities should consider the use of development and infrastructure contributions in the funding of infrastructure.

21.03  
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## VISION – STRATEGIC FRAMEWORK

Council has developed the following Vision as the basis of this planning scheme. This Vision has arisen from the issues and influences discussed in the previous section. This Vision has also evolved from Council's Corporate Vision for itself as the local government.

### Council Plan Vision

- A leader of the region's economic, cultural and social focus;
- A community that is proud of its achievements, supportive of a caring environment and which provides opportunities for growth and prosperity;
- A rural city that meets the needs of all generations providing a great place to live, work, learn and enjoy;
- A community inclusive of all its people, which acknowledges the Wotjobaluk community and the important ongoing role that all indigenous people have in our community;
- A rural city that acknowledges the importance of education and health to our community;
- A community that recognises the importance of primary production, agricultural value adding and service industries for our sustainability.

### Land Use Planning Vision

- Horsham Rural City Council will seek to manage the resources of the municipality in a sustainable manner, so as to secure prosperity for agriculture, industry, and commerce, and to maintain and enhance the social and cultural quality of life for local residents. Natural assets will be protected and maintained in the interests of biodiversity and enjoyment for residents and visitors.

Horsham Rural City Council in partnership with the community will plan for the development and balanced management of the municipality based upon the objectives and strategies outlined in the following sections.

**21.04**14/12/2017  
C64**OBJECTIVES, STRATEGIES, IMPLEMENTATION**

The following key directions for the Rural City of Horsham have been developed by Council, in conjunction with the Community. The directions have arisen from the issues and influences identified and the vision proposed.

**21.04-1**14/12/2017  
C64**Role of Horsham**

Horsham is the capital of the Wimmera. Horsham has a role to play in the provision of various facilities and services to the local and Wimmera wide population. The regional centre is continuing to grow and hence the need for planned residential areas and a variety of housing types. Horsham is an important commercial and industrial hub with an advantageous location. Health care provision is an important function and employer in the regional centre.

**Objective**

To promote and enhance the role of Horsham as the key population centre and provider of retail, business, industrial, health and government services, to the local population and the wider Wimmera region of Western Victoria.

**Strategies**

- Provide for new residential growth areas that maintain the compact urban form of the regional centre and ensure economical and efficient provision of infrastructure and minimal impact on quality agricultural land. Residential development is to be confined within the Urban Growth Boundary shown in the map to this strategy. The use, development or subdivision of the identified Long Term Residential Areas which may otherwise prejudice the conversion of the land for residential development is to be avoided.
- Prevent the designation of new residential, industrial or commercial areas within areas known to be affected by the floodplains of the Wimmera River and Burnt Creek, and to appropriately manage existing areas which are subject to inundation.
- Direct residential growth away from productive, quality agricultural land.
- Encourage the continued development of an open space network along the Wimmera River to provide recreational opportunities and to enhance the appearance and liveability of the regional centre, as well as providing habitat for indigenous flora and fauna.
- Facilitate the provision of a wide range of housing types and opportunities, including medium density housing in areas within close proximity of the Central Activities District.
- Protect sites of identified heritage significance.
- Reinforce the strong and vibrant Central Activities District of the Horsham regional centre, by encouraging the development of new commercial premises within the existing CAD.
- Facilitate the beautification and enhancement of the Central Activities District.
- Encourage the progressive restructuring and consolidation of land uses so that more efficient and effective use of core land is achieved and safe, convenient, pedestrian linkages between the various components of the CAD are created.
- Support limited commercial development in designated highway locations in the regional centre, where that development is not appropriate to be accommodated within the Central Activities District.
- Ensure all new commercial and industrial development achieves a high standard of presentation.

## HORSHAM PLANNING SCHEME

- Ensure the main entrances to Horsham are attractively presented.
- Consider the development of an 'Entertainment Precinct' within the Central Activities District in the vicinity of existing premises.
- Encourage industrial development within the regional centre in established industrial zones serviced by infrastructure including good road access.
- Encourage light industrial activity north of Plumpton Road, ensuring an adequate buffer to the proposed Wimmera River South of residential area.
- Encourage small scale service and light industrial activity to the south of the Central Activities District, generally in the area bounded by O'Callaghans Parade and McPherson Street, which is advantaged by close proximity to the Central Activities District.
- Facilitate the establishment of a cluster of industrial activities around the new saleyards located south east of the regional centre to ensure development occurs in a way which minimises potential impacts from inundation from the nearby Burnt Creek.
- Encourage hospital and associated medical facilities to establish in the vicinity of the existing Horsham Base Hospital.
- Recognize and enhance the role of Horsham as a provider of regional recreation and entertainment facilities.
- Maintain the safe and efficient operation of the Horsham Airfield by restricting the height of structures within defined buffer distances around the facility, facilitating development on adjoining industrial zoned land for industry and business that is ancillary to the airfields operation, and protect future expansion opportunities by preventing residential development in the surrounding area.
- Support the Horsham Bypass and ensure it is appropriately located so as not to undermine the role of Horsham.
- Support the development of tourist accommodation facilities near the golf course.

### Implementation

The above strategies will be implemented by;

Applying the General Residential Zone to the existing residential areas of the regional centre and a sufficient supply of undeveloped land.

Applying the Development Plan Overlay – Wimmera River South Development Plan to land on the south side of the Wimmera River to ensure residential development is not located on the floodplain, does not compromise the buffer to the waste water treatment facility, is appropriately drained and contributes to open space and public access along the waterway.

Applying the Floodplain Management Policy, the Floodway Overlay, the Land Subject to Inundation Overlay and Schedule 9 to the Design and Development Overlay to areas known to form part of the floodplains of the Wimmera River and Burnt Creek. The Schedule to the Overlays provides exemption from permit requirements for certain developments.

Applying the Design and Development Overlay – Flood Fringe Development to incorporate former planning scheme controls requiring the filling of several parcels of land subject to inundation prior to further development.

In conjunction with the Wimmera Catchment Management Authority undertake a flood study along Burnt Creek.

Grampians Region Water Authority Local Policy to ensure appropriate servicing of new development.

Horsham Rural City Council will also continue to support state government housing initiatives to ensure equitable access to housing opportunities is maintained and improved.

## HORSHAM PLANNING SCHEME

Applying the Heritage Overlay and Design and Development Overlay – Urban Conservation Precincts – Horsham Residential Areas to historic properties within the residential areas of the regional centre.

Applying the Business 1 Zone to commercial area of the CAD to ensure a wide range of retail activities can continue to establish within the regional centre.

Applying the Business 2 Zone to the existing office area located along Baillie Street.

Applying the Business 3 Zone to land to the south east of the CAD to encourage a mix of light industrial and office activity.

Applying the Business 4 Zone to a number of highway locations where such activities are already established to allow bulky goods and manufacturing industries.

Applying the Industrial 1 Zone to the core industrial areas.

Applying the Industrial 2 Zone to the abattoir south of the city, in recognition of the potentially offensive nature of the use.

Applying the Industrial 3 Zone around the abattoir in recognition of buffer requirements.

Applying the Commercial Development Guidelines Policy which sets down acceptable development standards.

Applying the Heritage Overlay and the Design and Development Overlay – Urban Conservation Precinct – Horsham Central Area to notable historic sites within the CAD to provide for their protection and any proposed modifications to ensure the character of the precinct is enhanced.

Applying the Design and Development Overlay around the Horsham Airfield to restrict development within the identified airspace.

Applying the Design and Development Overlay around the Horsham rifle range and sewerage treatment plant to provide guidelines for development in the vicinity of these facilities, to minimise the potential for land use conflict.

Enhancing the Showgrounds as an additional community recreation area along the river.

Investigating opportunities for relocation of industrial activity (including the Council depot) that is presently located adjacent to the CAD and redevelopment of this area for medium density housing.

Undertaking a second stage Heritage Study for the whole of the Municipality by December, 2005.

Preparing an Infrastructure Contributions Plan.

Preparing design guidelines for town entrances and include them in the Commercial Development Guidelines Policy.

Lobbying Grampians Water to provide sewerage to the Stawell Road Industrial Area and Derry Pde.

Investigating site for Visitor Stop in Horsham.

Active involvement in the development of options for the Horsham Bypass and ensure sufficient assessment of impacts is undertaken prior to selection of the preferred option.

Continuing to implement the recommendations of the Wimmera Industrial Land Capability Study (WILCS) that seek to address future industry opportunities and requirements, so that appropriate land can be reserved. The WILCS recommendations seek to address opportunities for relocation of industrial activity, including the shire depot, which is presently located next to the Central Commercial Area. The WILCS also recommended relocation of the abattoir and investigation of industry opportunities in Dimboola Road, and the issues surrounding buffers between the industrial land near Southbank residential area and the low density residential land near the golf course.

Maintaining the Rural zoned land around the airfield to protect expansion opportunities.

Preparing a retail strategy for Horsham to ensure Horsham's retail areas continue to function effectively and meet the needs of the residents of and visitors to Horsham and surrounding districts.



**72.06**

31/07/2018  
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**EFFECT OF THIS PLANNING SCHEME**

Land may be used or developed only in accordance with this planning scheme.

Land must not be developed unless the land as developed can be used in accordance with this planning scheme.

If this planning scheme allows a particular use of land, it may be developed for that use provided all requirements of the scheme are met.

## HORSHAM PLANNING SCHEME

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**SCHEDULE 3 TO THE DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as DDO3

**WIDER AIRPORT ENVIRONS AREA****1.0**

19/01/2006  
VC37

**Design objectives**

To maintain the efficiency and safety of the Horsham airfield.

To ensure the height of development in the wider area surrounding the airport does not prejudice the existing or future use of the airport.

**2.0**

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**Buildings and works**

A permit is not required to construct a building or work which has a total height of less than 30 metres above natural ground level.

**3.0**

19/01/2006  
VC37

**Decision guidelines**

Before deciding on an application, the responsible authority will consider:

- The need to prevent buildings or works from being constructed which could interfere with or cause a safety hazard to aircraft operations in the vicinity of the airport, and
- The existing and likely future use of the airport.